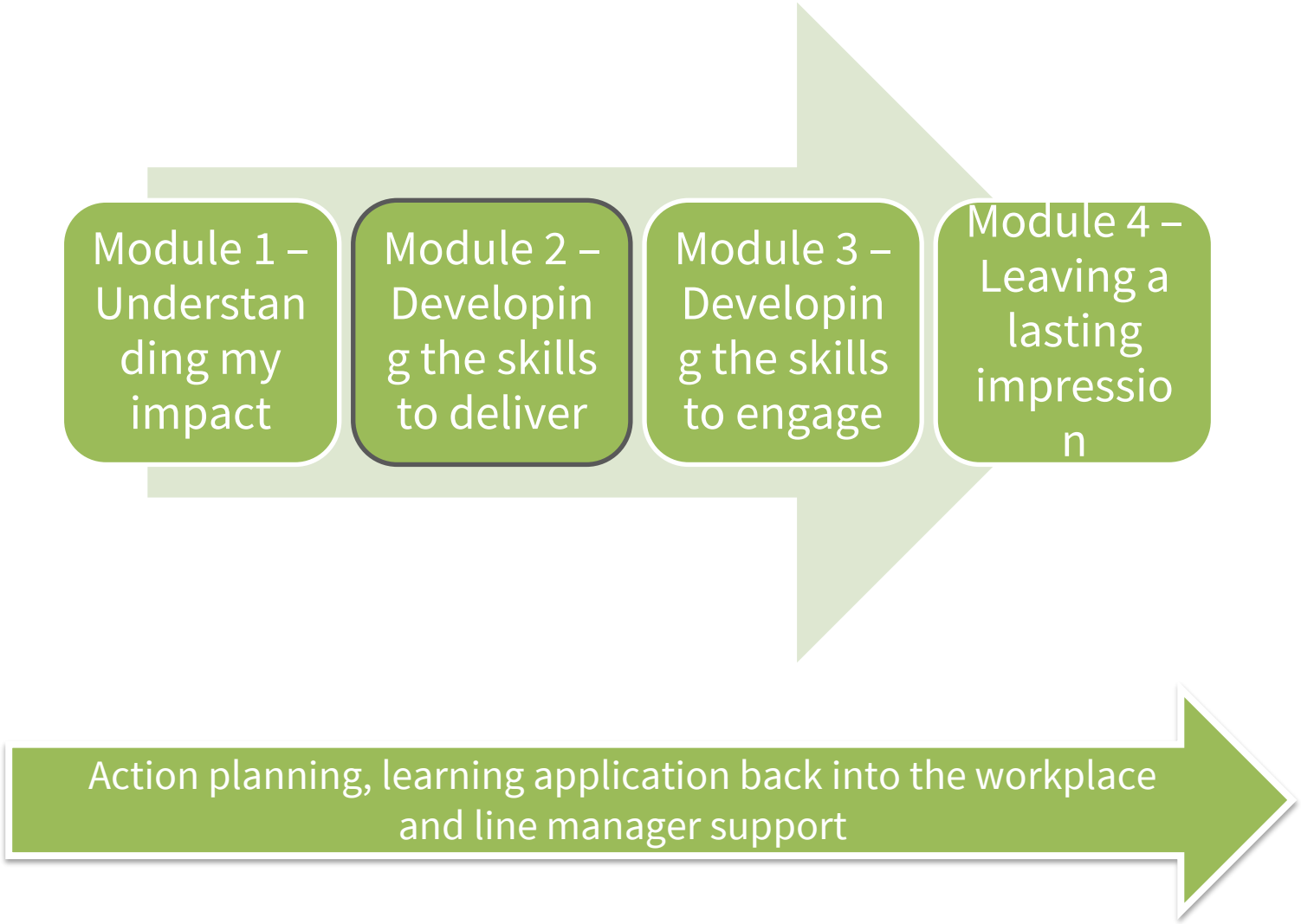
Manager Development Programme

Module 2
Developing the skills to deliver

The Programme



Module 2 - Develop the Skills to Deliver

- Understood their team dynamic and what needs to happen to move or sustain performance
- Gained an appreciation of how to motivate others to deliver
- Understood how to plan and organise their time effectively
- Understood how to delegate and set effective objectives, to get the best results
- Learned to brief and debrief colleagues in a manner that provides clarity through active involvement.

