Moving into Management
Working Together

• Time Keeping
• Confidentiality
• There’s no such thing as a silly question
• Experiment and take risks – see possibilities not limits
• Respect – space and values for others
• Participation – involvement/contribution
• Bit of fun!
A Management Story
3 Routes to Management

• External – new to the organisation and the team I manage

• Internally appointed – but from a different team

• Promoted within the team I am now managing
The Routes to Management

• How did you get here? (NOT Holloway! Your first management job!)

• The pro’s and con’s of that route to management

• Any action?
“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
## 3 Tips for Successful Start

<table>
<thead>
<tr>
<th>Induction</th>
<th>Learning about the team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Terms and conditions</td>
<td>Personnel files</td>
</tr>
<tr>
<td>Role and responsibility</td>
<td>Know their job</td>
</tr>
<tr>
<td>Policies and procedures</td>
<td>Arrange initial 1-1’s</td>
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<tr>
<td>People – up, down, across</td>
<td>Walk the job</td>
</tr>
<tr>
<td>Meetings and Networks</td>
<td>Listen</td>
</tr>
</tbody>
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<table>
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<tr>
<th>Your space</th>
<th>Train or catch a coach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Worst position</td>
<td>Training – general/specific</td>
</tr>
<tr>
<td>Oldest furniture equipment</td>
<td>Get a mentor – structure it</td>
</tr>
<tr>
<td>Be accessible</td>
<td>Get some coaching – goals</td>
</tr>
<tr>
<td>Avoid trappings</td>
<td>Choose carefully</td>
</tr>
</tbody>
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*source: [DSC Directory of Social Change](https://directoryofsocialchange.org)*
Some 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  PRIDE  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-OPERATION  BEING HEARD  BEING IGNORED
AGREEMENT  COMPLAINTS  INFLUENCE  CHOOSE
SUPPORT  PRESSURE  DEVELOPMENT  SKILLS
Discuss in Groups
... Aaaahhhhhhh!
Roles and Responsibilities . . .
Skills and Qualities . . .

• What does a manager need to do - management

• What does a manager need to be - leadership
Management/Leadership Framework

Define objectives
Plan
Brief
Monitor/Support
Evaluate

.... For the Task, Team & Individual
Action Centred Leadership

John Adair
And ... what’s your management ‘style’?
Tannenbaum & Schmidt
Leadership Continuum

Use of authority by manager

Area of freedom for staff

Tell  Sell  Consult  Share  Delegate
Tannenbaum & Schmidt Leadership Continuum

Reflection in Pairs

Which style are you most comfortable with? Why?

What do you see as the problems and benefits associated with this style?

Which style are you least comfortable with? Why?

In which circumstances do you think each approach would be most suitable?

What can you do to develop your strengths in this area?
So … what style?

• Situation/circumstances
• Team/Individuals capacity
• Your own personality
• Levels of freedom/authority
• Environment and Culture
Support and Supervision

Support

Supervision

Relationship
Support and Supervision

‘Separate’ but overlapping management functions:-

• Supervision – deals with the work itself

• Support – deals with the worker
Make Your Supervisions SUPER!!!!

• S  Structured

• U  Usual

• P  Productive

• E  Exchange

• R  Recorded
Poor Performance

- What do you think of as ‘poor performance’?
- What are the reasons behind poor performance?
- What are the reasons behind good performance?
- What makes having the ‘poor performance conversation’ difficult?

Discuss in Groups
# Johari Window

<table>
<thead>
<tr>
<th>What I see in me</th>
<th>What I don't see in me</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Open/Public self</strong></td>
<td><strong>Blind self</strong></td>
</tr>
<tr>
<td><strong>Private self/Facade</strong></td>
<td><strong>Unknown</strong></td>
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</table>

**Feedback from you**

**Self disclosure from me**

Based on Joseph Luft and Harry Ingham
Giving behavioural feedback

• Seek first to understand then be understood (Covey – 7 Habits)

• **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*
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 x in time, I had to stay late to compile data myself and had to delay my report to/meeting with ....

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

Good job!
Bad job!
Good job!

Huh???
Feedback Sandwich

COMMEND

RECOMMEND

COMMEND
Motivation and Influence
A Push or Pull Affair?
Discuss in Pairs/Groups

Experience of/views on motivating others, as a manager
McGregor XY Theory
American Social Psychologist, 1960's
“The Human Side of Enterprise”

‘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

Theory X

Theory Y
Wanna know a secret?
You can’t motivate other people… It’s intrinsic.
...but you can set foundations!
So – Maslow in practice

- Physiological needs
- Safety, security, order
- Social, affection
- Esteem, status
- Self actualisation
3 Top Tips for Planning
• Daily, weekly, monthly, quarterly
• Tasks = Appointments
• Key meetings

3 Top Tips for Managing Time & Stress
• Time out
• Clear, results focussed Job Description
• Regular, open 1-1’s

3 Top Tips for Remaining Professional
• Assertiveness
• Solution Focussed
• Realism
10 Top Tips for First-Time Managers

• Work with people
• Expect difficulties
• Walk the job
• Identify goals
• Let people help you
• Let staff have freedom –and support
• Be the behaviour you want to see
• Encourage leadership in others
• Organise 1-1’s, team meetings, briefings
• Keep learning
10 Top Tips for First-Time Managers

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Next Steps

**Publications**
- The Pleasure and the Pain
  Debra Alcock Tyler, DSC £14.95
- Speed Reads ....
- Motivating Staff, Chrissie Wright £6.95
- Delegation, Brian Rothwell £6.95

**Training**
- Support and Supervision
- Communicate to Influence
- DSC In House Training Service
  Contact Cathy Shimmin at cshimmin@dsc.org.uk

**DSC Coaching & Mentoring**
- Get some 1-1 coaching and explore current barriers and potential strategies for improvement
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