Liberating Leadership

LEADING & DEVELOPING HIGH PERFORMANCE

PEOPLE MANAGEMENT TRAINING

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MODULE 1: LINE MANAGER ESSENTIALS

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CONTENT OVERVIEW

1.
Line
Manager
Essentials

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Motivating
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4.
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Management

3.
Delegating &
Briefing

CAREER TOOLKIT

Job description

SMART objectives

Competencies

Support and training

Annual / 6-month review

Monthly check-ins

Everyday coaching

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APPRAISALS SHOULD NOT BE:

- A form filling, tick box exercise

- A chance to raise performance issues for the first time

- A place for people to prove themselves

X

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APPRAISALS ARE:

- An opportunity to learn and grow

- A forum for self reflection

- A chance to reset your goals

- A safe place to develop self awareness and understand others' perceptions of you
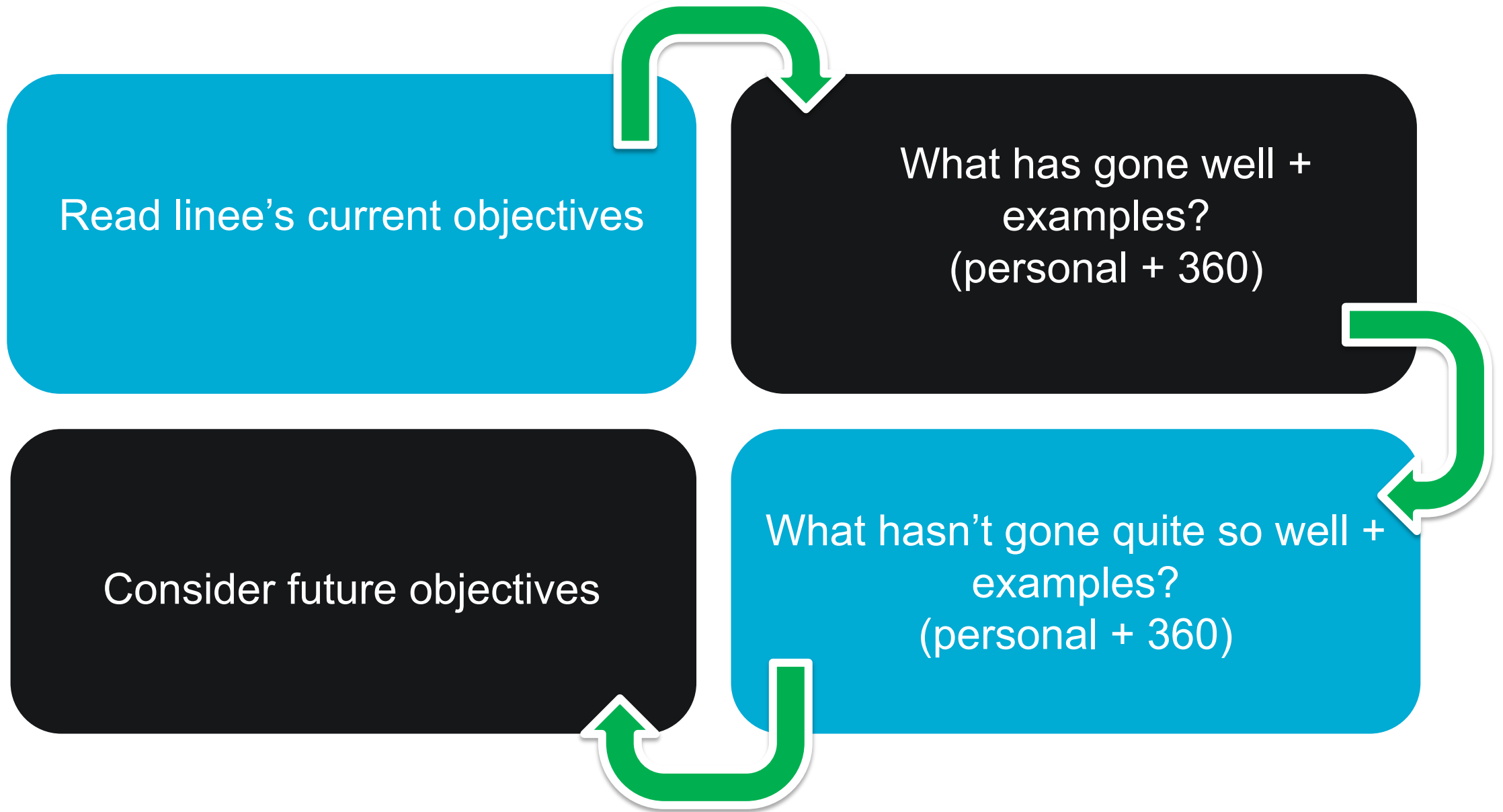
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LINE MANAGER PREPARATION

Read linee's current objectives

What has gone well + examples?
(personal + 360)

Consider future objectives

What hasn't gone quite so well + examples?
(personal + 360)

CAREER TOOLKIT

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GOAL SETTING

S ....

M ....

A ....

R ....

T ....

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OBJECTIVE SETTING

Specific

Measurable

Achievable

Relevant

Time bound

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SMART OBJECTIVES

SMART	Vague
Improve overall client satisfaction by 5% over the next year, based on results of the 360 questionnaire.	Improve client satisfaction as far as possible.
Confirm 5 pieces of new business to the value of at least £25k each by the end of the year.	Win as much new biz as you can.
Grow our main account to a fee income of £100k by December.	Grow your existing accounts.

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HOW WILL YOU ACHIEVE YOUR GOAL?

**Competencies are the skills and behaviours required
to help the employee achieve their objectives**

- Strategic thinking
- Presentation skills
- Commercial acumen
- Proposal writing
- Management skills

- Client handling
- Negotiation skills
- Creative and design skills
- Planning
- Stakeholder engagement

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SUPPORT & TRAINING

Training courses	Secondment	Reading	Coaching
Webinars	Feedback	Shadowing	Special projects
Practice	Mentoring	Conferences	Recognition

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MIDDLE CONVERSATIONS

Small talk

Middle conversation

Task / project

- Aspirations
- Development
- Successes
- Challenges
- Support

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MONTHLY CHECK-INS

What's working well at the moment?

What are you struggling with?

