Managing for the first time

Jo Carr

Todays workshop

Structure

- 10 – 3 pm
- Energy breaks when needed
- Lunch break
- Ask questions
- Confidentiality as a group



Who is in the Zoom?

Please share the following –

- Your name and role
- How long you have worked in housing
- How long you have been managing for/ or if not managing , are you aiming to be?



Exercise

In your breakout rooms, discuss (and please list) the following

- The challenges your role poses to you

- What you would like to focus on today in this workshop – what are your learning and development needs?

10 minutes for this task and then we will feed back as a group

My approach



Outline of the session

- Contextualise this for now, Social housing in the UK in 2024
- Provide a peer learning environment, with the opportunity to share good practice
- Explore the fundamental elements of becoming a successful manager
- Working out what your opportunities and challenges are as a new manager
- Understand, enhance and develop the skills, knowledge and abilities to be a competent manager

hqn TRAINING

Being a great people manager

Please go to menti.com and type in the code

4684 5123

Add your thoughts to the question,

What kind of traits, qualities and behaviour does a good people manager have ?

your comments are all totally anonymous on Menti

Management is about

- Setting aims, objectives and performance indicators
- Planning how progress will be made and or a goal achieved
- Controlling the process – monitoring and taking corrective action where needed
- Setting and improving standards

Enabling and helping an organisation

Your day to day



Managing post pandemic

- Be virtually visible
- Over communicate
- Manage mental health
- Practice agile management
- Manage with a human face

Important learning points for new managers

- Being a manager is different to being a team contributor
- Being able to adapt is your management superpower
- The majority of your staff (and peers/colleagues) like structure, guidance and routine
- Some people need less of the above to flourish
- Letting staff lead where they show promise is a very powerful tool
- Meetings absolutely need to matter
- Listen without having decided the outcome beforehand
- Feedback often and feedback objectively

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Managing yourself



Time management and prioritisation skills



Coping with pressure



Planning ability



Personal insight, knowing your strengths and abilities

What would you like work on ?

