

# Mansis Certification in Employee Performance Management

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## Overview

Managing people is a fundamental job requirement in all social organizations from families to factories. The education system teaches students theories of people management, but rarely provides opportunities to develop practical skills. As a result, many managers, despite formal education, struggle with people management and often wonder if there is a simpler, more practical way of getting results from people.

The Mansis Certification in Employee Performance Management is a practical skill development program based on a proven system for managing people called the Mansis Performance Management System. Earning this Certification means that participants have successfully learned and demonstrated a core set of critical skills for managing people. Employers can now have confidence that their new and current managers have more than just management concepts and knowledge. They have real skills that can be put into practice immediately. We teach, and then certify that what we taught was successfully learned and demonstrated.

## The Case for Certification in Employee Performance Management

A University or College degree or Certificate in Business, Management, Human Resource Management or related fields, does not confirm that the bearer knows how to develop and manage people. At most it is an indication of an acceptable level of acquired knowledge about people management concepts and theories. Placed into a people management role, these graduates will typically not know precisely what to do. This is an acceptable situation if the host organization has a well-developed Performance Management System that the new employee is able to learn quickly. The “degree” affirms more the person’s ability to learn, than his or her ability to perform.

Unfortunately most organizations and especially new, small and medium-sized organizations do not have a well developed Performance Management System, if any System at all.

Consequently, experience in these organizations will not by itself develop the required Performance Management values and skills. As a result, many new managers even with formal education, continue to struggle and cannot, on their own, develop effective Performance Management values and skills.

Research and experience for at least 4 decades has shown that most organizations and managers are missing the core, fundamental skills and processes for effectively developing and managing people. This common deficiency in both organizational design and in managers’ competencies (a system of processes for effectively developing and managing people) has been a significant cause of organizations’ inability to successfully provide the required level of service to their customers (or clients, or patients, or members). The traditional response to this problem has been symptomatic, i.e. enrolling managers in workshops typically composed of a clutter of unrelated theories and faddish concepts; or on-the-job experience (another name for a sink or swim strategy); and most commonly, no attempt to implement a systematic, controllable approach to managing people. Yet the real solution is very fundamental and not complicated.

For an organization to be effective, a Performance Management System and its philosophy/values need to be implemented into the organization’s culture, learned and used by all management and at the least, promoted by the senior management. Likewise, the Performance Management System skills and philosophy can also be learned by independent individuals as the foundation for their personal qualifications to be a successful manager. As with an organization, this core System of skills, procedures and values is frequently the primary missing ingredient in the set of competencies that all “people managers” require. It is the practical side of management that formal education does not usually supply.

## The Mansis Performance Management System

Developed from several decades of field research, The Mansis Performance Management System (which is commonly just called “The Mansis System”) is made up of a small set of processes, interpersonal procedures, supplementary tools, as well as specially designed forms for helping all members of an organization:

- clarify performance expectations,
- resolve and prevent performance problems,
- successfully perform their day-to-day duties, and
- maintain a proper data base of employee performance.

The System can be used by any organization (and of course by individual managers) to organize and manage its people. With this powerful tool, a manager can eliminate the guesswork about what’s expected from people and how they are performing. Management will have effective tools to reward and coach employees to high levels of performance. Organizations use The Mansis System to make sure it is progressing according to plan. The System gives any organization a leading-edge, contemporary process for ensuring quality performance and accountability

Most significantly, The Mansis System can be a powerful instrument of change, involving all members of an organization in defining and creating its future, while at the same time providing an effective process for balancing the inherent tensions between empowerment and personal accountability, between top-down direction and creativity, and between personal freedom and achieving organizational goals.

The Mansis System has been judged to be:

*“. . . simply the best comprehensive general management system I have ever seen. It has been put together in a simple way and it works. All the pieces fit together and you get results.”*

For more information on the Mansis Performance Management System, go to <http://www.mansis.com/MansisPMS.htm>

### ***The Difference Between a Certificate and Certification***

A CERTIFICATE is a document attesting to the fact that a person has completed an educational course. Many Training Certificates are simply an indication of attendance in a workshop, rather than the acquisition of specific knowledge and especially skills.