Time to Review

- What learning have you applied since Module 1? (Please be specific about what you have done and in which situation(s))
- What has been the impact? *Are there any particular outcomes you have seen; and if so, what are they?*
- What feedback have you received about this approach?
- What would you like to get out of today's module?

Let’s think team

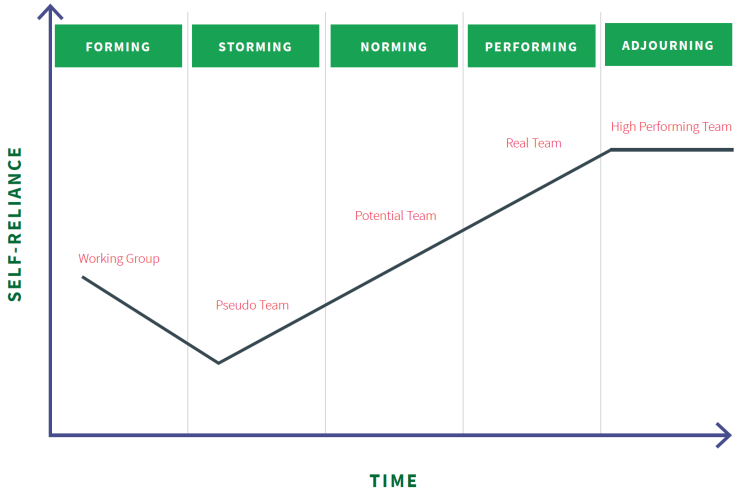
Tuckman’s Stages of Team Development

What are the characteristics of a high performing team?

Tuckman's Stages of Team Development

Your Team’s Development Focus

- Where do you think your team are, currently? What are the signs that tell you this?
- What will you do to help the team move forward?



Getting the Best out of Others

Getting The Best Out Of Others

How are you doing?

- What are you currently doing to support these?
- What you think you could do more of/differently?

Reconnecting With Insights

How can you use your Insights, knowledge and understanding, to get the best out of your relationships with them?

GROWTH

Setting SMART Objectives

Why SMART?

Setting SMART objectives helps to:

- Give clarity and focus, for individuals, managers and the organisation
- Facilitate evaluation/measure success
- Reduce misunderstanding
- Channel effort and gain a sense of achievement and fulfilment
- Enhance effort
- Focus personal development
- Reinforce business goals, vision and culture
- Determine resources

SMART

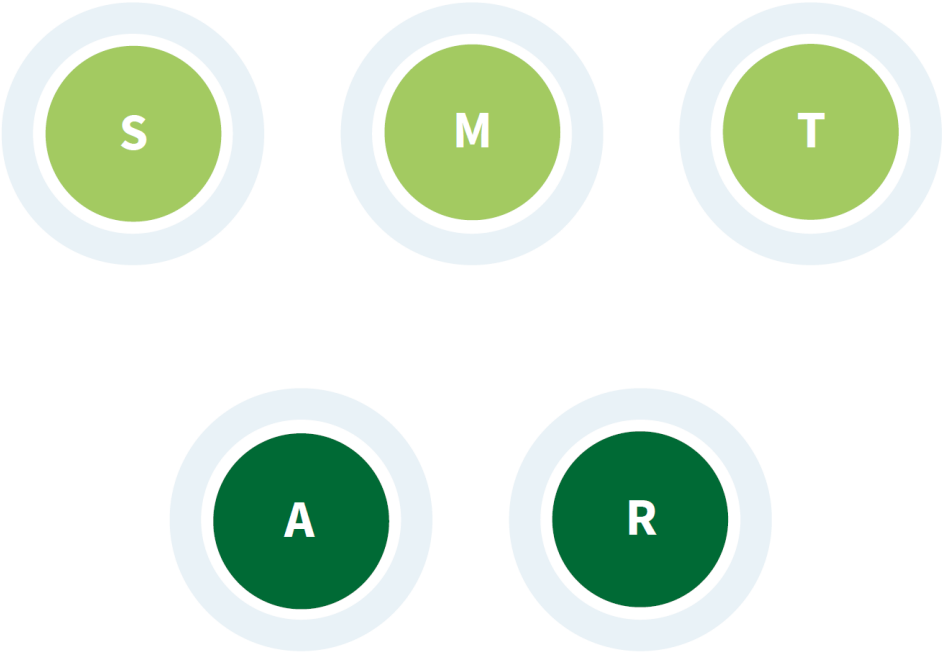
SMART Examples

Example 1:
Make sure the customer feedback is better than last year

Example 2:
To deliver in full the agreed project plan by the end of November 2020

