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Member  
Event

# Member Webinar

New Manager Skills

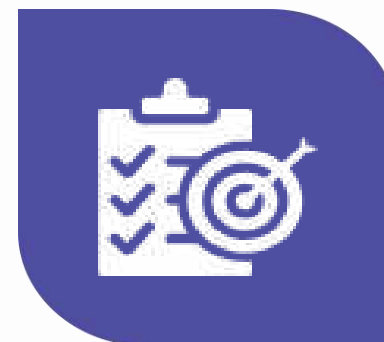


# Goals

By the end of this session, you will . . .



**Gain knowledge & understanding of the various leadership styles and interpersonal skills required of a good manager**



**Learn techniques and skills to manage your time and delegate effectively**



**Understand what motivates individuals and a team and how to deal with underperformance**



# What We Will Cover

- ❑ What Makes a Good Manager
  - Interpersonal Skills & Adaptability
- ❑ Time Management Skills & the Art of Delegation
- ❑ Motivation – Individuals & Teams



# A Good Leader



# The Leader in Today's World



Leadership & management has changed dramatically over the past 10 years. How we work and the world we live in have created a new concept and ideology of the leader of today.

It is no longer being the 'boss' through fear and 'time done' but rather how we behave in the workplace, how we create rapport and connections with the people we work with to how we manage ourselves and our time.

The world we live in is so fast paced, we need to think on our feet, deliver with impact, utilising all resources in a meaningful, empathetic, collaborative and productive manner.

