

How are your managers behaving?

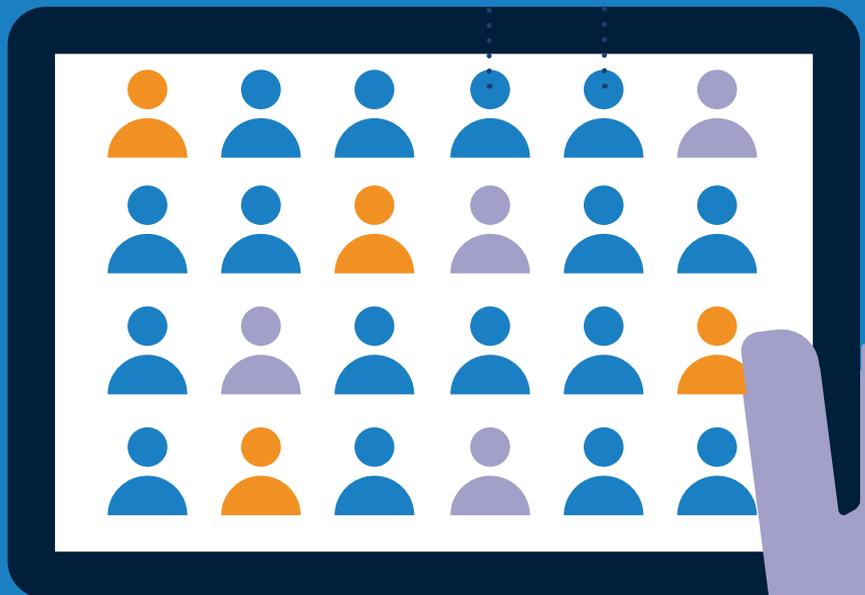
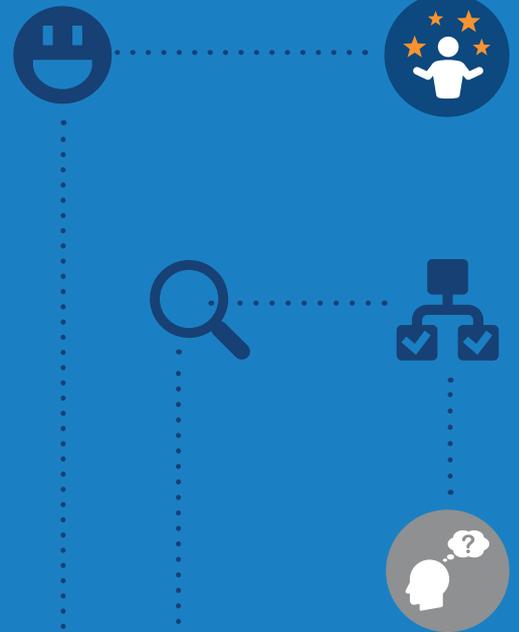
Want to know a set of behaviours that can be used to measure how managers perform?

We did, so we pulled a list together and grouped them under seven competencies:

- | | |
|---|---|
|  Communication |  Planning and organising |
|  Team working |  Ability to analyse |
|  Adapting to change |  Delivering results |
|  Relationships | |

We then mapped these to our Managing People series so they can be measured and linked to business strategy.

Better Managers, Better Business.



Competencies and behaviours

...and the online courses that can improve them.

Managing People episodes



Skill delivered



Behaviours

Competencies

1 Communication								
1.1	Demonstrates effective verbal and written communication in all interactions; clear, concise & easy to understand	●	●	●	●	●	●	●
1.2	Adapts style in communication to match the audience	●	●	●	●	●	●	●
1.3	Knows what to say and how much to say and to whom, applies discretion	●	●	●	●	●	●	●
1.4	Keeps people informed appropriately, doesn't hold back information which should be shared	○	○	○	○	○	○	○
1.5	Accepts feedback positively and constructively	○	○	○	○	○	○	○
1.6	Knows how and when to listen	●	●	●	●	●	●	●
1.7	Before acting considers the implications of what might be done or said	●	●	●	●	●	●	●
1.8	Able to overcome disagreements by finding a compromise	●	●	●	●	●	●	●
1.9	Takes control of situations in an appropriate manner	●	●	●	●	●	●	●
1.10	Is outwardly calm; gives the appearance of being in control, communicating in the emotional state required	●	●	●	●	●	●	●

2 Team working

2 Team working								
2.1	Respects and values diversity within the team	●	●	●	●	●	●	●
2.2	Demonstrates understanding of own role within the team and how this contributes to team objectives	●	●	●	●	●	●	●
2.3	Intervenes to resolve problems within the team where appropriate to assist team cohesion		●		●	●	●	●
2.4	Recognises the contributions of other team members and gives praise accordingly	●	●		●	●	●	●
2.5	Empowers others; gives colleagues responsibility through effective delegation, willing to relinquish control			●	●	●	●	●
2.6	Motivates and encourages team members effectively; inspires others to be engaged	●	●	●	●	●	●	●
2.7	Is able to respond effectively to requests from other team members, departments or customers		●	●	●	●	●	●
2.8	Assists others to resolve problems even when it's not their own area of responsibility							
2.9	Supports team members; helps others during times of peak workloads, willing to coach others		●	●	●	●	●	●
2.10	Participates in team activity; team problem solving, sharing ideas and taking forward other others' ideas							
2.11	Identifies development opportunities for the team and individuals in it by reviewing current skillset and competencies		●	●	●	●	●	●