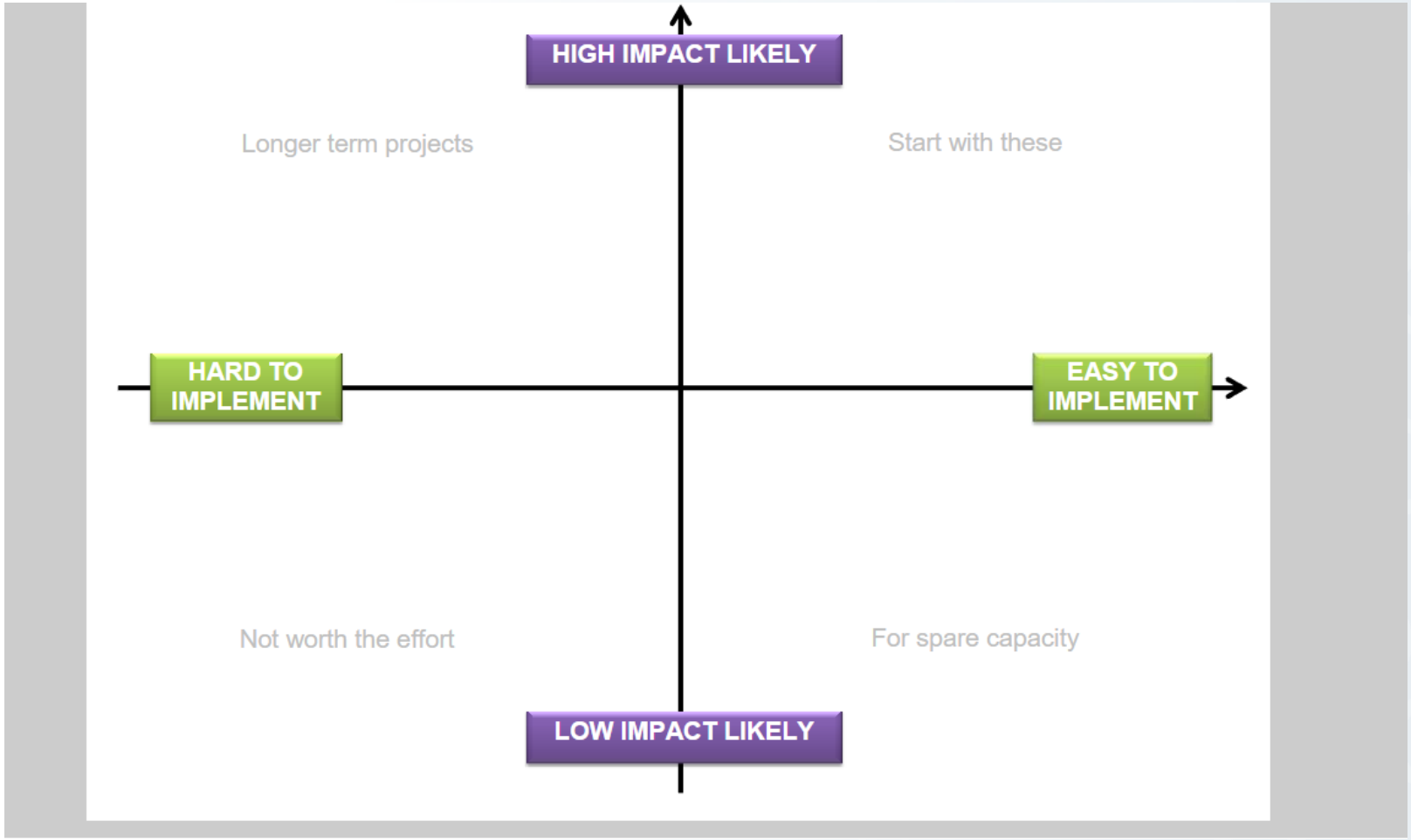
16 responses

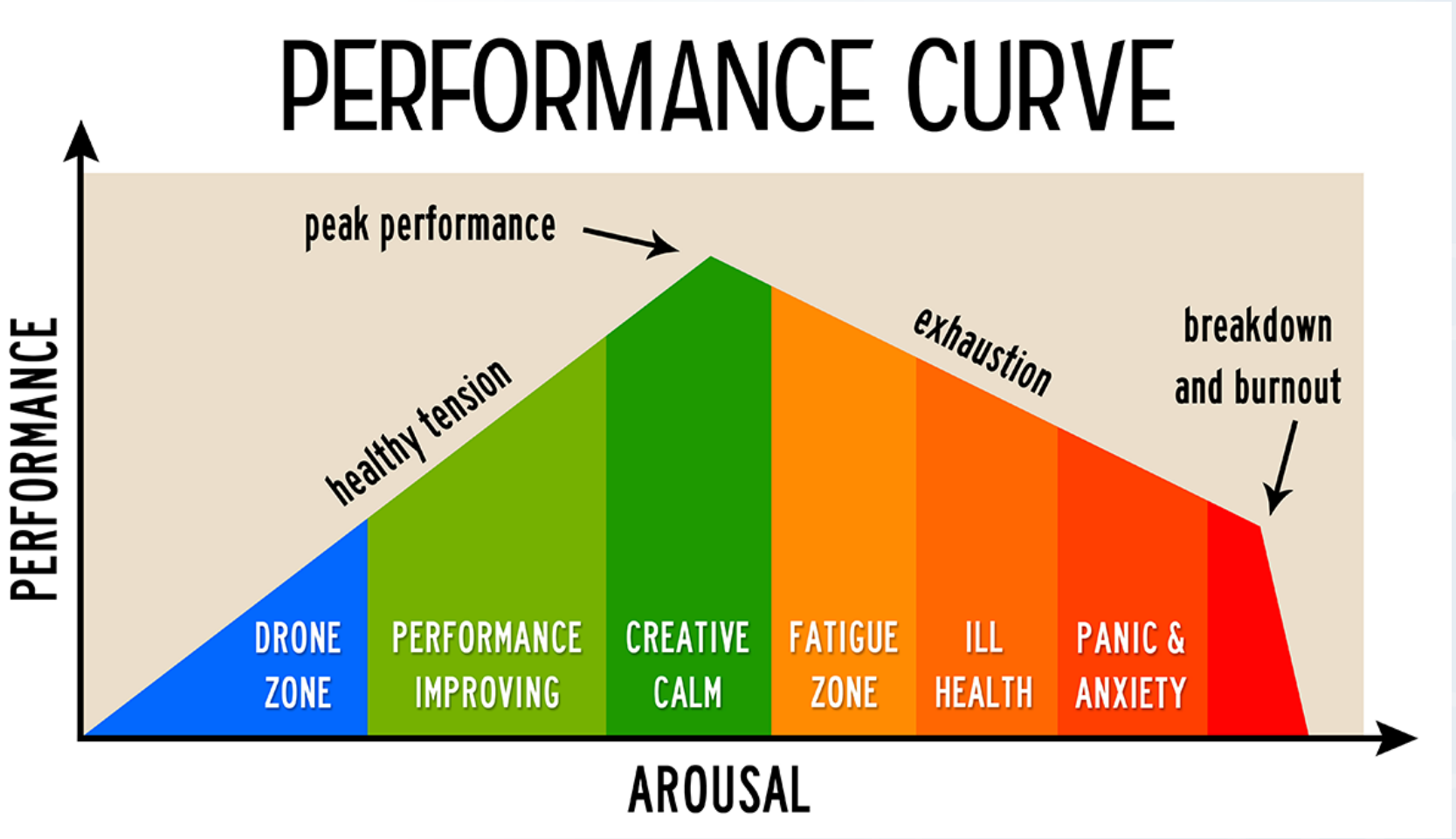


Prioritisation tool for new managers



Prioritisation matrix



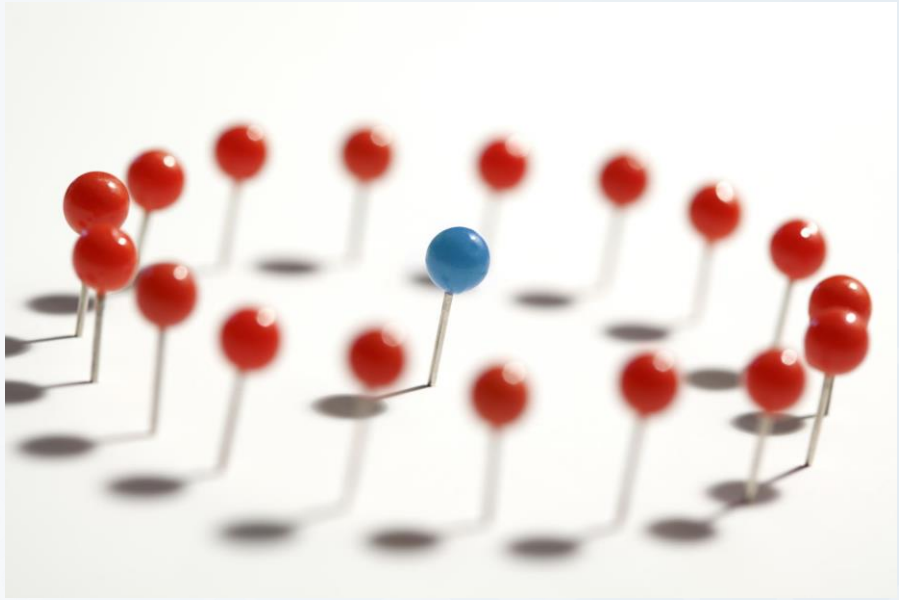

PERFORMANCE CURVE
peak performance
healthy tension
exhaustion
breakdown
and burnout
PERFORMANCE
DRONE ZONE
PERFORMANCE IMPROVING
CREATIVE CALM
FATIGUE ZONE
ILL HEALTH
PANIC & ANXIETY
AROUSAL

Mental health resources for new managers

- About us | Mental Health Foundation
- Supporting workplaces to be mentally healthy – Mind
- Resources · MHFA England
- · MHFA England

Managing your team

- Motivating staff
- Allocating work and scheduling
- Dealing with conflict
- Building strong teams
- Recruiting staff
- Continuous development of staff



Small group task

In no more than 3 minutes – describe the purpose of your job

Prompts

- What does your job achieve?
- Who are you responsible to and for?
- What is it you are trying to achieve?