**“A leader is one who knows the  
way, goes the way and shows  
the way”**

**John C. Maxwell**

**Innovative &  
Creative**

**Soft Skills**

**People  
Orientated**

**Collaborative**

**Approachable &  
Open**

# Interpersonal Skills



**Emotional Intelligence**



**Patience**



**Strong Communication Skills**



**Influencing & Negotiation Skills**

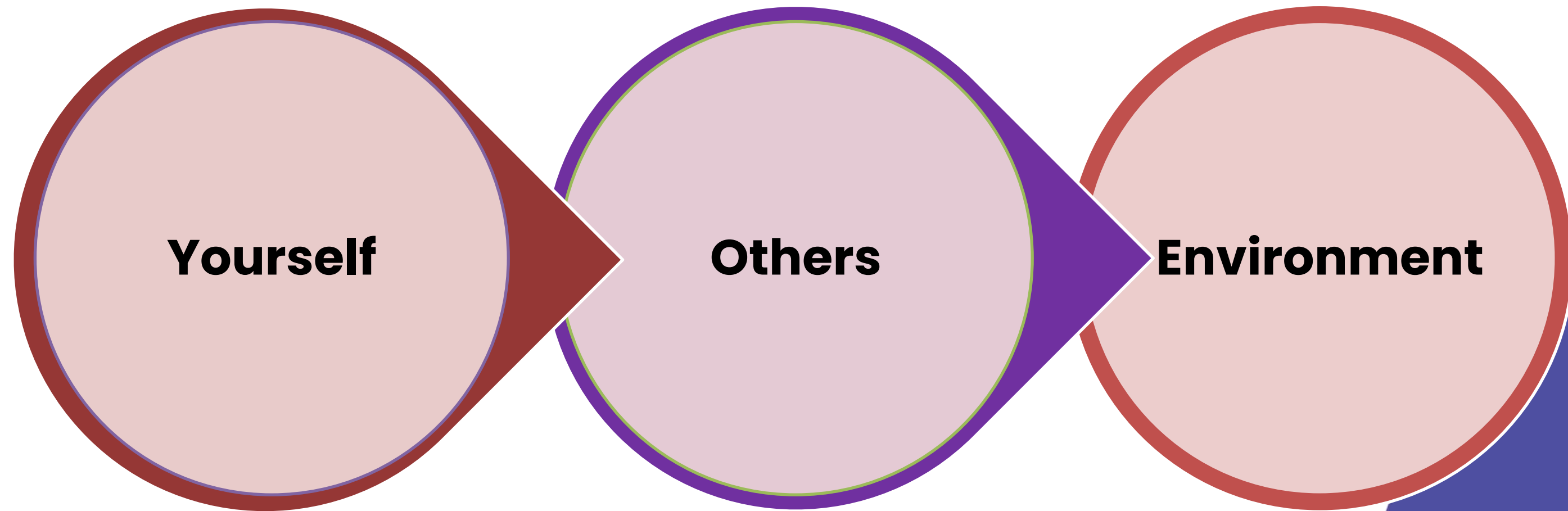


**Assertiveness**



**Decision Making**

# Awareness



# An Assertive Person

- Communicates clearly and effectively
- Is accountable and transparent
- Is able to say no
- Is trustworthy and respectful



**Aggressive**

**Lack of  
Respect for  
Others**

**Assertive**

**Respect for  
Self & Others**

**Passive**

**Lack of Self  
Respect**

# The 5 C's



**Communication**



**Collaboration**



**Culture**



**Connectivity**



**Continuity**

# Effective Communication Skills



Active Listening



Non-Verbal



Clear, concise and appropriate language

# Situational Leadership

The Hersey-Blanchard Model suggests that there is no single leadership style that is better than another.

Instead of focusing on workplace factors, the model suggests leaders adjust their styles to the followers and their abilities.

Successful leadership is both task-relevant and relationship-relevant.

It is an adaptive, flexible style, whereby leaders are encouraged to consider the individual employee, then consider the factors that affect the work environment before choosing how they will lead.