How can I support you?
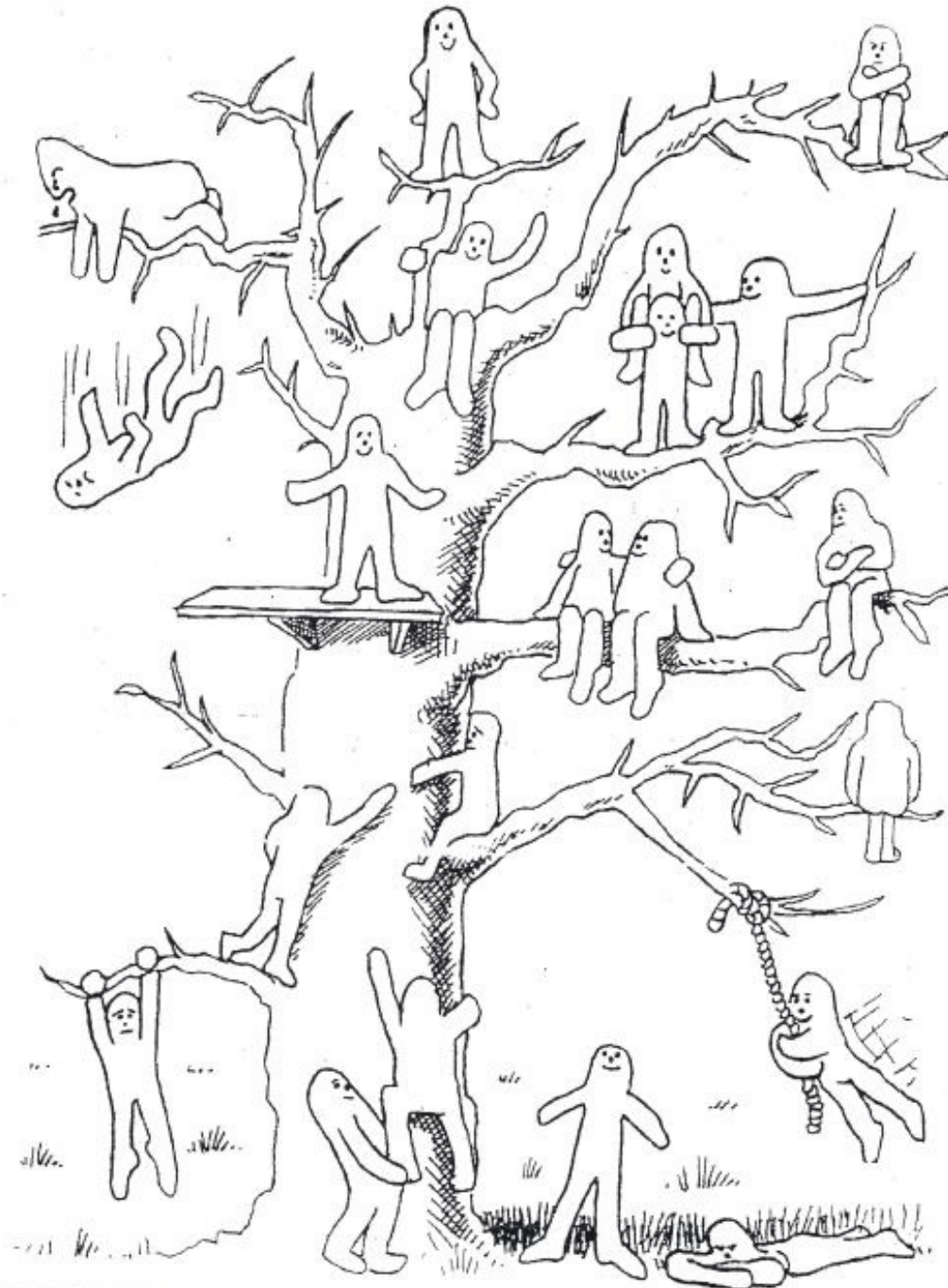
Where would you like more challenge?

What's going on in your home environment?

If you care about what they care about, they'll care about what you care about.

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Which blob best describes how you are feeling today?

PERIODIC TABLE OF EMOTIONS

Which emotion best describes how you're feeling right now?

LO Love													**FE** Fear
EM Empathy											**NE** Nervous		**DR** Dread
SE Serenity	**TE** Tenderness	**JO** Joy	**HO** Hope	**SU** Surprise	**IT** Interest	**BM** Bad Mood	**RB** Rebellion	**SA** Sadness	**BO** Boredom	**SH** Shy	**IN** Insecure		**SS** Stress
CO Compassion	**SY** Sympathy	**ST** Satisfaction	**PL** Pleasure	**EC** Ecstasy	**AN** Anger	**RE** Resentment	**HS** Hostility	**LN** Loneliness	**AB** Abandonment	**CF** Confusion	**SP** Suspicion		**SB** Submission
GR Gratitude	**TS** Trustfulness	**EN** Enthusiasm	**EA** Ease	**OP** Optimism	**HT** Hate	**FR** Frustration	**IC** Incomprehension	**DC** Discouragement	**NO** Nostalgia	**TR** Terror	**SM** Shame		**DI** Disgust
AD Admiration	**PR** Pride	**EU** Euphoria	**DE** Desire	**HA** Happiness	**RA** Rage	**JE** Jealousy	**EV** Envy	**AR** Arrogance	**BL** Blame	**RS** Resignation	**ME** Melancholy		**CT** Contempt
									DS Disappointment	**WE** Weariness	**PE** Pessimism		

Basic Emotion · Joy · Sadness · Fear

Love · Surprise · Anger · Disgust

Serenity + Interest
Optimism

Joy + Trust
Love

Serenity

Joy

Interest

Antici-
pation

Ecstacy

Acceptance

Trust

Anticipation + Anger
Agressiveness

Vigilance

Admiration

Trust + Fear
Submission

Annoyance

Anger

Rage

Terror

Fear

Apprehension

Loathing

Amazement

Disgust + Anger
Contempt

Boredom

Disgust

Grief

Surprise

Fear + Surprise
Awe

Distraction

Sadness

Sadness + Disgust
Remorse

Pensiveness

Surprise + Sadness
Disapproval

THE MOOD ELEVATOR

Grateful
Wise
Creative
Resourceful
Hopeful
Appreciative
Patient
Sense of humour
Flexible
Curious
Impatient
Irritated
Worried
Defensive
Judgemental
Self-righteous
Stressed
Angry
Depressed

MODULE 2: MOTIVATING TEAMS

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FIND OUT WHAT MOTIVATES THEM

