



**INVESTORS
IN PEOPLE** | Scotland

Knowledge Network Summer 2010



PERFORMANCE IMPROVEMENT
Through effective leadership and management

Leading and managing in difficult times

A manager's job is to manage in the good times and the bad times.

Great managers use difficult times to position for competitive advantage.

Archie Norman, former CEO Asda



Approach

- Lots of different views on leadership and management
- Investors in People is not prescriptive in the definition of leadership or management
- The key is to find the model or approach which best fits your own organisation
- Thus we want to share your ideas and practice so we can learn together
- No pressure so relax and enjoy!



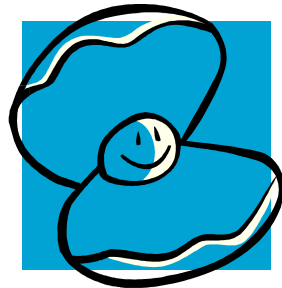
Scope

- **Syndicate share exercises**
 - What are the features of inspirational leadership and management
 - Existing development methods for leadership and management
 - Some thoughts on how future leadership and management will evolve to meet a changing world
- **Look at two leadership and management models**
 - Kotter
 - Situational leadership
- **Practice techniques associated with collaborative leadership**
 - Syndicate exercise
 - Building your “toolkit”
- **Time for reflection during and at the end of the set**

Thoughts on the approach we are taking?

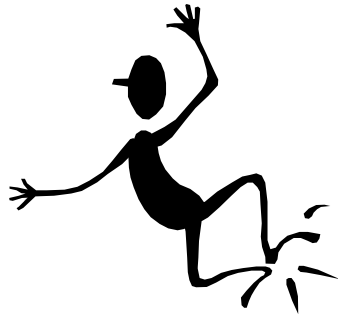
Expectations

Concerns



Your perspective

**Draw your perspective
of what inspirational
leadership and
management feels like**



**Balance this with your
perspective of what poor
leadership and
management feels like**



Current practice

- Discuss within your syndicates the current way you develop your leaders and managers
- Identify both informal and more systematic systems
- Identify any leadership and management models you are using
- Prepare to share identified best practice with the group

