Course Aim

- To provide those who have recently become managers with the opportunity to explore this transition and provide them with some tools and techniques that will help them become effective managers.

Learning Outcomes

By the end of today’s course, you will be able to:

- Explored some of the issues involved in making the transition from staff to manager
- Examined what is expected of people with management roles and responsibilities
- Identified qualities and actions which make an effective manager
- Received guidelines for approaching key concerns for new managers – managing people
How do we Start?

“Where shall I begin please your majesty?”

“Begin at the beginning” the King said gravely, “and go on until you come to the end; then stop.”

Lewis Carroll, Alice in Wonderland 1865

Teams and Jigsaws

- Each piece is unique in its nature (similar to the individual differences among people).
- Each piece plays a specific role in the solution.
- Pieces are highly interconnected when teamwork occurs.
- Pieces need someone to move them.
- Rapid solution is aided by someone with an overall vision.
- Some pieces are central, some are peripheral – all are needed.
- The solution is a fragile one (easily broken).
- There are boundaries (the straight-edged pieces).
- There are natural groupings (e.g. by colour or design).

A Group Versus a Team

<table>
<thead>
<tr>
<th>WEAK</th>
<th>STRONG</th>
</tr>
</thead>
<tbody>
<tr>
<td>A GROUP?</td>
<td>A TEAM?</td>
</tr>
<tr>
<td>- Shared values</td>
<td>- Shared values</td>
</tr>
<tr>
<td>- Interdependence</td>
<td>- Interdependence</td>
</tr>
<tr>
<td>- Feelings expressed</td>
<td>- Feelings expressed</td>
</tr>
<tr>
<td>- Commitment</td>
<td>- Commitment</td>
</tr>
<tr>
<td>- Interpersonal skills</td>
<td>- Interpersonal skills</td>
</tr>
<tr>
<td>- Consistency</td>
<td>- Consistency</td>
</tr>
<tr>
<td>- Intensity</td>
<td>- Intensity</td>
</tr>
<tr>
<td>- Trust</td>
<td>- Trust</td>
</tr>
<tr>
<td>- Conflict resolution</td>
<td>- Conflict resolution</td>
</tr>
<tr>
<td>- Listening</td>
<td>- Listening</td>
</tr>
<tr>
<td>- Consensus</td>
<td>- Consensus</td>
</tr>
<tr>
<td>- Cooperation</td>
<td>- Cooperation</td>
</tr>
<tr>
<td>- Focus on group processes</td>
<td>- Focus on group processes</td>
</tr>
</tbody>
</table>
Releasing potential through learning and development

**High Performing Teams**

- Purpose and values
- Empowerment
- Relationships and Communication
- Flexibility
- Optimal Performance
- Recognition and Appreciation
- Moxie

---

**Management Definitions**

“Management is about achieving results, through people”

Peter Drucker, Author & Mgt Consultant 1950’s

“Management is, above all, a practice where art, science, and craft meet.”

Henry Mintzberg, Business Academic & Author 1960’s

“The conventional definition of management is getting work done through people, but real management is developing people through work.”

Agha Hasan Abedi, Banker and Philanthropist 1970’s

---

**Gains and Losses**

- STRESS
- FRUSTRATION
- QUIET LIFE
- CONTROL
- RESPECT

- REWARD
- PROCE
- ACHIEVEMENT
- SECURITY

- RISK
- CHALLENGE
- CONFRONTATION
- FEAR
- FRIENDS

- HAPPINESS
- DISCONTENT
- KNOWLEDGE

- EXPERIENCE
- POWER
- POSITION

- ADVANCEMENT
- GROWTH
- RIGHTS

- RESPONSIBILITIES
- CHALLENGE
- POSSIBILITIES

- LIMITS
- SELF DOUBT
- TIME
- WORRY

- ANGER

- CO-OPTION
- BEING HEARD
- BEING IGNORED

- AGREEMENT
- COMPLAINTS
- INFLUENCE
- CHOICE

- SUPPORT
- PRESSURE
- DEVELOPMENT
- SKILLS
Releasing potential through learning and development

Where do YOU start?

<table>
<thead>
<tr>
<th>Induction</th>
<th>Your space</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meetings and Networks</td>
<td>Avoid trappings</td>
</tr>
<tr>
<td>People: up, down, across</td>
<td>Be accessible</td>
</tr>
<tr>
<td>Policies and procedures</td>
<td>Oldest furniture/equipment?</td>
</tr>
<tr>
<td>Role and responsibility (KPI’s)</td>
<td>Worst position? Close or near to your team?</td>
</tr>
<tr>
<td>Terms and conditions</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Learning about the team</th>
<th>Trainer or coach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arrange initial 1-1’s</td>
<td>Choose carefully</td>
</tr>
<tr>
<td>Know their job</td>
<td>Get a mentor – structure it</td>
</tr>
<tr>
<td>Listen</td>
<td>Get some coaching: goals; build on strengths</td>
</tr>
<tr>
<td>Personnel files</td>
<td>Training – general/specific</td>
</tr>
<tr>
<td>Wait the job</td>
<td></td>
</tr>
</tbody>
</table>

Pause for Thought

***

“Coming together is a beginning. Keeping together is progress. Working together is success.”