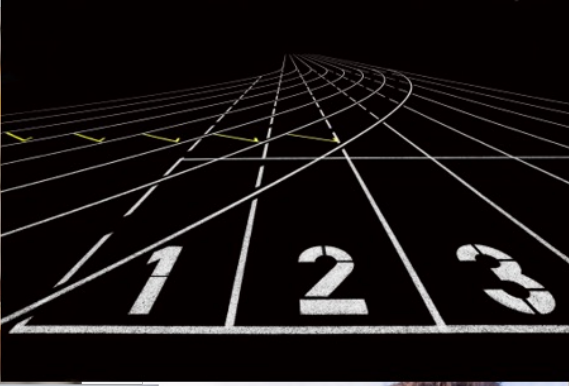|			
Influence	Creativity	Challenge	Feedback
Nurture	Responsibility	Security	Comfort
Connections	Autonomy	Structure	Recognition
Solitude	Goal achievement	Variety	Fun

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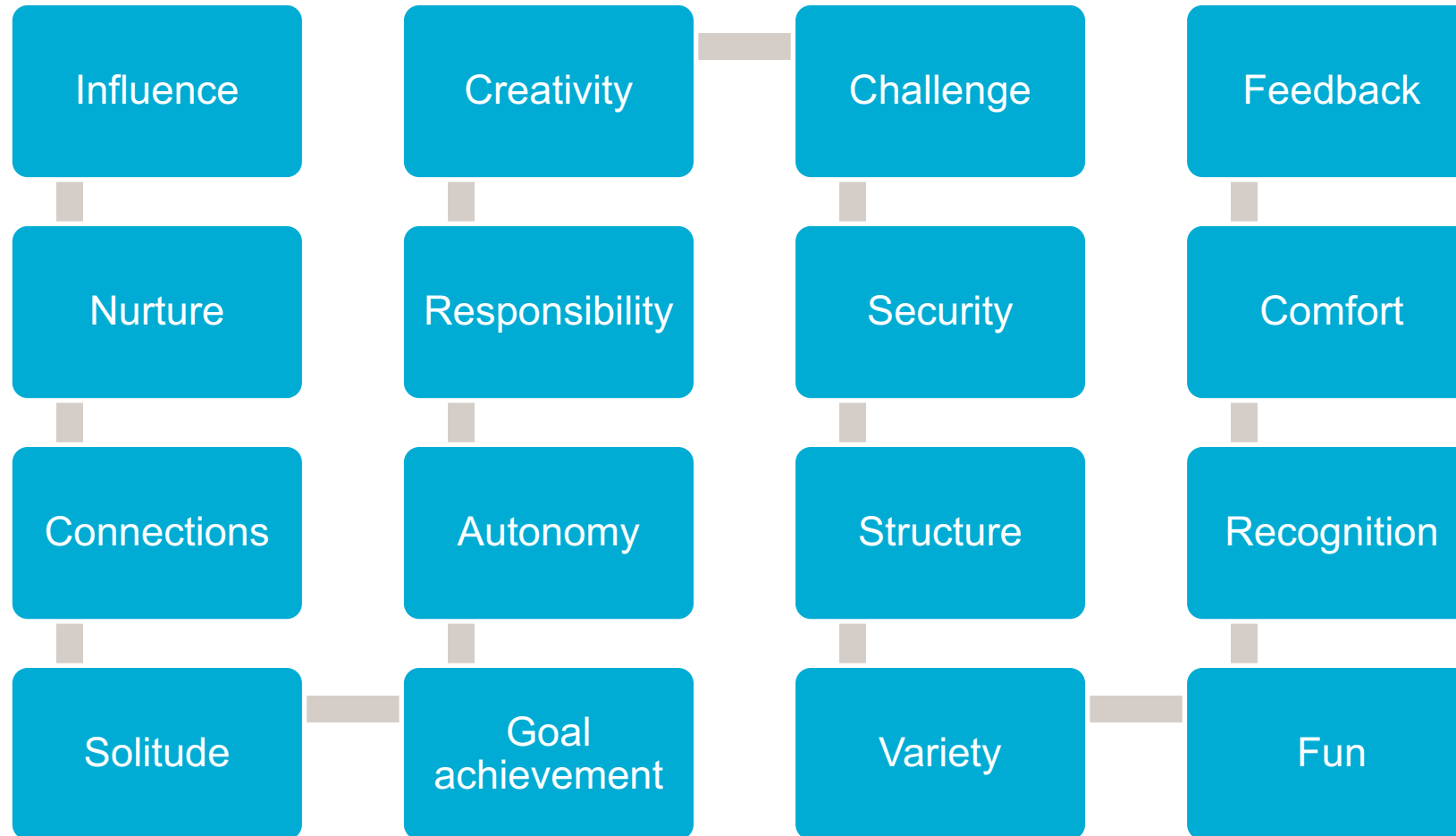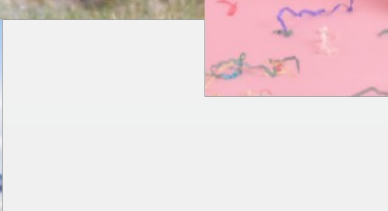
HERZBERG HYGIENE FACTORS