EI – Emotional intelligence

Motivating and leading teams is very much driven by your ability to set a good example – be the person they want to trust

EI is about being aware of and managing your own emotions and being able to deal with others in positive and skilful way.

1. Self-awareness – know your strengths and weaknesses
2. Self-regulation - pressure curve, STOP method
3. Motivation – confidence is the key
4. Empathy – gives you the ability to understand your staff
5. Social skills - a range of communication skills

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Your organisational understanding – why?

For brand new managers this is so important because:

'***Culture eats strategy for breakfast***'



What kind of traits, qualities and behaviour does a good people manager have ?

25 responses



Your team culture

Organisational Culture – Eats strategy for breakfast – YouTube

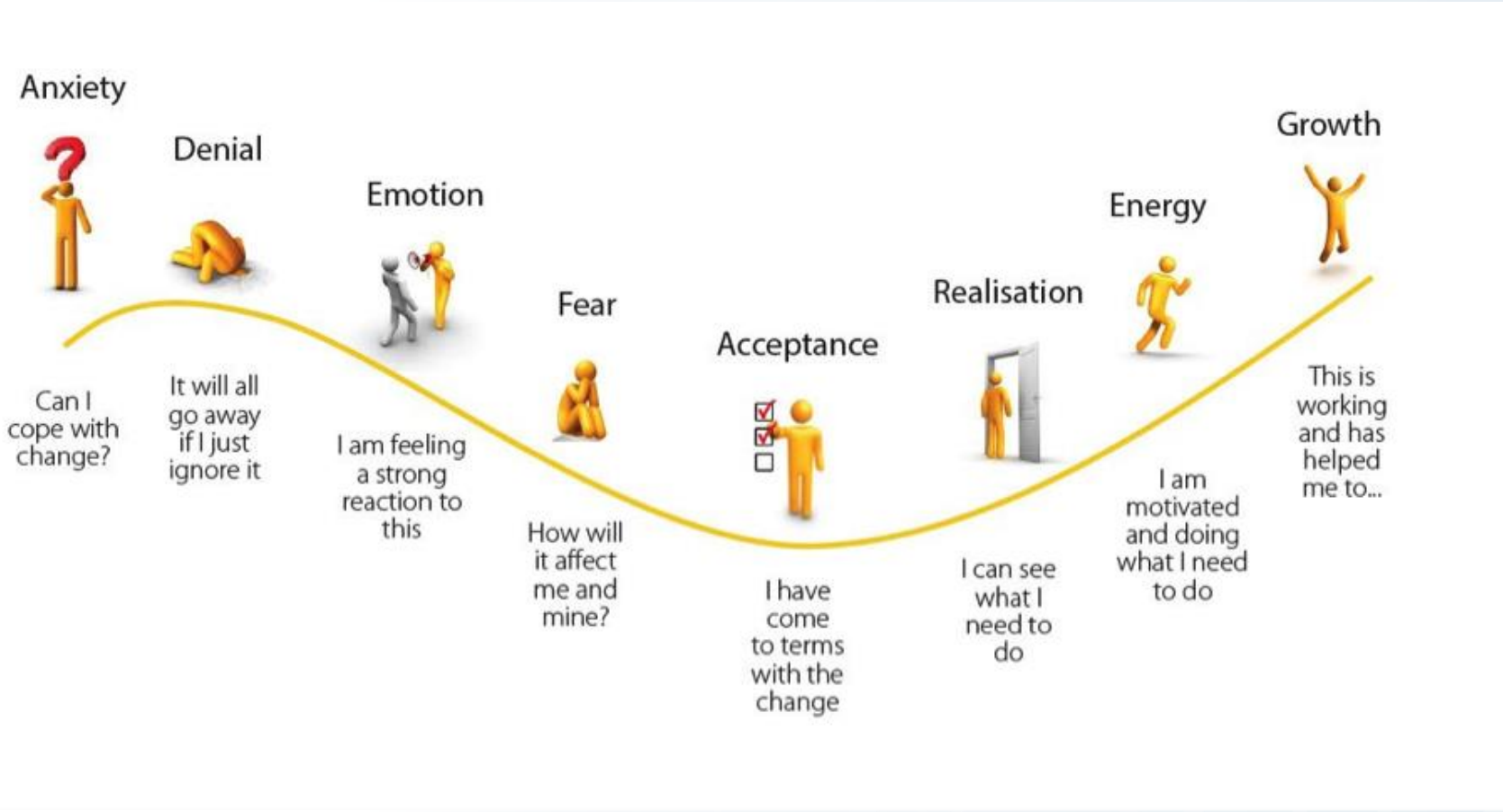
Exercise

Thinking two years ahead from today, what words and phrases would you like your team members to be using to describe the culture in your team?

Jot these down – your initial thoughts and later develop into a purpose – a vision for you to work towards in creating a strong culture in your own team.

When you feel established in your role, share this purpose with your team and see what their thoughts are, and how they can get involved with you in creating it

Managing change



Goleman's leadership styles



Team dynamics



Fig 2: Team Development stages

Getting things done