Example 3:
To improve customer satisfaction to at least 90% by the end of Quarter 3, by focusing on answering queries within the agreed timescales, measured by the customer satisfaction survey

SMT

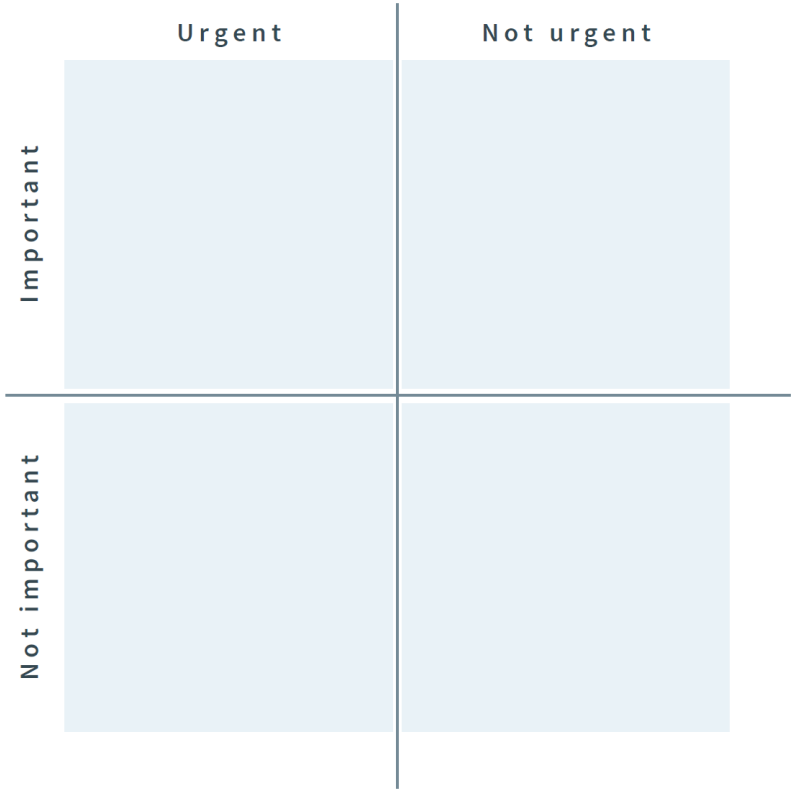


Putting SMART into Practice

	Your objectives...
Specific	
Measurable	
Time-bound	
Actions	

Personal Effectiveness

Managing Priorities

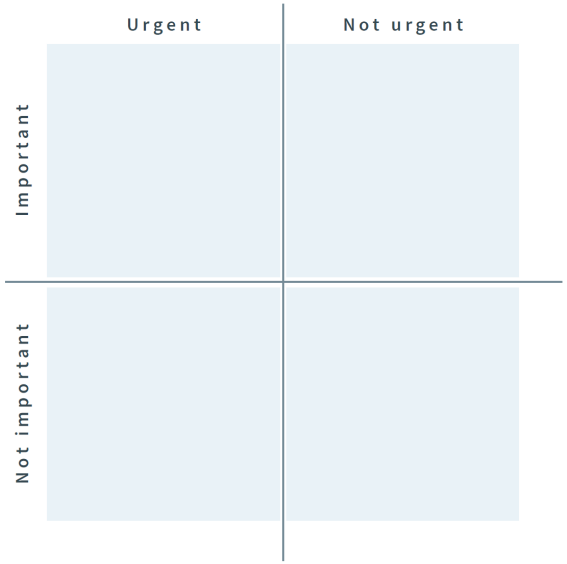


Urgent ‘v’ Important

Where do you think you spend your time?

> *“If you simply spend 30 minutes at the beginning of each week thinking about these four quadrants and what you want to spend your time on in the coming week, you will be ten times more productive than you usually are”*
>
> (Jackson 2012)

Using the Priority Matrix



- Make a note of the tasks/activities you are currently working on
- Use the matrix in your workbook, to capture where your tasks and activities sit
- What will you do as a result?

“Delegation is the assignment of any responsibility or authority to another person (normally from a manager to a subordinate) to carry out specific activities. It is one of the core concepts of management and leadership.”

When to delegate?

When not to delegate?

When To and Not To Delegate – Some Useful Questions

When to…

1. Is there someone with the necessary skills or expertise to complete the task?
2. Will your colleague have an opportunity to develop, through the delegated task?
3. Is this a regular task/responsibility?
4. Is your workload too high?
5. Can you make time to delegate the job correctly?

