Accelerator
Bringing Pace To Change

WELCOME
'MANAGING FOR RESULTS'
WILL START SHORTLY…

Berkeley Group

Please take the opportunity to take part fully and engage throughout the workshop to get the most from it and enjoy the workshop experience!

Best to be out of CITRIX
If you have any technical issues use the chat box to let us know

We will have a one hour lunch break and two other breaks during the workshop

Stay on Camera - Option to turn off mic when we are slide sharing as it can help with your bandwidth & reduces noise interruptions and turn it back on for group conversations

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BHET Management Programme

Helping You to Manage Well

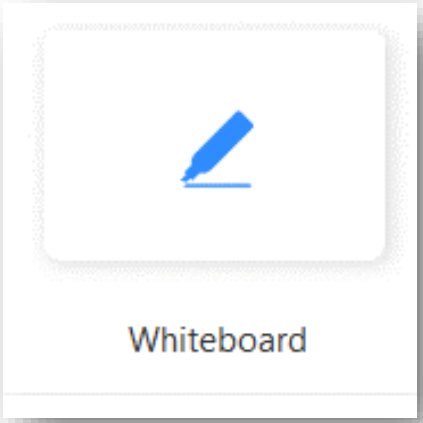
Module 3: Managing For Results

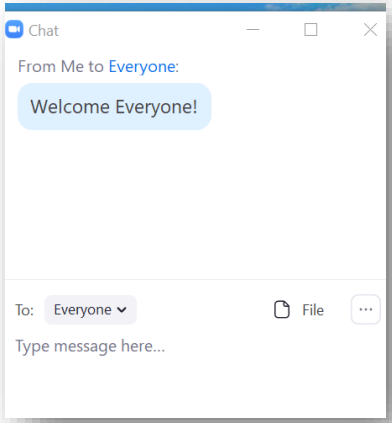
Setting up the team for achieving results through good time management, effective delegation and continuous improvement

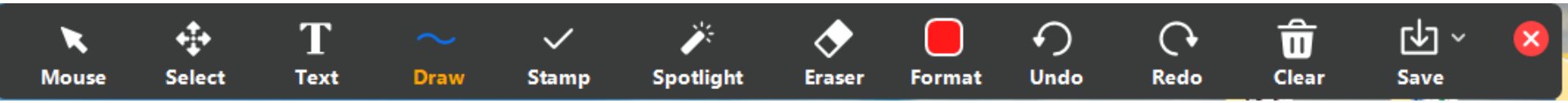
Zoom Beginners? or Jedi Masters?

Zoom Level of experience?

Beginner	1	3	5/6	8	10	Jedi Master







Managing For Results – Attendance 25th Feb 2021

Annotate

Name	Confirm attendance by signing
Asif Mirza	
Ben Johnson	
Charlotte Saunders	
Chris Wardrope	
Kaf Raibe	
Lesley Gamedeku	
Luke Webb	
Marco Liberace	
Morgan Roberts	
Richard Hinds	
Simon Tanner	
Stacey Dean	
Steven O’Brien	
Vitali Lyalushko	

Agenda

- Personal effectiveness and time management
- Empowering people through effective delegation
- Performance cycle / setting goals for high performance
- Monitoring Performance

OBJECTIVES

By the end of the workshop participants will:

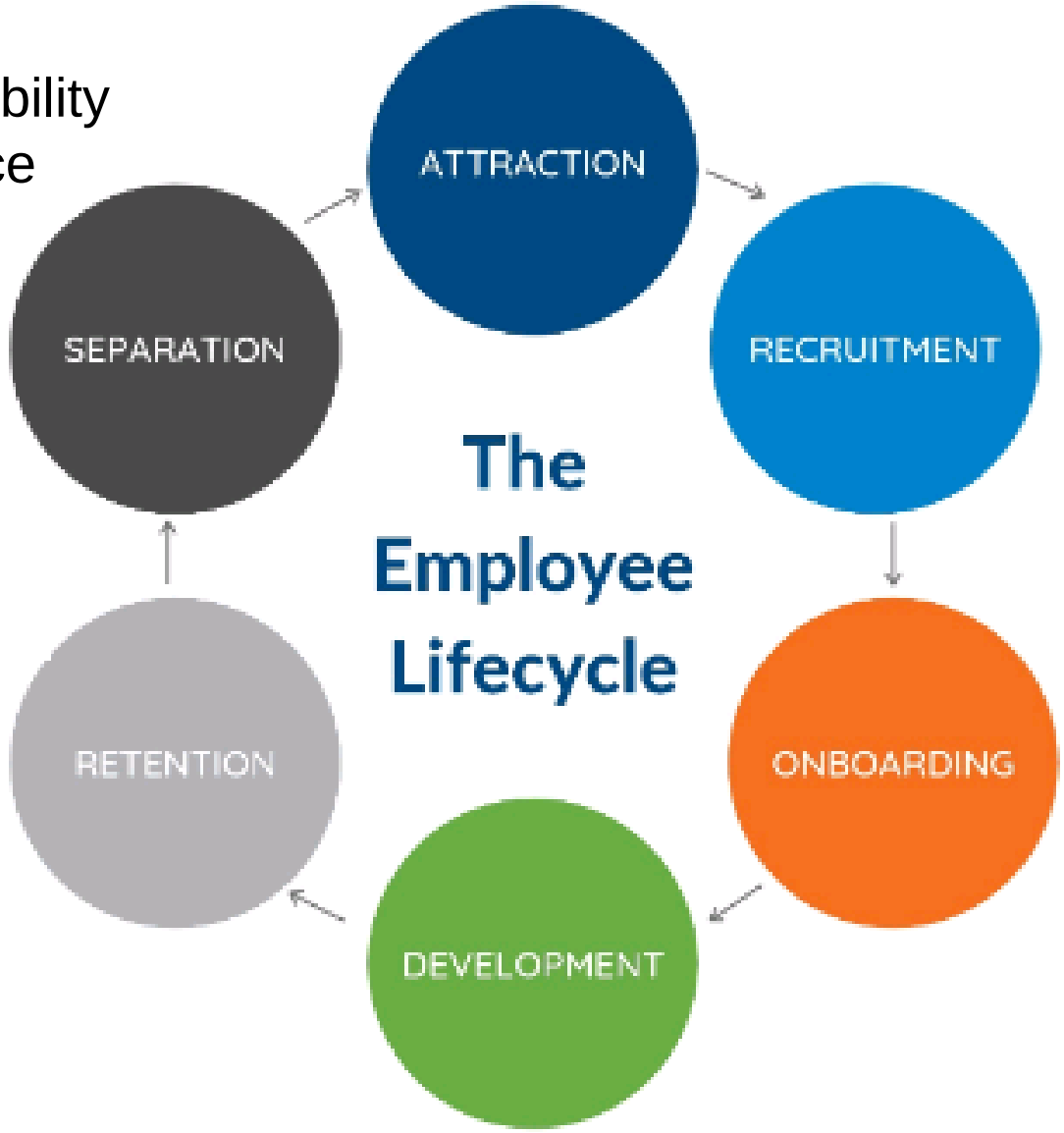
- Identify how to manage their own, and team's time more effectively
- Assess how and when to delegate work and monitor the performance of others
- Set clear goals and objectives (Refresh on SMART)
- Monitor and measure performance accurately and consistently

PRE-COURSE WORK?

Working Styles Questionnaire

Employee life cycle

Where does my responsibility for managing performance and achieving results lie in the employee life cycle?



How we define great leadership

Great leaders are high performers, they have direction; deliver measurable results; are proud of their work; stretch themselves and others; and are adaptable to ensure sustainability.

Authentic leaders are recognised by their integrity so inspire trust. They know and live their values; they challenge and empower others to be the best they can be.

Great leaders take responsibility for their own actions and interactions, they use initiative; are decisive; solve problems; continually learn and are known for their reliability.

Visionary leaders are forward looking so spot and create opportunities; they understand the process of change and inspire others to co-create the future.

Collaborative leaders know about relationships and networking, they work effectively with others; they involve; motivate and engage colleagues; they make great colleagues; and manage difference.

Pick your Lockdown House

You can only choose one

HOUSE 1
Netflix
Blankets
Unlimited snacks

HOUSE 2
Country Walks
Fire Pit
Unlimited Wine

HOUSE 3
Private Beach
Home Gym
Pizza and Beer

HOUSE 4
Swimming Pool
In-house Starbucks
Unlimited Chocolate

HOUSE 5
Mountain Views
Garden & Hammock
Scenic Walks

HOUSE 6
Library
Hot Tub
Home Cinema

Focussed breakout discussion

Managing For Results

As a Manager / Leader (Or someone with ‘people’ responsibility)
at Berkeley Homes East Thames

What is the hardest part of managing people towards achieving results?

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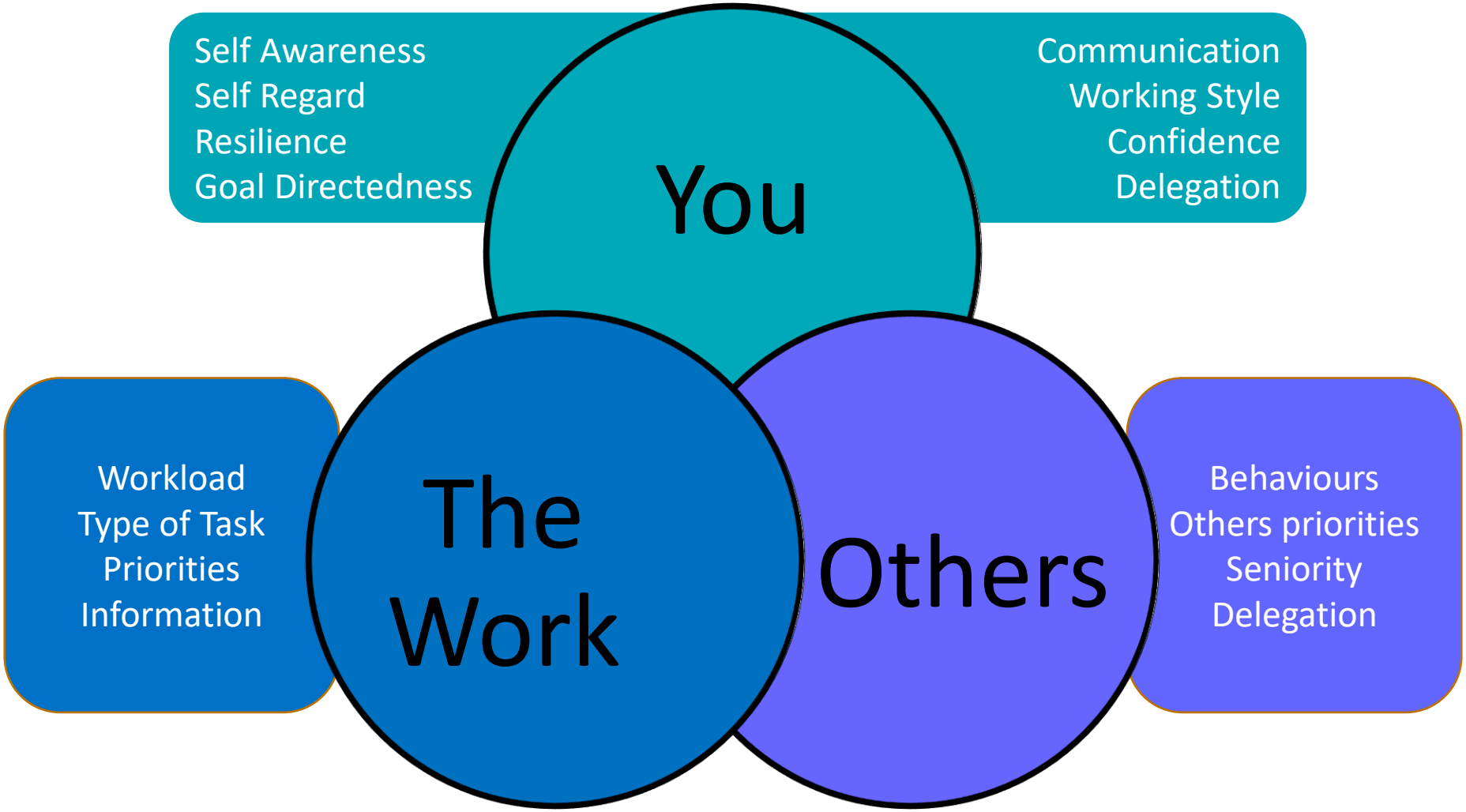
Personal Effectiveness & Time Management

Personal Effectiveness - A holistic view



The truth?