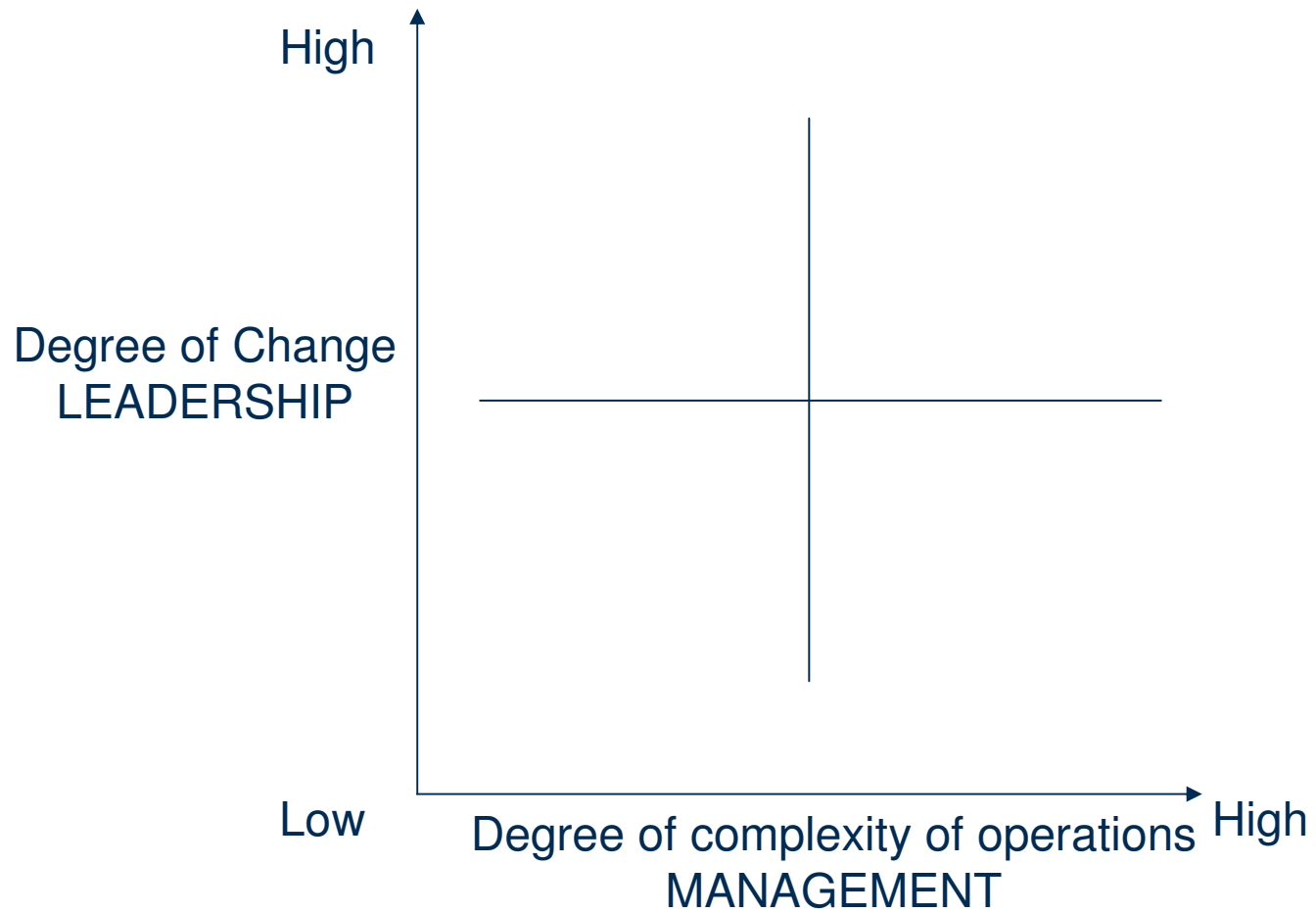
Changing environment of work

- Think for a few minutes on the factors in the changing world of work which could affect how we lead and manage our people in the future
- Discuss your views within your syndicates
- Prepare to share your story with the other syndicates

