



2-Day Management Skills Delegate Manual - SAMPLE PAGES



WORKSHOP OUTLINE - DAY 1

9.30 Welcome and Setting the Scene

Knowledge/Skill Checklist
Getting to Know You Exercise

Role of Leader / Manager
Best Leadership Qualities

11.00 BREAK

11.15 John Adair's Action Centred Leadership Model Personal Communication Styles Questionnaire

Performance Management Approach - Skill and Will
Dealing with Low Skill/Will

12.45 LUNCH

1.30 Overcoming Performance Blockages Exercise

Introduction to Coaching
What Coaching is (and what it isn't)
Coaching Styles Questionnaire - What Style are You?

Question Detective Exercise
Open and T.E.D. Questioning
Open Questions Exercise

3.00 BREAK

3.15 Coaching Game Review of Coaching Game

Features of Good Objectives
S.M.A.R.T. Objective Setting
Types of Standards

Summary of the Day

5.00 CLOSE

"The most important thing a Leader has to do is to search, treasure and nourish the voice and dignity of every person. It is in the end the key element."

JACK WELCH

WORKSHOP OUTLINE - DAY 2

9.30 Welcome Back
Review of Day's Work
Recap Exercise

Objective Setting: Skill Practice

What is Delegation?
Responsibility versus Accountability
Benefits/Barriers to Delegation
Delegation - a 10 Step Process

11.00 **BREAK**

11.15 **Communication Tactics:**

- Assertive, Aggressive and Passive Behaviours
- 3 Steps to Assertive Behaviour
- Origins of the word 'feedback'
- Giving Feedback: The Dos and Don'ts
- E.E.C. of Giving Feedback

Assertiveness / Feedback Consolidation Exercise

12.45 **LUNCH**

1.30 Performance Counselling as a Solution
Structure of the Performance Counselling (P.C.) Meeting

Preparation Steps to the P.C. Meeting
Undertaking the P.C. Meeting

Friday the 13th Exercise: Handling the Difficult Staff Members at Meeting

3.00 **BREAK**

3.15 **CASE STUDIES**

Summary
Knowledge/Skill Checklist
Thoughts on Action Planning

5.00 **CLOSE**

"Its funny but the more I practice the luckier I get."

GARY PLAYER

ADAIR'S TOP LEADERSHIP QUALITIES

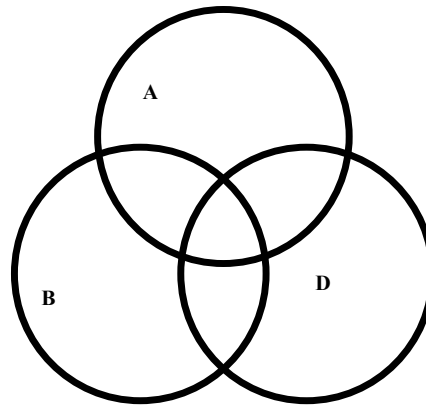
Using the scale 1-6, rate your leadership qualities by circling the number that applies.

	1= Poor			6 = Excellent		
Enthusiasm A 'can do' person; positive in outlook with staff; infectious - rubs off on other people	1	2	3	4	5	6
Integrity Sense of honesty with others; not underhand or manipulative	1	2	3	4	5	6
Toughness Implements difficult decisions; acts in the light of the company when 'push comes to shove'; resilient; tenacious	1	2	3	4	5	6
Fairness Treats individuals equally; Has no favourites in team; Actively looks for 'win-win' situations with staff	1	2	3	4	5	6
Warmth Loving what they do; Genuine caring for people; Has the 'common touch'	1	2	3	4	5	6
Humility Willingness to listen; Prepared to 'roll sleeves up'; Admits mistakes	1	2	3	4	5	6
Confidence A self-assurance that they are doing the right thing and can instil that belief into others	1	2	3	4	5	6

"Never be afraid of failure. The only way you can move from being a good leader to a very good one, even an excellent one, is by aiming higher. And that is bound to generate shortfalls."