You will never **truly** 'catch up'…

Truth is…

Great leaders will help themselves & their team, with honest, open dialogue

P = P – i

Performance = **P**otential - **I**nterference

Source: Timothy Gallwey "The Inner Game ... "

What are your biggest ‘Interferences’?

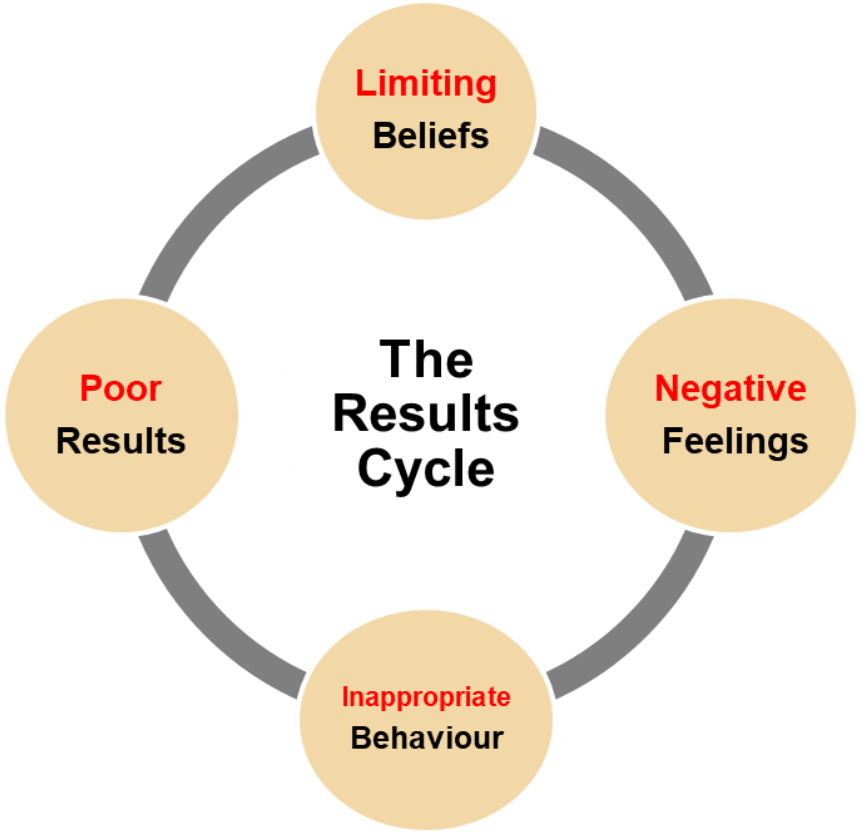
For You?

Annotate

What are your biggest 'Interferences'?

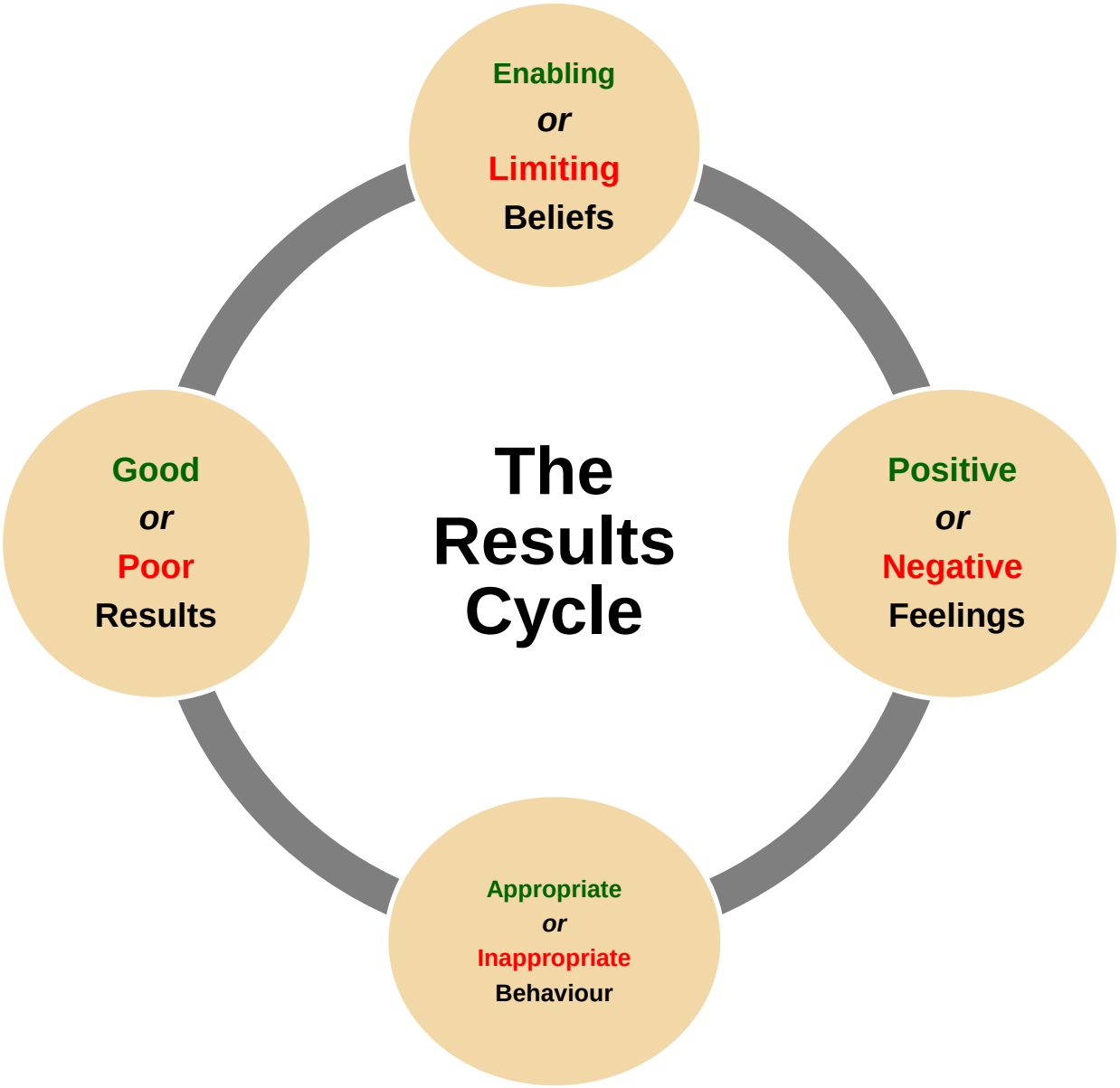
For Your Team?

Your *interferences?*



- What thoughts and feelings may limit your performance?
- What are your default interferences when under pressure?
- What approaches could you take to limit these interferences?

Beliefs Cycle



Limiting to Enabling Beliefs

Belief about....	Limiting belief example	Reframed to an enabling belief
You	I just can't get everything done in a day There just isn't enough time to do everything	
The Work	I don't know how to do that task There is too much work outside of my scope / job role	
Others	Everyone else keeps giving me tasks Senior Managers keep asking me to do things	

What drives us?