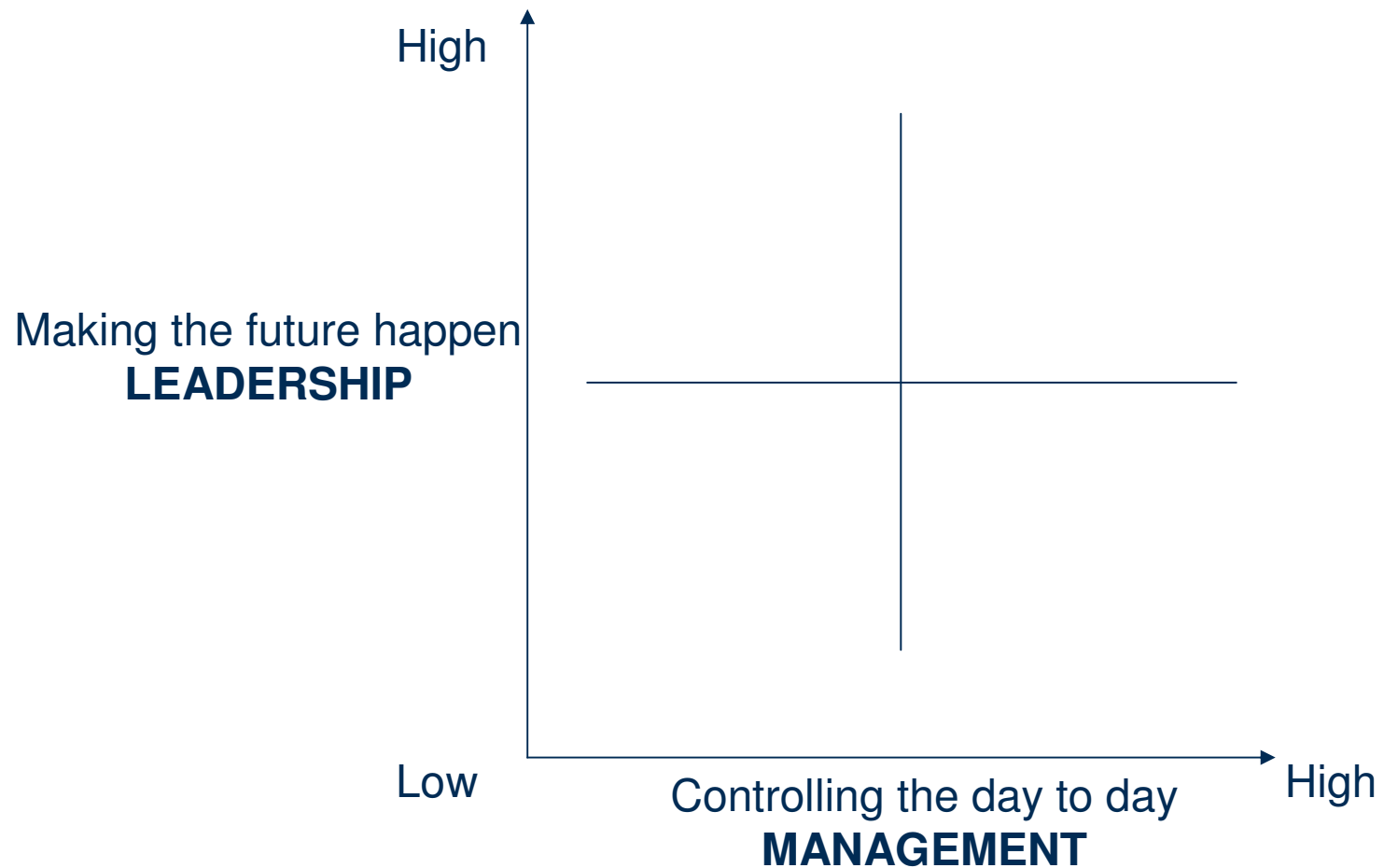
Models

- Kotter
- Situational Leadership

Kotter - What



How good are we at?



Kotter continued

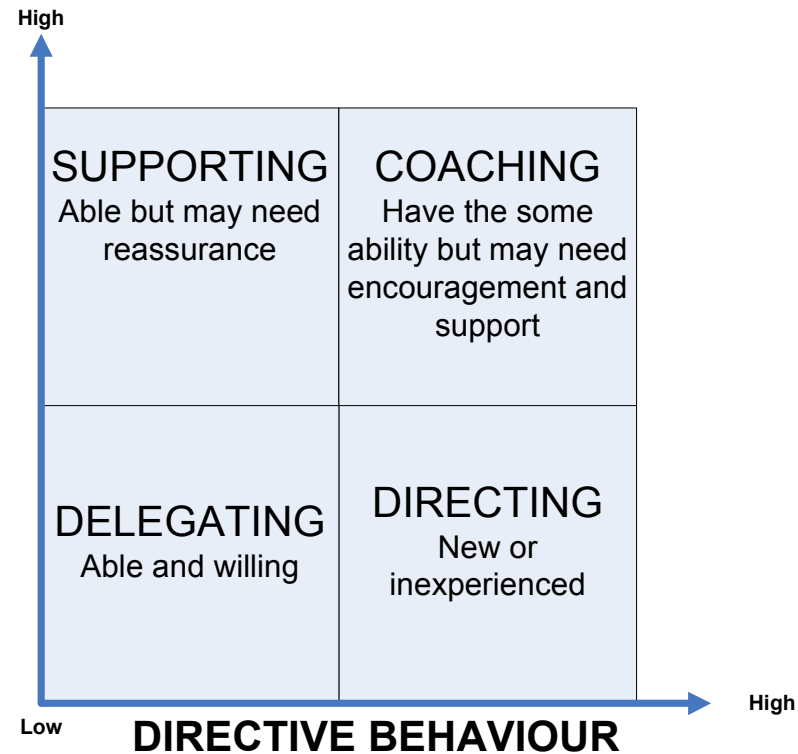
	Management	Leadership
Creating an Agenda	<p>Planning and budgeting Establishing detailed steps and timescales for achieving needed results and then allocating the resources to make that happen</p>	<p>Establishing an agenda Developing the vision for the future and strategies for producing the changes needed to achieve the vision</p>
Engaging with people to achieve the agenda	<p>Organising and staffing Establishing structure and staffing to achieve the plan, delegating responsibility, providing policies and procedures and review systems</p>	<p>Aligning people Communication the direction, influence to ensure that people understand what they have to do to achieve the vision.</p>
Execution	<p>Controlling and problem solving Monitoring results against plan, identifying deviations and then planning and organising to solve these problems</p>	<p>Motivating and inspiring Energising people to overcome major political, bureaucratic and resource barriers to change</p>
Outcomes	<p>Produce a degree of predictability and order, to consistently achieve key results expected by stakeholders</p>	<p>Produce change within the organisation to meet external influences or to bring about significant internal improvements or both.</p>

Situational Leadership - How

SUPPORTIVE BEHAVIOUR

Involves;