- Company policy

- Administration

- Wages

- Salaries

- Financial remuneration

- Working conditions

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HERZBERG MOTIVATORS

- Responsibility

- Challenging, stimulating work

- Success

- Growth

- Personal achievement
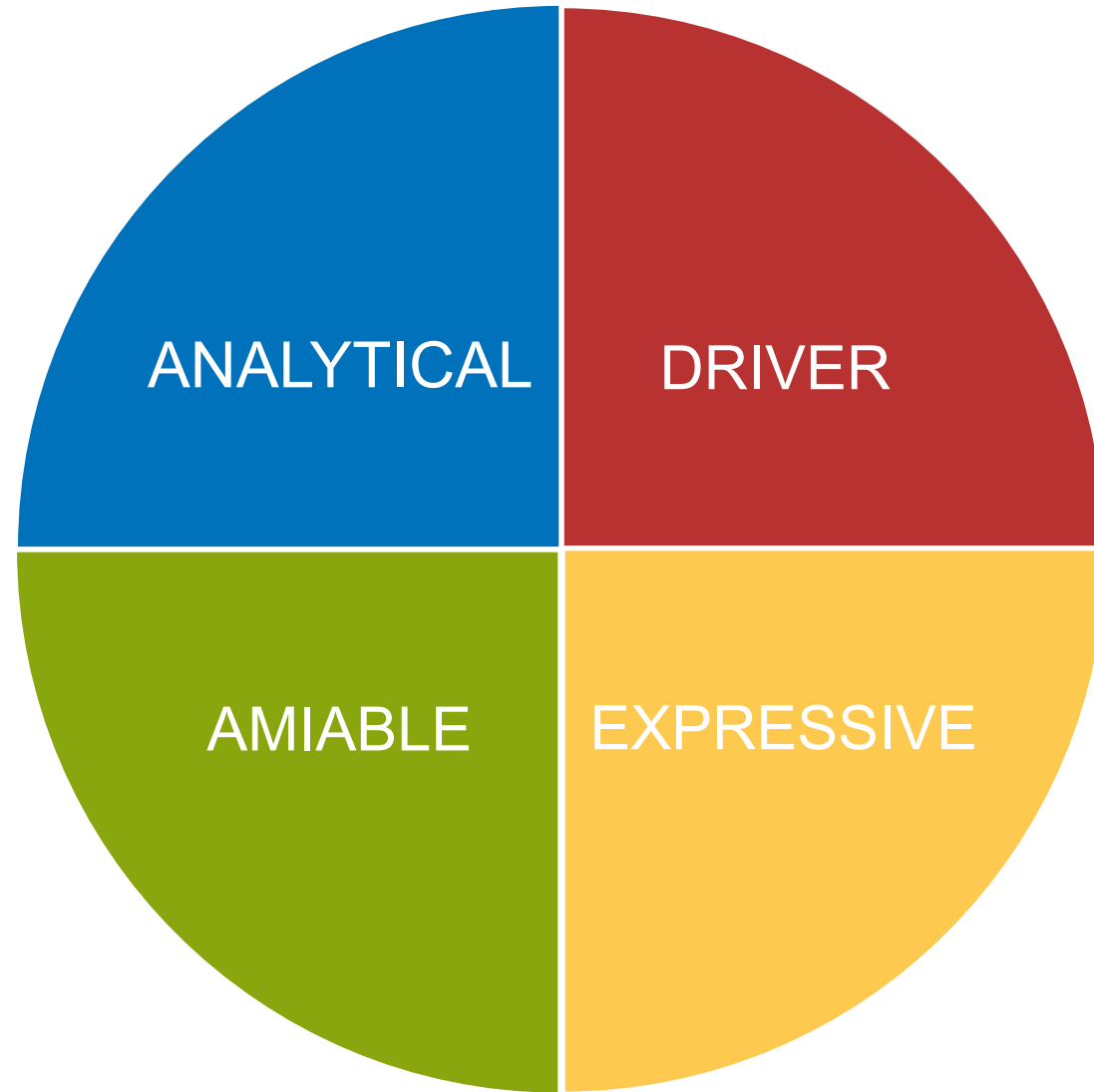
- AND

- Recognition

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COACHING QUESTIONS: Motivators

1. Choose an image that represents your biggest motivator.

2. Describe what it means to you.

3. To what extent is that motivator currently being satisfied (out of 10)?

4. What 3 things could you personally do to increase your score by 2?

5. What support do you need?

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THE 4 ARCHETYPES: MANAGERS

ANALYTICAL

DRIVER

AMIABLE

EXPRESSIVE

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The Analytical

They are precise in their language and considered in their approach. They explain the rationale behind the task. They provide specific examples.

The Driver

They're clear and direct. They focus on outcomes. They get the job done. You know where you stand with them.

The Amiable

They consider themselves an equal partner and a team player. They'll roll up their sleeves to help you out. They care about your well-being and will treat you fairly.

The Expressive

They're full of infectious energy and enthusiasm. They love to collaborate, bringing you along with them with their boundless positivity and creativity.

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The Analytical

When briefing others, they like to provide a lot of detail. They have a preference for written communication, over verbal, and their emails can be lengthy. They may struggle to convey adequate enthusiasm for a task, coming across as rather serious. They may forget the personal details and stick rigidly to business matters.

The Driver

They struggle to let go because they know how they like things done. They have strong opinions and like to be in control. They are impatient when people are slow. It's easier just to step in and do it themselves... but then they get annoyed because nobody else takes responsibility. They can be intimidating.

The Amiable

They like to keep everyone happy and they're keen to maintain friendship status with colleagues. For this reason, they don't like to delegate, for fear of putting too much pressure on their team. They struggle with giving strong direction and setting goals. They avoid conflict, preferring to highlight the other person's strengths, rather than flagging potential weaknesses.

The Expressive

They have lots of ideas and thoughts whizzing round their heads, but they don't explain it properly. They talk quickly, going off on tangents. They don't plan their briefings; they go straight in with a stream of consciousness. They don't listen or give the other person enough space and time to contribute. They can be dramatic.

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Exercise:

1. What are your natural strengths, as a manager?

2. What are your potential weak spots?

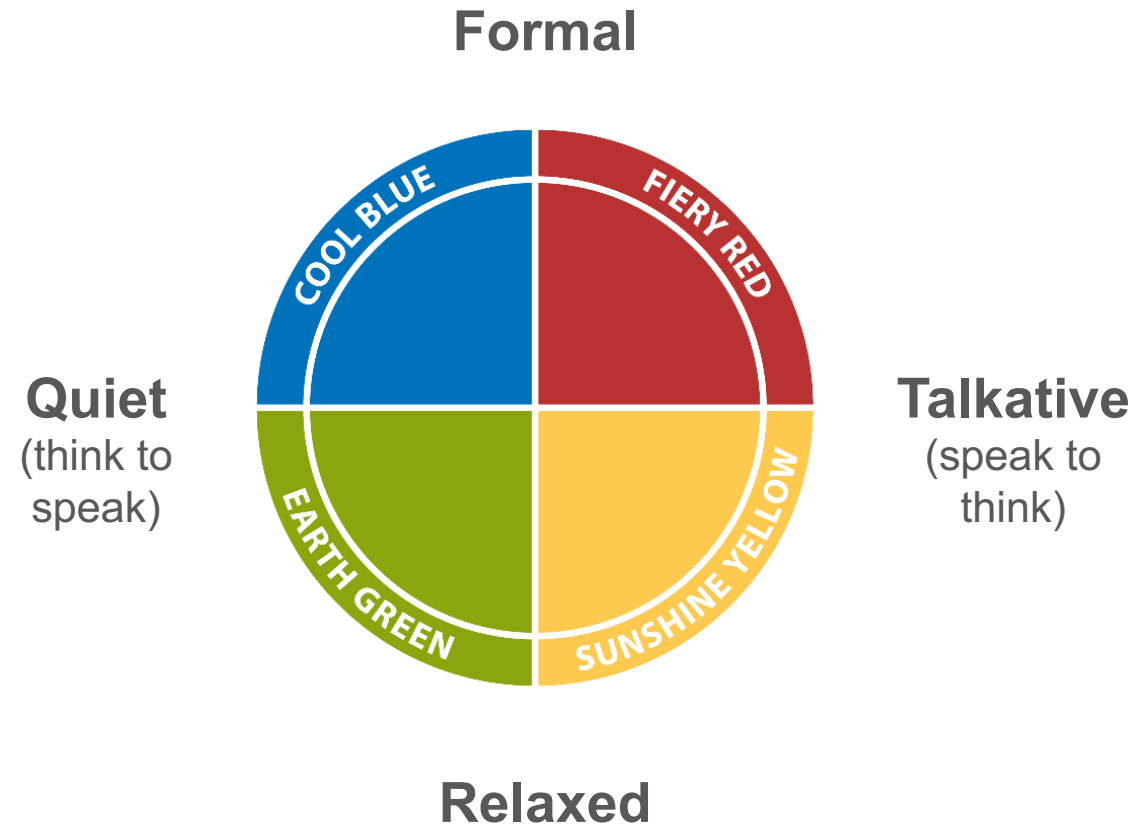3. What specific actions will you take to improve your style?