CERTIFICATION is an endorsement or guarantee that certain required standards have been met. Regarding the Mansis Certification, we teach the core skills and necessary knowledge for managing people, and then we certify that what we taught was successfully learned and demonstrated by the Program participants.



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## Program Description

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Participants in the Mansis Certification Program attend a 3 ½ day workshop where they learn and practice a core set of critical people management skills and in addition, complete home study assignments based on the course material. Near the end of the workshop, participants participate in an in-class assessment of the skills they have learned and practised in the workshop. Afterwards, at home or at work, they take a web-based knowledge test based on the course content.

The Certification workshop is designed to build participants' confidence in their management skills by practising realistic applications of the skills with support from the Mansis team of experts. Mansis has used this formula for years to help clients from a variety of backgrounds to quickly learn people management skills.

Successful participants receive their Certification, along with an invitation to take advantage of free follow-up support and networking. Re-certification (refresher) workshops and additional seminars are also available to successful participants.



## Candidates for Certification

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Certification is designed for:

- Any person having or aspiring to have the responsibility (and role) for developing and managing others in any industry including profit-oriented, government, not for profit, associations and clubs.
- Individual participants or a management team from any type of organization.

At this time, registrants must be fluent in conversational and written English in order to qualify for the Mansis Certification Program.



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# The Benefits of Mansis Certification

## For Individuals:

- Learn and immediately use simple, practical skills, forms and procedures based upon a well-researched and effective performance management system
- Learn and demonstrate significant management competencies that employers require without having held a job managing people
- Receive skill performance feedback and advice from a specialist in people management
- Use both workshop participation and home study to maximize the return from the time invested in the Program
- Join a support network of participants and instructors and gain access to additional resources
- Strengthen your resume and job applications with the addition of this Certification
- Re-certify every one or two years in a refresher workshop, to continuously improve and demonstrate your current competencies

## For Organizations:

- Certified individuals can demonstrate a significant management competency without having held a management position
- Newly appointed leaders/managers, if certified, won't be learning how to manage their people by trial and error
- Re-certification every one or two years keeps a manager's people management skills current and effective, especially performance problem-solving skills not frequently used



## ***The Core Management Skills that are Certified:***

Developing and using a set of simple, effective tools for giving performance direction

Coaching others to change behavior/performance

Giving documented recognition

Holding others accountable for their job performance

Using Performance Reviews to develop others

Diagnosing and resolving employee performance problems

Tracking and documenting employee performance

Motivating others

Using Official Discipline

Listening and using the Non-Directive Interviewing Technique

Implementing Change with the Performance Management System



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# Workshop Content & Material

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Many training programs try to teach (or just talk about) too many topics in too little time, trying to squeeze a whole spectrum of concepts and issues into a class, one presumes, to convince participants that the material is current and/or leading edge. But more is not necessarily better. It's often just unrelated information clutter; next to impossible to remember or apply.

Each individual topic likely has some value or sheds light on an issue of managing people; but missing is a system to integrate past and current knowledge about people management into a practical, useful tool to apply that disparate knowledge. This last step, and a Mansis specialty, is rarely completed and instead workshop participants are left with a lot of knowledge about a lot of little topics, but with no means to use it.

For 40 years, Mansis has pulled together a great many research-based concepts and theories into a simple, integrated system to manage people. The scientific foundation of The Mansis System is quite complex, but the application is practical and simple.

In advance of attending the Workshops, all participants will receive and are required to have read a copy of Simple, Sensible Management, the text for this Program.