- Listening to people
- Providing support and encouragement
- Facilitating their involvement
- Supporting problem solving and decision making



Involves clearly telling people what to do, where to do it, and when to do it and then closely supervising their performance

Situational leadership definitions

- **Directing**
 - The leader provides specific instructions and closely supervises task accomplishment
- **Coaching**
 - The leaders continues to direct and closely supervise task accomplishment but also explains decisions, solicits suggestions and supervises progress
- **Supporting**
 - The leaders facilitates and supports subordinate's efforts toward task accomplishment and shares responsibility for key decision making with them
- **Delegating**
 - The leaders turns over responsibility for decision making and problem solving to subordinates

Collaborative Leadership

A collaboration is a purposeful relationship in which all parties strategically choose to cooperate in order to accomplish a shared outcome

Collaborative Leadership - Key first stages

- Agree what has to be delivered (vision, outcome, agenda or what ever other name you wish to call this process)
- Then work out the high level tasks needed to achieve the outcome.
- The key is to work together and to seek consensus from the start
- Use of pictures and story telling aids communications and engagement
- Keep the language simple and straightforward

Syndicate Exercise – Scene 1 Take 1 “ACTION”



Collaborative leadership

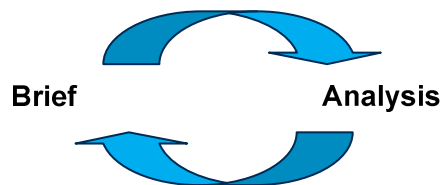
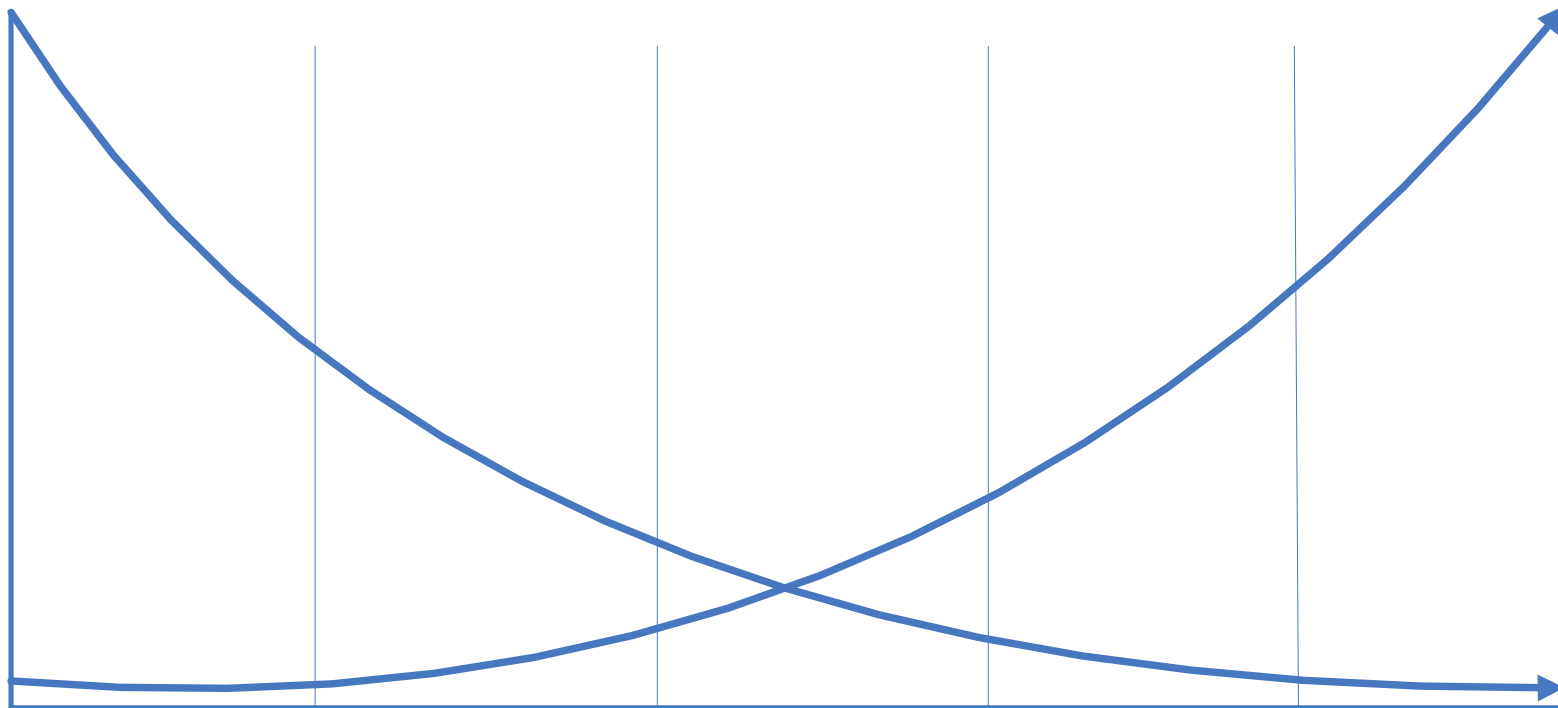
Using a project management based approach

