

# **Score your performance as a manager**

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# The 'essence' of being an effective manager

- 1. Build a strong and effective team**
- 2. Establish clear goals for the team**
- 3. Delegate everything you don't need to do**
- 4. Agree clear objectives with each member of the team**
- 5. Hold people to account for achieving results**
- 6. Coach to improve performance**
- 7. Manage your relationship with your boss**

# Why is it difficult in the voluntary sector?

- Objectives hard to specify clearly and precisely
- Boundaries on tasks are fuzzy
- Circumstances change
- Very strong pressures to take on too much
- Hard to know when you are not doing it well enough
- Most people not trained being effective managers
- Tough management sits uncomfortably with nice charity
- Hard to manage well if you are not managed well

# Test your own skills



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# 1. Build a strong and effective team

	Score out of 10
I expect every member of my team to provide strong <u>leadership</u> for their area of work	
I take actions to ensure that every member of my team can <u>meet their personal development aspirations</u>	
I take my team out of the office to <u>plan and review performance</u> at least once a year	
I consciously create time to <u>ensure people get to know each other</u>	
I ensure the team discusses its own performance and <u>invests in its own development</u>	

0 = Don't do it at all

5 = Do it but not consistently well

10 = Always do it to a consistently high standard

## 2. Establish clear goals for the team

	Score out of 10
I <u>discuss team goals</u> in team meetings	
I <u>agree 3 – 5 high level goals</u> for my team with my manager	
I regularly <u>remind my team of the overall goals</u> for the year	
I <u>review performance</u> against the agreed goals with my team	
I ensure that the team has <u>team development goals</u>	

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### 3. Delegate everything you don't need to do

	Score out of 10
I check mentally, before I do anything, to determine whether I should <u>delegate it</u>	
I strive to make the <u>goals and boundaries of all delegated tasks totally clear</u>	
I expect <u>timely reports</u> from team members on tasks I have delegated and I follow up missing reports	
I regularly ask my staff whether <u>I do things I should be delegating</u>	

## 4. Agree clear objectives with each team member

	Score out of 10
I ask <u>team members to propose 3 – 7 high level objectives once a year linked to team and organisation objectives</u>	
I expect to team members to propose <u>performance measures directly linked to their objectives</u>	
I review these thoroughly and think hard about whether they <u>fit the team and corporate objectives and performance measures</u>	
I <u>'sign off' agreed objectives and performance measures with each team member</u>	

## 5. Hold people to account for achieving results

	Score out of 10
I meet those I manage or lead and <u>expect them to report against agreed performance measures</u> every 1 or 2 months	
I never miss an Annual Appraisal and I base them on <u>360 feedback</u>	
I <u>praise good performance</u> regularly and I <u>address poor performance</u> clearly, honestly and constructively	
I deal with <u>systematic under performance</u>	

## 6. Coach to improve performance

	Score out of 10
I use supervision sessions to <u>coach people who report to me</u>	
I think about the <u>objectives I want to achieve at each supervision session</u>	
I <u>vary my coaching style</u> according to people's job experience	
I <u>seek feedback</u> on supervision sessions	

## 7. Manage your relationship with your boss

	Score out of 10
I take steps to <u>understand the context my boss works in</u>	
I understand my boss' strengths and weaknesses, <u>exploit his/her strengths and support his/her weaknesses</u>	
I <u>understand my boss' preferred working styles</u> and adjust my approach accordingly	
I <u>praise my boss</u> for things done well and <u>offer support</u> when things could be done better	

## Add your scores

1.	<b>Build a strong and effective team</b>	
2.	<b>Establish clear goals for the team</b>	
3.	<b>Delegate everything you don't need to do</b>	
4.	<b>Agree clear objectives with each team member</b>	
5.	<b>Hold people to account for achieving results</b>	
6.	<b>Coach to improve performance</b>	
7.	<b>Manage your relationship with your boss</b>	
	<b>TOTAL</b>	

# Assessing the results

<b>Over 250</b>	<b>Brilliant manager – seek immediate promotion!</b>
<b>175 - 250</b>	<b>Doing well – work on areas requiring development</b>
<b>100 - 175</b>	<b>Wide ranging enhancement of management skills required</b>
<b>Below 100</b>	<b>You may be new to management or need to re-assess your role</b>

## Some common mistakes

- **Managers put insufficient effort put into defining tasks and boundaries**
- **Managers doing their subordinates' jobs**
- **Too much effort put into the task and insufficient into thinking about how to manage the team to deliver the task**
- **Lack of real clarity about specific objectives to be achieved**
- **Not allowing 20% in plans for the unanticipated**
- **Not giving people constructive feedback**
- **Not balancing praise and criticism**
- **Not investing time and effort in management development**

# What are the consequences of tighter AND more liberating management?

- **Managers have to put more effort into their own responsibilities and accept colleagues decisions in other areas**
- **Managers spend more time managing and less doing**
- **There will be more mistakes**
- **Mistakes are accepted and seen as learning opportunities**
- **The organisation becomes more action oriented, more responsive and more effective**
- **Energy levels rise, work is more exciting**
- **Some managers may decide that they do not wish to be managers and that is OK**

Compass Partnership books:

*Managing Without Profit*, Mike Hudson, (DSC, 2009) sets out the theory and practice of creating highly successful nonprofit organisations.

*Managing at the Leading Edge*, Mike Hudson, (DSC, 2003) describes what can be learned from the management and governance of nonprofit organisations in the USA.

Both are available from [www.dsc.org.uk](http://www.dsc.org.uk)

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