Manager Development Programme

Module 1
Understanding my impact

Proudly building Britain's future heritage

Sir Robert McALPINE

The purpose of the programme is to:

- Equip our managers with some of the essential tools and practical skills to support their direct reports' performance development

"They say **'people don't leave jobs, they leave managers'**, and a survey by B2B marketplace may have proved that once and for all, discovering that **nearly half (42 per cent)** of employees have left a job because of a **bad boss**."

www.cipd.co.uk

You Development Journey – 3 Steps to Success

Step 1: Insight

The first step to development is building your understanding of what drives and motivates you, your strengths and development needs. We call this ***Insight Led Development.***

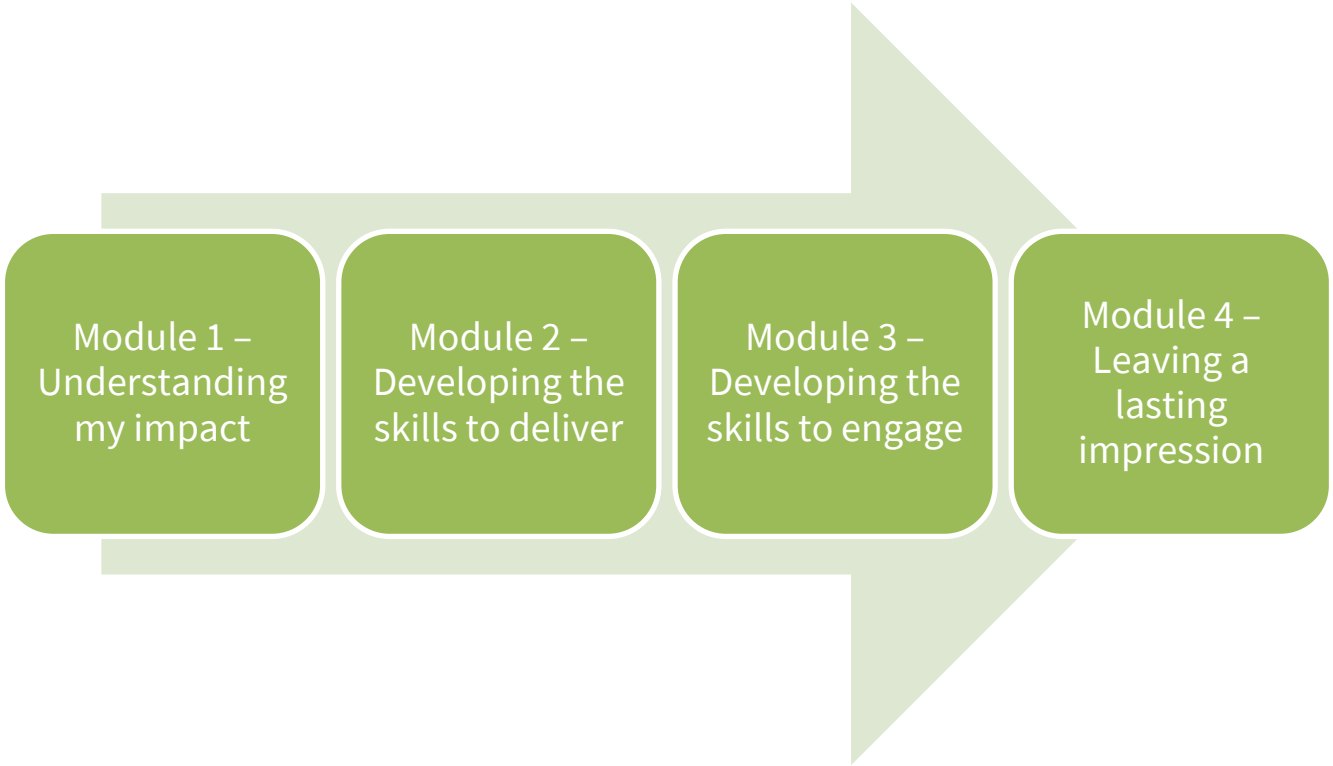
Step 2: Plan

Insight should be grounded in a clear development plan. A development conversation will help identify your development priorities and the resources to support.

Step 3: Learn, Apply & Embed

Experience learning through a variety of methods – online, face to face, through coaching.
Then apply it in the workplace to ensure you consolidate and embed.

The Programme



Action planning, learning application back into the workplace and line manager support

Module 1 - Understanding my Impact and the Business

- Increased their level of self-awareness, based on their style and impact
- Understood how perceptions and bias are created and addressed
- Gained clarity about how to get the best out of themselves and others
- Understood how their role contributes to the bigger picture and behavioural expectations
- Identified which competencies they demonstrate strength in, and which need a greater focus

Over to You

- Name, role, time with SRM
- Experience as a manager
- Have you had a conversation with your line manager?
- Expectations for the programme
- Ground rules

Beginning the Journey……

Perception

You will see the world differently from the way other people see it.