Drivers/ Working Styles

Hurry Up

I will be OK so long as i do it quickly

Be Strong

I will be OK as long as stay consistent and support others

Try Hard

I will be OK If I try hard at everything I do

Be Perfect

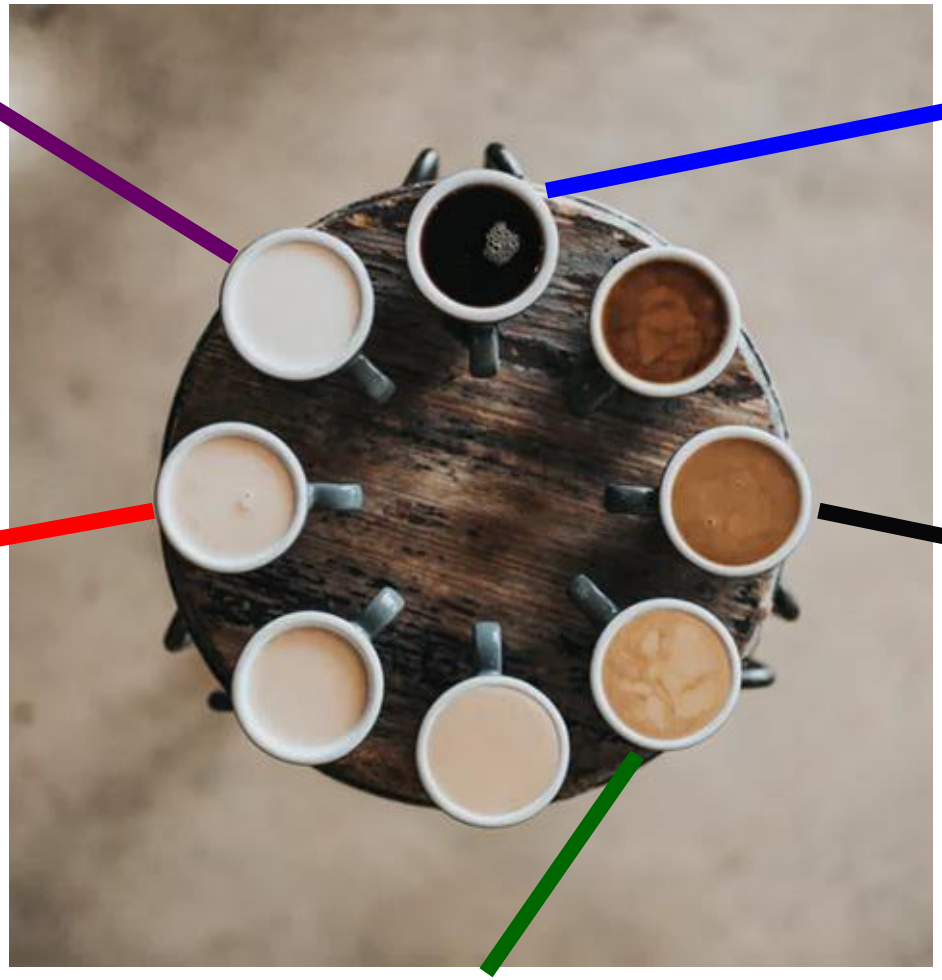
I will be OK If I do things perfectly

Please People

I will be OK If I keep people happy

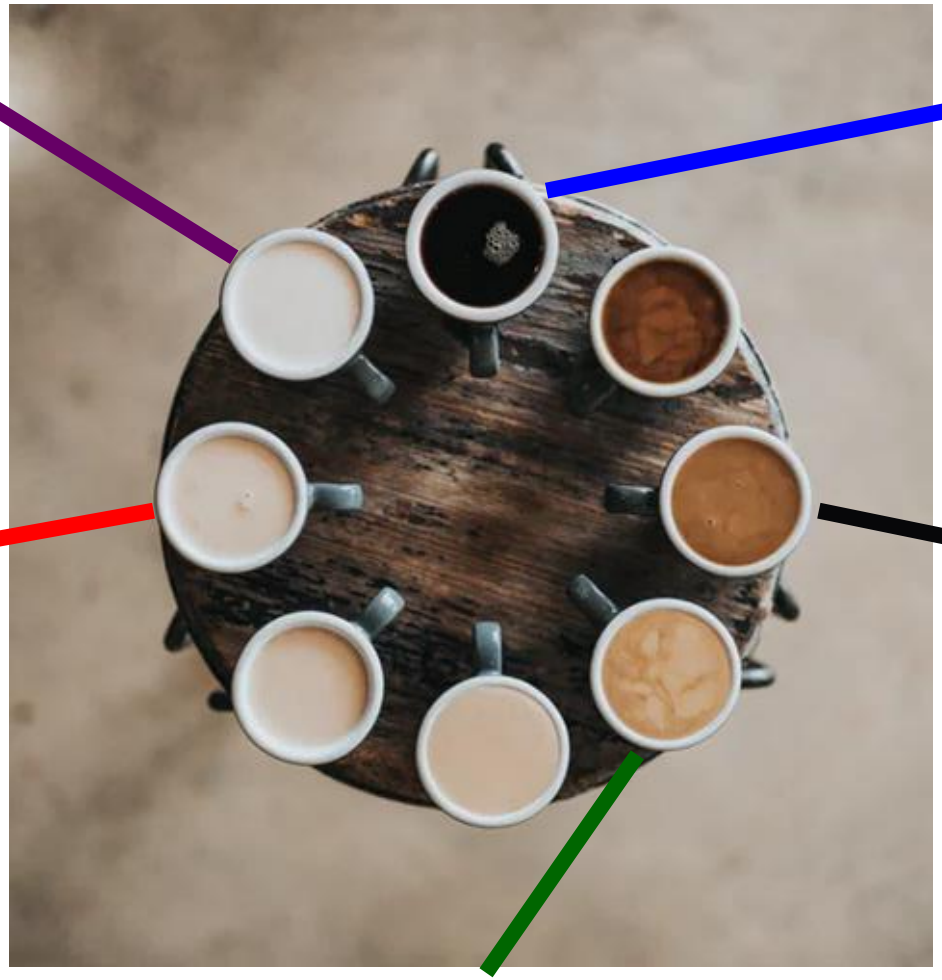
What drives us?

Understanding the Styles - We're all a little different!
Highlight your top 'style' – Like me / Not like me



Understanding the Styles - We're all a little different!

Strengths | Weaknesses | Stress Behaviours



Resilience

Quote: *Resilience, Pemberton*

"The capacity to remain flexible in our thoughts, feelings, and behaviours when faced by a life disruption, or extended periods of pressure, so that we emerge from difficulty stronger, wiser and more able."

Characterises of Resilient People

Sense making

- Able to make sense of your experiences and finding something meaningful to hang onto in tough times

Hopefulness

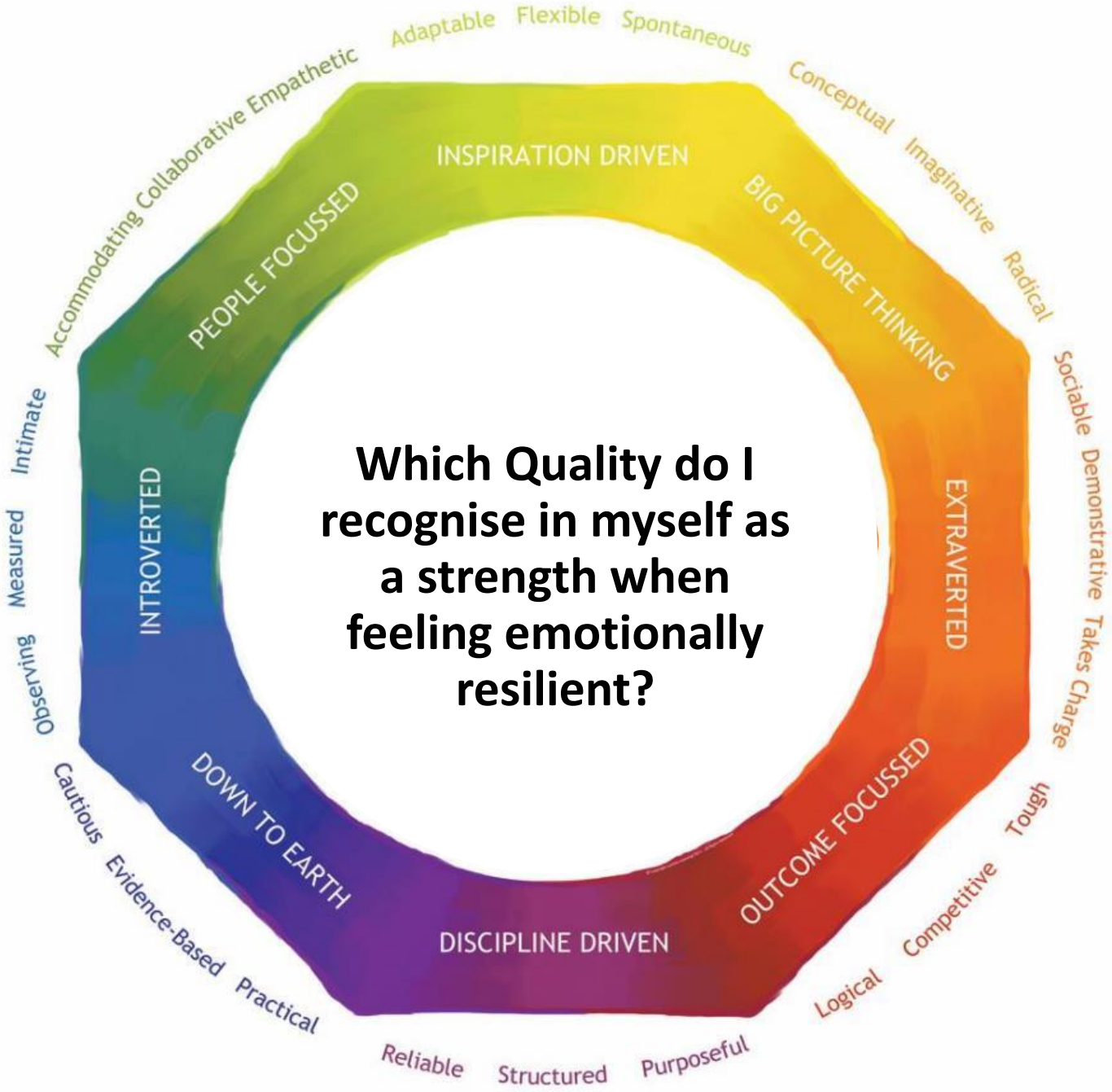
- Able to shift your attention towards what is possible and to be (realistically) optimistic about the future

Self-efficacy

- A belief that you can take positive action and get results, focusing on what you can control

Solution focused

- Looking for ways around challenges or barriers, persisting even in difficult times


Adaptable
Flexible
Spontaneous
Conceptual
Imaginative
Radical
Sociable
Demonstrative
Takes Charge
Tough
Competitive
Logical
Purposeful
Structured
Reliable
Practical
Evidence-Based
Cautious
Observing
Measured
Intimate
Accommodating
Collaborative
Empathetic
INSPIRATION DRIVEN
BIG PICTURE THINKING
EXTRAVERTED
OUTCOME FOCUSSED
DISCIPLINE DRIVEN
DOWN TO EARTH
INTROVERTED
PEOPLE FOCUSSED
Which Quality do I recognise in myself as a strength when feeling emotionally resilient?

Where do I recognise I might overextend when feeling less resilient / under pressure / emotionally vulnerable?
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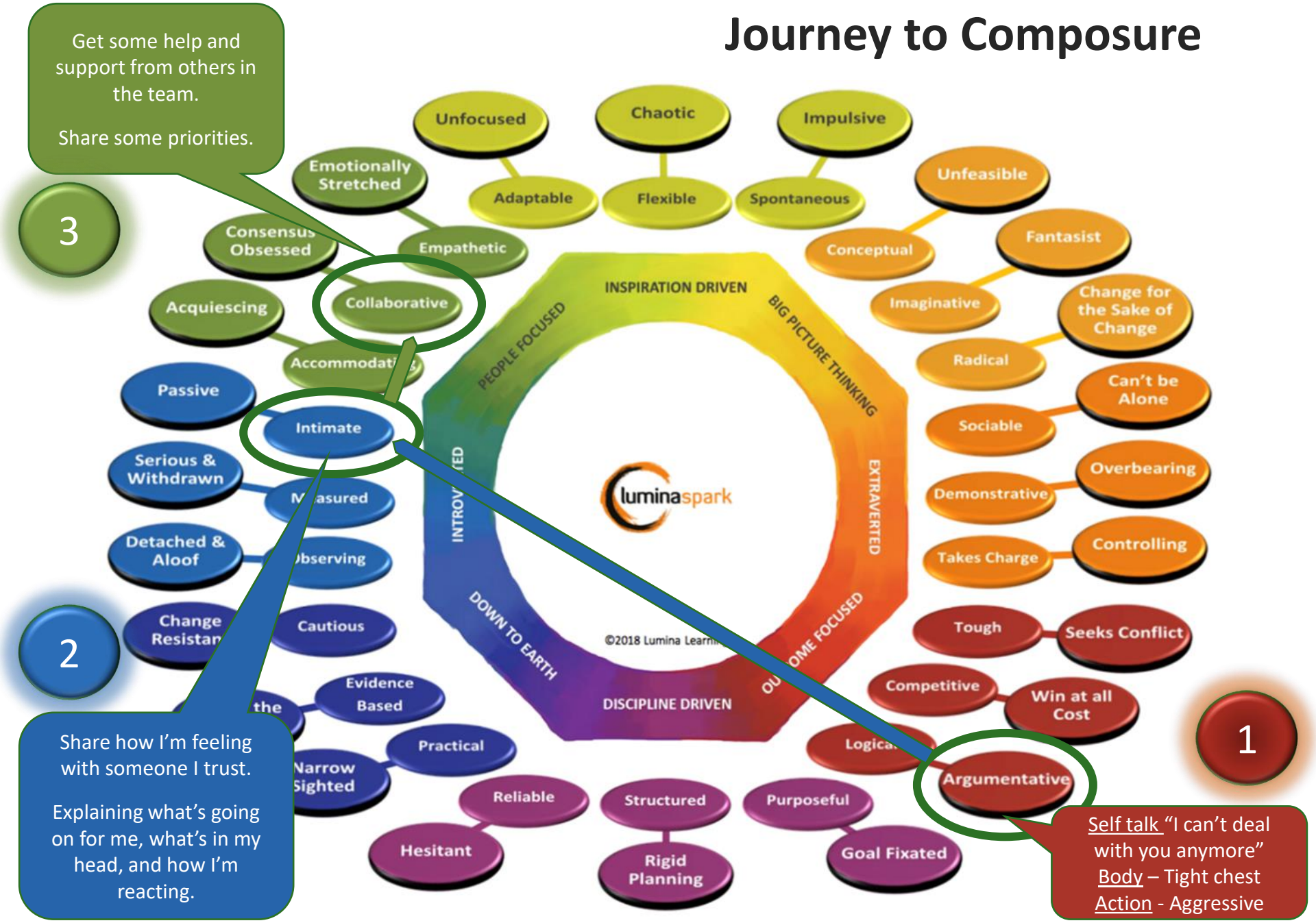
INSPIRATION DRIVEN
BIG PICTURE THINKING
EXTRAVERTED
OUTCOME FOCUSED
DISCIPLINE DRIVEN
DOWN TO EARTH
INTROVERTED
PEOPLE FOCUSED
Unfocused
Chaotic
Impulsive
Adaptable
Flexible
Spontaneous
Emotionally Stretched
Empathetic
Consensus Obsessed
Collaborative
Acquiescing
Accommodating
Unfeasible
Conceptual
Fantasist
Imaginative
Change for the Sake of Change
Radical
Can't be Alone
Sociable
Overbearing
Demonstrative
Controlling
Takes Charge
Passive
Intimate
Serious & Withdrawn
Measured
Detached & Aloof
Observing
Change Resistant
Cautious
Tough
Seeks Conflict
Competitive
Win at all Cost
Logical
Argumentative
Evidence Based
Lost in the Details
Practical
Narrow Sighted
Reliable
Hesitant
Structured
Rigid Planning
Purposeful
Goal Fixated

