First steps into Management

Sue Waterall



Zoom facilities

To get the most out of the session:

- put your camera on
- contribute verbally and allow others to talk
- use Chat facility to post a question or comment
- choose to be present
- put yourself on Mute if you have distractions around you



One word check-in – in Chat



Our agenda

- Our expectations of managers
- Focus on positive attitudes
- Stepping up from colleague to manager
- Leadership in action – keeping it simple
- Conditions for a high performing team
- A 10 minute approach to delegation and feedback
- A-Z of Management – where could you improve?

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Introduction – in chat please!

- Job title/Organisation
- New to management or an old hand?
- Why have you signed up for this short course?



Manager as role model



Breakout discussion – what expectations do you have of your manager?

- How do you expect them to behave?
- What do you expect them to do?



Different leadership styles











Shadow of the leader



"To become effective leaders, we must become aware of our shadows and then learn to have our actions match our message."

Larry Senn and Jim Hart, Senn Delaney

Breakout Activity

- Exercise in Workbook page 3
- Which 3 of these traits do you see as being **MOST IMPORTANT** for a people manager?



Leadership best practice
… which 3 would you focus on?

- Give people the power to make decisions
- Agree targets
- Promote self-esteem
- Show enthusiasm
- Minimise anxiety
- Show recognition for both individual and team effort
- Demonstrate personal integrity
- Encourage teamwork
- Develop and support the team
- Seek to understand before making judgements
- Treat mistakes as learning opportunities
- Listen to individuals' ideas and problems
- Give regular feedback
- Encourage new ways of doing things
- Provide clear direction
- Take decisions yourself

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In summary – a manager:

- Listens, listens, listens
- Shows positivity – for the role, the team, the job
- Establishes excellent relationships
- Develops, supports and stands up for their team
- Takes ownership for issues and ‘nips things in the bud’
- Encourages the team to manage their own issues first
- Earns respect by showing respect
- Shows interest in the personal wellbeing of team members

Making the transition from colleague to manager



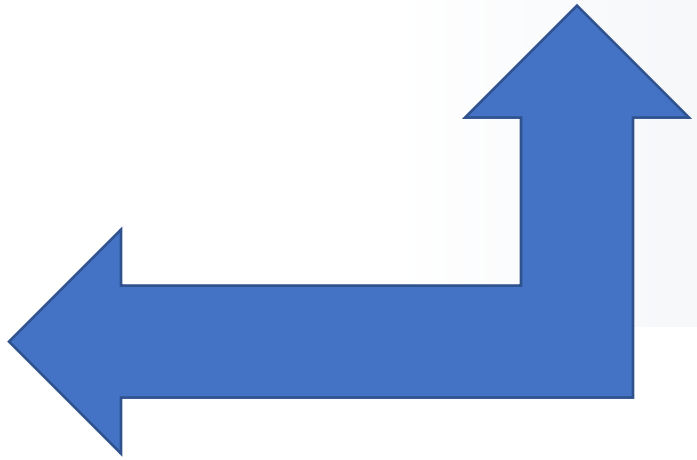
Breakout discussion

- What do (or did) you find challenging about stepping up into your team leader/manager role?

- What strategies do you advise for managing colleagues/ your peer group?



Taking off







In the air:

- managing the team
- leading the team
- thinking/acting strategically
- handling the 'difficult stuff'
- a team manager

On the ground:

- with the team
- one of the team
- a team member

Getting the balance right



Emotional Intelligence
Positive behaviours that engage, motivate, support, listen and show understanding.

+

Logical Intelligence
Rational, strategic thinking that sets objectives, targets, staff rotas, manages budgets, headcount, sickness.

Summary – moving from team member to manager

Discuss and agree boundaries

Careful joining in with ‘gossiping’

Encourage everyone to learn and progress

Be the radiator not the drain

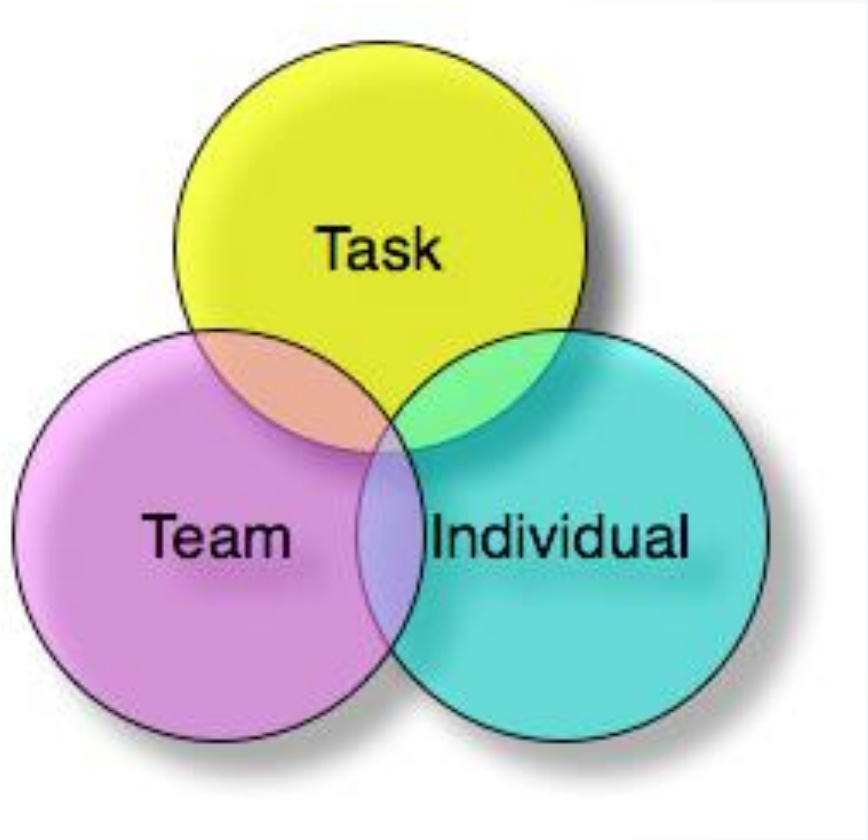
Demonstrate proactive behaviour – “here’s what I can do”