cheerful reflective concise challenging caring assertive

enthusiastic determined firm factual well-argued reliable

accommodating objective active steady fun sensitive

accurate tactful driving constant structured harmonious

strong-willed purposeful convincing cautious calculating amenable

persuasive patient influencing diplomatic logical sociable

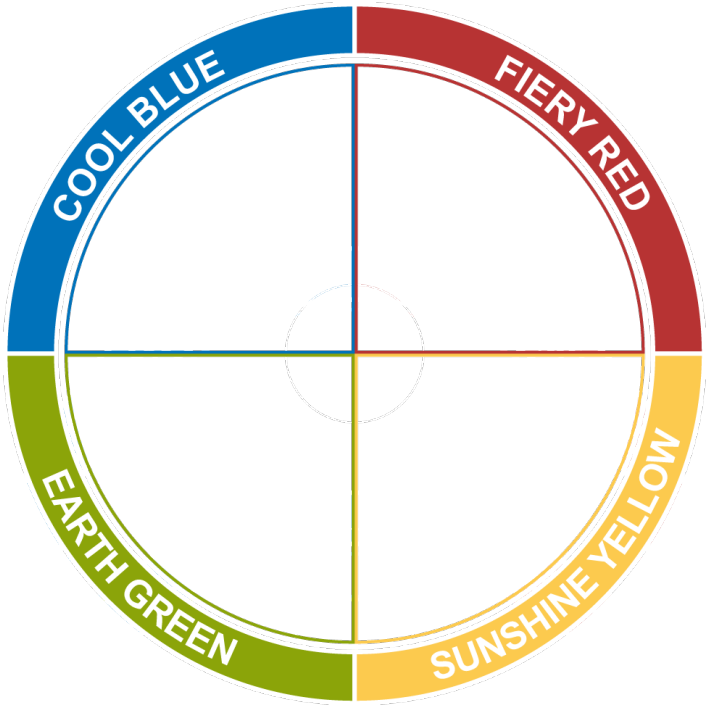
outgoing courageous co-operative forceful conventional optimistic

mobile friendly stable consistent decisive correct

loyal calm daring analytical engaging

impulsive realistic exact

Your Colour Energy Mix



We each have all four colour energies within us; it is the combination of the four energies that creates the unique YOU.

Psychological Preferences: An Introduction

Jung talked about three pairs of preferences:

Introversion and Extraversion

The way we react to outer and inner experiences

Thinking and Feeling

How we make decisions

Sensation and Intuition

How we take-in and process information

Your ‘Attitude’

Introversion

Quiet

Observant

Inwardly focused

Depth focused

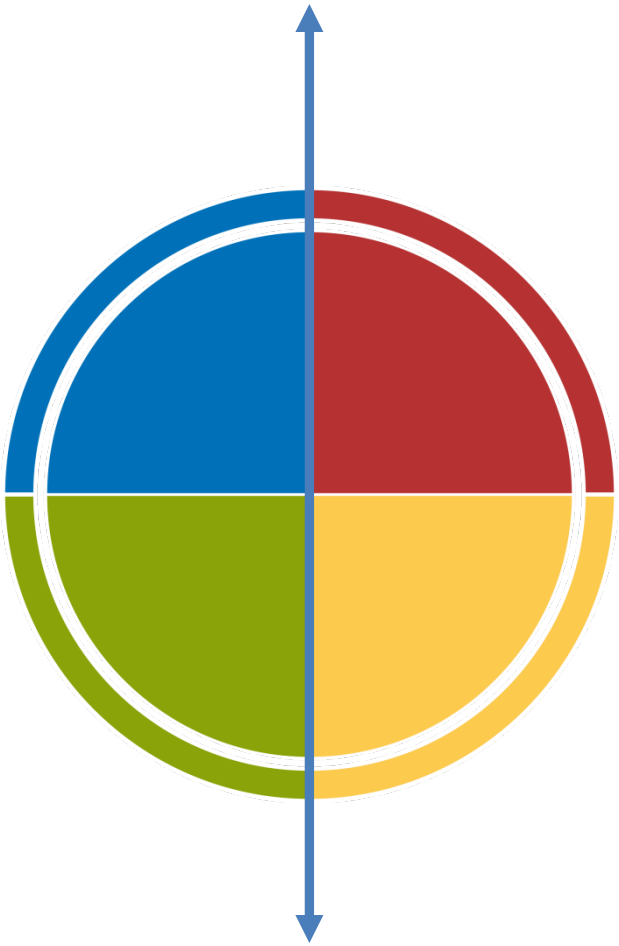
Intimate

Reserved

Reflective

Thoughtful

Cautious



Extraversion

Talkative

Involved

Outwardly focused

Breadth focused

Gregarious

Flamboyant

Action oriented

Outspoken

Bold

Your Decision-Making Function

Thinking

Formal

Impersonal

Analytical

Detached

Objective

Strong-minded

Competitive

Particular

Task focused

Feeling

Informal

Personal

Illogical

Involved

Subjective

Flexible

Accommodating

Ambivalent

Relationship focused

Jung's Preferences & Colour Energies

Cool Blue
The combination of the Introverted and Thinking preferences - producing a style that is task-focused, calm under pressure, thoughtful and objective.

Fiery Red
The combination of the Extraverted and Thinking preferences - enjoying high activity, working with others, being logical and focusing on facts.

Earth Green
The combination of the Introverted and Feeling preferences - resulting in an approach that favours depth, reflection, harmony and consensus.

Sunshine Yellow
The combination of the Extraverted and Feeling preferences – coupling sociability and consideration for others with being action-oriented and entertaining.