Henry Ford

***

Welcome Back!
Releasing potential through learning and development

- **Management**: The planning and organising of time, resources and people to achieve optimum results effectively and efficiently.

- **Leadership**: To motivate, provide direction and guidance to an individual or group of individuals to achieve optimum results

Source: John Adair

---

**Management/Leadership Framework**

1) Define objectives
2) Plan
3) Brief
4) Monitor/Support
5) Evaluate

- .... For the Task, Team & Individual

---

**Action-Centred Leadership**

- Achieve the Task
- Build the Team
- Develop the Individual

Source: John Adair’s Action-centred Leadership Model

---

**Management and Leadership**

- Provides
- Structures
- Equipment
- Money
- People

---
Releasing potential through learning and development

**Stages of Team Development**

-forming
- norming
- storming
- performing

- testing

**The Change/Transition Curve**

- shock
- frustration
- adjustment
- search for meaning
- integration

**Pause for Thought**

"Man's mind, once stretched by a new idea, never regains its original dimensions."

Oliver Wendell Holmes Jr
Welcome Back!

Leadership: Lessons from Geese

Motivate with VIM

Vision
Inspiration
Motivation
Releasing potential through learning and development

Vision to Action

- An effective leader should be able to clearly and simply share the vision they have for their project, team, service or organisation.
- ‘A vision gives meaning and purpose to your actions. It is the picture on the jigsaw box of life’

Vision

- Breaks down operational silos – every member of staff knows how their work contributes.
- Management is how you go about achieving the Vision – objectives and then plans and individual targets.
- Needs to inspire, motivate and be memorable.
- Without it you can’t plan, set targets or know how to prioritise.
- You might not know how you will get there yet - but at least you know in which direction you are going.

© 2017 Mike Phillips Trainer, Facilitator, Consultant and Coach
Releasing potential through learning and development

Values

The 8 Power Bases

So...what's your Management 'style'?
Releasing potential through learning and development

Use of Authority By the Manager

<table>
<thead>
<tr>
<th>Style</th>
<th>Use</th>
<th>Con's</th>
<th>Pro's</th>
</tr>
</thead>
<tbody>
<tr>
<td>TELL</td>
<td>Disseminate</td>
<td>- Reactions</td>
<td>- Shows where only one way to do job</td>
</tr>
<tr>
<td></td>
<td>Policy briefing</td>
<td>- Stifle creativity</td>
<td></td>
</tr>
<tr>
<td>SELL</td>
<td>Choice of</td>
<td>- Lack of commitment</td>
<td>- Useful if no experience or expertise</td>
</tr>
<tr>
<td></td>
<td>methodology</td>
<td>- Ignore potential</td>
<td></td>
</tr>
<tr>
<td></td>
<td>When facts align</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CONSULT</td>
<td>To seek ideas/</td>
<td>- Sometimes seen as lip</td>
<td>- Shows willingness to listen and open to</td>
</tr>
<tr>
<td></td>
<td>share between</td>
<td>service</td>
<td>views being heard</td>
</tr>
<tr>
<td></td>
<td>options</td>
<td>- Lack of ideas not taken</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SHARE</td>
<td>To maximise on</td>
<td>- Time consuming</td>
<td>- Builds trust</td>
</tr>
<tr>
<td></td>
<td>resource</td>
<td>- Need for mutual trust in</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>team</td>
<td></td>
</tr>
<tr>
<td>DELEGATE</td>
<td>Develop staff</td>
<td>- Seen as a cop out</td>
<td>- Stretches and motivates</td>
</tr>
<tr>
<td></td>
<td>Best use of</td>
<td>- Open to error</td>
<td>- Helps managers time mgmt</td>
</tr>
<tr>
<td></td>
<td>time/Resource</td>
<td>- Staff may lack confidence</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

So ... what style?

- Situation/Circumstances
- Team/Individual Capacity
- Your Own Personality
- Levels of freedom/authority
- Environment and Culture

© 2016 Mike Phillips Trainer, Facilitator, Consultant and Coach | www.mikephillipstraining.co.uk | mike@mikephillipstraining.co.uk | 07949 826881

NOT to be Photocopied without Permission
Support and Supervision

- ‘Separate’ but overlapping management functions:
  - Supervision – deals with the work itself
  - Support – deals with the worker

Make your Supervision Sessions SUPER!