Remember– you are not there to do everything, or make all decisions, nor solve all problems





Action Centred Leadership



John Adair

www.johnadair.co.uk



Activity

- Complete the questionnaire in the handout
- Where did you score 3? Highlight the statements.
- Is there an action you could take to improve the 3s?
- How about asking your team what they think?



Summary – Leadership in Action

Task

- Is everyone clear on personal duties
- Are they clear on colleagues' duties?
- Do they prioritise effectively?
- Do they meet deadlines?

Team

- Do they communicate well?
- Do they practice team problem solving?
- Do they support each other?
- Do they all understand team goals?

Individual

- Do you know each person's strengths and weaknesses?
- Do you check on their welfare – particularly during Covid?
- Do you feel you have a good relationship with each team member?

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Motivation

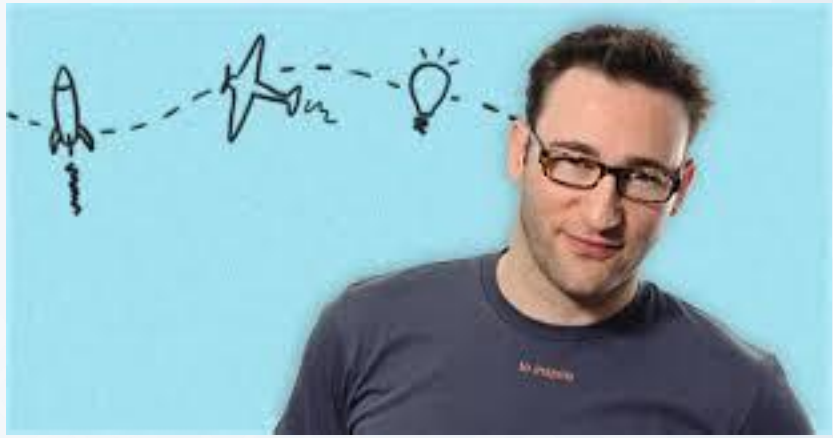


What makes people tick?

“100% of customers are people.

100% of employees are people.

If you don’t understand people,
you don’t understand business.”



Simon Sinek

https://simonsinek.com/discover/why-good-leaders-make-you-feel-safe/

What motivates you?



- What makes you leap out of bed in the morning?!
- Why do you do the job you do?

Motivation – what makes your team tick?



Affiliation



Activity



Achievement



Recognition



Competence



Power



Ownership



Meaning

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Dean Spitzer – Eight Desires

"Your staff are just as important as your customers"

Julian Richer – Founder/MD Richer Sound



ABCD awards:
Above and **B**eyond the **C**all of **D**uty!

- What practical/fun things do you do to motivate your team?
- What does your organisation do?



The five dysfunctions of a team



Patrick Lencioni "Overcoming the 5 Dysfunctions of a Team"

https://www.youtube.com/watch?v=GCxct4CR-To

Building a high-performing team



Patrick Lencioni "Overcoming the 5 Dysfunctions of a Team"

Delegation and feedback



Delegating decision-making tool

This is your team's development area



Why?

Feedback for development

- **C**ircumstance – *"thank you for agreeing to do xyz last week…"*



- **B**ehaviour – *"I noticed you did this and actioned that … what do you think?"*
- **I**mpact – *"this part went really well and you saved your colleagues a lot of work. Let's now explore the other part which still needs to be addressed … what do you think?"*
- **C**hange – *"Looking back, what could you have done differently?"*
- **C**ontinue – *"Moving forwards, keep doing x – that was brilliant, thank you"*

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A-Z of Management Skills & Qualities



Where could you improve?

- Adaptability
- Belief
- Compassion
- Delegating
- E
- F ...

Objectives

- Set expectations of the manager's role
- How to focus on positive attitudes
- Step up effectively from colleague to manager
- Leadership in action – keeping it simple
- Conditions for a high performing team
- A 10 minute approach to delegation and feedback
- A-Z of Management – where could you improve?

Go on - make a difference!



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