Your Perceiving ‘Functions’

Sensation

Specific

Present-oriented

Realistic

Consistent

Down-to-earth

Practical

Precise

Factual

Step-by-step

Intuition

Global

Future-oriented

Imaginative

Unpredictable

Blue-sky

Conceptual

General

Abstract

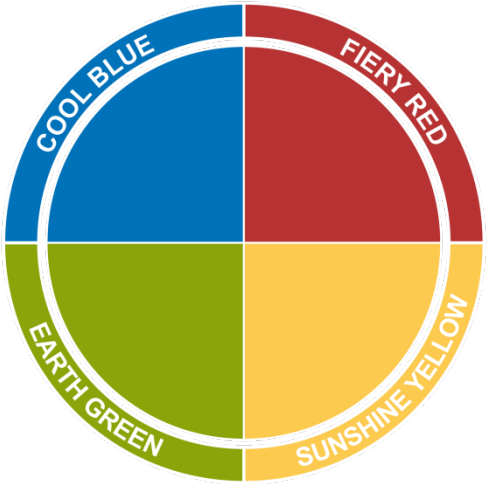
Spontaneous

‘A Team Celebration’

Split into dominant colour groups.

Take responsibility for organising a ‘team celebration’. The only requirement is that you must ensure it is successful.

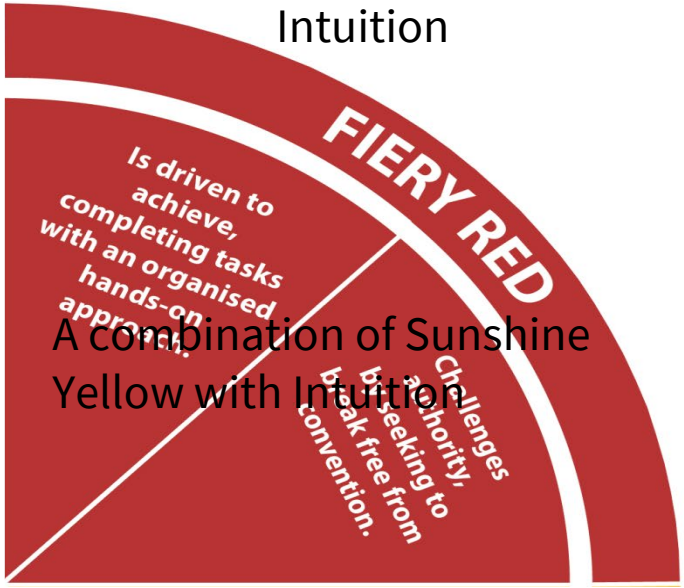
You have five minutes to create a presentation of your ideas.



Sensation & Intuition In Every Colour Energy

A combination of Fiery Red with Sensation

A combination of Cool Blue with Intuition



A combination of Earth Green with Sensation

A combination of Sunshine Yellow with Intuition

A combination of Cool Blue with Sensation

A combination of Fiery Red with Intuition

A combination of Sunshine Yellow with Sensation

A combination of Earth Green with Intuition

Your Colour Energy Summary

Strengths

Go to the flip chart of what you believe is your most preferred colour energy.

Capture the value you believe this colour energy contributes.

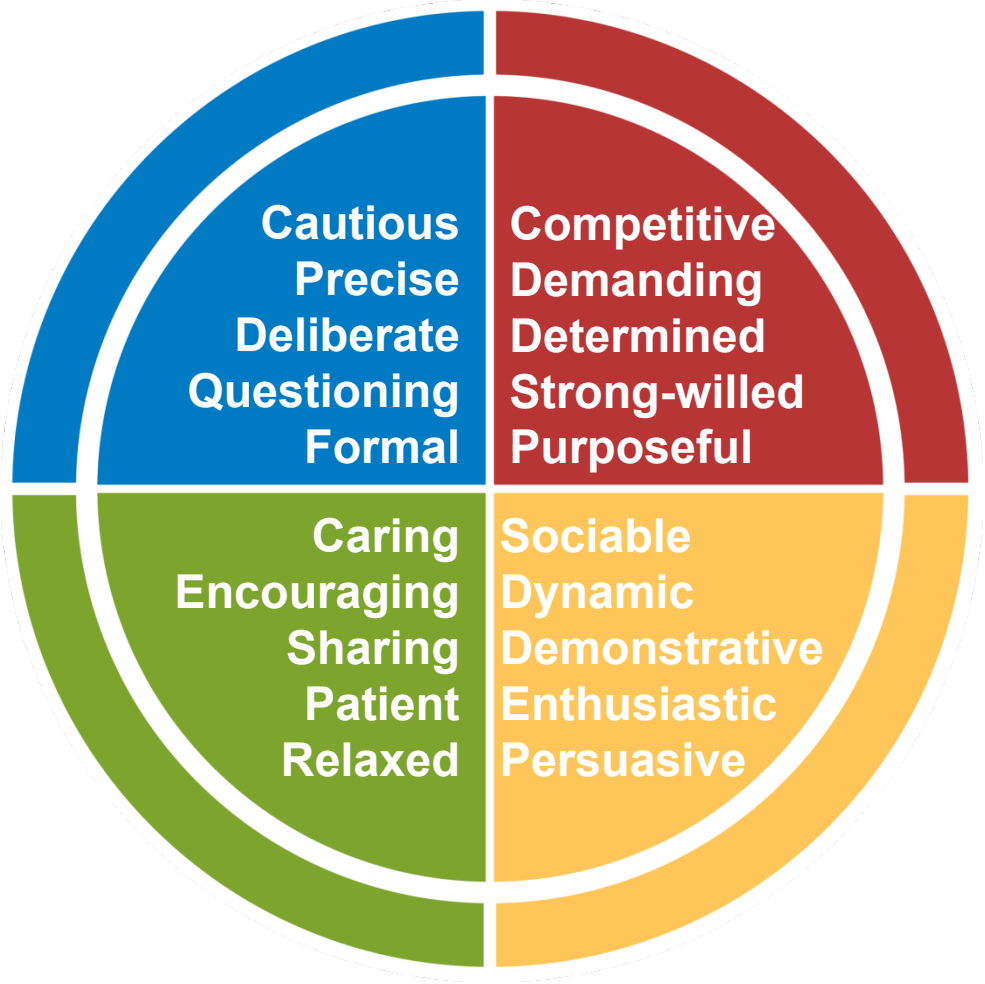
How could you/the business benefit from more of this colour energy?