Journey to Composure



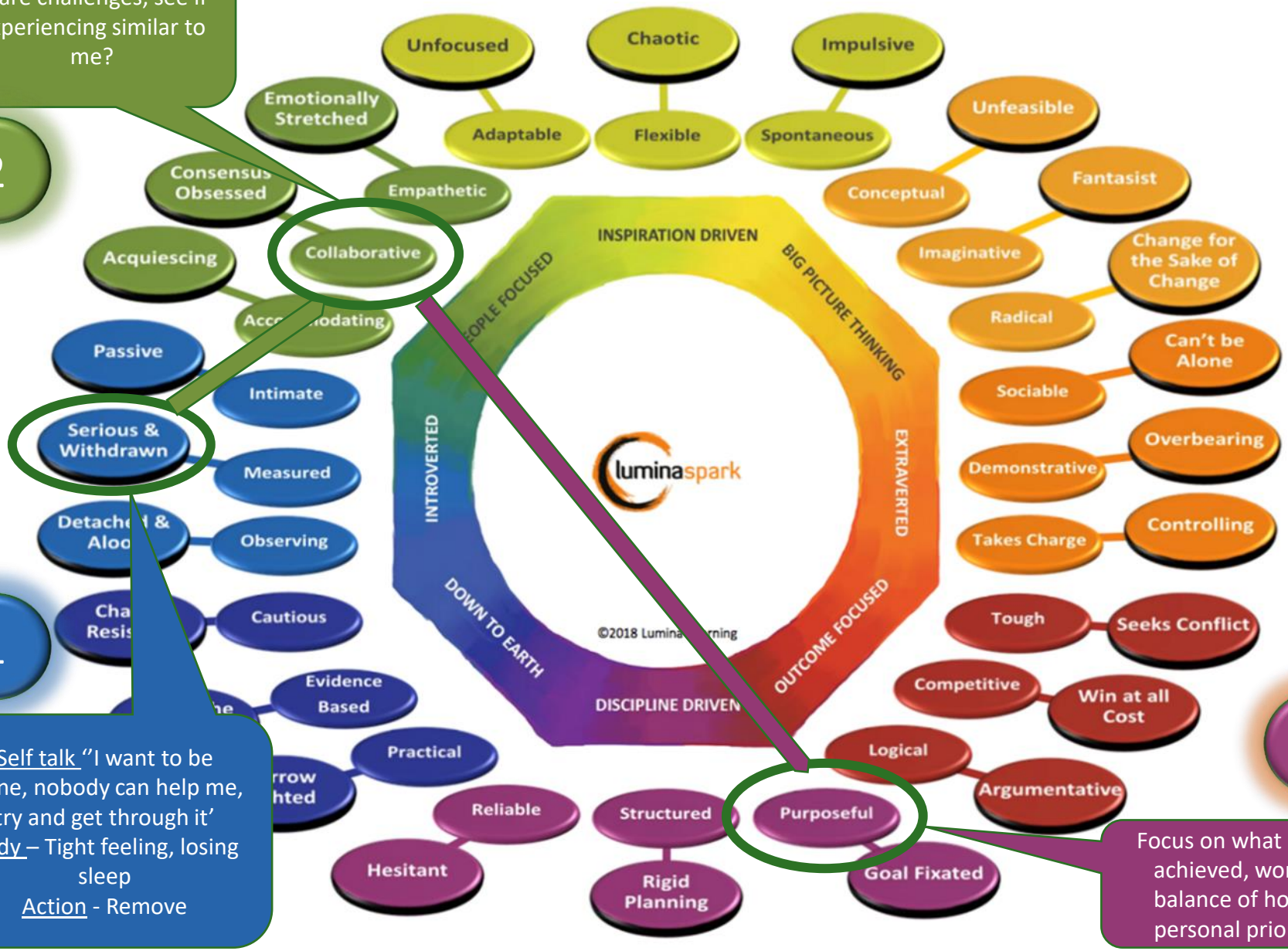
Journey to Composure

Involve someone else, share challenges, see if experiencing similar to me?

2

1

3



Self talk "I want to be alone, nobody can help me, try and get through it'
Body – Tight feeling, losing sleep
Action - Remove

Focus on what can be achieved, work on balance of home / personal priorities

Your 'Journey to composure'

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Lunch Break!

Thank you for your participation this morning ☺

Enjoy and see you at 1pm

Follow the link in your calendars

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Welcome Back!

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Empowering people through effective delegation

Annotate

Other reasons?

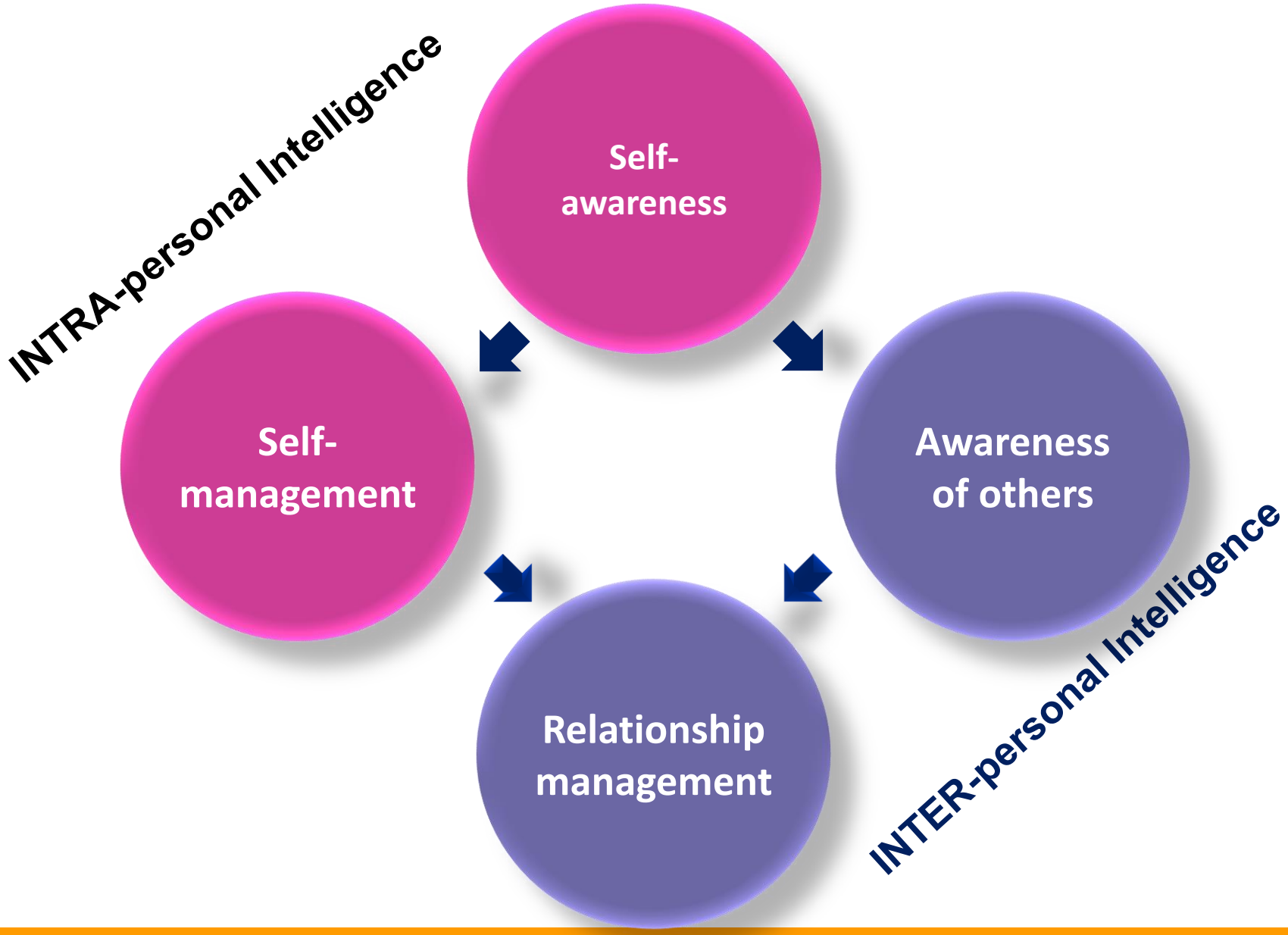
Fears

What makes you reluctant to delegate?

Concerns

Our Integrated Behaviour

Emotional Intelligence Framework



Intention Vs. *Impact!!*

INTRA Personal Intelligence

INTER Personal Intelligence

Self-awareness

V.

Awareness of others

Intention Vs Impact

- Curious
- Ambitious
- Flexible
- Disciplined
- Persuasive
- Thorough
- Persevering
- Competitive
- Adaptable
- Collaborative

- Organising
- Quick-to-act
- Open to compromise
- Loyal
- Trusting
- Self-confident
- Methodical
- Accommodating
- Decisive
- Helpful