3 Adapting to change

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3.1	Questions why things are being done; doesn't just follow past practice			●	●	●	●	●
3.2	Proactively suggests improvements to processes, systems and services; commitment to continuous improvement			●	●	●	●	●
3.3	Inspires people to accept change	●			●	●	●	●
3.4	Willing to change decisions when given new and convincing information			●	●	●	●	●
3.5	Confident in making constructive suggestions for improvement; well thought through and practical			●	●	●	●	●
3.6	Able to identify risks, challenges & barriers and presents solutions/ideas to overcome them				●	●	●	●
3.7	Recognises the need to adapt to changes in the workplace and/or sector to meet customer expectations							
3.8	Able to embrace change, adapting quickly and flexibly as required							
3.9	Uses knowledge and expertise to keep improving the service provided by the Company							
3.10	Asks for feedback and uses this as an opportunity to learn, change, adapt or modify approach		●	●	●	●	●	

4 Relationships



4.1	Always behaves in a fair, professional and consistent manner in all interactions; acts with integrity	●	●		●	●	●	●
4.2	Ensures a collaborative working relationship is maintained with all departments, customers, colleagues and suppliers	●	●	●	●	●	●	●
4.3	Builds mutual trust and respect with all colleagues, customers, suppliers and stakeholders	●	●	●	●	●	●	●
4.4	Seen as being an excellent ambassador and role-model for the Company; living the values							
4.5	Builds strong links within area of expertise and networks with other teams/departments/suppliers	○	○	○	○	○	○	○
4.6	Always encourages the giving and receiving of constructive feedback to continuously improve	●	●	●	●	●	●	●
4.7	Seen as being approachable and accessible by colleagues, customers, suppliers and stakeholders	●	●	●	●	●	●	●
4.8	Identifies and takes appropriate steps to overcome relationship issues		●	●	●	●	●	●
4.9	Willingly shares knowledge and expertise with others; encouraging others to do likewise							
4.10	Demonstrates emotional intelligence when interacting with others (self-awareness, self-management and self-control)	●	●	●	●	●	●	●

5 Planning and organising



5.1	Has a good understanding of work priorities and what needs to be achieved to meet the team's plan for self and others	●	●	●	●	●	●	●
5.2	Sets stretching, realistic targets and goals for self and others within the team	●			●	●	●	●
5.3	Regularly monitors own progress against targets, goals, deadlines and others' expectations	●	●	●	●	●	●	●
5.4	Demonstrates excellent time management skills; striving to ensure tasks are completed in a timely manner							
5.5	Uses technology to deliver work effectively and efficiently							
5.6	Demonstrates good problem-solving techniques to ensure that tasks/activities are delivered on time, within budget			●				
5.7	Takes initiative; able to act without waiting for direction	●	●	●	●	●	●	●
5.8	Consistently delivers on agreed objectives							
5.9	Knows what to refer upwards, when and how	●	●	●	●	●	●	●
5.10	Regularly reviews work to ensure continuous improvement; asks 'what can I/we do to exceed expectations?'	○	○	○	○	○	○	○

6 Ability to analyse



6.1	Identifies and gathers the information critical to making a sound decision in the time available	●	●	●	●	●	●	●
6.2	Reviews a situation applying judgement to develop solutions which are workable and reasonable		●	●	●	●	●	●
6.3	Gets to the root of a problem or argument	●	●	●	●	●	●	●
6.4	Can demonstrate a logical approach to problem solving	●	●	●	●	●	●	●
6.5	Considers the impact of proposed solutions to a problem by thinking ahead of the outcomes/consequences		●	●	●	●	●	●
6.6	Addresses problems with practical solutions in a reasonable period of time			●	●	●	●	●
6.7	Analyses past data/information to help manage/deliver future requirements accordingly			●	●	●	●	●

7 Delivering results



7.1	Maintains concentration on tasks, ensuring they are completed on time/on budget/meeting expectations	●	●	●	●	●	●	●
7.2	Ensures a task is fully implemented/completed; pursues a task to completion, not leaving things unfinished/incomplete							
7.3	Pays attention to detail	●	●	●	●	●	●	●
7.4	Works flexibly – switches effectively from one piece of work to another							
7.5	Gets it right first time							
7.6	Overcomes obstacles and challenges	●	●	●	●	●	●	●
7.7	Sets stretching and realistic goals for self							
7.8	Prioritises tasks effectively taking account of both importance and urgency							
7.9	Sets up systems/plans for monitoring progress of targets and goals	○	○	○	○	○	○	○
7.10	Ensures clarity of what's expected of them within the team and colleagues they support/work with	●	●	●	●	●	●	●
7.11	Commitment to seeing things through even when self or others feel like giving up	○	○	○	○	○	○	○

Help your managers shine

We've created a contemporary approach to developing great people management skills and measuring it. Managing People is based around a series of interactive online courses which harness the power of dramatic scenarios.

Designed for managers in any sector, it prepares new managers for their role and updates the skills of even the most experienced.

The courses are set in the engaging and fictional world of the Rise and Dine company. Learners are immersed in a realistic and challenging interactive drama. They make decisions for Charlotte, a manager tasked with turning around an underperforming team of characters everyone will recognise!

Feedback along the way means they are always learning. The focus is on people not process, making sure managers get the skills to inspire and motivate their teams. They'll get the confidence to turn those skills into behaviour change that sticks.

The online episodes are:



Managing People works on its own or as part of a complete blended solution with your existing programme, and optional remote coaching. There is a complementary series of pre and post-assessments, all linked to the competencies and behaviours we've mapped to the courses. They provide a consistent, quick way to measure the impact of your whole development programme and the return you are getting. All helping you know where to focus your investment and resources.

Your virtual team