- Problem solving
- Decision making
- Budget management
- Service delivery
- Implementing policies and procedures
- Measuring and analyzing performance

Key (soft/social) skills for new social housing managers

- Using perspective/context
- Being resilient and adaptable – managing change
- Communicating flexibly – a range of soft skills
  - Listening, questioning, feedback, paraphrasing, Giving instruction clearly
- Motivational ability (EI)
- Delegation
- Confidence
- Assertiveness
- Customer focused
- Professional
- Organisational and technical

Feedback

Key components

- Give feedback on behaviour and impact
- Do it confidently and sensitively
- Give options
- Follow up and support

Reflection and accountability building questions

- What can you do more of?
- What can you do less of?
- What can you do differently?

Task – setting goals for staff

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Performance management

- Understanding current practice
- Identifying future or intended practice
- Recognising the processes and driving forces which will improve performance
- Agreeing targets and objectives to meet organisational goals
- Using tools, techniques, support from managers and colleagues and training and development activities to develop capabilities and achieve the desired progress
- Measuring and monitoring changes, improvements and progress towards goals
- Reviewing progress, renewing goals and moving on.

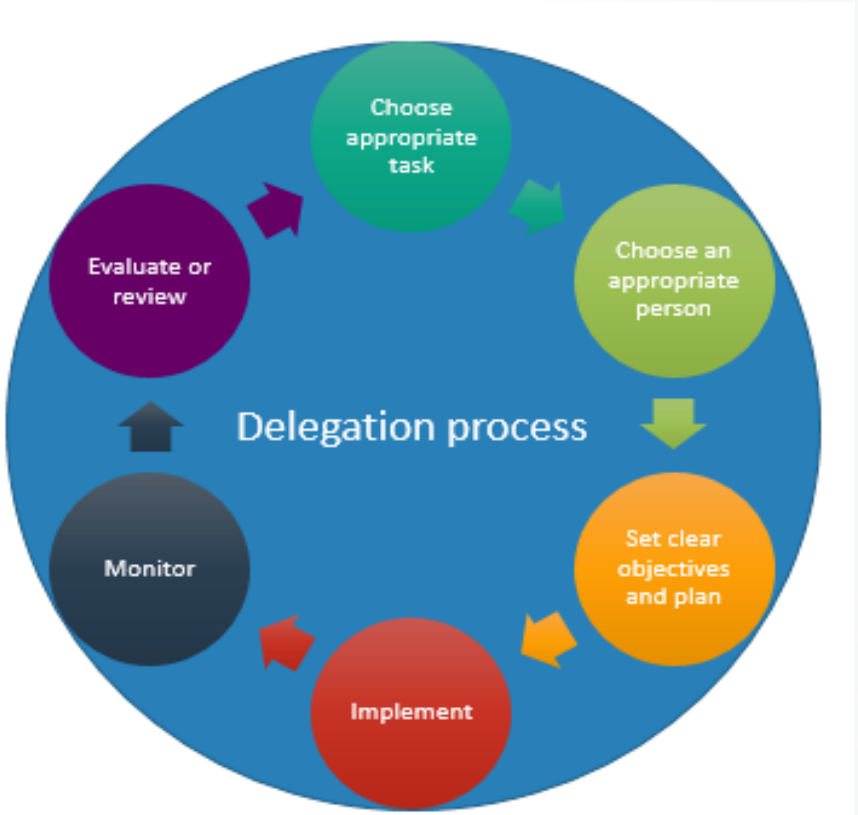
Performance management ...(cont'd)