## **Agenda Topics:**

### **Day 1 (half day):**

- Program Overview
- The Principles of Managing People and the Philosophical Side of People Management
- What the Performance Management System Is and How it Works

### **Day 2:**

- The Tools for Giving Direction, and How to Create and Use Them
- Update Meetings: What They Are and How to Hold Them
- Performance Review: What It Is and How to Organize and Conduct It
- Implementing Change with the Performance Management System
- Non-Directive Interviewing: Concept and Practice

### **Day 3:**

- Recognition Skill: Concept, Skill, Documentation, Practice
- Coaching Strategy Skill: Concept, Skill, Documentation, Practice
- Discipline Skill: Concept, Skill, Documentation, Practice

### **Day 4:**

- Case Studies
- Interpersonal Skill Assessment
- Review and Wrap-up: Preparation for Web-based Exams and How to Use and Market Your Certification



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# Certification Methodology

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## Two Application Projects:

Two take-home projects give participants an opportunity to demonstrate applied knowledge about the processes and data requirements for successfully managing people

## Interpersonal Skill and Documentation Assessment:

Using Assessment Centre technology, trained professionals assess each participant's performance in life-like simulations of the skills learned in class. Realistic role-plays of typical people-management situations can be a valid measure of whether the individual actually has the skill.

## Knowledge Assessment:

- a) Participants answer a web-based (open book) knowledge exam on the Performance Management System and other Certification Program content, including testing on: the Performance Management System Model, Coaching strategy, performance problem diagnosis, implementing people management skills and processes, and related documentation.
- b) Participants answer a Case Study to diagnose an employee performance issue and apply a solution.

## Assessment Feedback:

Participants receive specific performance and behavior-based feedback on how they performed the required interpersonal people management skills as well as advice on any necessary improvements and need for personal development.

## Workshop Dates & Fees

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### ***Upcoming Workshop Dates:***

Workshops are being scheduled in centres across Canada. Please consult our website at [www.mansis.com](http://www.mansis.com) for upcoming program dates or e-mail us at [certification@mansis.com](mailto:certification@mansis.com).

### ***Individual Registration Fees:***

Pricing for individual registrants: \$1200 plus GST

Full time students at any Community College or University and recent graduates (up to one year past Graduation) can receive a special 25% Student discount. Be one step ahead of your peers and add a significant competency to the value of your resume.

\*\*Fee includes all textbooks and Workshop materials, lunches and refreshments and follow-up.

### ***Company Registration Fees:***

Mansis offers special pricing for organizations registering groups of managers. Location and refreshment options can be discussed. Please telephone Mansis at (204) 770-2184 for more information on Certification options for companies.



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# Background on Mansis

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## Company Information

The Mansis Development Corporation is a human resource management consulting and training company. First established in 1978 and headquartered in Winnipeg, Manitoba, Mansis was one of the first consulting organizations in Western Canada to market an external Assessment Centre Service, as well as customized In-House Assessment Centres to help private sector and government organizations dramatically improve the selection and development of their management.

In addition, Mansis specializes in Performance Management and works with senior management of small and medium-sized companies as well as government departments to implement organizational change and to improve their management practices. Mansis researches, develops and implements supervisory and management skill training programs and management systems for government and private sector clients, and provides professional management consulting services in human resource and general management. In 2010, Mansis brought together its experience with Assessment Centre technology and Performance Management Skill training to offer a unique skill Certification Program to interested individuals and organizations.



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## President of Mansis is Robert H. Kent, Ph.D.

Dr. Kent is President of The Mansis Development Corporation where he helps business owners and their management implement simple and practical processes for managing employees. Bob is a specialist in Performance Management and the structure and management of small and medium-sized organizations. For example, the President of the Friesens Corporation, recently selected as one of Canada's Best Managed Corporations recently said that Bob's Performance Management System was a big part of Friesen's formula for success. Bob also serves as a personal coach and management consultant to business managers and owners, in Canada and the United States, for solving their organizational, management and employee performance problems.