THE 4 ARCHETYPES: TEAM MEMBERS

VERBAL STYLE

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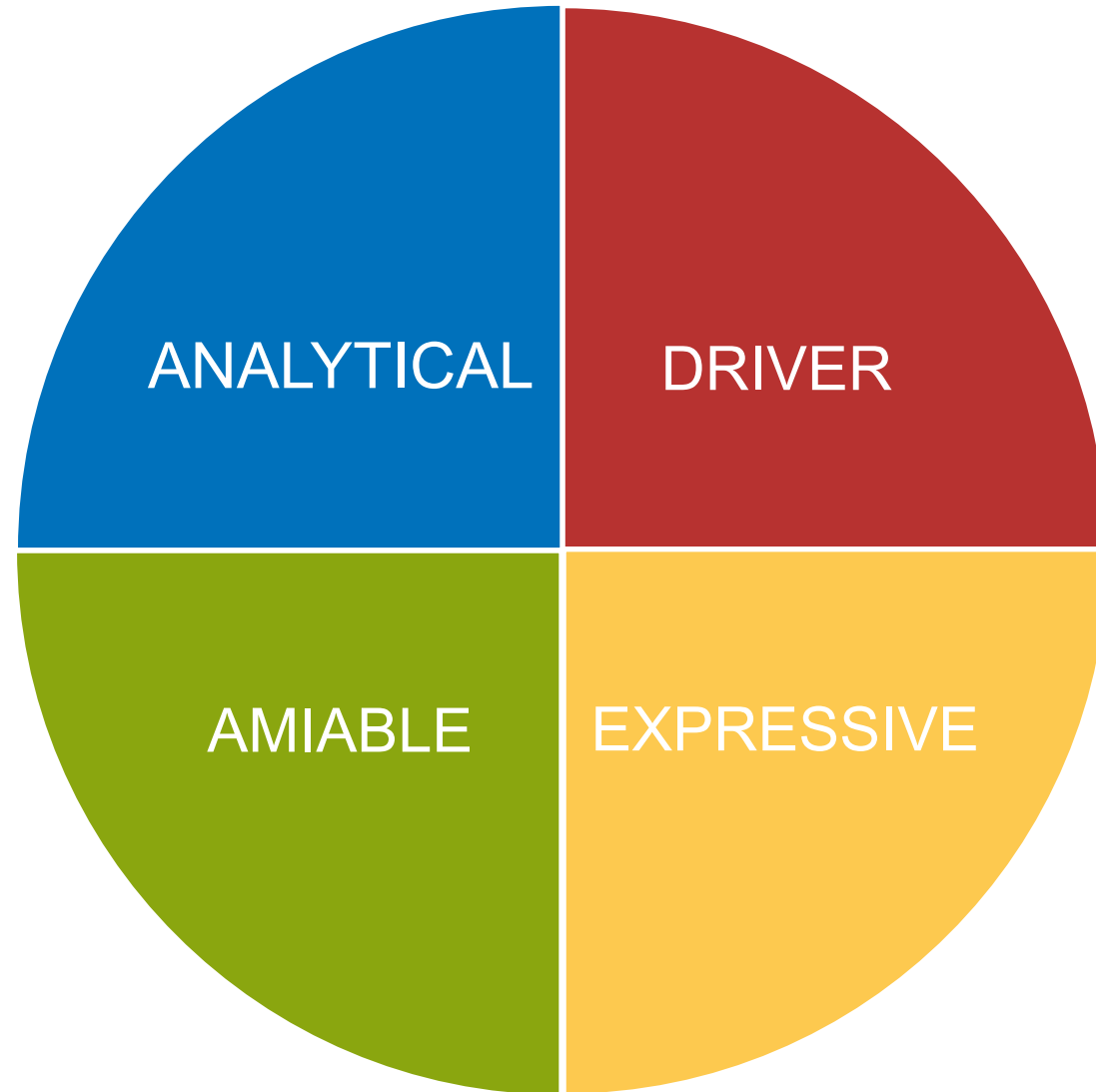
THE DRIVER

- Give them autonomy

- Provide stretch goals

- Be aware of their ambitions

- Give honest, direct feedback

- Take an assertive approach

- Don't hesitate

- Use 'thinking' language, not 'feeling'

- Appeal to their competitive streak

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THE EXPRESSIVE

- Give clear deadlines to pin them down

- Let them work with others

- Involve them

- Have an open-door policy as they like to talk

- Let them vent

- Provide lots of praise & recognition

- Give them freedom

- Be expressive & positive

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THE AMIABLE

- Be empathetic & encouraging

- Hold personal conversations

- Value their opinion

- Give them the space to think & process

- Ask open questions to find out how happy they really are

- Don't push them to make decisions

- Don't tell, instruct or demand

- Don't take advantage of their good nature

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THE ANALYTICAL

- Allow them to work alone

- Put things in writing

- Give them information & let them get on with it

- Provide space to question & analyse

- Adopt a low-key style of management

- Provide detail

- Explain the why

- Get to business – no small talk required

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Catch them doing
something RIGHT

