

Moving into Management



Welcome

Please enter your name and organisation in to the Chat function as we wait for all participants to arrive

Working Together, with Tech!

Some things remain the same

- 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!

Some things because we're virtual

- Where possible, video always on during whole group or **breakout room** discussion
- Audio switched off unless speaking
- Use chat to submit a question – we'll get to it at a suitable pause
- When we break, whether as a group or you need a break, please switch AV off
- Always remember – the trainer has the MUTE ALL button 😊

... a virtual handshake.

Welcome and Introductions

Share with your partner and then with the group

**You, your role &
your management
context**

**What I want
from today**

**What I bring
to today?**

**How did I get here
and does that help or
hinder my role?**

There is a page in your Workbook to make notes.

You don't have to share the 'confidence' score, that's just for you.

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

Routes to Management

- How did you get here?
- 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

Tips for Successful Start

Induction – be clear on Terms and conditions Role and responsibility Policies and procedures People – up, down, across Meetings and Networks	Learning about the team Personnel files Ask about the purpose and measures of their job Arrange initial 1-1's Walk the job Listen
Your space Worst position Oldest furniture equipment Be accessible Avoid trappings	Train or catch a coach Training – general/specific Get a mentor – structure it Get some coaching – goals Choose carefully

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 CHOISE
SUPPORT PRESSURE DEVELOPMENT SKILLS





. . . Aaaahhhhhh!