JOHN ADAIR

ACTION CENTRED LEADERSHIP



Professor John Adair

‘Our organisation wants us to be more effective, but what am I supposed to do about it?’

This question, often voiced by managers and supervisors, makes one think of the qualities of a leader and the actions the leader has to perform. Analysing the question more thoroughly:

Leadership Qualities

Any group will expect its leader to have certain qualities and these will vary with the situation. There is not, however, a standard mix of qualities to make the perfect leader in all situations. It is therefore important to look at the actions a leader has to take to be effective.

Leadership Actions

The leader is employed to get a job done through the people in the team. The leader therefore has three areas in which to work:

1. The task
2. The individual
3. The team

The model above shows three circles overlapping, demonstrating how all three are inter-related. To be effective, a team needs team spirit and targets to aim at in order to get the task done. The individual has personal needs and ambitions and a need to be an active member of the team.

The leader’s responsibility, irrespective of the level of management, is to:

1. Achieve the task
2. Develop individuals
3. Build the team



PERFORMANCE MANAGEMENT

High _____

Low

High _____

Low

Jack Welch was Chief Executive of General Electric Company for 20 years, enjoying significant success. He took GEC's sales turnover from \$13 billion to \$550 billion. Welch's view was that you could take any large group of workers and apply the 20/70/10 theory. 20% are your Heroes, 70% are doing okay, but it's the 10% who are seriously under-performing - you've got to deal with them. He did and gained the nickname of 'Neutron Jack'.



OVERCOMING PERFORMANCE BLOCKAGES

1. What can we do to help reduce or eliminate performance blockages in our staff?

2. What can we do with staff **incapable** of achieving the standards required?

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"Good supervision is the art of getting average people to do superior work."

ANON

COACHING GAME - REVIEW

In syndicate groups, review the exercise in terms of any tips and tactics on Coaching best practice at work - behaviours we should do / avoid when coaching people in work-based situations.

"Spoon feeding in the long run teaches us nothing but the shape of the spoon."

EM FORSTER

G.R.O.W - SOME QUESTIONS TO ASK

Goal

- Tell me what you would like to discuss?
- What would you like to achieve?
- What would you like to achieve this session?
- What would need to happen for you to walk away feeling that this time was well spent?
- What would you like to be different when you leave this session?
- What would you like to happen that is not happening now, or what would you like *not* to happen that is happening now?
- What outcome would you like from this session discussion/interaction?
- Can we do that in the time we have available?

Reality

- Describe what is happening at the moment?
- How do you know that this is accurate?
- When does this happen?
- How often does this happen? Be precise if possible
- Explain the effect this has?
- How have you verified, or would you verify, that this is so?
- What other factors are relevant?
- Who else is relevant?
- What is their perception of the situation?
- What have you tried so far?



DELEGATION - BENEFITS AND BARRIERS

In your syndicate groups, discuss the **Benefits** to delegation (for staff and management) and the **Barriers** to Delegating - Managers don't delegate because.....

Benefits	Barriers

" I see myself hitting all the routines, doing everything perfectly. I imagine all the moves and go through them in my mind."
MARY LOU RENTON (Olympic Gold Medallist 1984)



PERFORMANCE COUNSELLING MEETING

Introduction

Performance counselling (p.c.) is an additional 'tool' in the toolkit of the professional manager / team leader. It provides an approach to dealing with the employee who is under-performing, particularly where informal feedback hasn't worked.

The workshop discusses **general approaches**, however the resolution of any performance/conduct issues in the workplace should be discussed, on a case-by-case basis, with the relevant Senior Managers/Human Resources.

