

Being an effective manager in a challenging environment

Presentation to CAFOD managers

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Agenda for this learning session

12.30	Introductions Aim of this session
12.40	Presentation Assessment of your own performance
1.10	Questions and discussion
1.20	Pairs exercise
1.30	Review of pairs discussions
1.40	Further discussion



Aim of this session

To explore what being an effective manager in an increasingly challenging environment means in practice



Context

- **Organisation growth**
- **Increased external expectations**
- **Sharper focus on results**
- **Expectation of greater transparency**
- **More strategic alliances**
- **Diversity of funding**
- **Open and honest leadership**
- **Strengthened governance**

THIS REQUIRES STRONG MANAGEMENT



This means all managers will have to:

- **Be effective leaders**
- **Do more strategic thinking**
- **Develop performance management skills**



The 'real essence' of being an effective manager

Theory is well established

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



Why is it difficult?

- 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 in 'real essence' of being an effective manager
- Tough management sits uncomfortably with nice charity
- Hard to manage well if you are not managed well



What are the most common mistakes

- **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**



Test your own skills



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</u> once a year linked to team and organisation objectives	
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</u> with each team member	



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.	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 team member	
5.	Hold people to account for achieving results	
6.	Coach to improve performance	
7.	Manage your relationship with your boss	
	TOTAL	



Assessing the results

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



Pairs discussion

- **Share your highest two scores and say why you scored your performance well**
- **Share your lowest two scores with a partner and say:**
 - **Whether you think the behaviour is important?**
 - **What would help you to develop this behaviour?**



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, 2000) sets out the theory and practice of creating highly successful nonprofit organisations. It has sold over 16,000 copies.

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

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