Discuss in Groups



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

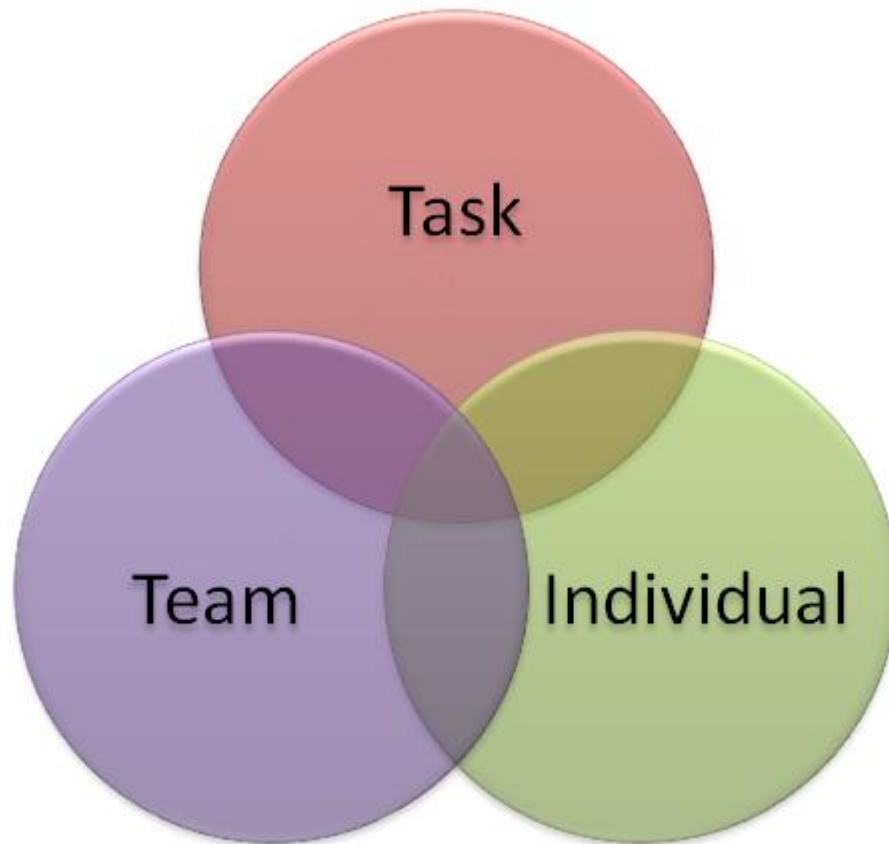
Brief

Monitor/Support

Evaluate

.... For the Task, Team & Individual

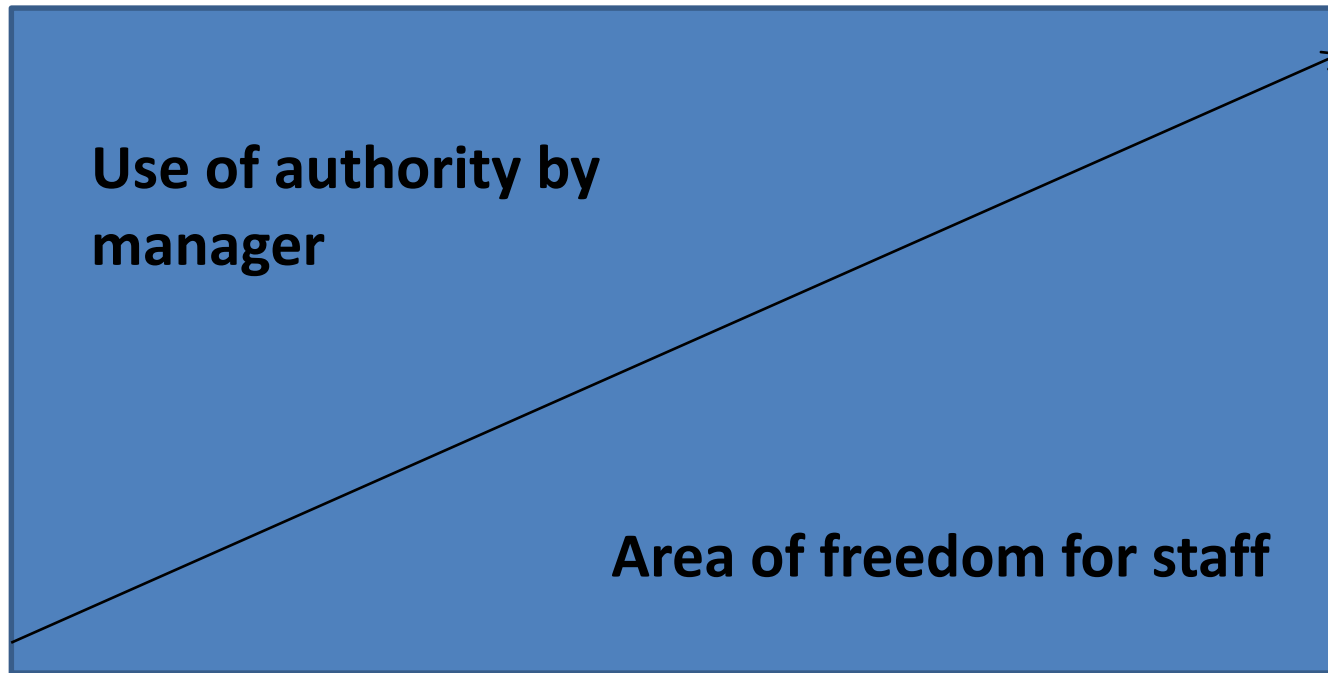
Action Centred Leadership



And ... what's *your* management 'style'?



Tannenbaum & Schmidt Leadership Continuum



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?