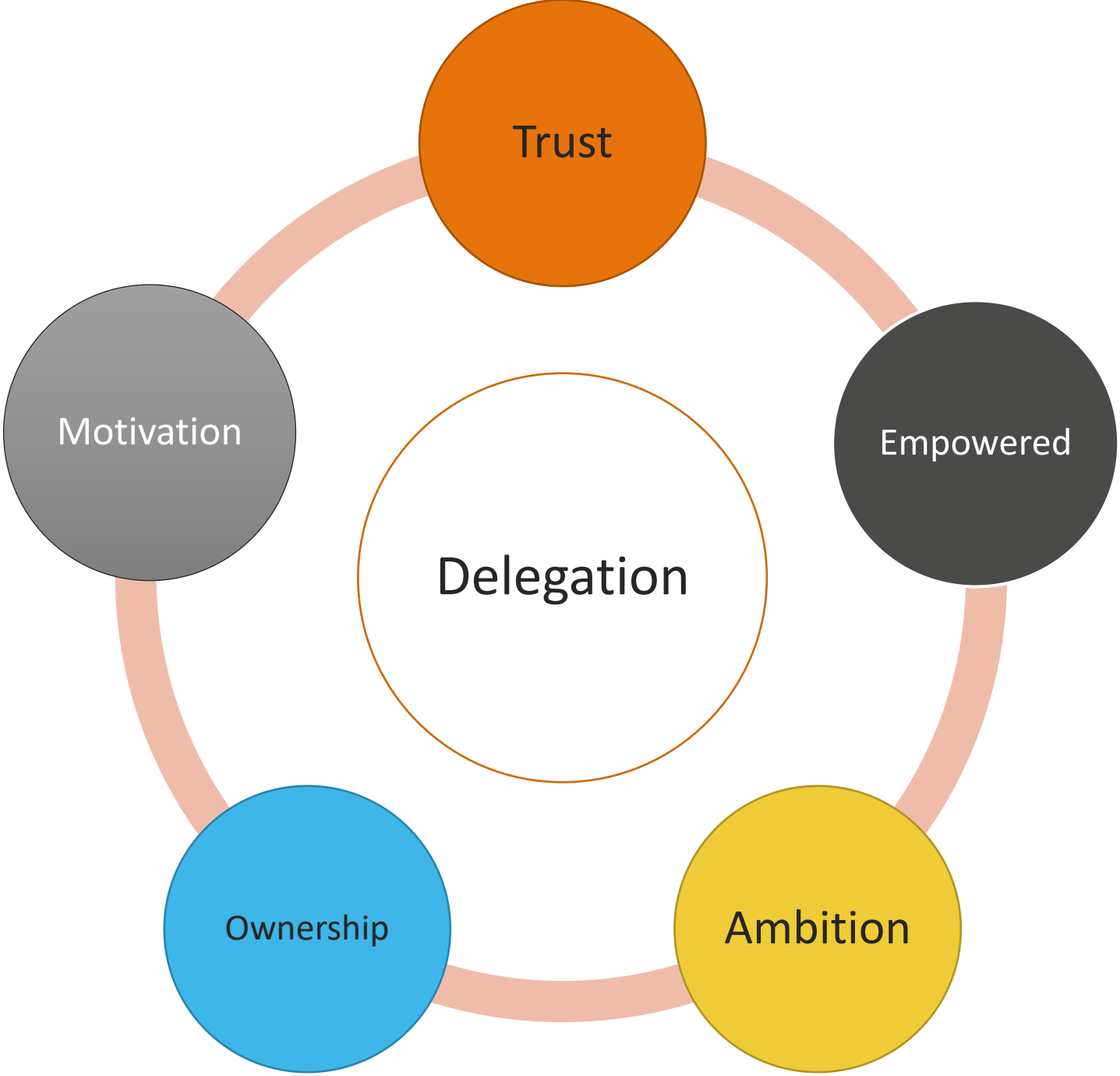
Foundations for Delegation

How does your team know they are empowered?

What are your teams ambitions?

How do your team demonstrate ownership?

What motivates and inspires your team?


Trust
Empowered
Ambition
Ownership
Motivation
Delegation

The ART of Delegation

Annotate

What can cause DELEGATION to Fail?

Who’s responsible for each ‘failure’?

Manager

Team Member

Both

The Three C's of Delegation

Competence

Does the person have the right knowledge and skill to complete the task?

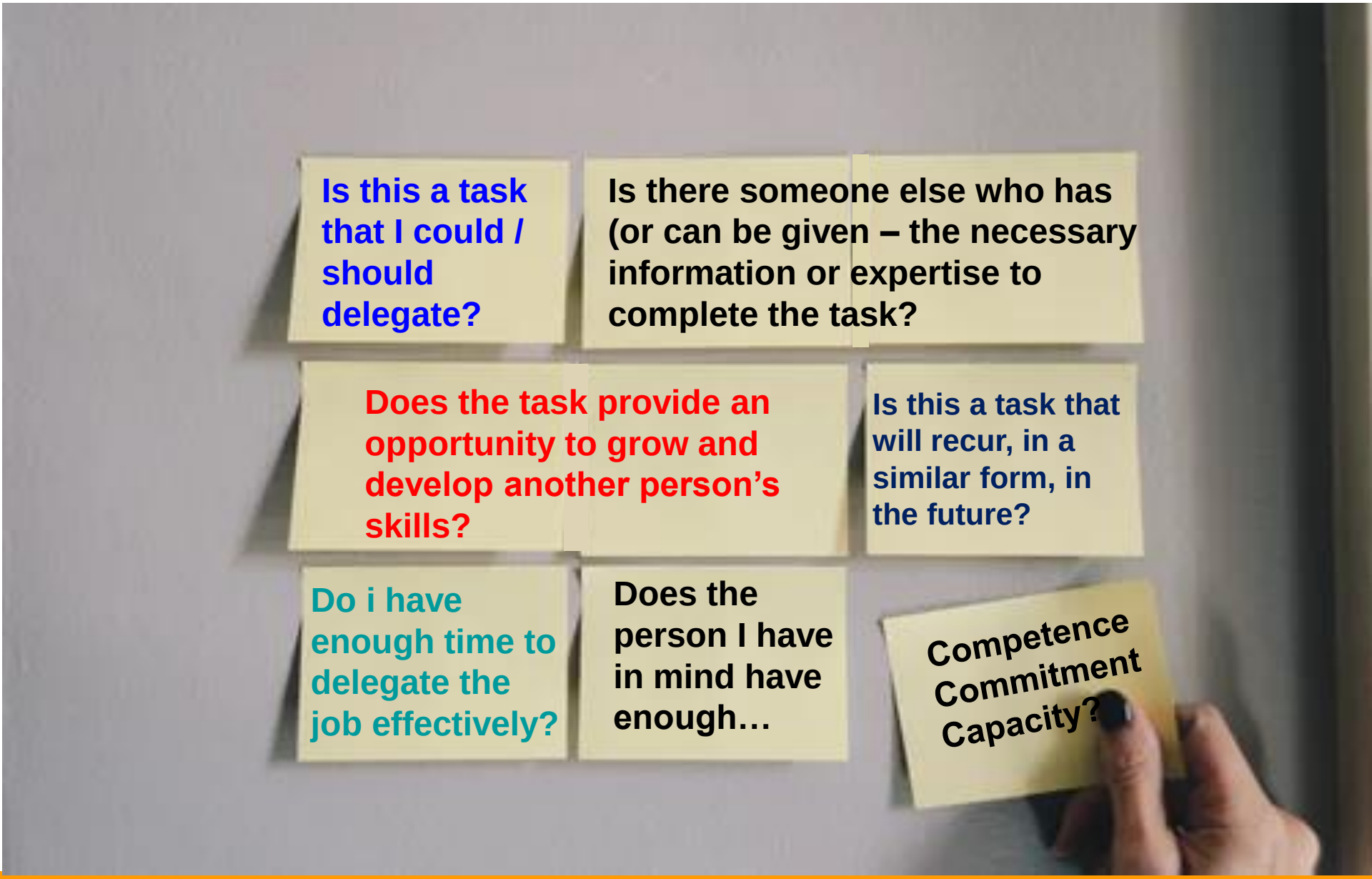
Committment

Do they have the right attitude, motivation and desire to complete the task?

Capacity

Do they have enough time to complete the task?

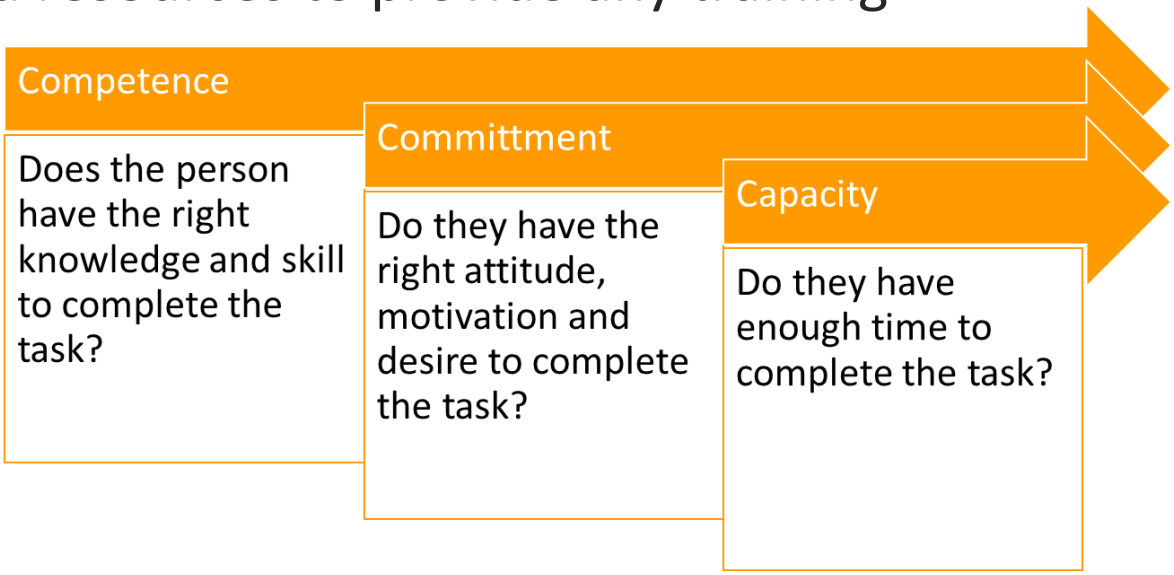
Who and How of Delegating



To whom should you delegate?

Knowledge / Skill - **Competence**

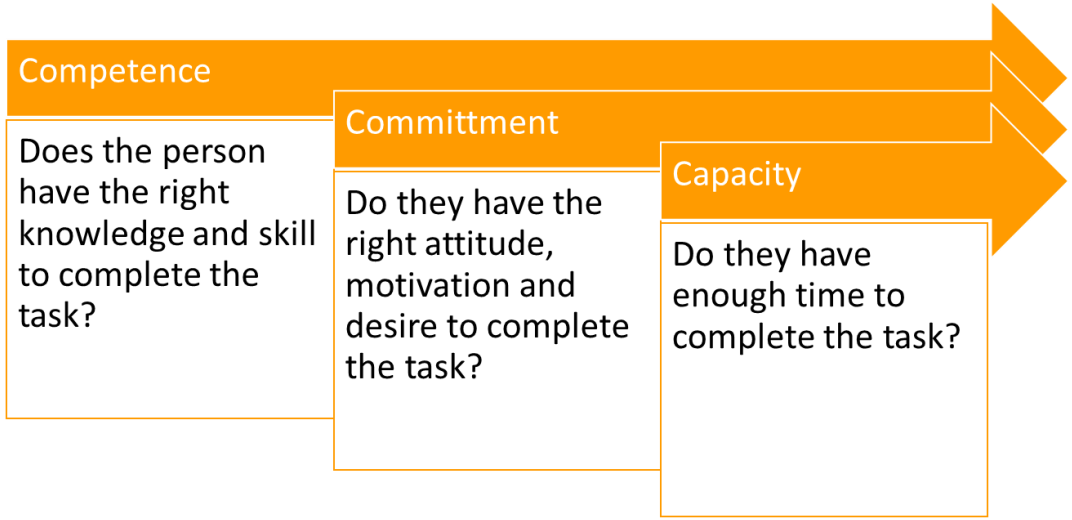
- The experience, knowledge and skills of the individual as they apply to the delegated task
  - What knowledge and skill does the person already have?
  - Do they need additional skills?
  - Do you have time and resources to provide any training needed?



To whom should you delegate?