Blind spots

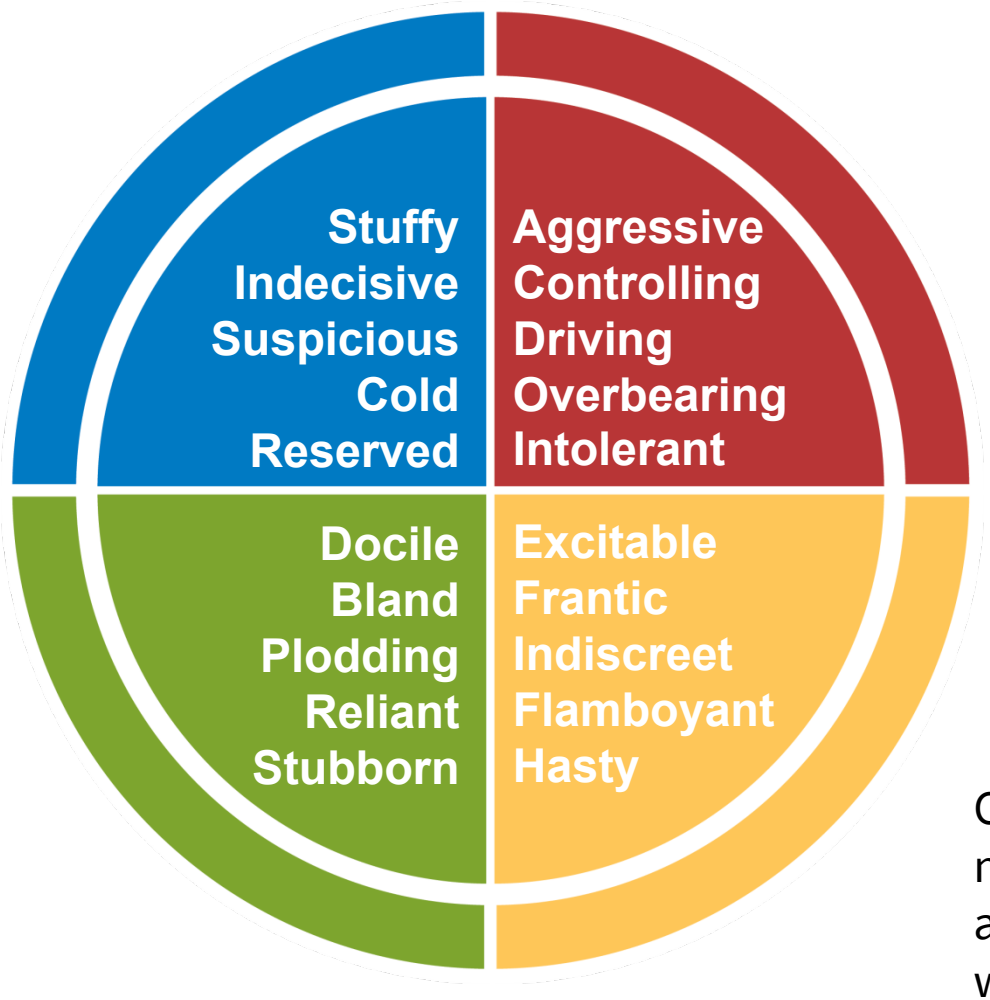
Now capture what you feel could be the possible blind spots of this colour energy

What could be the consequences of too much of this energy?

Your Colour Energy Mix - Good Day



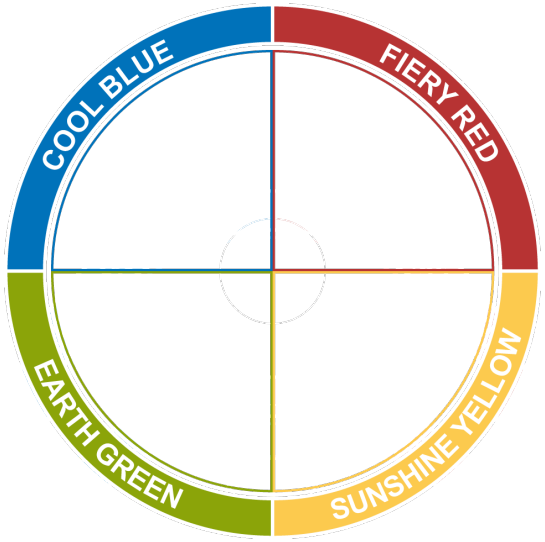
Your Colour Energy Mix – Bad Day



Capture your own notes on pages 12 and 13 of your workbook

What might frustrate the colour energies?