**A LEADER MUST BE ADAPTABLE!**



# Hersey Blanchard Situational Leadership Model

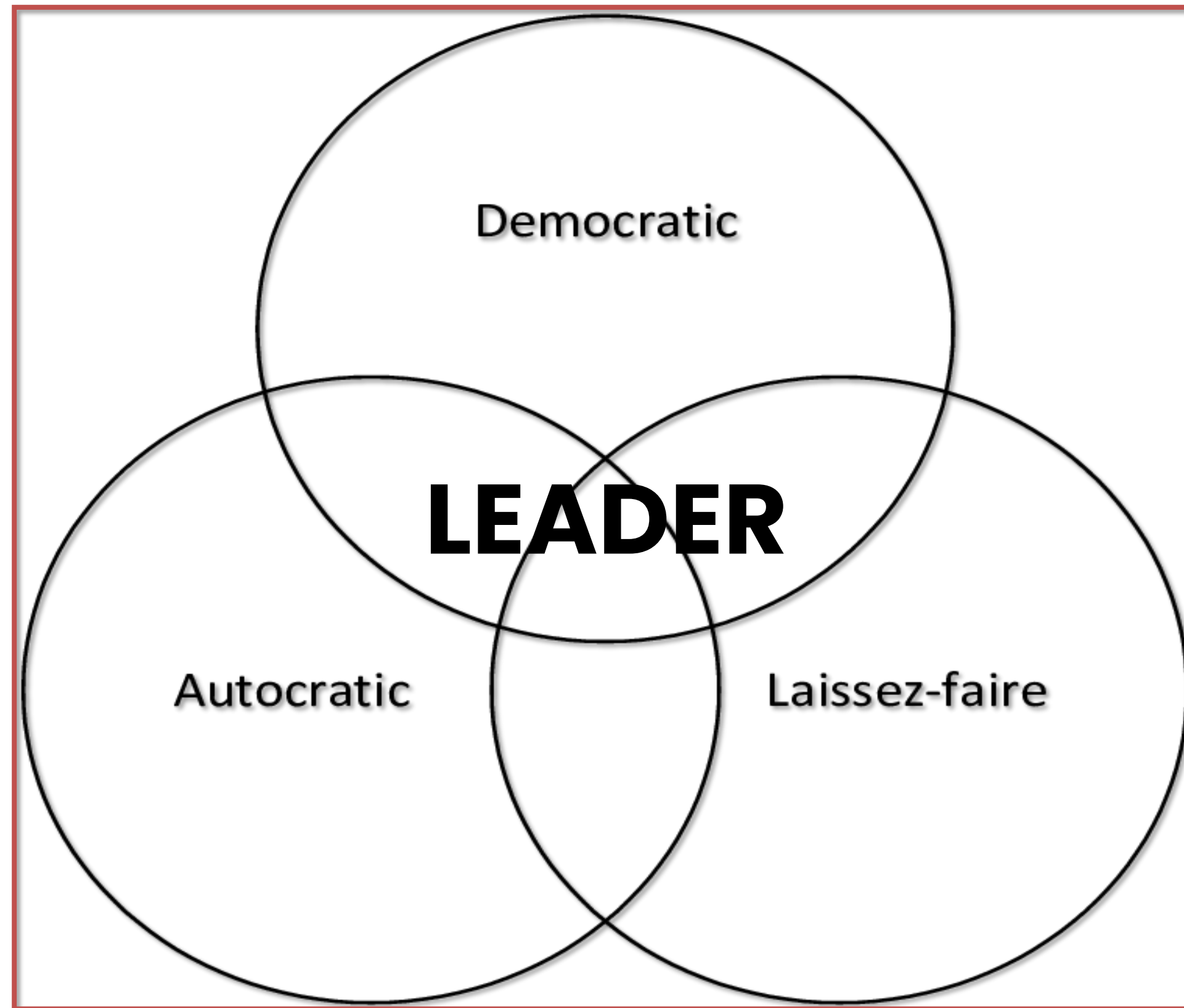
**Directive**

**Coaching**

**Supporting**

**Delegating**

# Kurt Lewin



# Adapting Your Leadership Style

A good leader can adapt their management and leadership style to suit the needs of an individual, the team and the situation.

Understand your 'comfort zone' and accepting areas you need to improve to be adaptable and change will help you be a good manager.

Remember every situation and every person will need a different approach!



# Time Management

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### **Rocks**

High priority, jobs of the most importance



### **Pebbles**

Smaller tasks of importance but less urgency



### **Sand**

Small tasks that are part of your day to day activities

# Simple Changes

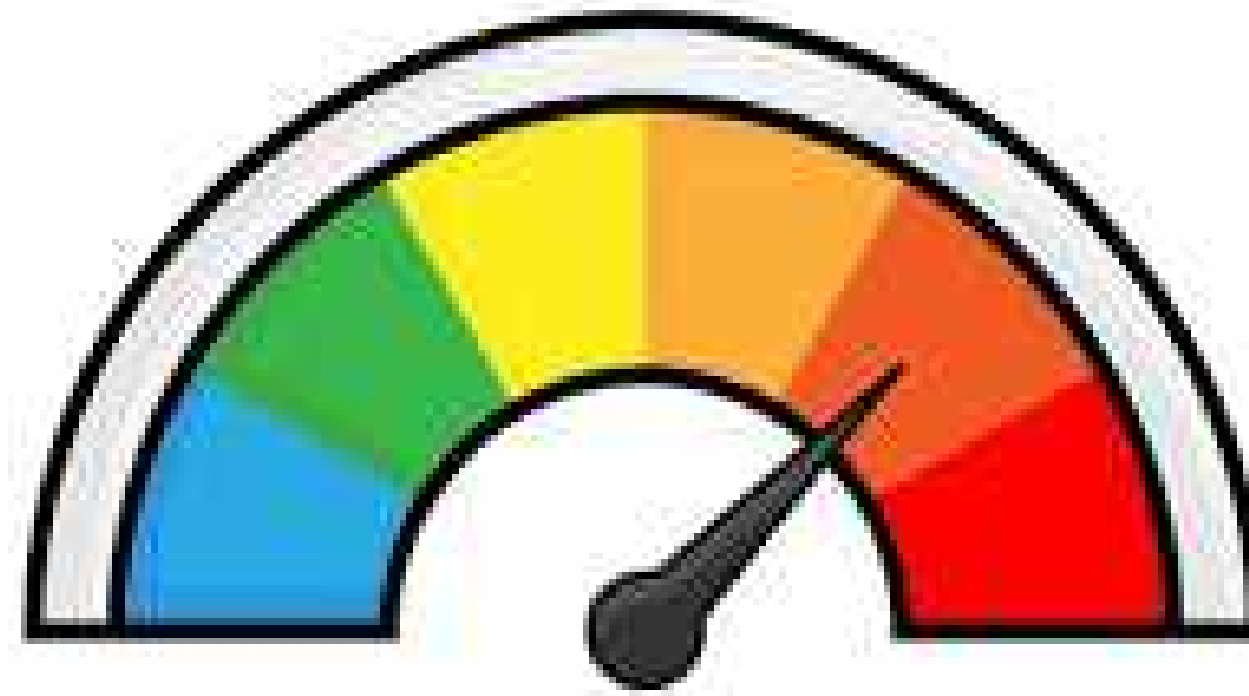
- Focus on one task at a time – Multi tasking reduces productivity by up to 40%!
- Practice mindfulness
- Set small objectives – Be SMART
- Apply the two-minute rule
- Make meetings more productive
- Limit interruptions
- Learn to delegate effectively
- Time block and share your schedule