Behaviour / Motivation / Desire - **Commitment**

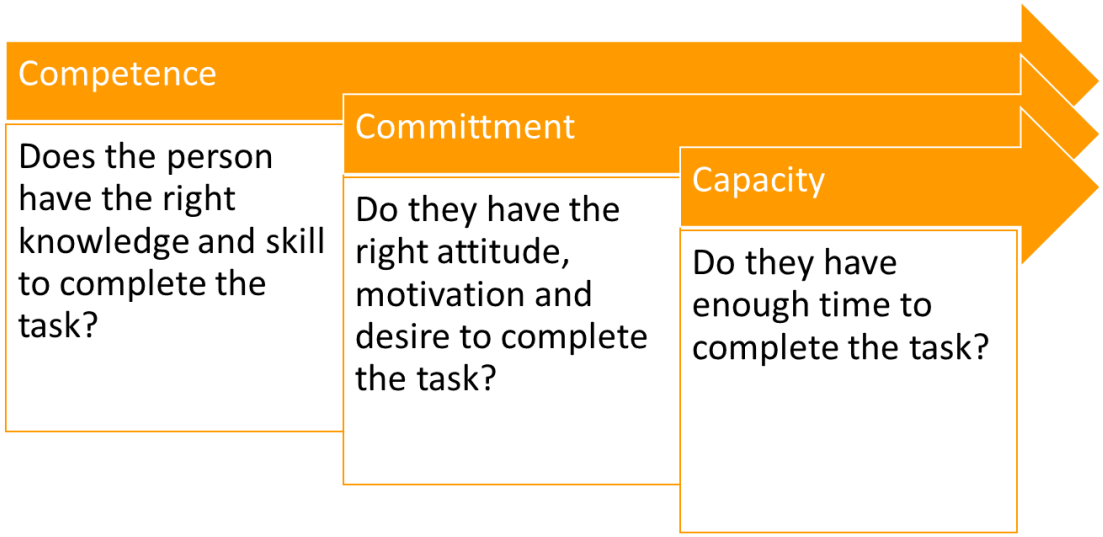
- The individual's preferred work style?
  - How independent is the person?
  - What do they want from their job?
  - What would they want from this task?
  - What are their long-term goals and interests, and how do these align with the work proposed?



To whom should you delegate?

Workload & Time – **Capacity**

- The current workload of this person
  - Does the person have time to take on more work?
  - Will you delegating this task require reshuffling of other responsibilities and workloads?



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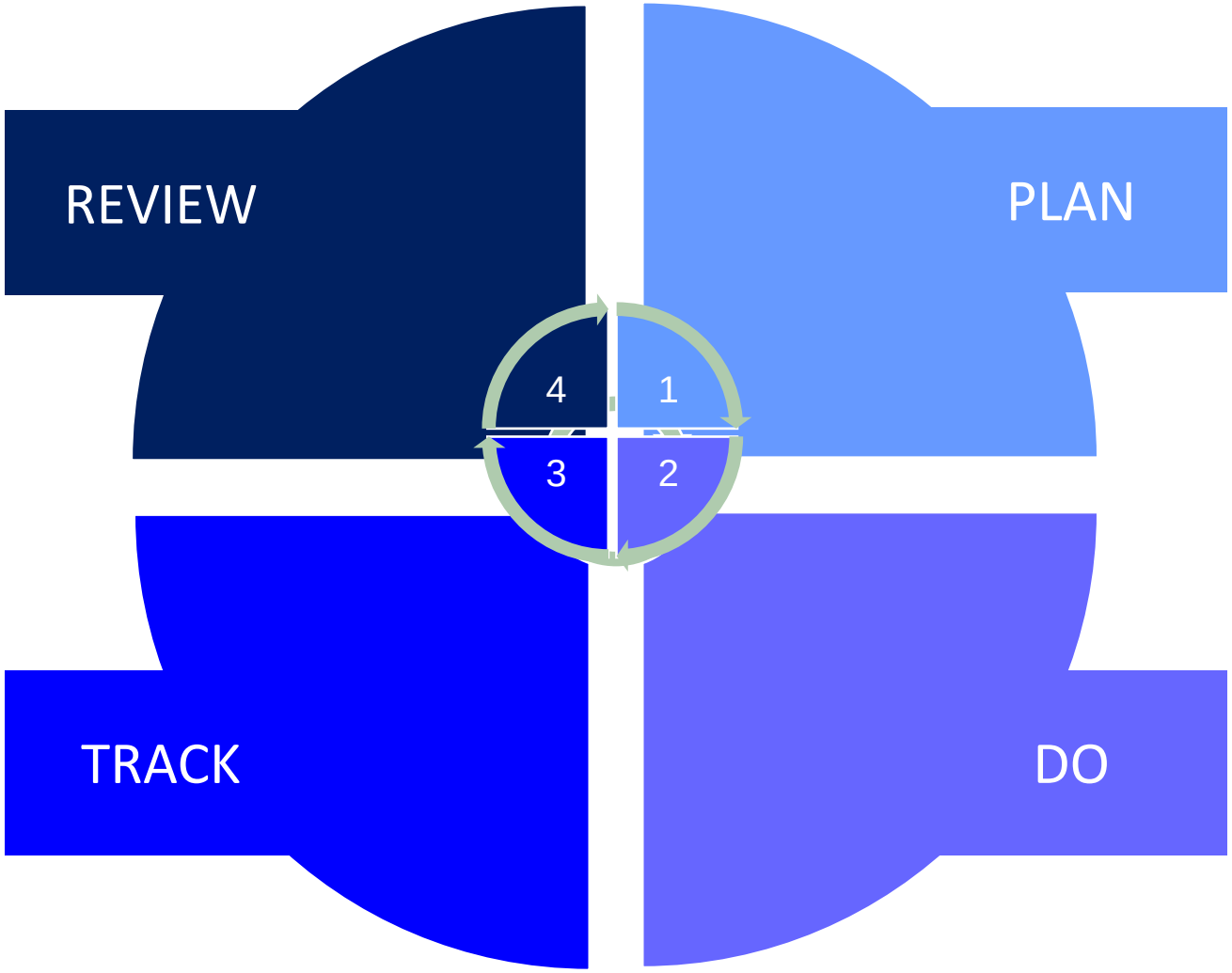
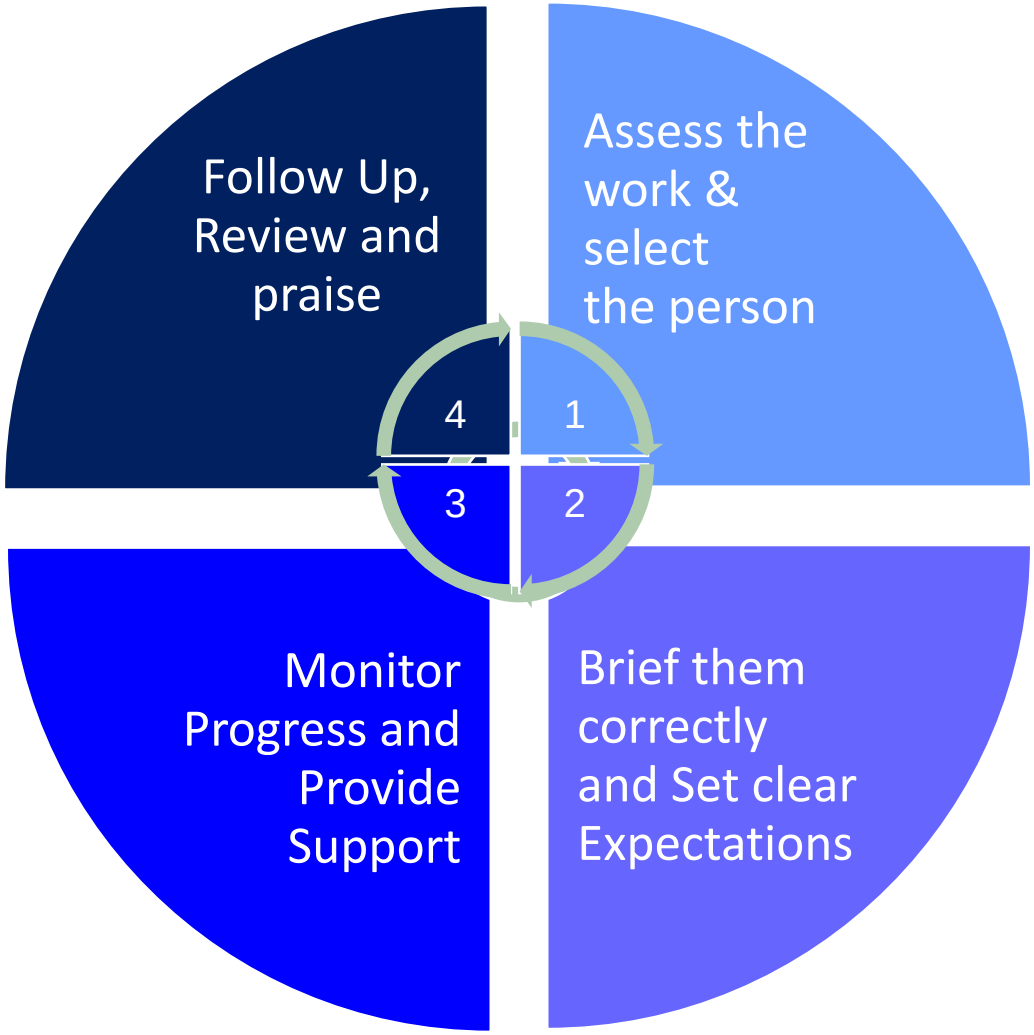
Performance Cycle / setting goals for high performance

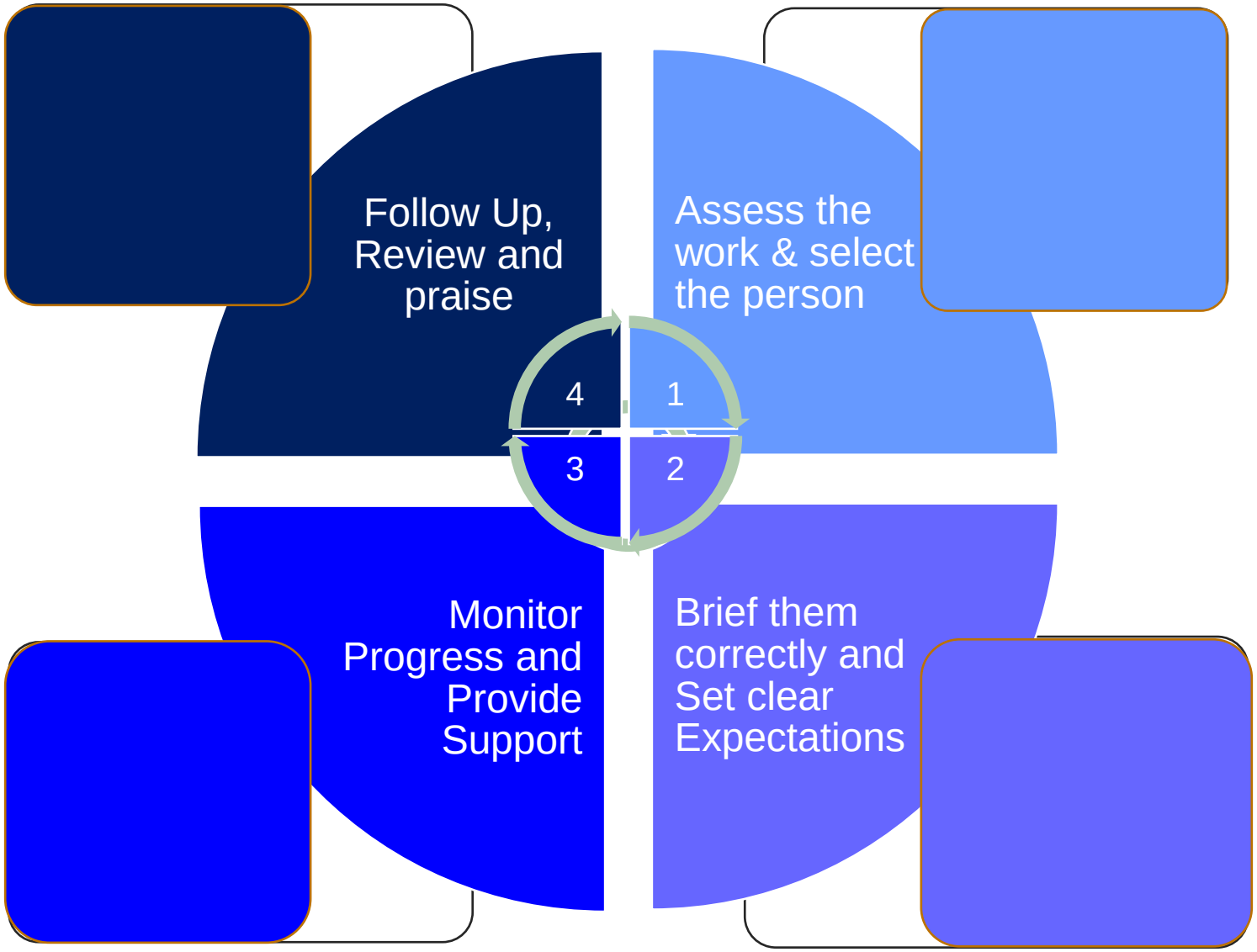
Performance Cycle



Performance Cycle



Performance Cycle



Goal Setting

Goals help us focus on what we want to accomplish and help us identify the steps we need to take to achieve success.