THE GIFT OF POSITIVE FEEDBACK

Thank: Thank you for…

Specify: What I liked about it was…

Impact: This made an impact (on me, the team, the client, the business) because…

THE GIFT OF POSITIVE FEEDBACK

Prepare some praise or recognition for someone on your team.
Here are some things you might like to consider:

- Help they've given

- Strength or skill you've noticed

- Something you admire
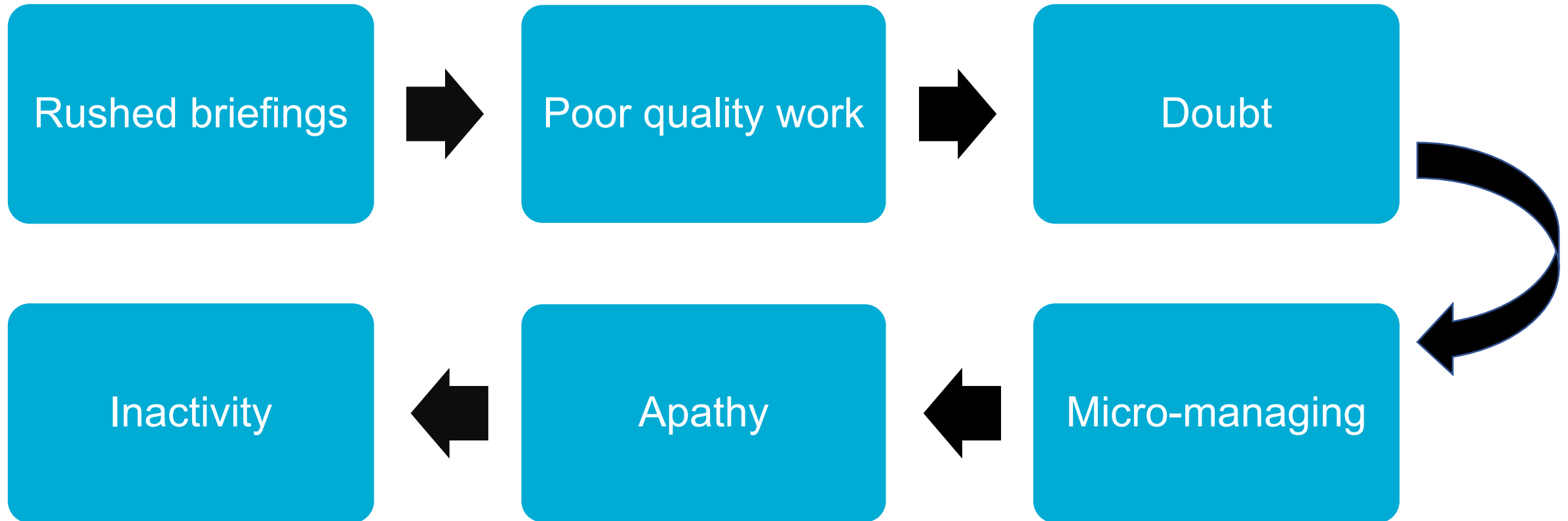
- Something you're grateful for

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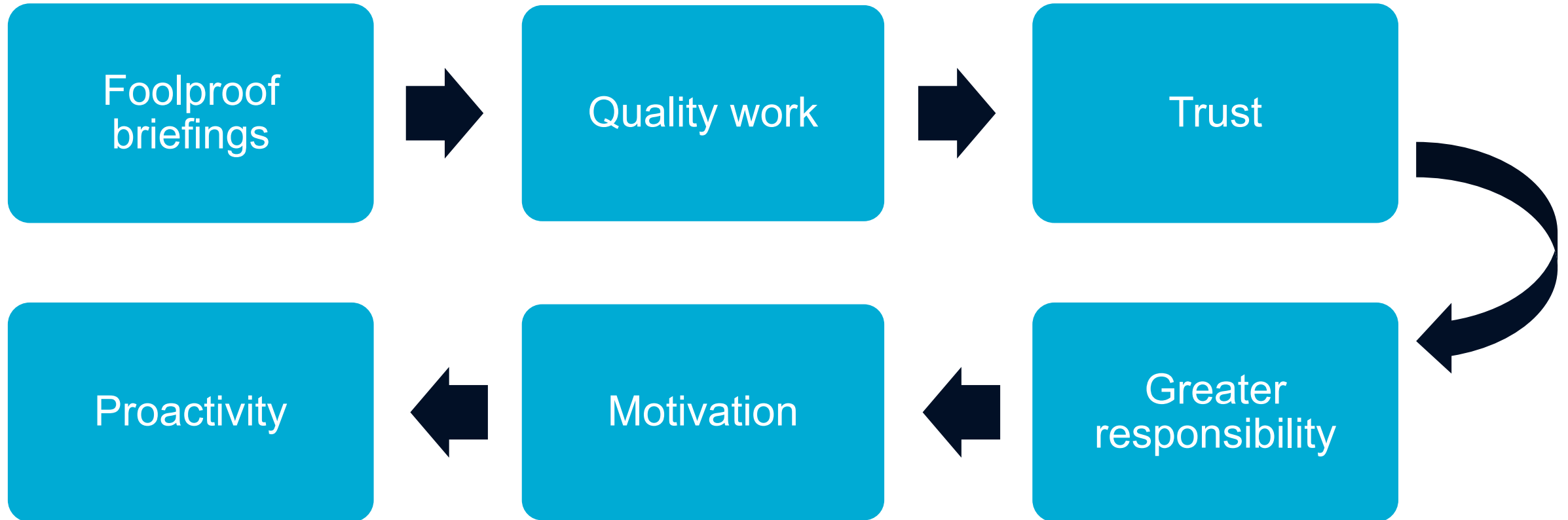# CONTENT OVERVIEW

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2. Motivating Teams

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4. Performance Management

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RUSHED BRIEFINGS

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FOOLPROOF BRIEFINGS

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BRIEFING CHECKLIST: 7 Cs

1. Context: Provide business context and why it's important to them

2. Competencies: Explain the skills / strengths you'd like them to tap into

3. Challenges: Tell them the watch-outs you'd like them to avoid

4. Completion: Agree length of time required, specific deadline, with check-in points

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BRIEFING CHECKLIST: 7 Cs

5. Clarity: Check 100% understanding

6. Capability: Check skills / ability

7. Conflicts: Address barriers to success, such as competing priorities

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CLOSED PREFIXES

Are you	Can you	Should you	Did you
Will you	Would you	Have you	Do you
Is it	Does it	Could they	Are they