Discuss and capture your thoughts …



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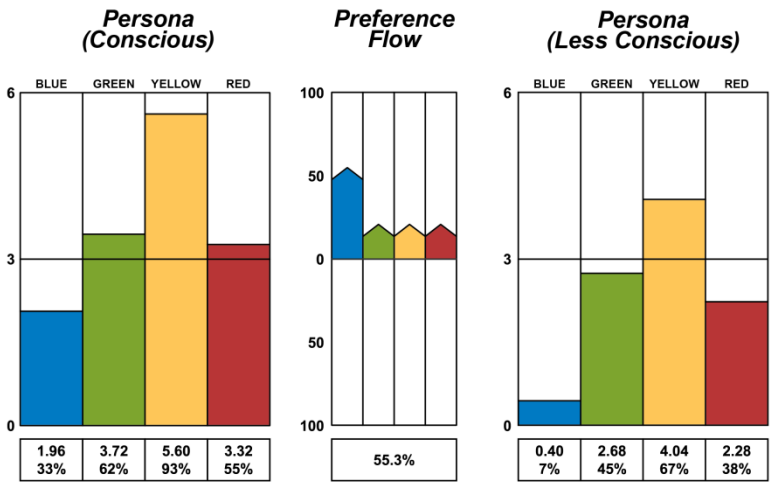
Graph I