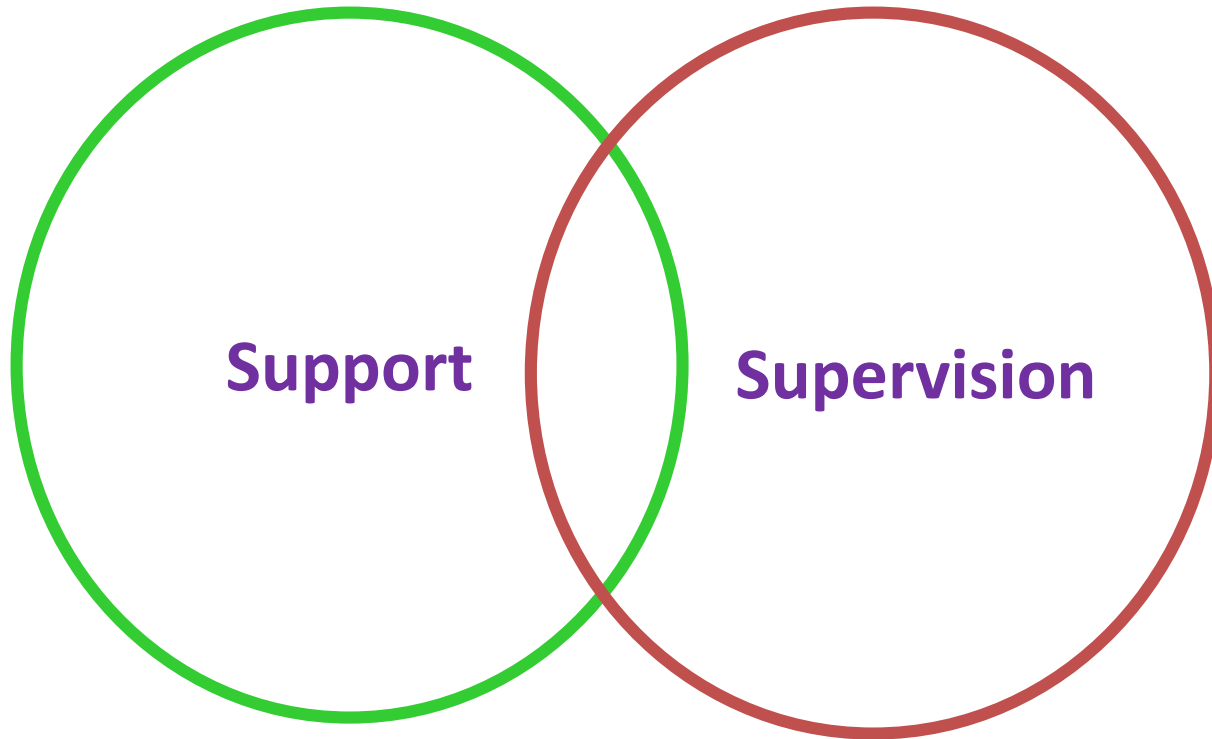
In which circumstances do you think each approach would be most suitable?

