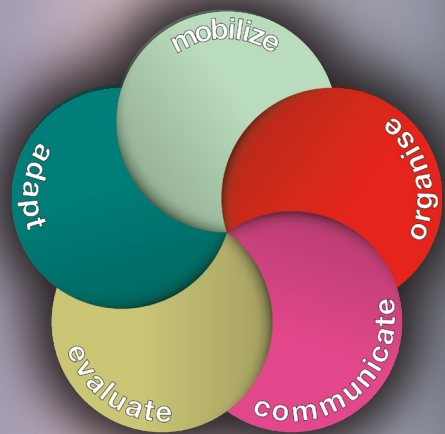


# MANAGEMENT OF HUMAN ISSUES



## EXPECTED RESULTS

- Mobilize all team members towards the realization of a collective project.
- Organize the work to empower each partner according to their dominant personality component.
- Communicate in a way that messages are received and, most importantly, accepted.
- Evaluate the work to get each partner to continue to invest in the collective project.
- Adapt your own attitudes and behaviours to leverage continuous movement, then get team members to do the same.

This program helps to develop the skills of managers in relation to human issues, like **mobilizing, organizing, communicating, evaluating and adapting** to improve the ways that members of their team get involved individually and collectively in the realization of a project. It is the exploration of the **Soft Side of Management**, where people are placed at the heart of management practices, without being viewed as a mere resource.



Personality  
Dynamics

The proposed approach is based on the **Personality Dynamics** model to determine how managers can meet people's expectations while fostering the achievement of company objectives. Prioritizing human issues makes work a source of satisfaction for everyone involved, which contributes to workforce retention.

## DETAILS

**30 hours**  
**Group Training**  
Multi-businesses or private

<b>In person</b>	or	<b>Online</b>
5 sessions		10 sessions
6 hrs/day		3 hrs/ses.



**5 hours**  
**Individual**  
**management**  
**coaching**

5 1 hr/session

Program lasting 10 to 12 weeks, with different didactic strategies facilitating the progress of each person. If necessary, individual training can be designed; see website for details.

## MATERIALS PROVIDED

Upon registration; must be filled out before training starts.

- *Self-assessment questionnaire* (220 statements)

At the first meeting, to be used throughout the program

- *Exploration of the Soft Side of Management – Concepts and Applications* (302 pages)
- *Assessment of My Management of Human Issues* (60 pages)

This assessment measures the participants' ability to meet the needs of their team members. Individual results are compared to those of a large sample of managers facing the same realities.

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# MANAGEMENT OF HUMAN ISSUES

How can I get my team to take on challenges?

How can I leverage the qualities of each person?

How can I improve my interpersonal skills?

How can I ensure that my evaluation approach be well accepted?

How can I get my team members to cope with change?

Exploration of the  
**Soft Side of Management**  
is possible thanks to

Human  
Performance Engineering<sup>R</sup>



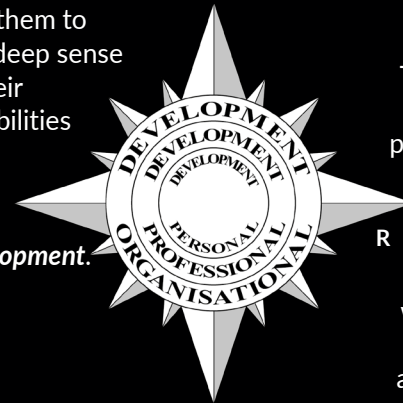


## My View on Development

People are at the heart of companies and organizations: this is the starting point of all the development approaches that I offer at the **M3I Institute**. For almost half a century now, I have been researching and working on organizational behaviour to discover the impacts of human contributions on the functioning of businesses and organizations. It's essential to note that, for a person, work constitutes the most important activity of their adult life! In fact, we spend more time with work colleagues than with our children and life partners.

This is why I have devoted so many years to exploring the **Soft Side of Management**: I have invested myself in finding ways to help managers intervene so that work becomes a source of satisfaction for everyone involved. For me, Managing Human Issues is the key to achieving this, because this program represents the culmination of all the efforts I have put into making work a stepping stone towards personal fulfillment.

I am convinced that when a person believes that their job allows them to collaborate meaningfully on a worthwhile project, it generates a deep sense of achievement. It is this feeling that triggers their desire push their limits—**personal development**—and then to acquire the skills and abilities necessary to meet the challenges of this project—**professional development**. Thus, this person who is now more qualified and motivated can contribute to the adjustments that will allow the entire organization to evolve—**organizational development**.