Conscious Persona

The portrait picture of you

Aware of your behaviours



Graph II

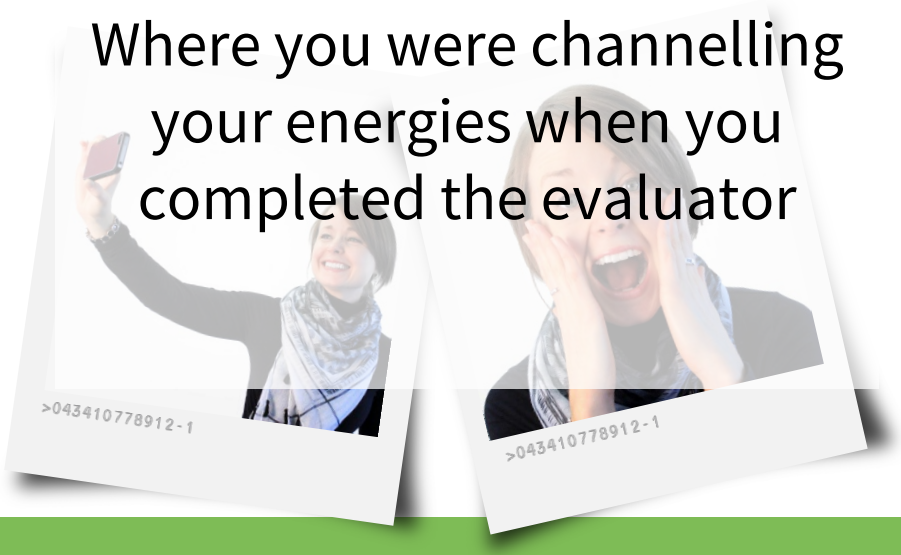
Less Conscious Persona

The candid photograph

Less aware of your behaviours

Preference Flow

Where you were channelling your energies when you completed the evaluator



72 Type Wheel

Focused Insights

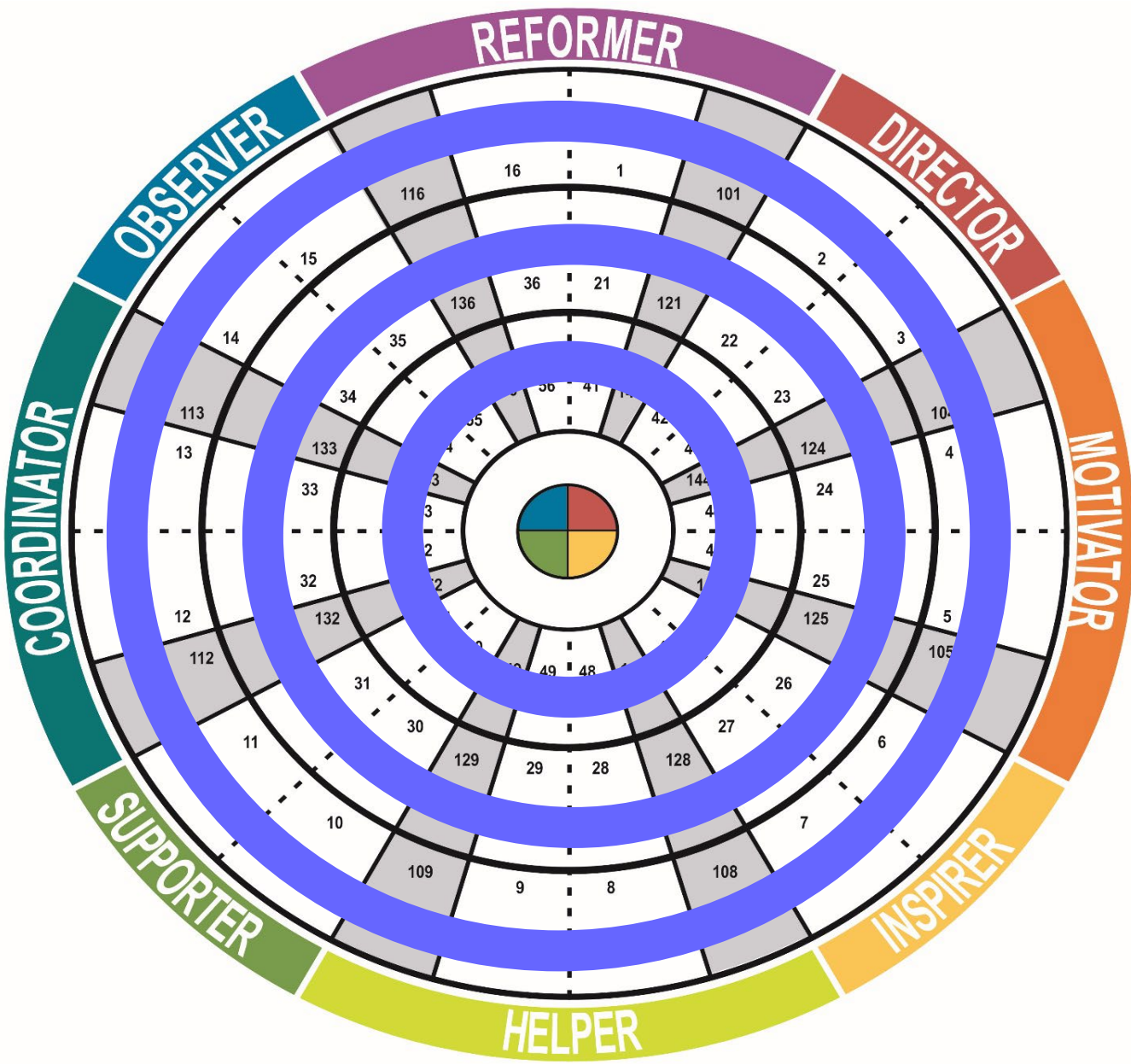
Types - 3%

Classic Insights
Types – 54%

Accommodating
Insights
Types – 43%

Creative Types

Blends



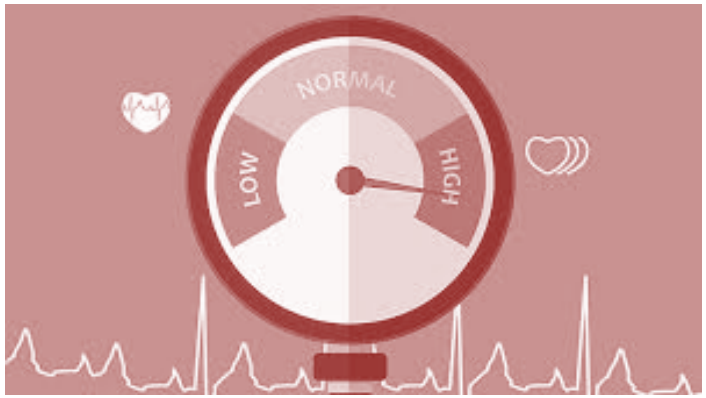
Your Team Wheel

Your Learning Reflection

- Take some time over a brew to discuss the outcomes of your report with a colleague
- Use the questions in your workbook to help you and capture your thoughts

Your Pressure Points

- What happens when you are under pressure? What will others see?
- What are your pressure triggers?
- What impact do these have on you and the people around you?
- How can you manage/mitigate these triggers?



Adapting & Connecting – Staying on Message

BLUE: Give Me The Details

Do:

Be well prepared and thorough
Put things in writing
Give them time to consider all the details

Don't:

Be flippant on important issues
Change routine without notice
Call a meeting without an agenda

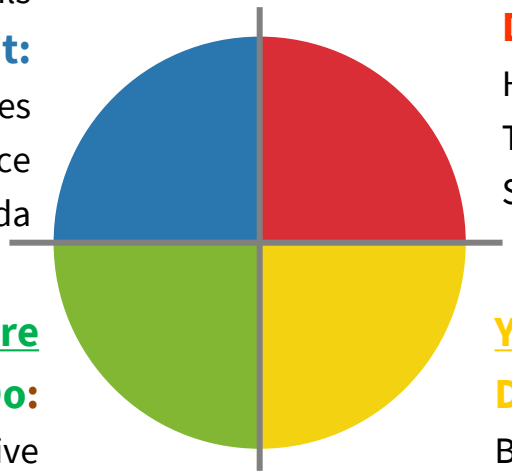
RED: Be Brief, Be Bright, Be Gone

Do:

Be direct and to the point
Focus on the results and objectives
Be confident and assertive

Don't:

Hesitate or dilly-dally
Try to take over
Say it can't be done



GREEN: Show Me You Care

Do:

Be patient and supportive
Slow down and work at their pace
Ask their opinion, give them time to answer

Don't:

Take advantage of their good nature
Push them to make quick decisions
Spring last minute surprises

YELLOW: Involve Me

Do:

Be friendly and sociable
Be entertaining and stimulating
Be open and flexible

Don't:

Bore them with details
Tie them down with routine
Be gloomy or pessimistic
Ask them to work alone

TIME FOR LUNCH
TIME FOR LUNCH
TIME FOR LUNCH

Unconscious Bias

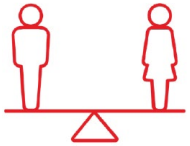
Unconscious Bias

What does it mean?

You are faced with around 11 million pieces of information at any given moment and the brain can only process about 40 of those bits of information, so it creates shortcuts and uses past knowledge to make assumptions.