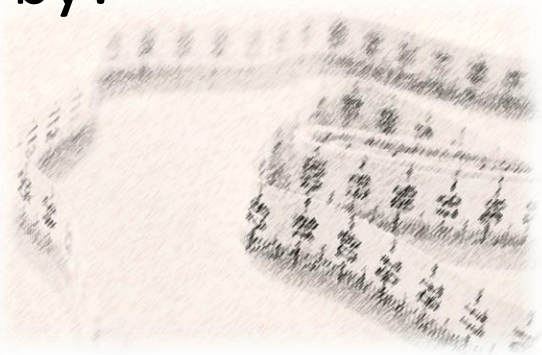
Both as an individual and in support of the organisation.

Goals are statements of end results expected within a specified period of time.

Setting Goals

Managing For Results is a lot easier when you set clear Goals and Objectives!

- What exactly do you want the individual to achieve?
- How will you measure it?
- Is it challenging but achievable?
- Is it relevant and appropriate for the individual?
- When do you want the goal achieved by?



SMART Goals

S

- **Specific -** Goals should be distinct, clearly stated, and focused on a single topic. Vague generalities are not specific.

M

- **Measurable -** State how you're / they're going to know the goal is completed - consider quantity and/or quality. Quality measurements may involve a list of observable features, characteristics, or behaviours that are considered evidence of success.

A

- **Attainable -** Goals should be challenging, but feasible. Consider the following: Can the goal be accomplished with the resources you / they control? Is there a reasonable likelihood that, with attention and diligence, you / they will succeed?

R

- **Relevant -** Goals should be relevant to the role, position and the organisation. Consider the following: Does the goal support the company's goals? Is it aligned to role and realistic to the skills of the individual?

T

- **Time-specific -** When will the goal be achieved? What are the milestones (If appropriate) towards achieving the full goal?

Monitoring Performance

Impact of missing a SMART factor?

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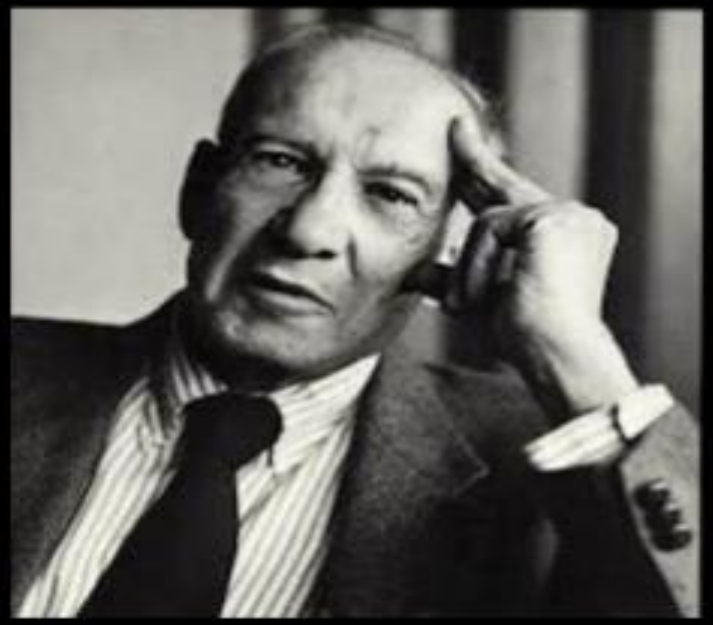
Monitoring Performance

Differentiating Performance

- Discussion
  - How can you differentiate the performance of individual team members?



"If you can't measure it, you can't manage it"

Peter Drucker

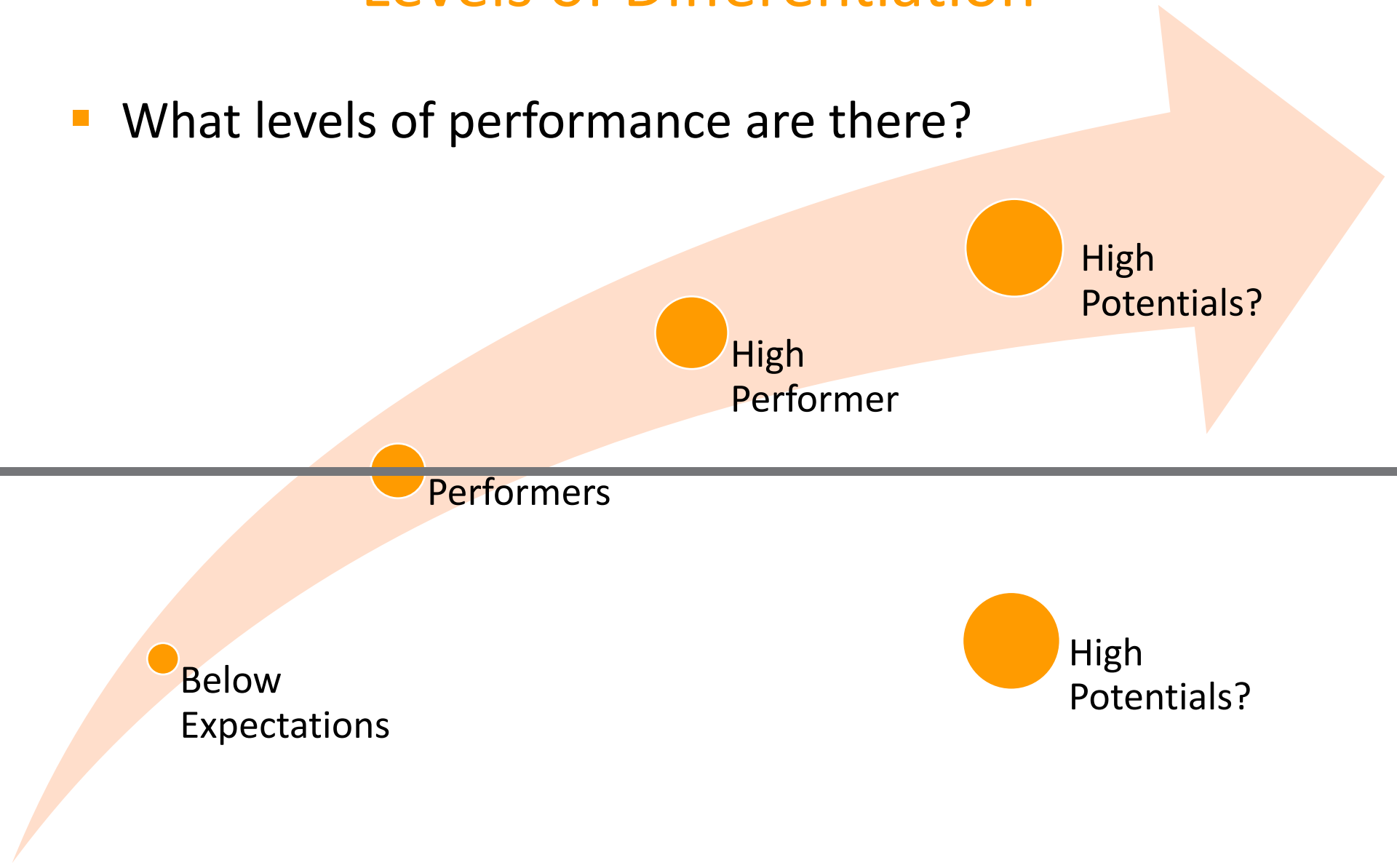
What do you measure

How do you document their performance

How do you track performance? (Good and Poor)

Managing Performance
Levels of Differentiation

- What levels of performance are there?



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Talent Map 9 Box Grid

9-Box Grid Definitions

PERFORMANCE Overall delivery in relation to individual goals and expected behaviour			
High	D1	C1	A1
			B1
Medium	D2	C2	A2
			B2
Low	D3	C3	?
	Low	Medium	High

POTENTIAL Ability and willingness to grow into larger and more complex roles

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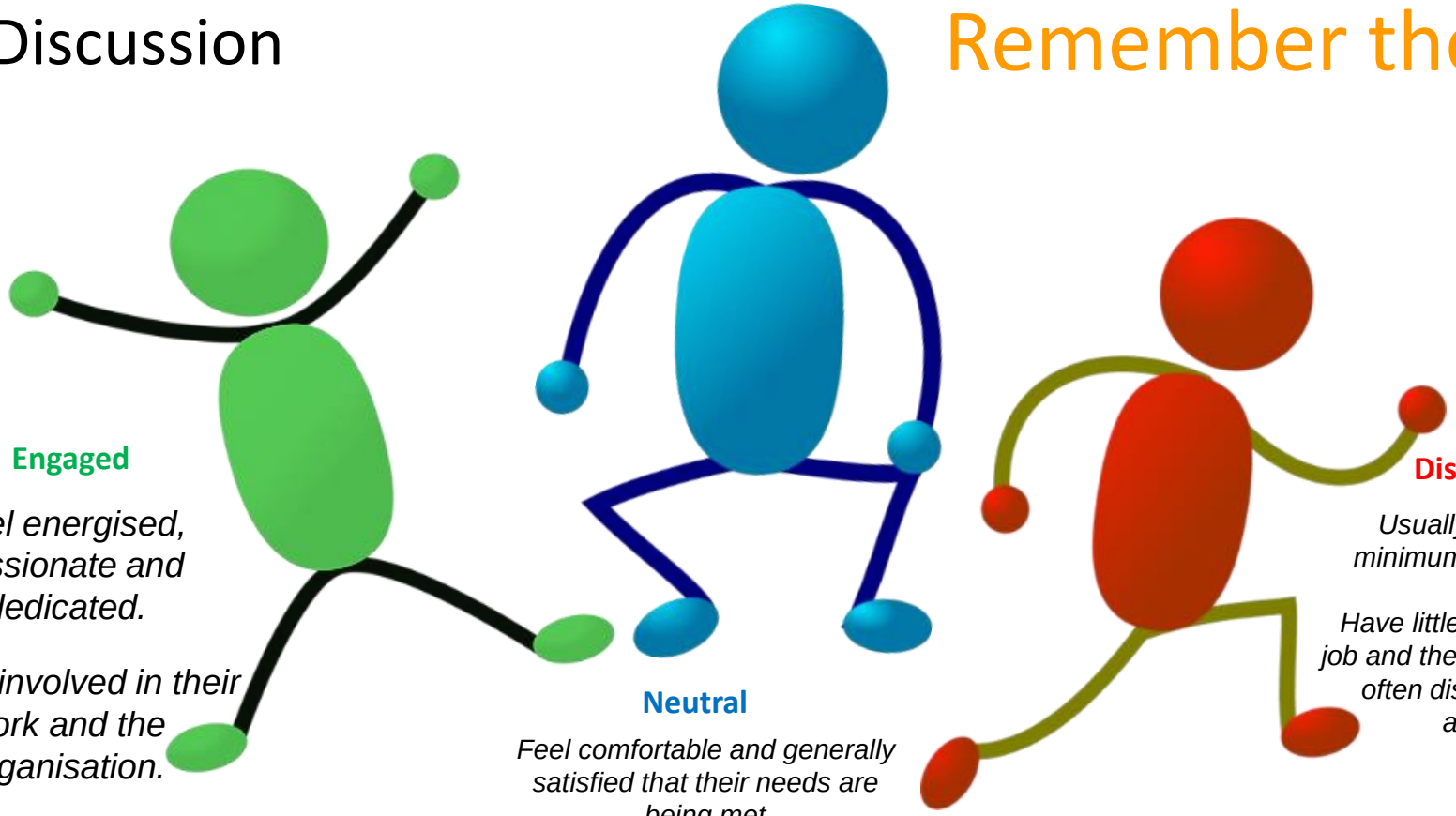
Performance - Linked to Engagement?