Before founding Mansis in 1978, Bob held senior management and executive positions in the Canadian Federal and Manitoba Provincial governments as well as in private and public corporations. He also continues to lecture in management at the University of Manitoba where he has been an award winner for excellence in teaching and professional expertise. Currently Bob teaches in the Manitoba MBA Program.

Bob has degrees in Mathematics, Business Administration and Computer Science and a Ph.D. degree in Management and Organizational Behavior from the University of British Columbia. He is a former President of the Institute of Certified Management Consultants of Manitoba; and has been a Director of many provincial and national organizations including the Community Planning Association of Canada, the Children's Hospital Research Foundation, Scouts Canada, the Canadian Cancer Society, the Institute of Certified Management Consultants of Canada, the Canadian Association of Management Consultants and the Canadian Association of Farm Advisors.

Bob is also the author of over 150 published articles as well as several texts, videos and software applications on management, supervision, executive development and organizational change.

A frequent speaker at seminars and conferences, Bob is noted for his jargon-free, practical approach to management. Participants at workshops and conferences regularly praise Bob for his ability to clarify concepts and offer practical, field-tested solutions to everyday problems faced by management.



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# Frequently Asked Questions

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## **[1] WHY THE SUDDEN NEED FOR CERTIFICATION IN EMPLOYEE PERFORMANCE MANAGEMENT? IS THERE SOME CHANGE IN THE RECRUITMENT AND SELECTION PROCESS FOR MANAGERS?**

Yes there is a change and a significant one at that.

Ten years ago if an organization was recruiting for a manager, it wanted smart, energetic candidates with job related experience, contemporary management education and knowledge, and a good personal presentation. The organization assumed (or deduced) that candidates had the required job skills from their education, experience, knowledge presented typically in an interview, and, if possible, from some form of skill certification such as a professional Accounting designation.

And consequently if you were looking for a management job, you wanted an attractive resume showing your management education and experience, you made sure you had good presentation skills and you prepared yourself to answer questions in an interview showing your grasp of contemporary management concepts. For example, back then, an MBA was a ticket to a management career.

Today it's different. Executives are not looking for candidates with the potential to become effective managers. First, they need candidates who can perform the job from the get-go; people with the skills they can use immediately. But secondly, the critical importance of people management for an organization's survival is now patently obvious to many executives and as a result they want evidence that management candidates actually possess these skills. And experience is showing that education, knowledge and even experience do not guarantee that prospective managers possess the right people management skills.

So what today's management recruits need in addition to what they needed a decade ago, is proof that they have the both the necessary knowledge and the skills to manage people effectively. They need to show that they can do the job they are applying for and can do it the right way.

### THE SOLUTION

Prospective managers need to be able to show, and organizations need to be able to know, that individuals applying for management jobs actually have the right knowledge and skills for successfully managing people. An independent certification of employee performance management knowledge and skills accomplishes this objective.



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Managing people is the Mansis specialty, and so we teach prospective and current managers a system of skills and procedures that has a proven successful for leading and directing employees in all industries, and then certify that these skills and knowledge have been tested and successfully demonstrated by our students.

## ***[2] WHERE DID THE MANSIS CERTIFICATION IN EMPLOYEE PERFORMANCE MANAGEMENT COME FROM?***

It is actually the culmination of over 30 years of research and experience. The Mansis Certification is based, first of all, on teaching thousands of employees in hundreds of organizations a very practical and simple system of skills and procedures for managing people (The Mansis Performance Management System).

And secondly, it comes from our experience measuring and certifying people management skills. Mansis was one of the first companies in Western Canada (in the early 1970s) to introduce Assessment Centre technology to both business and government. – Assessment Centre being a process used to objectively measure someone’s acquired or innate skills and abilities at, for example, managing people and resolving typical employee performance problems.