« BUREFOR Star »

This conviction is not something new! As early as 1985, this principle was made into an image to represent the philosophy of **BUREFOR Inc.**, the company that gave birth to the **M3I Institute**. Still today, the star with the three concentric circles perfectly illustrates how people are the focal point around which businesses and organizations must build.

## Context

Businesses and organizations have a variety of resources to attain their defined purpose and to pursue their mission. To achieve their goals, they put in place systems made of processes and procedures in order to leverage these resources and maximize their effectiveness and efficiency. All these systems, processes and procedures are based on logistics of anticipation, causation and results which have no other purpose than to ensure their smooth functioning and a clear understanding by the people involved, no matter their position, role or status. For these people to be able to perform the work that is asked of them, because they are considered like all other resources...

### But humans are not a resource!

Rather, people use the resources, systems and procedures to move businesses and organizations forward. And the more or less optimal achievement of the targeted objectives, whatever their motives, depends only on their will. People can't be managed the same way we manage resources—equipment, technology, information, raw materials, finance, etc. —simply because human functioning doesn't follow the same logic as that applied to the production of goods or services. So, can we really talk about people management? NO!

### What we can manage are the issues that touch people.

In this way, we understand that managing human issues involves other aspects than those used in resource management, because this approach is not sufficient to meet people's needs.

Therefore, the interventions of managers with their team must be based on the following issues: **mobilization, organization, communication, evaluation and adaptation**. Managers only have power over their approach to getting people involved in a project, to organizing themselves independently, to expressing themselves openly, to recognizing the correctness of an assessment and to making the necessary adjustments for the achievement of desired objectives.

This approach, called the **Soft Side of Management**, requires managers to create environments and conditions for people to engage, where **"I want you to do"** makes way for **"I want you to want."**

For nearly a century, research on human behaviour in the workplace has shown that the triggering of a person's **willingness to act** leads them to consider their job as a project that really allows them to flourish rather than just consider it a day job. Their thinking could be seen as follows:

**"I am participating in something important, something bigger than myself that I can't accomplish alone; something that allows me to use my talents and to develop as much as I want to."**

## My Integrated Approach

The exploration of the **Soft Side of Management** is made possible thanks to **Human Performance Engineering**, a set of strategies and processes that integrate human contributions—the behaviours, reactions and attitudes of each person—into the production of a good or service. This approach gives managers the tools to get their team members involved individually and collectively in the completion of a project. Each development approach is based on four building blocks:

### Methodology

With the **M3I Approach**, each person voluntarily makes the changes necessary for their development. To do this, they must : **Measure** their abilities and practices and **Modify some of them in order to Master new skills to Integrate them into their daily life..**

### Measure

Several tools analyze **a few hundred attitudes and behaviours** relating to management.

On the one hand, each individual response shows what the person considers required for the proposed statement, in other words, the best practices to implement in their job.

On the other hand, these responses are compared with data collected over the past decades from thousands of managers in order to establish comparisons (benchmarking) with the practices of people experiencing the same reality.

### Model

**Personality Dynamics**, a model that explains human functioning, is based on the four personality components; it provides guidelines on the reactions likely to be encountered in a work context.



### Intervention



Based on the **M3I Institute's** four fields of intervention, generic or customized scenarios are created to develop the skills of managers and members of their team.

## The Management of Human Issues Fosters Workforce Retention

Without a doubt, managers who place human issues at the heart of their practices contribute to the synergy of their team and, at the same time, to the development of their company or organization. By setting an example through people-centred attitudes and behaviours, managers promote harmonious exchanges, which enhance staff performance and well-being.

How many unhappy or dissatisfied employees leave their work, or are invited to do so, putting the achievement of objectives at risk?

How many times do efforts put into optimizing the functioning of a team ultimately fail, because people lose their enthusiasm?

By avoiding considering humans as a mere resource, managers who focus on human issues ensure that their team members see themselves as people in their own right, with needs and aspirations. From this, a sense of belonging to the team can develop, one that enables them to make progress within a company that encourages them to feel fulfilled.

**Workforce retention guaranteed!**



**m3i INSTITUTE**  
OPTIMIZING THE CONTRIBUTION OF PEOPLE

**Human Performance Engineering<sup>R</sup>**