The Performance Counselling (P.C.) Meeting

- There are 3 stages to the P.C. meeting:
 1. **Establish the performance/conduct gap** - reviewing the 'history' of performance and shortfall in the standard, and gain agreement from the employee that they understand.
 2. **Explore reasons for the performance/conduct gap** with the employee.
 3. **Eliminate the gap** - exploring solutions with the employee, and pledging to improve the situation.
- The P.C. meeting provides a forum for managers to help the employee see the deficiency in performance / conduct and therefore to improve their standard. The extent of formality depends on the severity of the under-performance:
 - Small gaps in performance/conduct may be dealt with semi-formally, with an element of shared ownership of the problem/agreeing solution.
 - In cases of severe deficiencies of performance/conducts, the p.c. meeting effectively becomes a **Disciplinary Investigation**. Specialist help and advice should be sought at this stage.
- An action plan for improvement should be agreed with the employee, ideally signed by manager and employee, with the employee being given a copy.
- If appropriate, a review meeting should be undertaken at an agreed time in the future.

PERFORMANCE COUNSELLING MEETING: PREPARATION

What preparation needs to be undertaken prior to the p.c. meeting being undertaken? List each item of preparation under the appropriate heading below. Flipchart your group's findings.

Environment	Employee	Manager

P.C. MEETING PROCESS

Establishing the Gap

Thanks team member for attending. Offers refreshments.

Explains the purpose, process and duration of meeting.

Relays facts on performance/standard.

Gains agreement on the gap.

Explore reason for gap

Asks open questions.
(What, When, Why, Where, Who, How)

Uses assertiveness.

Displays positive body language.

Establishes reason for gap.

Remains open minded.

Eliminate the Gap

Looks forwards not backwards.

Asks the team member's opinion.

Agrees a target to aim for.

Asks about further development needs to support.

Sets a review date.

Parts positively.

Strengths

Development Areas

DEALING WITH DIFFICULT SITUATIONS Case Studies

Scenario 1

You have just taken over as the manager of a department consisting of 10 people. They do a variety of jobs, from administration duties to liaising with customers on progress in delivering printed publications. It is a very busy department with lots of activity, including phones ringing frequently and numerous visits from internal customers.

The department seemed to perform well under the old Manager – at least the Senior Manager held him in high esteem. The output figures are good, but they don't meet your high expectations.

In your first week in the job you have noticed a number of things within the department:

- A high-spirited atmosphere – lots of joviality, 'mickey-taking' and fun. On one occasion, a funny cartoon went around the office on e-mail. Lots of laughs about that one! On another occasion, a team member's 'post it' notes were removed from her desk and hidden, when her back was turned. She seemed to see the funny side of it.
- Frequent fag breaks by a group of 4 team members – on one occasion 3 in one hour.
- The senior manager visited your department twice and said, in front of team members, how pleased he was with the performance of the department and it's positive attitude.
- 3 team members arriving back from lunch between 5 and 10 minutes over the allocated lunch duration.
- 2 instances where team members helped each other out when a deadline was approaching.
- A reluctance to pick up other team member's incoming phone calls when away from desk for very short periods e.g. at filing cabinet on other side of office; popped to vending machine.
- A team member 'greeting' an Asian-looking employee entering the department with the words: "Wey-Hey, how you doin' Paki?". The employee didn't look too happy about it.

How are you going to deal with this situation?

"If you are leaping a ravine, the moment of take-off is a bad time to be considering alternative strategies."

JOHN CLEESE

DEALING WITH DIFFICULT SITUATIONS Case Studies

Scenario 5:

Stuart Changenot has been with you for 18 months. At the beginning, he was a little slow in picking things up, and felt quite uncertain about whether he could master the processes. Now he produces a high standard of work. He likes routine e.g. having the same lunch break time every day.

Recently, there has been a lot of change in the company, some of it impacting on work routines. Stuart has reacted negatively. For example, at the team meeting last week, I.T. were explaining an enhancement to the computer system your people use. Stuart piped up 4 times with perceived problems he thought would exist, using this new system. At one point, you overheard one of his colleagues saying 'oh god, here he goes again'.

To improve efficiency, top management have decided that staff's lunch breaks need to be staggered, meaning that no one would get fixed times every day to break. However, they would know a week in advance. You are meeting each member of your team individually, to explain the changes. It's Stuart's turn next.

How are you going to deal with this situation?

" Every day, in every way, I'm getting better and better."

FRANK SPENCER