- Who are the key stakeholders?
- What is our shared agenda/vision?
- What are the shared benefits?
- How will we measure success?
- What are the key constraints in terms of spec, time and resource?
- What are the outcomes from our SWOT analysis and how will we manage these?
- What are the risks?
- What are the assumptions?
- What tasks do we need to complete to achieve this agenda (WBS)?
- What is our agreed schedule?
- How will we work together (shared values)
- How will we manage conflict across the teams?
- How will we communicate?
- How will we hand over the project to operational running?

Collaboration and Value Management

Potential to save resource

Potential to waste resource



Detailed Design & Planning

Execute

Handover to
Operational
control

Time for reflection

Gather your views on:

- The stories you told on leadership and management
- The changing environment of work
- The different models for leadership and management
- Collaborative working
- As a syndicate reach a consensus on 2 or 3 key lessons to share

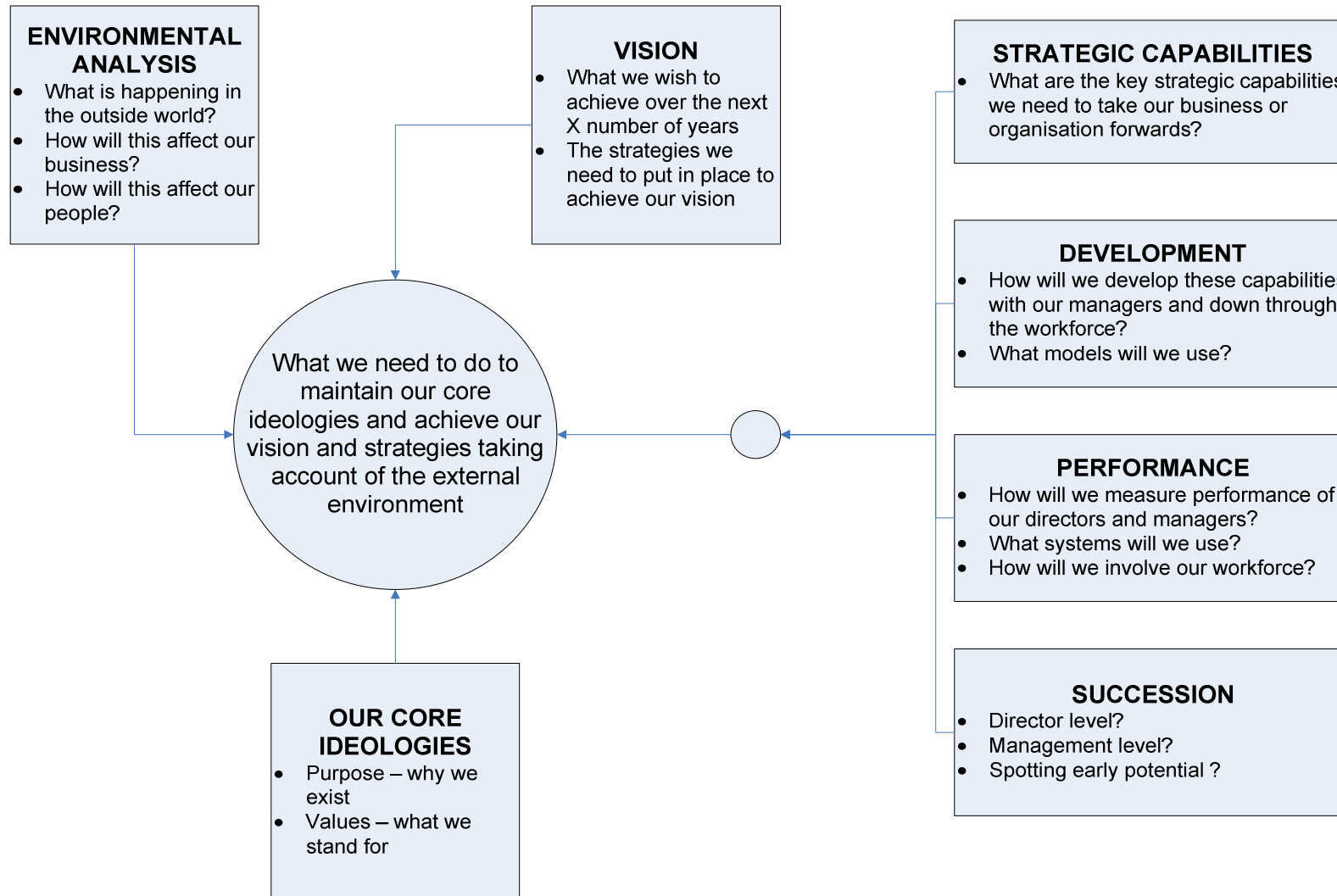
What are you going to change

- What lessons are key to your organisation?
- Why is this so?
- What do you want to change?
- How will you make it happen?
- What is the first thing you are going to do?
- How will you measure success?

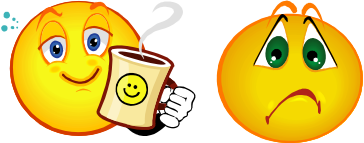


Capabilities – What type of organisation are you?

	OPERATIONAL EXCELLENCE “Best total cost”	CUSTOMER INTIMACY “Best total solution”	PRODUCT LEADERSHIP “Best product”
VALUE OFFERING	<ul style="list-style-type: none"> •Convenience and time saving •No frills •“Great prices and quality” •“Consistency is their middle name” 	<ul style="list-style-type: none"> •Relationship based •Aligned to specific customer needs •Best solutions for you •“Their services are exactly what I need” 	<ul style="list-style-type: none"> •Continually innovate their product •It is not about price it is about product performance •“Premium priced but worth it”