Types of Bias

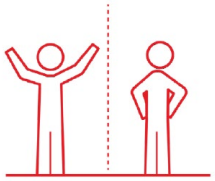
Affinity bias



Gender bias

Conformity bias

Halo bias



Attribution bias

Confirmation bias

Beauty bias

Shaping the Future

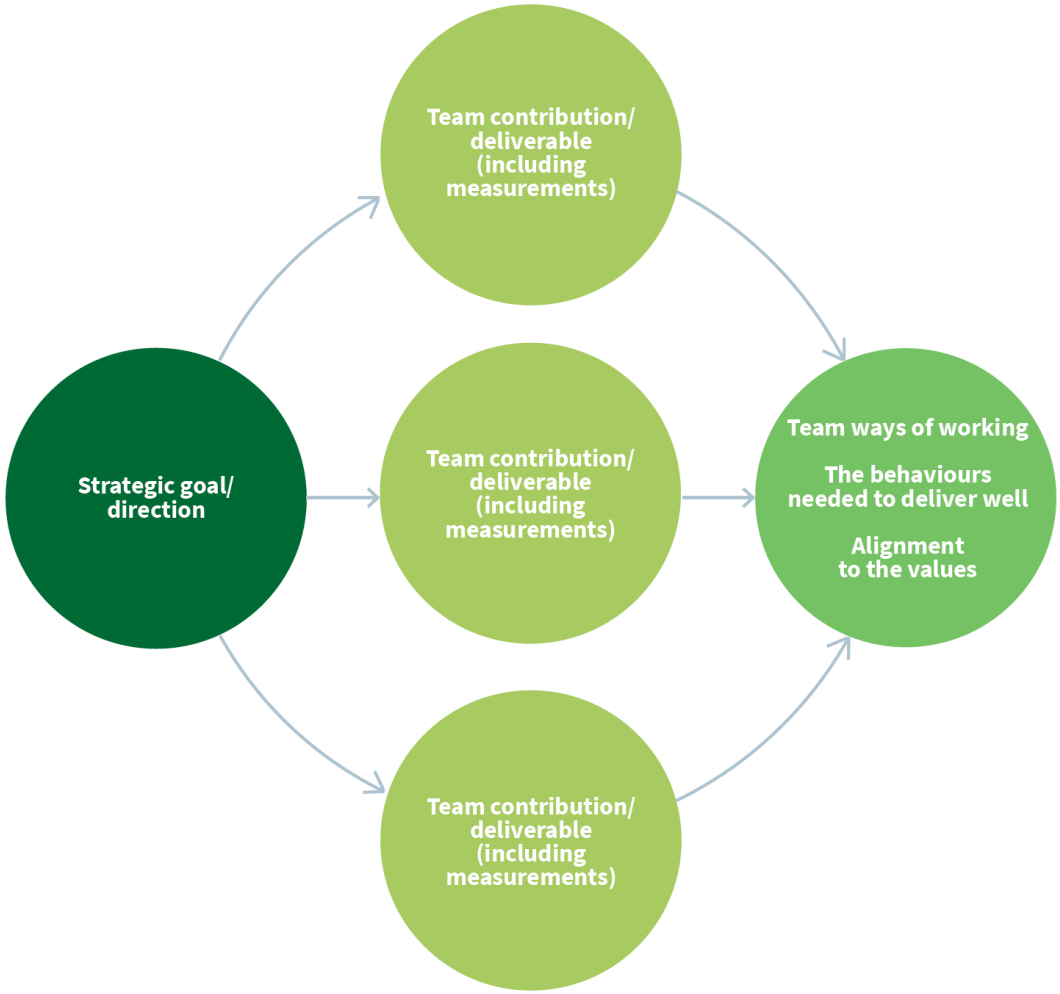
- What types of unconscious bias do you see in the workplace?
- What's the impact of these?
- What can we do, as leaders, to encourage and support diversity and inclusion in our SRM working environment?

Big Picture Thinking!

Questions we need to ask ourselves as leaders and managers:

- Does the team understand the strategic direction of the organisation?
- Is it clear to the team, which strategic priorities they contribute to?
- Are the team goals and expectations understood?
- Do individuals in the team understand their personal contribution?
- Is the team clear on the behaviours and ways of working needed to deliver well?
- Do I ensure that progress is shared and celebrated enough?

How it Should Work …



Our 5-year strategy

Profitable growth through Build Sure

Trusted client and supply chain relationships

public sector 35%

construction management 15% to 30%

managed accounts >50% inc. frameworks

Stronger and more resilient

inclusion

The best place to work

Industry leaders in our chosen sectors

10110
01100
11101

Technology and data to inspire and improve

Our values	**Honourable** **Enterprising** **Responsible** **Family** **Engineering Excellence**
Our vision	**Proudly building Britain's future heritage**

BUILD SURE · THE McALPINE WAY ·

THE McALPINE WAY 2019–2024

SAFE ON TIME SUSTAINABLE QUALITY PROFITABLE

Sir Robert McALPINE

Behavioural Framework – The *'How'*

SRM Grade	Thinking 'Big Picture'	Focusing on our Clients	Communicating & Influencing	Willing to Grow & Learn	Getting the Best Out of People	Teamwork & Collaborating	Getting the Job Done	Commercially Savvy
10 – 9		1	1	1		1	1	1
8		1	1	1		1	1	1
7	1	1	1	1	1	2	1	1
6	1	2	2	2	2	2	2	2
5	2	3	3	2	2	3	3	3
4	3	3	3	3	3	3	3	3
3	3	4	4	3	3	3	3	3
2	4	4	4	3	4	3	4	4
1	4	4	4	4	4	4	4	4