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



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

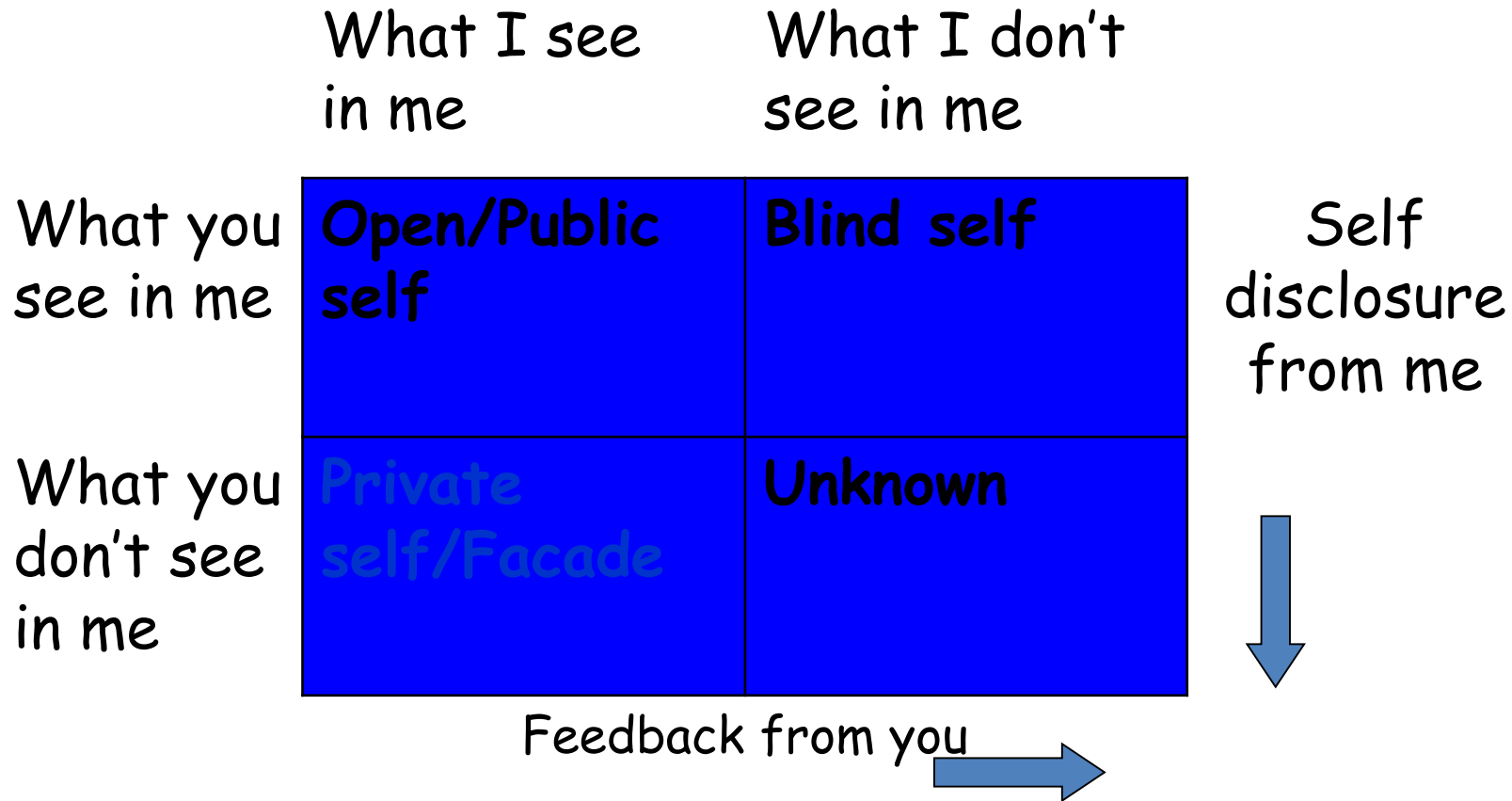


Poor Performance

- 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?



Johari Window



Giving behavioural feedback

- Seek first to understand then be understood (Covey – 7 Habits)
- **S**ee – describe the behaviour factually – the specifics
- **E**xplain – the impact and consequences of the behaviour including your needs
- **E**xplore – 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

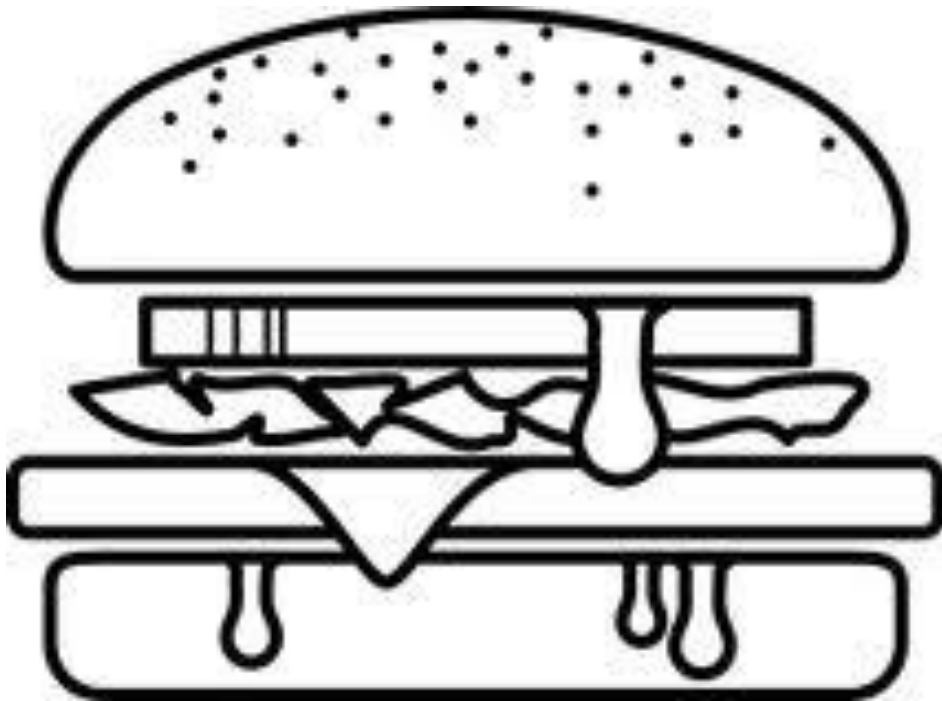
Because I didn't get x in time, I had to stay late to compile data myself and had to delay my report to/meeting with