# Expectations & Delegation

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# EXPECTATIONS





**Expectations**

**Communication**

# Tips

Be clear, concise and direct

Use appropriate language

Paraphrase & clarify

Be accountable – shared responsibility

Check in

# Guidelines for Delegation

- Be clear about what you want done, when it should be done, and the expected results.
- Delegate both tedious and interesting tasks.
- Be prepared to do some coaching if needed.
- Monitor progress (schedule dates) and provide feedback.
- Keep lines of communication open, to be available as a resource
- Build a shared sense of responsibility



# Assigning the Work

- Match the right person to the task
- Clearly describe the task or project , how it fits the big picture and why you have chosen that person or team.
- Identify roles and responsibilities for the work
- Discuss deadlines and resources
- Establish standards for performance and accountability.



# KSA Audit

[illegible]

Task	Knowledge, Skills, Attitude	Who	Why
Weekly KPI Reports	<ul style="list-style-type: none"> <li>✓ Understands KPI, business projections.</li> <li>✓ Has relationships with relevant departments. Strategic thinking , goal orientated.</li> <li>✓ Can use software programme</li> <li>✓ Knows contacts</li> <li>✓ Good organisation skills, attention to detail, clear communicator, assertive, sticks to deadlines.</li> </ul>	Ben	<ul style="list-style-type: none"> <li>• Has shown potential and interest in becoming team lead.</li> <li>• Completed LEAN Green belt</li> <li>• Shown interest and enthusiasm for KPIs and company values/understanding</li> </ul>

# Motivation & Performance Management

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## Herzberg's Motivation - Hygiene Theory

### Motivators



Achievement



Recognition



The Work  
Itself



Responsibility



Advancement



Growth

### Demotivators



**Bureaucracy**  
(Corporate policies,  
Supervision)



Relationships



Work  
Conditions



Status



Salary



Job Security

# What Can You Do?

- Set clear goals and expectations
- Provide regular feedback and recognition
- Foster a supportive and collaborative environment
- Offer opportunities for growth and development
- Communicate transparently and honestly
- Lead by example
- Understand individual motivations
- Address de-motivating factors
- Promote work-life balance

# Effective Teams



# Show Appreciation & Respect

At every stage of your career whether you are an intern or a CEO you must instil trust and respect in yourself and your stakeholders at all levels and areas of your industry.

Trust and respect is the building block to any successful relationship.