## ***[3] WHAT IS LEARNED IN THE MANSIS CERTIFICATION IN EMPLOYEE PERFORMANCE MANAGEMENT?***

Through 28 classroom hours plus about 16 hours of home study, participants learn the full Mansis Performance Management System: including a contemporary knowledge base and simple, practical, skills, forms and procedures for developing and managing people successfully – a research-proven System that works. Mansis then examines each participant to certify that they have the requisite knowledge and skills to develop and manage people.

## ***[4] WHO SHOULD CONSIDER ACQUIRING AN EMPLOYEE PERFORMANCE MANAGEMENT CERTIFICATION?***

If you’re a student (College, University) or considering changing careers, this Certification would give you an advantage when applying for management positions, or for creating your own entrepreneurial business.

If you currently manage people in any organization, the knowledge and skills will provide you with effective tools to lead, direct and develop your employees and to resolve performance problems.

If you are an organization leader who sees the need for an in-house system to ensure consistency in how your members are supervised and managed, you should consider Certification for your whole management team.



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**[5] WHAT’S REALLY NEW ABOUT THIS CERTIFICATION PROGRAM?**

It provides a first-time opportunity for ANYONE, either wanting to get into a management career, or currently in a management position, to demonstrate to a prospective or current employer that they do, in fact, have and can successfully use skills and a body of knowledge for managing people very effectively. For example, here’s a situation we often see in the newspaper career Ads or on the internet:

<b><i>Wanted: Manager</i></b>	<b><i>Qualifications: Experience Managing People</i></b>
But unfortunately it can result in this <b>RECRUITING DILEMMA:</b>	
<u>Prospective Applicant:</u>	<u>Prospective Employer:</u>
When “people management” skills are required, it’s hard to prove that you actually have them. Employers know that degrees and most training programs don’t guarantee any level of skill. Experience as a manager is a questionable guarantee of actually having good skills. It depends on the organization you worked for and its people management practices.	Almost all “people management” related courses on an applicant’s resume indicate “attendance” and not necessarily any acquired skill. Experience in a management position is no guarantee of a candidate’s people management skills. It will depend more on the people management practices of the organization the person came from and whether the person actualled used those skills.
<b>WHAT IS NEEDED:</b>	
<u>Prospective Applicant:</u>	<u>Prospective Employer:</u>
You need a way of proving that you have the skills for de-veloping and managing people. Your formal education and work experience will most likely not give you that. You need some way to learn “people management” skills if you’re in a job where you don’t do that or your current organization doesn’t do it very well.	You need a way to know with a high degree of certainty that candidates applying for a management job have the skills for that critical “people management” part of the job.
<b>SOLUTION:</b>	
<u>Prospective Applicant:</u>	<u>Prospective Employer:</u>
You need to be able to learn and demonstrate effective “people management” skills and knowledge and have that competency tested and Certified. You need a way to break free from the vicious circle of not having the opportunity to learn people management skills in your current job.	Candidates present themselves to you with a personal Certification in people management to show that their knowledge and skills have been demonstrated, tested and Certified by an independent authority.

**[6] BUT SURELY EFFECTIVE PEOPLE MANAGEMENT SKILLS CAN TAKE YEARS TO DEVELOP AND NOT MUCH CAN BE LEARNED IN A FEW DAYS?**

That’s true and there’s always more to learn, but the Mansis Performance Management System has all that time and experience built into it, so there no need for everyone to go back to square one and learn from long trial and error. That’s been done for you. And as well, the Principles of Managing People and the core skills that make up the Mansis System are fundamental and are always appropriate and effective.



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***[7] AREN'T PEOPLE ALL DIFFERENT; THERE'S NO REAL MAGIC POTION FOR MANAGING EVERYONE, IS THERE? THERE'S NO ONE WAY TO MANAGE PEOPLE.***

Although the evidence has been clear for decades, many people are still surprised that there are generic people management skills and that a “system” for performance management is critical for the successful implementation and continued use of these skills, especially in an organization. I agree that people are all different to some degree, and there’s no such thing as a magic potion. But yes, there is a way for managing people that takes into account that people are all different.

