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# **work**book

## What is management?

Using proven models to lead projects, processes & people
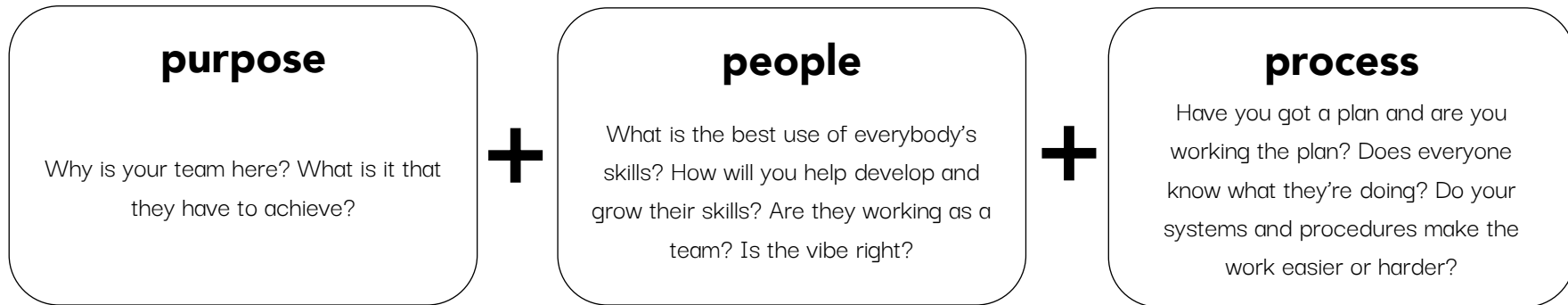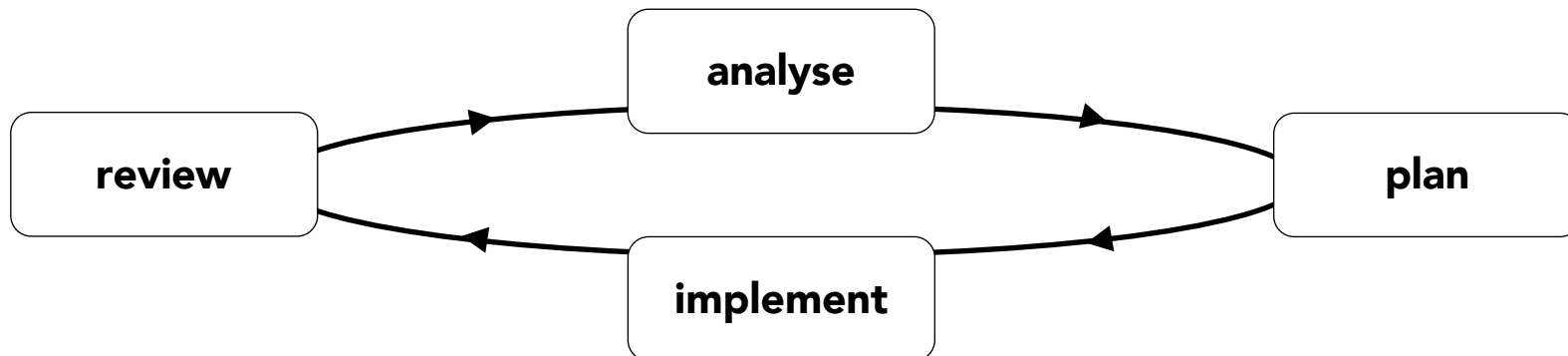
## Contents

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# what is management?

Management is simply achieving great outcomes through others, and the three things you'll have to constantly balance are...

### purpose

Why is your team here? What is it that they have to achieve?

**+**

### people

What is the best use of everybody's skills? How will you help develop and grow their skills? Are they working as a team? Is the vibe right?

**+**

### process

Have you got a plan and are you working the plan? Does everyone know what they're doing? Do your systems and procedures make the work easier or harder?

In order to keep these well balanced, you can use simple but perpetual processes such as:

**analyse**

**review**

**plan**

**implement**

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1. Use the Analyse, Plan, Implement, Review model to start evaluating how your current purpose, people & processes are doing.

| | purpose | people | process |
|---|---|---|---|
| **analyse** | e.g. do we all know/agree why we're here? If not, why might that be? | | |
| **plan** | e.g. how we're going to make sure everyone knows why we're here | | |
| **implement** | e.g. what our plan looks like in actions | | |
| **review** | e.g. now we've done it, did it work? How will we do it better in future? | | |

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# what is *good (and bad)* management?

2.  Describe the top traits/behaviours/habits of your <u>best</u> ever manager and your <u>worst</u> ever colleague that made them either the best or worst. What did you take from each and what are the implications, positive and negative, on your own working style?

**best**

| trait/behaviour/habit | what did you take from this? | implications for you right now |
|---|---|---|
| | | |
| | | |
| | | |

**worst**

| trait/behaviour/habit | what did you take from this? | implications for you right now |
|---|---|---|
| | | |
| | | |
| | | |

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# FED – future. engage. deliver.*

*Steve Radcliffe – Leadership Plain & Simple*

A similar but slightly more in depth way of analysing you and your teams performance to Purpose, People & Process is what Steve Radcliffe describes as FED, Future, Engage, Delivery.

**Future:**

This is all about simplifying mission, vision & strategy

- Mission: your *purpose* - what you are "up to."
- Vision: how the place *feels* when you are doing it right
- Strategy: the *point of focus* to get you there
- Goals: what do we need to *get done*?

**Engage:**

- Are the team bought into your Future?
- Can be affected by both team members' competence and their confidence
- Requires self & other awareness of preferred communication styles
- This is a process not an event and true engagement requires listening to the team

**Deliver:**

- Plan the work and work the plan
- Having a management pulse/heartbeat
- Balancing QDQ of work (Quality, Direction, Quantity)
- The need for diarised follow up on tasks delegated
- This is a set of processes not an event

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3.  Evaluate you and your teams' motivation and commitment towards your shared goals and come up with actions you can take to help your team **get it, want it** and have the **capacity to deliver it** (capacity is both skills and time).

| | current score /10 | management actions |
|---|---|---|
| **do they get it?** (future) | | |
| **do they want it?** (engage) | | |
| **have they got the capacity to deliver it?** (deliver) | | |

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4. Brainstorm how you might…

- Tell the story of your goal or vision even more powerfully to maximise engagement in it
- Get your team involved in creating the plan for how you'll get there
- Adapt old systems, or set up new ones, to help with seamless delivery of those goals

| tell mission, vision, strategy even better | get team involved in creating the plan | systems for better delivery |
|---|---|---|
|  |  |  |

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**use this page to summarise your actions, schedule them, and diarise a review time for yourself**

add your action date and review date to your personal diary

| action | summary | action date | review date |
|--------|---------|-------------|-------------|
|  |  |  |  |
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