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



compliment

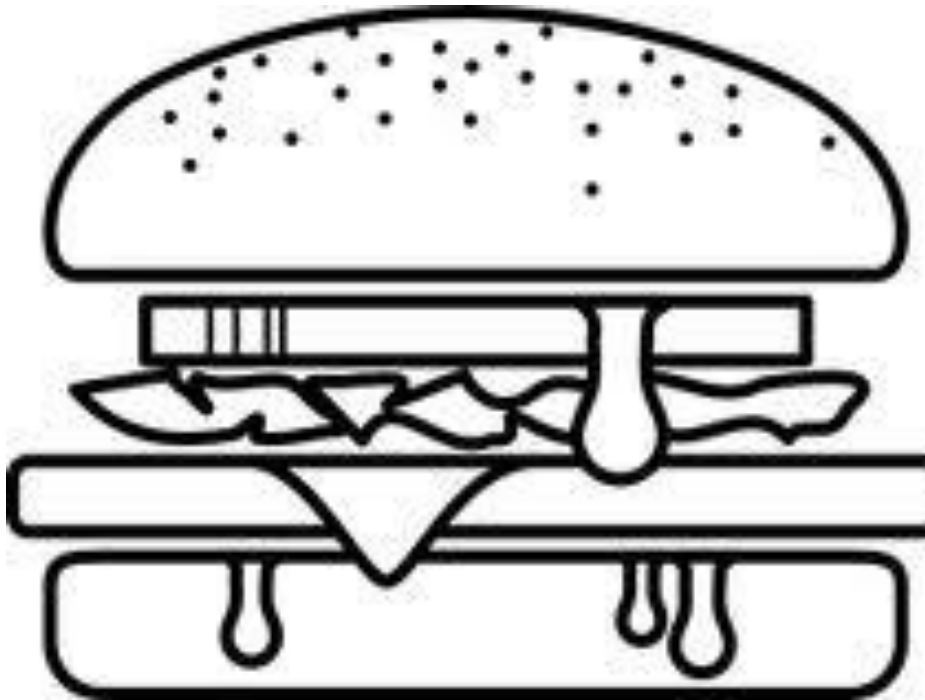
criticism

compliment

Feedback Sandwich



Feedback Sandwich



COMMEND

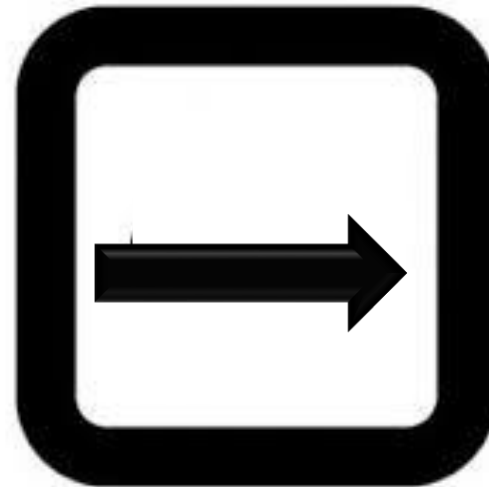
RECOMMEND

COMMEND

Plus Delta



**WORKED
WELL**



**SUGGESTIONS
FOR
IMPROVEMENT**

Motivation and Influence

A Push or Pull Affair?



Thinking about
being managed or
manager ...

How do we
motivate people?