***[8] WHAT ABOUT EXTREME SITUATIONS THAT A GENERIC SYSTEM ISN'T DESIGNED TO HANDLE? WHAT IF, IN FACT, A LOT OF EXPERIENCE IS NECESSARY TO RESOLVE SOME EMPLOYEE MANAGEMENT ISSUE?***

First, there is a great deal of experience built right into the skills and processes taught in the Certification Program. But part of the skill set for Certified students is knowing when to get help, for example from an HR professional, legal direction or outside special expertise. But not having the skills or experience to successfully handle 100% of any potential performance issue with an employee is no excuse not to acquire the skills to handle 99% of the likely situations.

***[9] IS THIS CERTIFICATION JUST FOR INDIVIDUALS?***

Yes, but a business or organization could decide to have all their management certified, so that there is a common and effective approach to managing people throughout the business – the best way to go.

We’ve essentially been doing that for decades, but without the certification. We left it to the company to assess whether their managers, etc. actually displayed the skills they were taught in class, on the job. And they were able to do that by using the system we taught to all the management. In other words, use of the System was used to implement the System.

But if the company doesn’t have those skills and processes in place as part of the company’s operational culture – and most don’t – then we can at least certify that individual managers have those necessary people management competencies.

## **[10] WHAT DOES THIS CERTIFICATION GIVE TO THE INDIVIDUAL MANAGER?**

In addition to a solid body of knowledge and a very effective set of practical skills to manage people anywhere, the Certification gives you a framework to continually learn and perfect these skills – it's not a process that stops.

A bit of history if I may:

The Mansis Performance Management System is a well-grounded, research based and tested model but it has evolved over 30 years. It's really the product of hundreds (if not thousands) of academics, researchers, applied management scientists, and the experience and wisdom of very many managers and executives. No one can claim rights to 30 years of that knowledge and the experience of hundreds.

What the staff at Mansis have done, however, is to create a fundamental model of managing people based on this research and experience, and then we have used that model, since the 1980's, as a base to test, incorporate or reject hundreds of people management theories and concepts, so that the Mansis Performance Management model (or System) can continuously become more effective, and not get cluttered by well-marketed, short-lived "fads, fashions and folderol." Improvements and new valid insights into managing people are always appearing, but the fundamentals are indeed fundamental, and our model allows us to sort the wheat from the chaff.

As I advise my University students, be skeptical when reading or hearing about the latest revolutionary theory or approach to managing people. Management Science is heavily into the market place, so buyer beware. Like taking care of your physical health, managing people shouldn't be experimented with lightly. We are playing with lives, after all.



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## **[11] WHY IS IT CALLED EMPLOYEE PERFORMANCE MANAGEMENT CERTIFICATION?**

There were many titles for this program that we considered. Some suggested a Certification in Human Resource Management, but no, that's quite different. HR Mgt refers to the HR function in an organization, including administrative specialties such as payroll, benefits, recruiting, HR planning and so forth. We do not certify HR specialists. There are organizations and associations that do that.

Certification in People Management is too broad and the title is rather bland.

Performance Management Certification was considered. That would be a good choice, because after all the core of our Program is learning a Performance Management System. But that title could be confusing, because the term performance management is also used in other fields such as Information Technology and Operations Management.

This is not a Certification in Management. Management is much broader and would include other topics such as marketing, finance and accounting, production and planning, and we are not certifying that someone is a fully trained manager.

But we are certifying that the person knows how to manage the performance of, most commonly, employees in any environment or organization, and at any organizational level; so Employee Performance Management Certification seemed to be the best answer.

## **[12] IS THE MANSIS CERTIFICATION TRANSFERABLE ACROSS INDUSTRIES?**

Yes. Because the Certification is focused on demonstrating the skills and knowledge of a specific System (The Mansis System) that has been shown for many years to be successfully applicable to organizations in many industries, the Certification is transferable.



## **The Mansis Development Corporation**

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