- Structured
- Usual
- Productive
- Exchange
- Recorded

Johari Window

What you see in me

What I see in me

What I don't see in me

Self disclosure from me

Feedback from you

What you don't see in me

Open/PUBLIC self
Blind self
PRIVATE self/Facade
Unknown
Three Step Approach

3. Focus on the future
   ▪ Could we agree that in future if you need to extend a deadline we could talk about it and agree the best way forward

2. Focus on feelings/ fallout/impact
   ▪ Because I didn’t get it in time, I had to stay late to compile data myself and had to delay my report/ meeting with …

1. Focus on facts
   ▪ Jo, we agreed I’d have a by ‘date/time’ and I didn’t get it from you.
   ▪ I appreciate you have competing priorities and so do I.

Feedback Burger

▪ Commend
▪ Recommend
▪ Commend

Feedback Burger for Supervision

▪ ASK – what went well
▪ ADD – what went well
▪ + Impact on others

▪ ASK – what could be improved
▪ ADD – what could be improved
▪ + Impact on others

Agree objectives
Plan actions
Agree success criteria
Plan evaluation
Giving behavioural feedback

Seek first to understand then be understood
(Covey – 7 Habits of Highly Effective People)

See – describe the behaviour factually – the specifics

Explain – the impact and consequences of the
behaviour including your needs

Explore – what could be done in the future and make a
request.

Assume positive intention

Pause for Thought

***

“Give a man a fish and you
feed him for a day. Teach a
man to fish and you feed him
for a lifetime.”

Chinese Proverb

***

Welcome Back!
What do you see?

Conflict Resolution Styles

Motivation and Influence: A Push or Pull Affair?
Releasing potential through learning and development

**McClelland's Motivation Theory**

- Need for Achievement
- Need for Power
- Need for Affiliation

**Hertzberg's Motivation Theory**

- Hygiene Factors
- Motivators

**Motivating Others**

- **Group Discussion**
- What is your experience of/view about motivating others as a manager?
Time to Reflect

In Your Learner Workbook

Complete the Worksheet:

- Motivation

Maslow's Hierarchy of Needs

Self actualisation
- Personal growth
- Fulfillment

Esteem needs
- Achievement, status, responsibility, reputation

Belongingness and Love needs
- Family, friends, relationships, work group, etc.

Safety needs
- Protection, security, order, law, limits, stability, etc.

Biological and Physiological needs
- Air, food, drink, shelter, warmth, sleep, sex, etc.

Want to Know a secret?

- Want to know the secret to motivation?
The real SHOCK about motivation...

▪ You can’t motivate other people…
▪ It’s intrinsic

...but you can lay the foundations

Maslow's Hierarchy of Needs

Self-actualisation
Personal growth & fulfillment
Esteem needs
Achievement, status, recognition, reputation
Belongingness and Love needs
Family, affection, relationships, work group, etc.
Safety needs
Protection, security, safety, health, stability, etc.
Biological and Physiological needs
Basic life needs - eat, drink, shelter, warmth, sex, sleep, etc.

Source: www.businessballs.com
McGregor XY Theory

**'X' View of Average Worker**
- Dislikes Work
- Motivated by threat
- Un-ambitious
- Seeks only security

**'Y' View of Average Worker**
- Enjoys self directed work
- Seeks and accepts responsibility
- Imaginative and creative
- Commitment associated with rewards

---

Planning Pyramid

1. Identify Values
2. Set Goals
3. Annual Planning
4. Monthly Planning
5. Plan Weekly
6. Daily Plan

---

3 Top Tips for Planning

- Daily, weekly, monthly, quarterly
- Key meetings
- Tasks = Appointments
Releasing potential through learning and development

3 Top Tips for Managing Time & Stress

- Clear, results focussed Job Description
- Regular, open 1-1’s
- Time out/Mental Health Days/Reflective Practice

3 Top Tips for Remaining Professional

- Assertiveness
- Realism
- Solution Focussed

10 Top Tips for Managers

1. Be the behaviour you want to see
2. Encourage leadership in others
3. Expect difficulties
4. Identify goals
5. Keep learning
6. Let people help you
7. Let staff have freedom –and support
8. Organise 1-1’s, team meetings, briefings
9. Walk the job
10. Work with PEOPLE
Learning Outcomes

By the end of today’s course, you will be able to:

☑ Explored some of the issues involved in making the transition from staff to manager
☑ Examined what is expected of people with management roles and responsibilities
☑ Identified qualities and actions which make an effective manager
☑ Received guidelines for approaching key concerns for new managers – managing people

Pause for Thought

“Treat people as if they were what they ought to be and you help them to become what they are capable of being.”

Goethe

Thanks for Your Participation!

Mike Phillips

Trainer, Facilitator, Consultant and Coach

30 Vicarage Road
London E15 4HD

www.mikephillipstraining.co.uk
mike@mikephillipstraining.co.uk
07949 826881

Follow Mike Phillips Training on:
http://mikephillipstraining.blogspot.co.uk/
www.facebook.com/MikePhillipsTraining
www.linkedin.com/in/mikephillipstraining
www.twitter.com/MikePTrain

Please remember to hand in your completed Evaluation Form. If you’d like to receive the slides from today, please clearly write your email address on the back of your form.