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OPEN PREFIXES

What	When	Who	Where
How	Why	Which	Tell me
Describe	For what reason	In what way	Expand on that
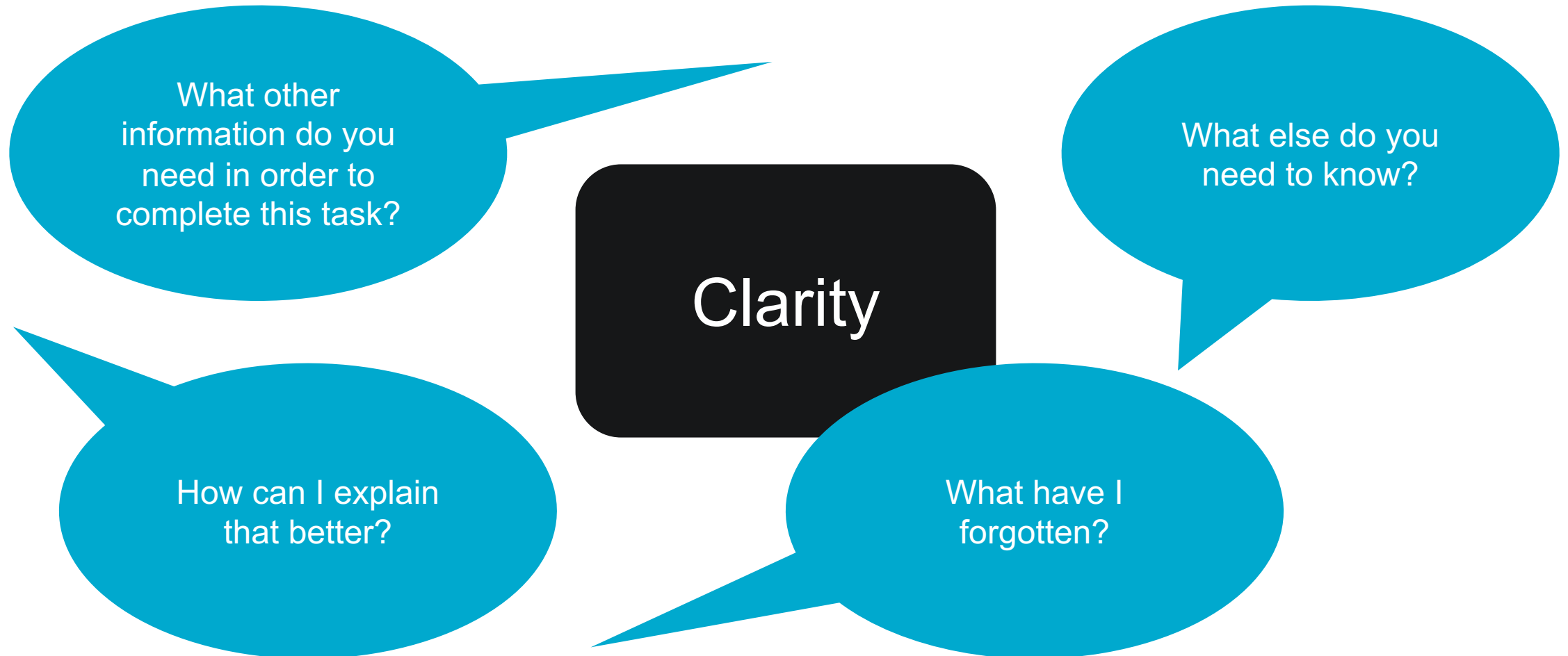
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BRIEFING SKILLS

When can you get this to me by?

Conflicts

When can I see a first draft?

How can we ensure this is a priority?

Who do I need to speak to, in order to free up your time for this really important task?

What might get in the way of you meeting this deadline?

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BRIEFING CHECKLIST: 7 Cs

1. Context: Provide business context

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PRODUCTIVE BRIEFINGS

Context

Clarity

Deadlines

Speak up and manage up

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BEING BRIEFED

- Take notes and ask questions

- Make suggestions

- Agree how and when to report back (inc. interim reporting)

- Confirm actions

- Replay the instructions to check understanding

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Why is fearless feedback important for you, your team and the agency?

WHY FEEDBACK IS VITAL

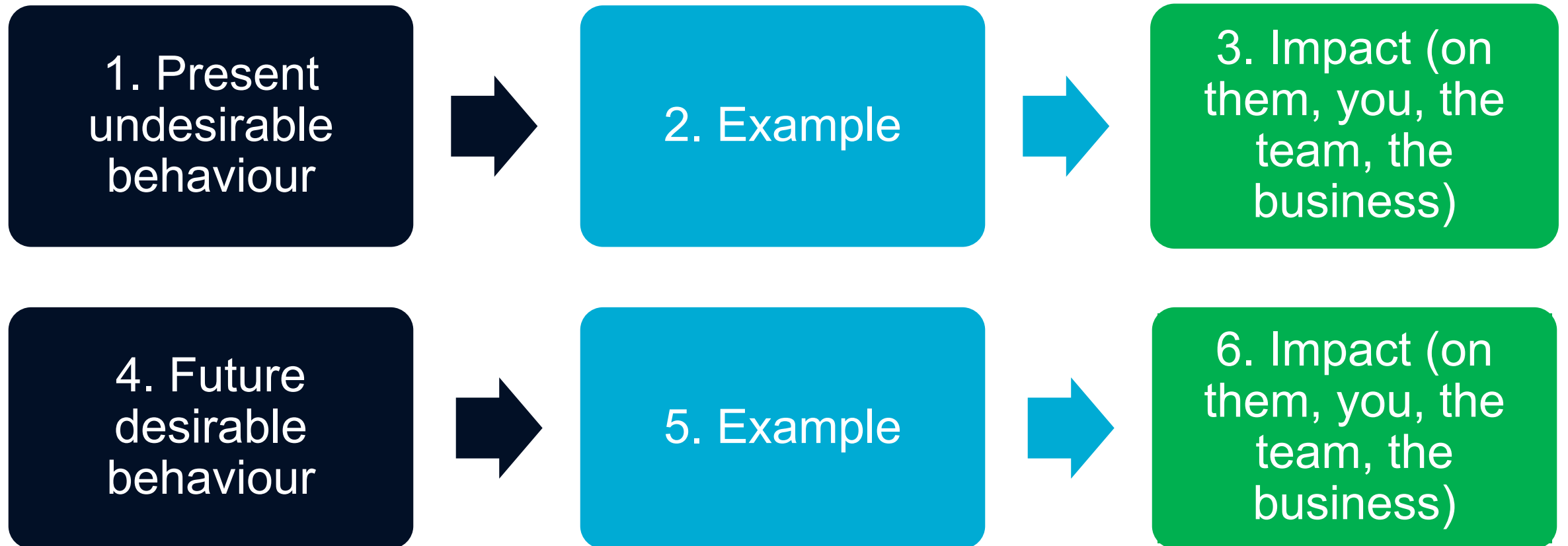|	
Improves performance	Builds confidence
Builds self awareness	Demonstrates assertiveness & maturity
Aligns perception	Shows a growth mindset
Prevents mistakes	Enhances client work
Shows what to do more of	Contributes to the business' success
Provides challenge & stimulation	Creates healthy culture of openness