- What do results look like from these three levels of engagement?
- Discussion

Remember these?



Engaged

Feel energised, passionate and dedicated.

Highly involved in their work and the organisation.

Neutral

Feel comfortable and generally satisfied that their needs are being met

Disengaged

Usually fail to meet minimum expectations.

Have little interest in their job and the organisation and often display negative attitudes

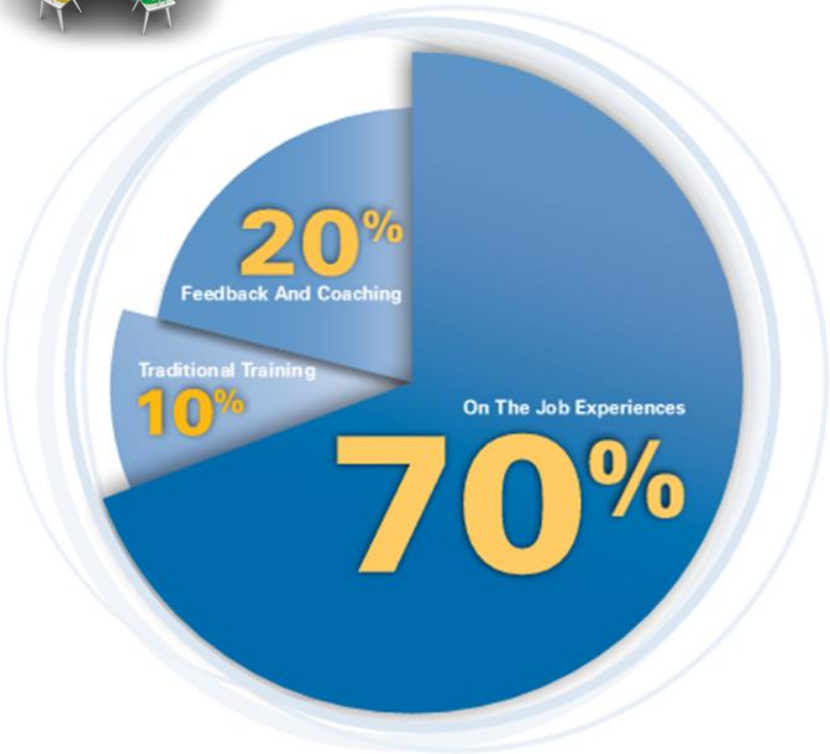
Source: Gallup Employee Engagement Index Survey

Performance Differentiation

- High Performers Vs High Potentials
- What is the difference between a High Performer and someone with High Potential?

High Performers	High Potentials
• **Stands out** in the organisation • Key contributors to their business/function • **Regularly exceeds** expectations – current and sustained • Often management's **go-to person** for difficult projects • Takes **pride** in their accomplishments • May lack skills for success at higher level – but can be developed over time • Is **happy in current role** and might not aspire to move to the next level	• Has the ability, commitment and motivation to rise to and succeed in more **senior positions** • Sets the **standard of excellence** in role • Is a **model leadership** candidate • Is a **sustained** high performer • Has the **learning agility**, **aspiration, ability, and engagement** to take on increasingly challenging and diverse assignments • Has the **potential** to take on significantly larger and complex responsibilities over time. • Should be **willingly mobile** if a developmental / promotional assignment is not currently available inside current geography, region etc. • Has the **promotability to grow** one to two levels in the organisation within 3-5 years or less.

High Impact Development



Exercise:

Work in groups to list as many possible ways we can develop our team members here at Berkeley Group….

Feedback

'If you don't hear anything you can assume everything is ok!'

Or

'No news is good news'

People need to know where they stand with their performance

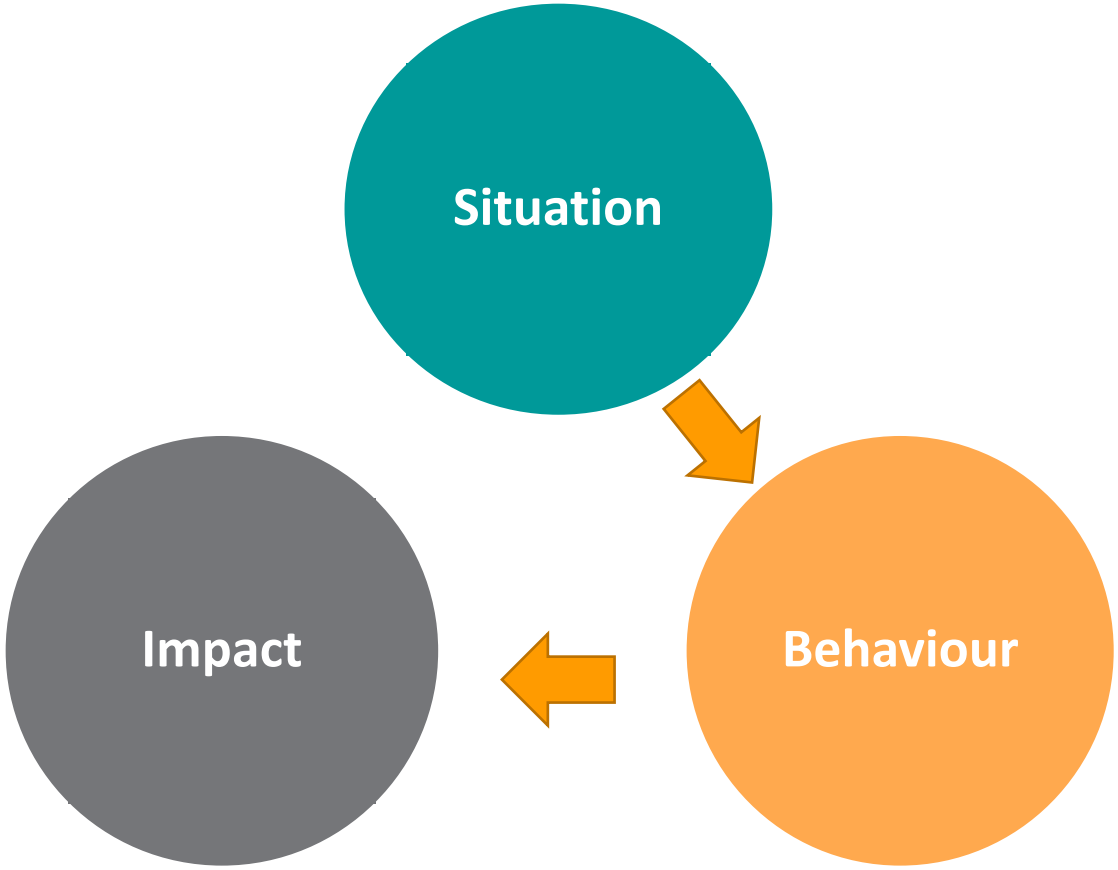
Effective Feedback

Despite popular belief Feedback should be…

Praising and telling somebody what they have done well, reinforcing the behaviour

Re-directional / constructive, working with somebody on what they can improve on

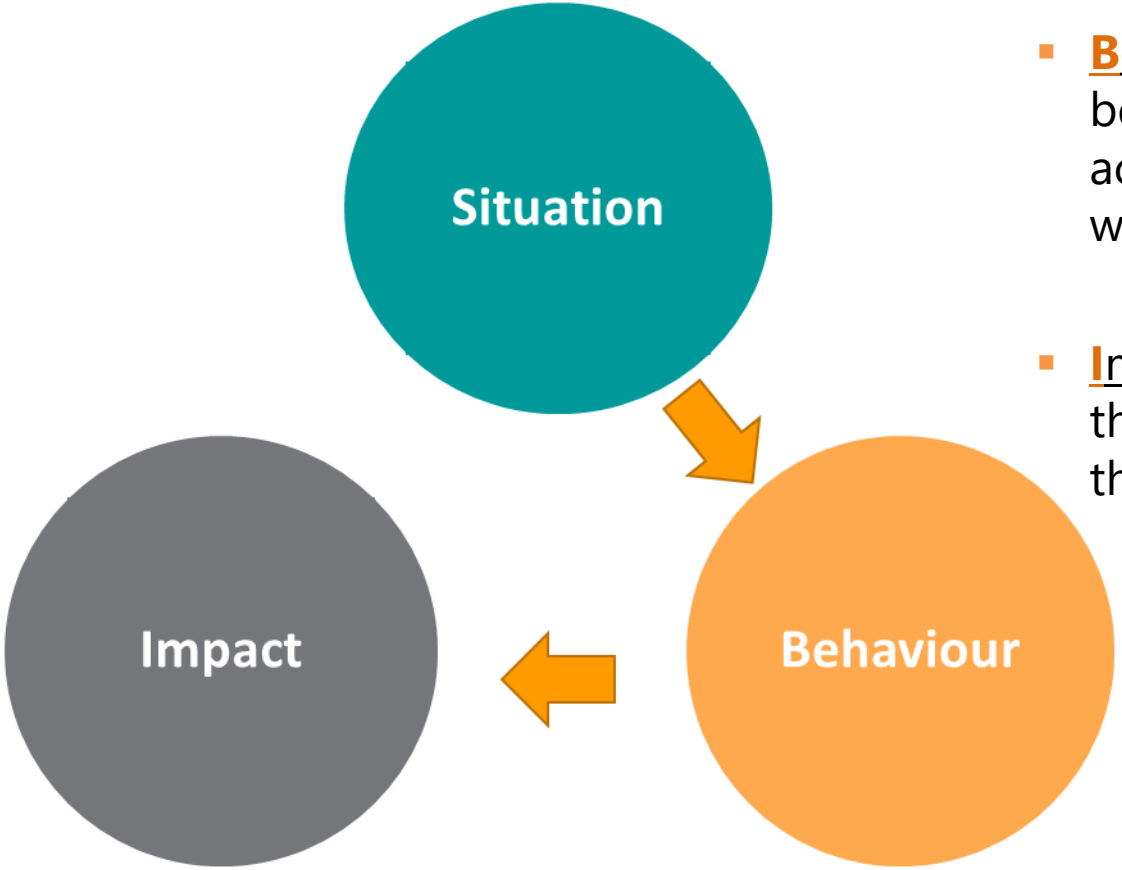
SBI Feedback



Give regular feedback

- Repeat performance
- Improved performance

Feedback Practice



- **S**ituation: Describe the situation when/where the observed behaviour occurred / the context
- **B**ehaviour: Describe the person's behaviour – physical, observable action – what you heard or saw, witnessed
- **I**mpact: Share with the person the impact of their behaviour on the customer/colleague/you

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Questions?

Close