1. Identify where your staff member is
2. Identify where you want/need them to be
3. Agree objectives and indicators
4. Make use of relevant tools and techniques
5. Support and check in
6. Evaluate performance
7. Carry out performance appraisals/1-1s

Dealing with poor performance

- Be responsive
- Be prepared to have tough conversations
- Be consistent in your approach
- Document your progress
- Use it as an opportunity to relationship build if you can ?

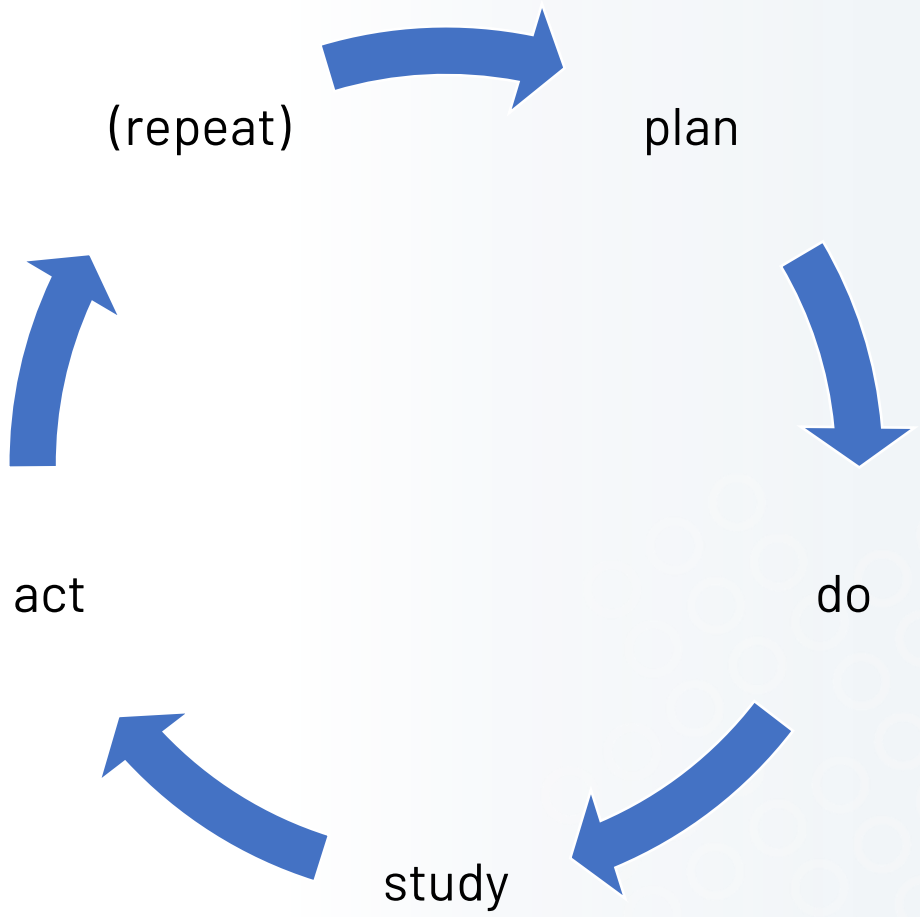
Delegation



Remember:

- Ensure the staff member has the capability
- You delegate the task, not the responsibility
- Check in, not check up

Evaluation



Final thought

Using Menti.com and the code

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Let us all know what your next steps will be to further your development

Please stay in touch

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