When not to…

1. Do you have little personal interest in a particular task?
2. Does your colleague lack the motivation and experience to perform a task effectively? You may be able to support them by providing the right training support, but if their motivation is low you need to investigate why and decide what can be done to change this.
3. Has the work already been identified as your responsibility?

Delegation Know How

- Identify which tasks you can delegate
- Match tasks to skills and strengths
- Treat delegation as an opportunity for development
- Delegate entire tasks where possible
- Brief colleagues
- Provide equipment and resources
- Get the balance right
- Review progress
- Show appreciation

Now prepare your delegation action plan

Briefing and Debriefing

Briefing

Stage	What it involves...	Be aware of...
Set the scene	Explaining what needs to be achieved. Explain objectives using clear and to the point language	Waffle, lengthy descriptions that lose focus and the interest of others
Invite input	Identify how this will be achieved. Use questioning to involve others and invite ideas/suggestions. Listen and explore to find the best options	Trying to please all involved. Seek input, discuss and come to agreement, whilst being realistic
Plan	Determine the specific plan - *what, when, how, who*? etc	Unrealistic actions, measures, timescales
Confirm	Clarify and confirm the next steps. Check the understanding of those involved and confirm their roles and commitment	Lack of input. Does everyone understand and commit to what is required?

Debriefing

Stage	What it involves...	Be aware of...
Review	Review of self and team performance depending on situation	Avoiding constructive self and team review
Establish lessons	Identify what the lessons learnt are what went well, what could have been done differently?	Missing key lessons and opportunities
Practical	Applying the learning to practical day-to-day situations that will add value	Unrealistic actions, measures, timescales
Action	Agree what will happen moving forward. Who will take responsibility (individual/all depending on situation)?	Lack of commitment and setting goals/objectives that are not clear

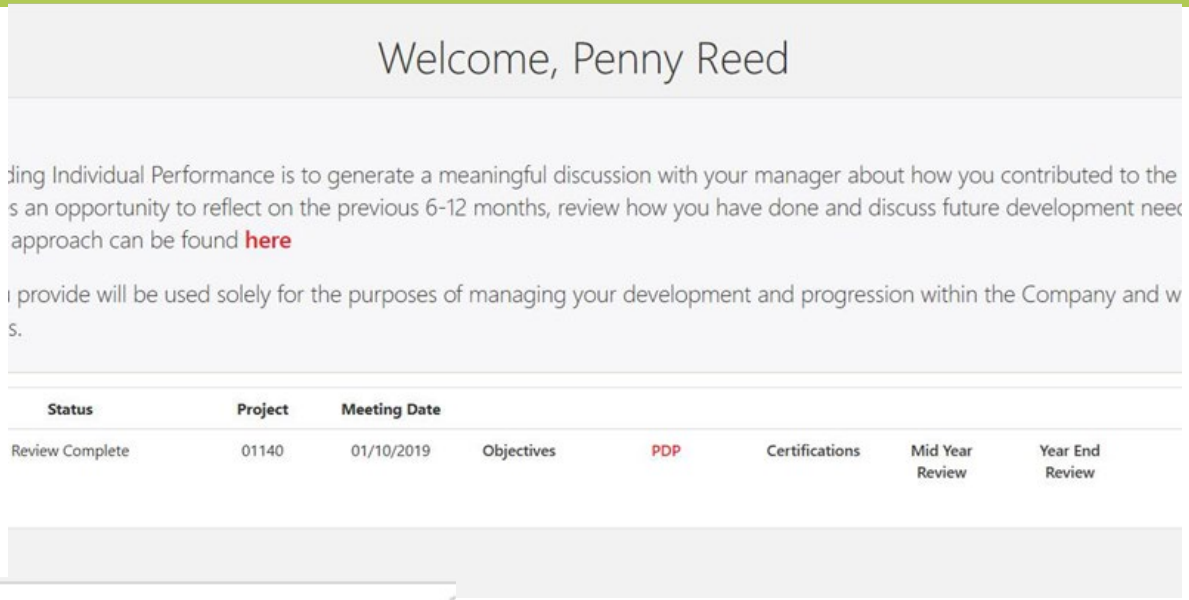
Have a go!