If you want to get 'people on board' they have to feel a part of something. They need to feel respected and believe in themselves as well as you.

# Effective Decision Making

To make effective decisions that effect others you must be able to influence and negotiate. Listen and empathise with different opinions, outcomes and how they will effect others.

It is imperative once making a decision you can communicate not only the why but the what next and what this means to all involved. You need to be able to sell your decision and get everyone onboard.

# Giving & Receiving Feedback

Feedback should be an ongoing process between managers and teams, stakeholders, clients, customers and colleagues.

Being able to give feedback should be done in a way that shows appreciation, understanding of the receiver as well as inspiring and constructive for the listener.

A productive and content workplace relationship relies heavily on open and constructive communication and that is what feedback is!

# Dealing with Underperformance

## S.A.I.D

- Standard
- Action
- Impact
- Do or Develop

# Dealing with Underperformance

**S**

**Standard**

**What is expected of them. How is it meant to be done**

**A**

**Action**

**What they did  
Be specific**

**I**

**Impact**

**The impact it had on the project/people etc.**

**D**

**Do/Develop**

**What to do next.  
Make this constructive and formulate together**

# Recap



Being a good manager is all about being adaptable and being aware of yourself, others and the situation. Utilising interpersonal skills and building rapport and respect with your team are paramount

Manage your time effectively, be aware of your new priorities and learn to delegate effectively. Use strategical thinking and work on creating a productive team culture. Give people autonomy whilst creating autonomy for yourself!

A motivated team is a happy team. Create a bond of trust and respect. Drive commitment and accountability through effective delegation, strong communication and constructive communication

# QUESTIONS & ANSWERS?

*Ask Away.*

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## Books

- ❑ The 7 Habits of Highly Effective People – Stephen Covey
- ❑ Emotional Intelligence – Why it can Matter More than IQ – Daniel Goleman
- ❑ Getting Things Done: The Art of Stress-Free Productivity – David Allen
- ❑ 'The Future Leader: 9 Skills and Mindsets To Succeed in the Next Decade' – Jacob Morgan
- ❑ Never Eat Alone and other Secrets to Success – Keith Ferrazzi
- ❑ Don't just focus on technical skills focus on your people skills – Jeff Tan
- ❑ Skills every new leader needs – Julia Boorstin

## Websites

### ❑ Emotional Intelligence

[How to Improve Your Emotional Intelligence – Professional & Executive Development | Harvard DCE](#)  
[13 Emotional Intelligence Activities, Exercises & PDFs \(positivepsychology.com\)](#)

### ❑ Feedback

[How Managers Can Make Feedback a Team Habit \(hbr.org\)](#)

### ❑ Influencing Style

[What's Your Influencing Style? \(hbr.org\)](#)

### ❑ Situational Leadership

[https://www.verywellmind.com/what-is-the-situational-theory-of-leadership-2795321](#)  
[https://www.toolshero.com/leadership/situational-leadership-hersey-blanchard/](#)  
[https://alison.com/course/3908/resource/file/1628628706474574199.pdf](#)

# Resources

## Videos

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**How Emotional Intelligence Makes Leaders More Impactful | Gemma Garcia Godall | TEDxIESEBarcelona**  
<https://youtu.be/75obHtjUsG8>

**How to Deal with Difficult People | Jay Johnson | TEDxLivoniaCCLibrary**  
<https://youtu.be/kARkOdRHaj8>

**3 ways to create a work culture that brings out the best in employees | Chris White | TEDxAtlanta**  
<https://youtu.be/2y8SA6cLUys?si=ll8q8P6Orap6oGbL>

**Strategies to become more emotional intelligent | Daniel Goleman | WOBI**  
<https://www.youtube.com/watch?v=pt74vK9pgIA>

**How Emotional Intelligence Makes Leaders More Impactful | Gemma Garcia Godall | TEDxIESEBarcelona**  
<https://youtu.be/75obHtjUsG8>