McGregor XY Theory

American Social Psychologist, 1960's
"The Human Side of Enterprise"

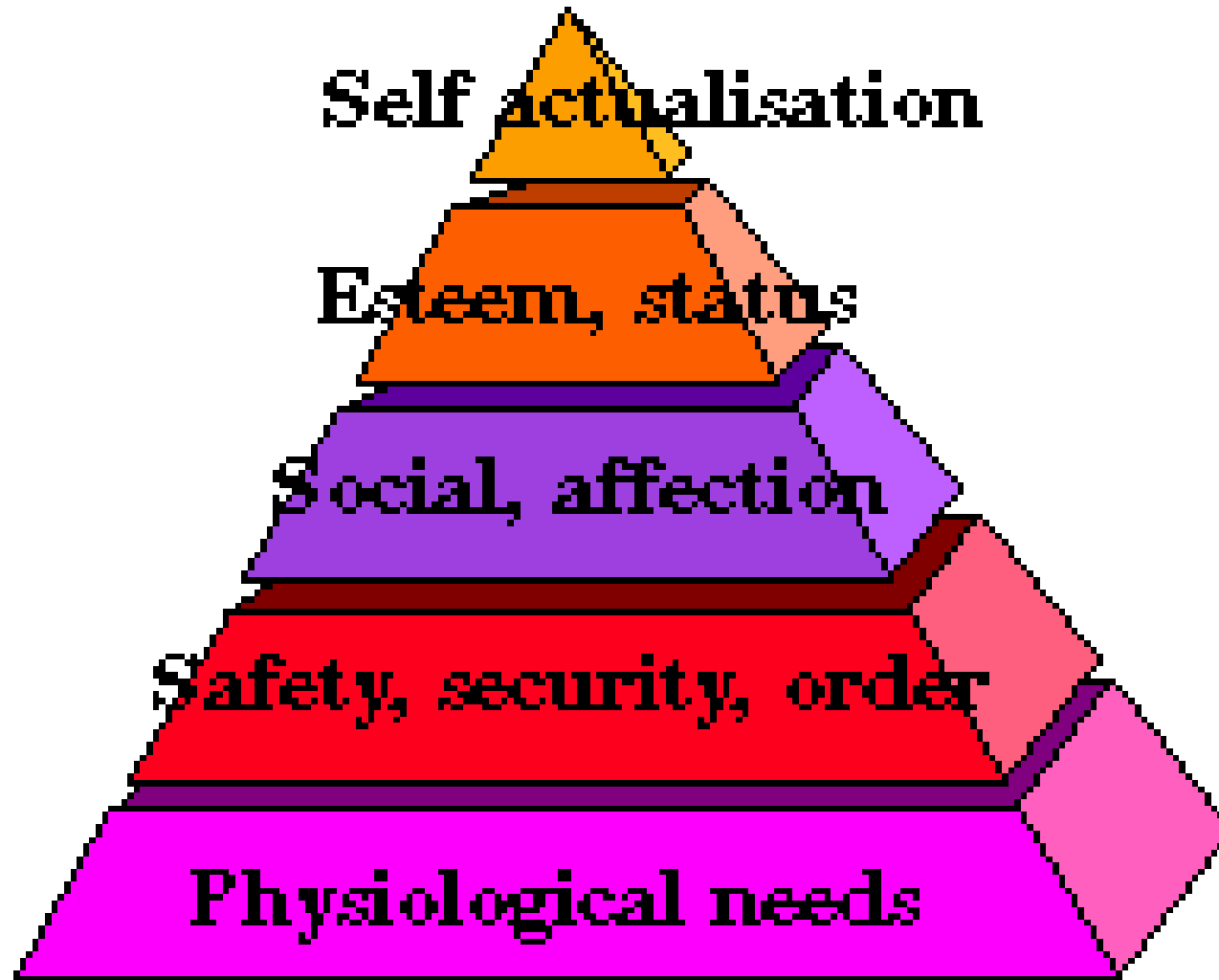
'X' View of Average Worker

- 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

Maslow's Hierarchy of Needs



**Wanna
know a
secret?**



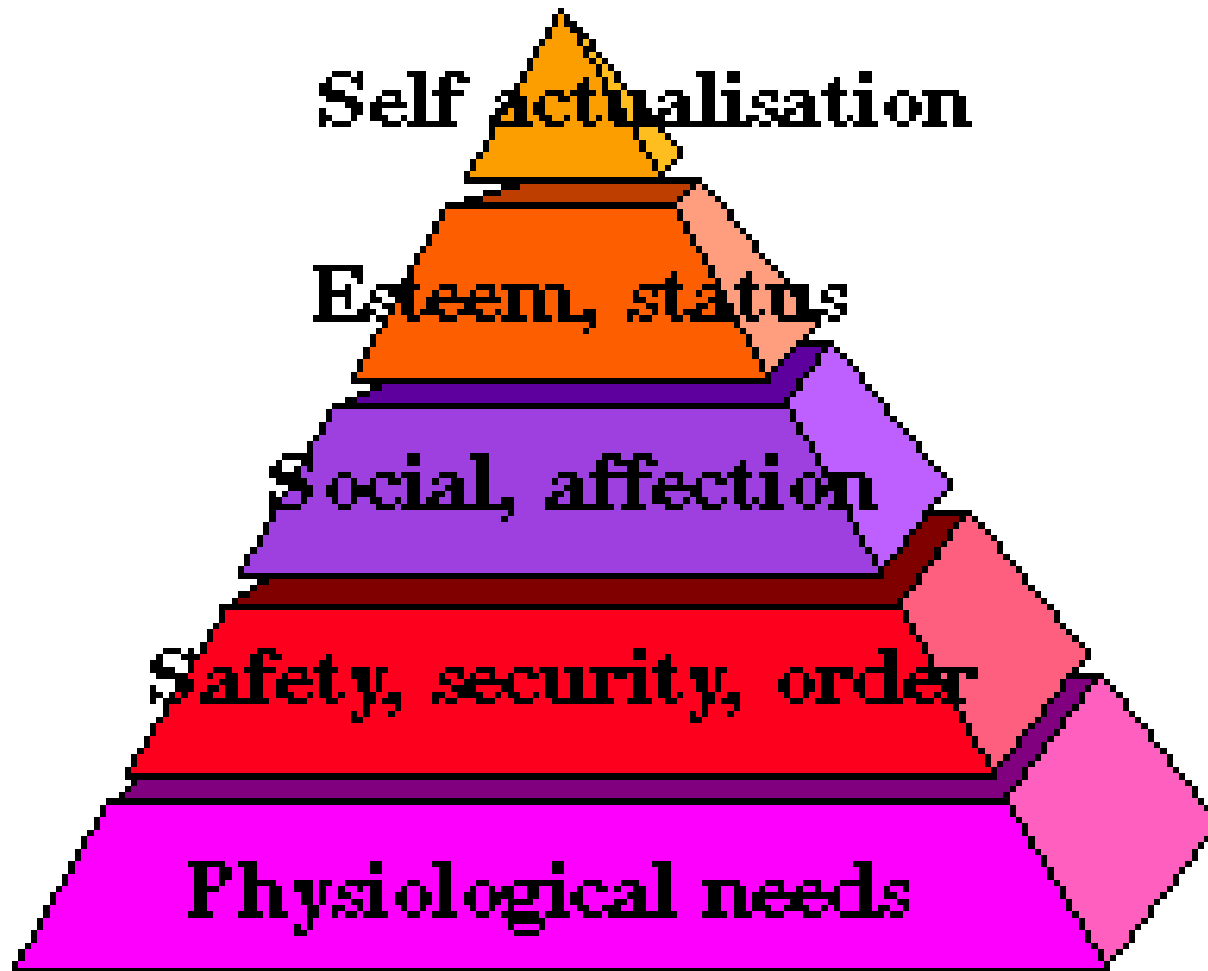


**You can't
motivate
other
people...
It's
intrinsic.**

...but you can set foundations!



So – Maslow in practice



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

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

Next Steps

Publications The Pleasure and the Pain
Debra Allcock Tyler, DSC

Speed Reads

Motivating Staff, Chrissie Wright
Delegation, Brian Rothwell

Training Support and Supervision 1
Communicate to Influence
DSC In House Training Service

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

Contact Cathy Shimmin at cshimmin@dsc.org.uk 07969027304