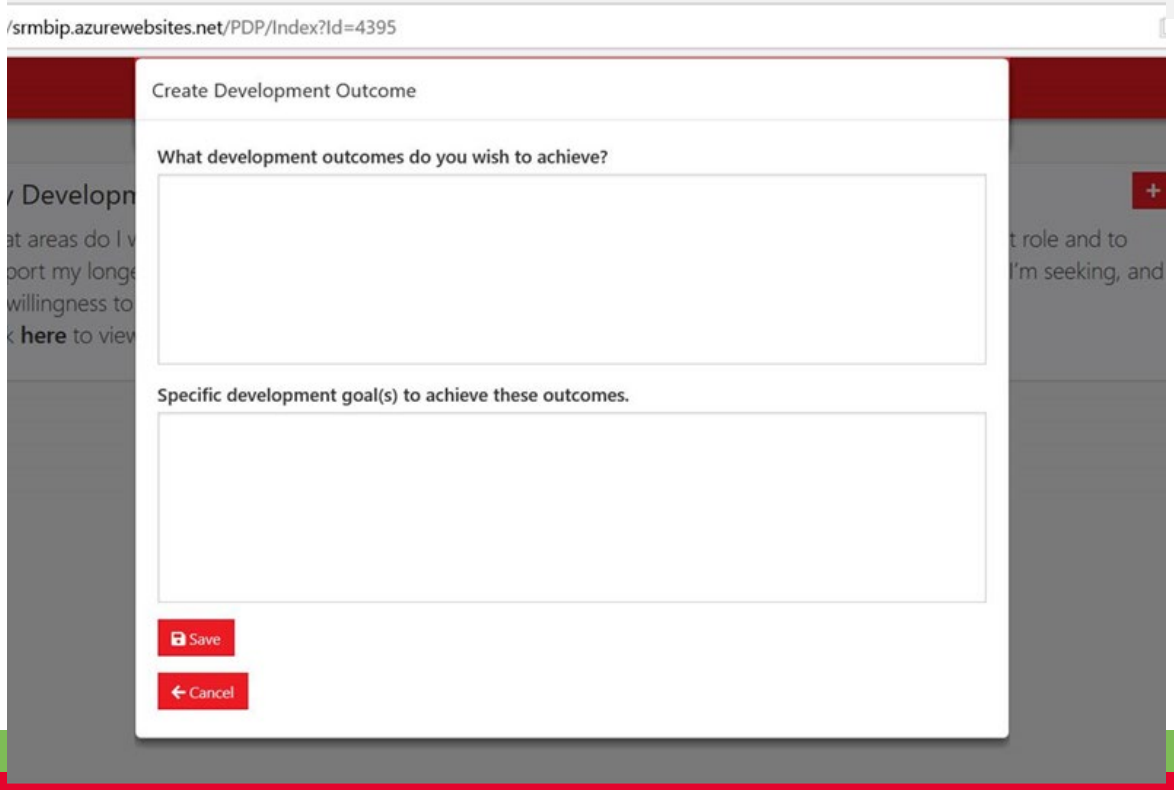
Next steps

- What actions are you committed to?

- Complete your actions on BIP
- Have a follow up conversation with your line manager – take control if they've not schedule one in
- Put your actions into practice!

BIP


Welcome, Penny Reed
ding Individual Performance is to generate a meaningful discussion with your manager about how you contributed to the
s an opportunity to reflect on the previous 6-12 months, review how you have done and discuss future development need
approach can be found here
provide will be used solely for the purposes of managing your development and progression within the Company and w
s.
Status
Project
Meeting Date
Review Complete
01140
01/10/2019
Objectives
PDP
Certifications
Mid Year Review
Year End Review


srmbip.azurewebsites.net/PDP/Index?Id=4395
Create Development Outcome
What development outcomes do you wish to achieve?
Specific development goal(s) to achieve these outcomes.
Save
Cancel

BIP

Sample Personal Development Plan

Sir Robert McALPINE

Long term development outcome	Within the next 2 years I'd like to think about developing into a project management role on site to use my organisation skills.	
Specific development goal(s)	Explore project management as a potential career option, and prepare myself for it.	
Agreed Actions and Next Steps		**When are you required to complete this action by?**
On-the-job experiences	• Support the Planning Leader in their contribution to the transformational project to improve project delivery in SRM. • Run a mini-project within the department	1st November 2017
Learning from others	• Spend 1 week shadowing a Project Manager on a local site to explore more about the role and the skills required. • Get a mentor in Project Management if I enjoy it.	2nd January 2018
Formal Training	• Site safety refresher course	1st October 2018

Thank you

See you at the next module