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FEEDBACK STRUCTURE

1. Present undesirable behaviour	→	2. Example	→	3. Impact (on them, you, the team, the business)
4. Future desirable behaviour	→	5. Example	→	6. Impact (on them, you, the team, the business)

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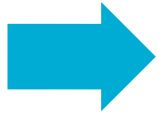
PERFORMANCE ISSUE: INITIATIVE
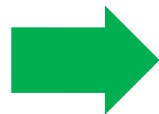
Present undesirable behaviour	Cat, recently I've been concerned that you're not taking ownership of projects and driving things forward.
Examples	For example, on the recent x project, I had to chase you 3 times for the timeline, which still hasn't been updated.
Impact on them, you and the business	This means that I'm having to allocate a lot of headspace to keeping on top of your projects, as well as my own. It also means that I'm not able to give you the larger projects that I know you're keen to work on.

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PERFORMANCE ISSUE: INITIATIVE

|	
Future desirable behaviours	I'd really like you to step up and run projects from beginning to end without having to be asked.
Examples	On the forthcoming y project, I need you to be responsible for everything, including scope of work, resourcing and reporting.
Impact on them, you and the business	This will demonstrate the excellent project management skills that I know you have, meaning that we will soon be able to give you greater responsibility for some of our flagship activities.

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THE ONION MODEL

Personality

Values

Attitudes
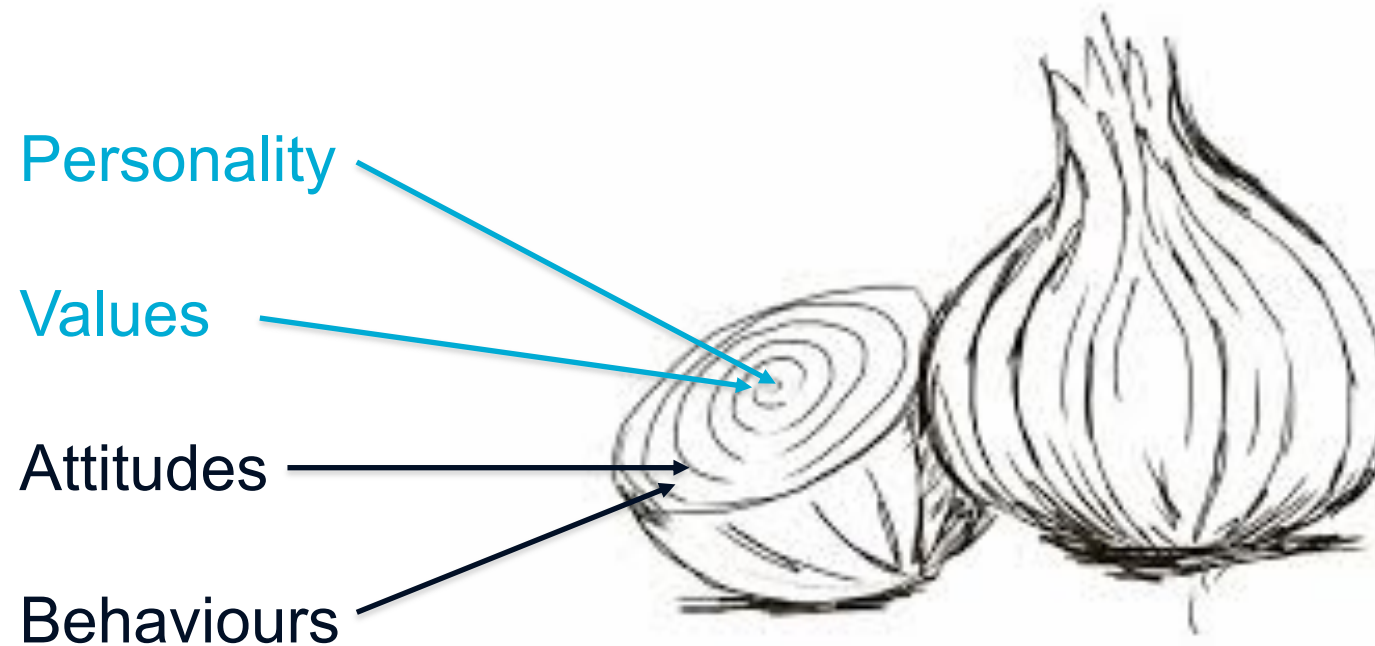
Behaviours

FOCUS ON MODIFIABLE BEHAVIOUR

'It's important to look ahead to see where the problems might be and keep me posted of any issues early on.'

~~'You're not a great strategic thinker.'~~

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TALK ABOUT SPECIFIC EVENTS

'This is the second time that this has happened. You also missed the deadline last month.'

~~'You have a tendency to forget about the bigger picture.'~~

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FIND OUT WHAT'S BEHIND IT

'*What* might have caused you to overlook the issue, do you think?'

'*Why* did you fail to notice when there was an issue?'

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OPEN WITH CONFIDENCE

'I've noticed recently that you've got less of a handle on the overall project.'

~~'It's not a big issue, but you sometimes have a tendency to maybe not drive things forward. I suffer with that myself.'~~

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CLOSE WITH CONFIDENCE

1. Discuss support
   - What support do you need to help you with this?

2. Check understanding
   - What's the first thing you're going to do following this meeting?

3. End on a high
   - Great! Let's check in next week to see how you're getting on.

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