CULTURE	<ul style="list-style-type: none"> •Disciplined teamwork •Conformity is essential •Team before individual •The heroes are the people who fit in •Employee of the year •Promotion from within 	<ul style="list-style-type: none"> •Client and field driven •Adaptable •Variation “have it your way” mindset •Entrepreneurial client teams •High skills in the field and broad skills base 	<ul style="list-style-type: none"> •Concept, future driven •Creative and able to commercialize ideas •Encourages individual imagination and out of the box thinking •Manage the mavericks
MANAGEMENT STYLE	<ul style="list-style-type: none"> •Command and control •Centralised functions •High Skills at the core of the organisation •Everybody understands their role •Continual small step improvements •Controlling •SMART Objectives 	<ul style="list-style-type: none"> •Client driven and adaptable •If our clients do well – we do well •Champion diversity •Knowledge driven •Flexible and adaptable •Enabling •Reward based on client feedback •Enabling 	<ul style="list-style-type: none"> •Entrepreneurial •Continually innovating •Able to respond quickly •Love robust processes that support development – hate bureaucracy that hinders •“They said it could not be done – well we did it”
ORGANISATION & STRUCTURE	<ul style="list-style-type: none"> •Conformance – “one size fits all” •Focused on efficiency and cutting waste <ul style="list-style-type: none"> ○Your mother could not get you to clear the dishes but McDonald’s did •Great supply chain management •Growth driven 	<ul style="list-style-type: none"> •Loose structures built around key clients •Flexibility •Range of superior services •Manage the customer’s risks •Helping their clients through change •Building customer relationships •Solutions driven 	<ul style="list-style-type: none"> •Loose knit and ad hoc structures •Results driven but experimentation is encouraged •Decisive and risk orientated •Do not control – enable •Clever people but they also must have humility, creativity and versatility - Neyaka as the Japanese would say

Whole System Thinking



Review

<p>How do you feel?</p> 	<p>What worked?</p> 
<p>What didn't work?</p> 	<p>What 1 thing are you going away to do?</p> <hr/> <hr/>

Dates for your Diaries

People Management

Edinburgh	19 October
Glasgow	21 October
Aberdeen	26 October
Inverness	27 October

Learning & Development

Edinburgh	18 January
Glasgow	20 January
Aberdeen	25 January
Inverness	26 January

Contact Sarah Graham to make a booking

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