Create Your Plan on a Page

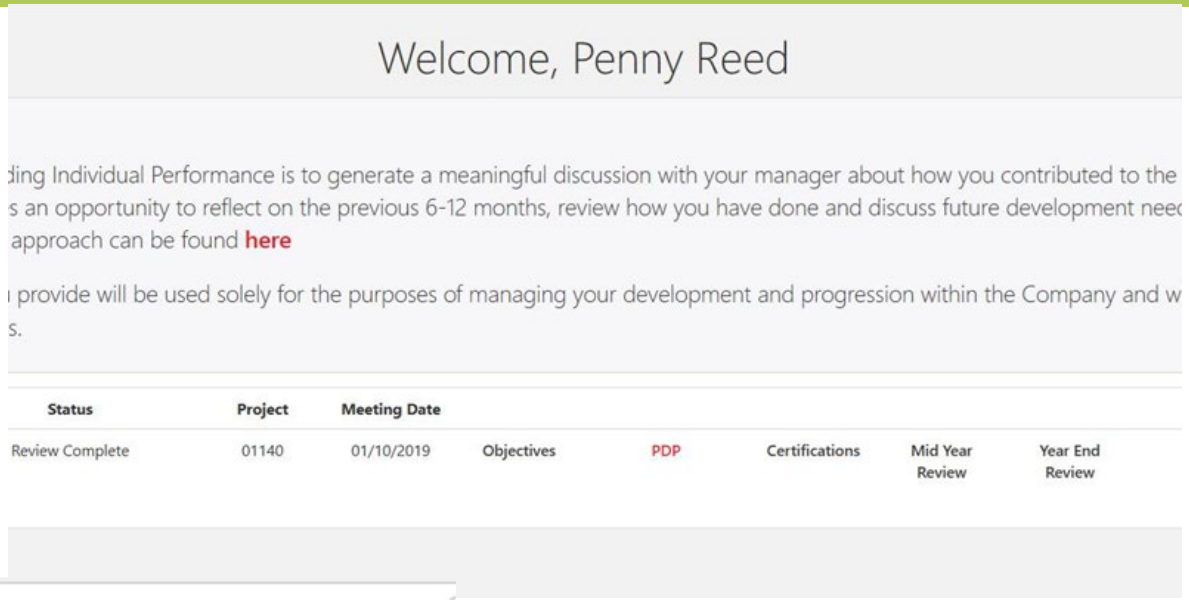
Vision: Proudly building Britain's future heritage					
5-year strategic goals					
Team goals that contribute					
Behavioural focus needed (SRM competencies)					
The McAlpine Way 2019 – 2024: Safe On time Sustainable Quality Profitable					

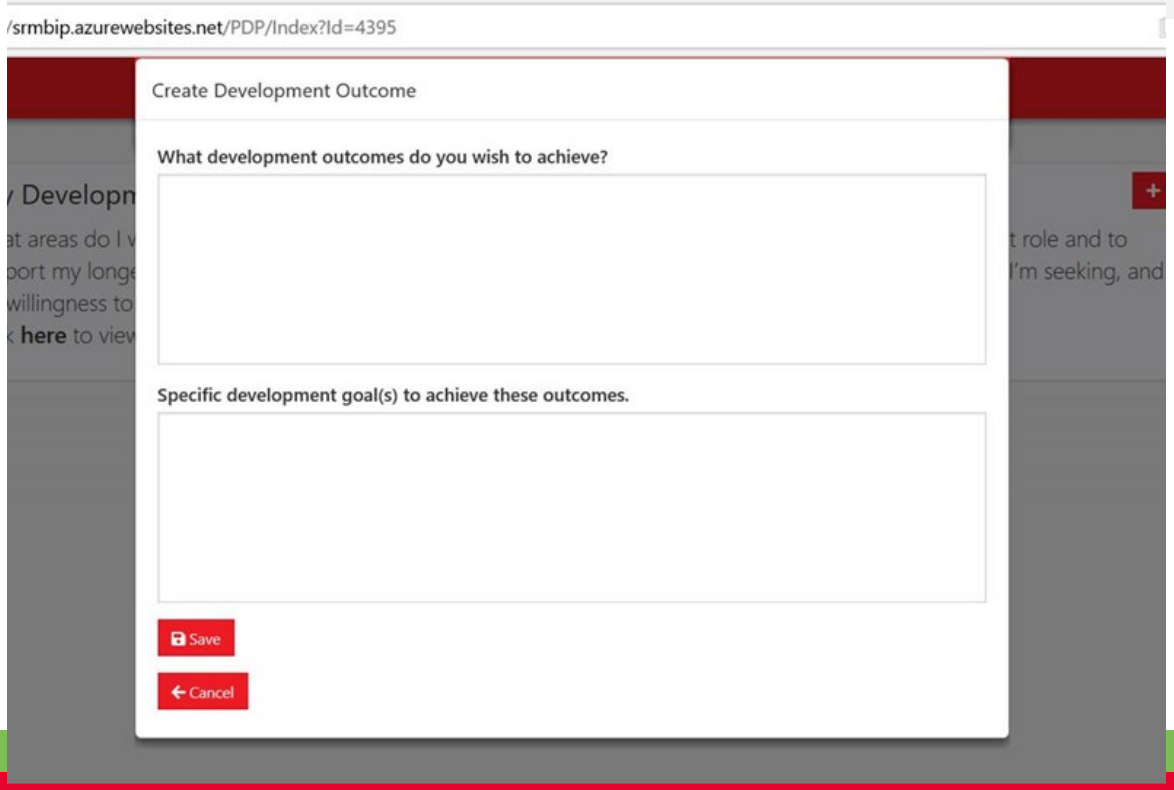
Next Steps

- 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 event