

DNLA[®]

MANAGEMENT

- DEVELOPMENT PLAN -

Lewis Sophie

Notes on Further Personal Development

Dear Ms. Sophie,

Management is not an art". This statement is to say that leadership follows fairly clear rules and can be mastered, however complex the processes involved. If your management techniques are sound (and you pursue the right goals) then you should generally achieve the success which you seek.

The following notes on leadership behaviour are a 'digest' of many years of experience in the field of management. We have also added some guidance from recent management literature (e.g. Harvard Business School), reflecting the experience of many successful individuals and companies. These guidelines are not mere theories dreamt up in ivory towers, they are practical aids that can be put to direct use.

The notes are presented in the form of simple advice, a sort of "Recipe Book" which has the advantage of greater clarity, even if it might not fit exactly for every individual situation. Management behaviour is quite a complex issue and a simple recipe book of this type can only serve as a guide. We would therefore recommend appropriate training courses to anyone wishing to truly master specific skills. Training advice is given for individual factors in case shortcomings have been identified.

The suggestions for further development are presented as a whole and not divided according to scores for the various management factors. The areas where there is need for change should become apparent by comparing one's own behaviour against the various measures which are described.

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Your coach will be able to provide you with further information and advice. This might include training and coaching on the various factors.

SMP

Participant: Ms. Lewis Sophie
Evaluation carried out by: HSC skupina

AUTHORITY

1. Authority on the one hand and respect on the other still continue to be basic principles of leadership. The sources of authority, however, have changed. The most important source of authority today is the fact that the manager can offer value which members of staff would otherwise not have available to them.
2. Think about what expectations your staff have of you. Try to fulfil these expectations if they are in line with the company's objectives.
3. Important benefits for staff include peace of mind, success and the chance to build self-esteem. If you as a manager can offer your colleagues these benefits then authority will automatically come your way.
4. The more of these benefits you are able to offer to your staff, the greater your authority will be and the more you will be able to delegate varied and difficult tasks to them. You should therefore try to make your colleagues successful; back them up in their dealings with people outside the team, give them praise and recognition. At the same time, make it clear that you have high expectations and that only by maintaining high standards of performance can success be achieved.
5. Do not attempt to acquire authority by being technically superior. In today's world, keeping up to date with technology is a full-time job.
6. Show your staff that you are not afraid to tackle conflict both inside and outside of the team. Demonstrate that you are perfectly capable of following through and resolving conflict.
7. Be predictable for your staff. Inconsistency breeds anxiety, not authority.
8. Think about what has prevented you from behaving like this in the past. Intensive coaching is advisable if there is deep-seated resistance.

Options for further development:

**Leadership training,
communication and presentation skills training,
team training**

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Evaluation carried out by: HSC skupina

NEED FOR PERFORMANCE

1. High demands and expectations are the basis for outstanding performance.
2. Place great hopes in your colleagues and make it clear to them that you believe they are capable of performing.
3. Praise your team for good work and encourage them to have high expectations of their own performance.
4. Be aware of the fact that in today's world only top performance counts and instil this attitude in your team.
5. Ensure that the attainment of objectives is an attractive proposition for your team.

Options for further development:

**Team training,
project management,
personal growth**

Participant: Ms. Lewis Sophie
Evaluation carried out by: HSC skupina

STAFF DEVELOPMENT

1. From their previous achievements and present level of performance you should be able to tell which tasks your staff can handle confidently and which are more of a problem.
2. Decide which tasks your people will have to be able to handle in future, and establish which of the necessary skills and qualifications your staff already possess and which they do not. This can be done effectively in the form of regular meetings to discuss objectives and development. See which skills are not being put to adequate use.
3. You can determine your staff's need for development from steps 1 and 2.
4. It is important for employees not just to learn things "in case" they are needed or to be sent on courses as a kind of "reward". These things are eagerly accepted on the spur of the moment but in the longer term they will erode the credibility and motivation of the staff, to say nothing of the money spent on needless training.
5. Before any training takes place, decide together with the employee what benefits you expect the exercise to produce and how you see their newly acquired knowledge benefiting the work of the department or team.
6. When the training course is over, ask for a report and work out a plan with your member of staff of how the newly acquired knowledge can best be put to good use. Monitor this process attentively.
7. Encourage staff rotation within your own department ("everyone can do everything") and in the company as a whole. The aim is so-called "T-(for Total) Qualification" which is both in-depth and broad.

Options for further development:

**Staff appraisal system,
regular reviews**

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Evaluation carried out by: HSC skupina

SELF-CONFIDENCE

1. Self-Confidence is a set of "instructions" which a person gives to themselves in certain situations. Constant self-judgement of the kind that says "I can't do that, that's beyond me, I'll only fail" and so on erodes self-confidence and causes anxiety. If you observe yourself making these judgements you will soon realise that they have nothing to do with reality. Replace them with the following instructions: "I will do whatever I think is best and I will make no predictions regarding the future".
2. Try and develop a clear outlook, a vision of the future. Once you are sure about what it is you want you will have far more confidence than when you were not.
3. Think about the people for whom you want to achieve something. Devoting one's own work to others (e.g. young people) often brings renewed meaning and self-confidence.
4. Remain self-critical and receptive to comments and feedback from others. As soon as you think that you don't need to pay a lot of respect to others you are in the danger-zone.
5. One effective way of strengthening self-confidence is by reflecting on past successes.

Options for further development:

Personal development

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INFLUENCE

1. Even the best projects will fail without the backing of people with influence. This is a fact that has been proven time and again in the history of innovation.
2. Find out who makes the decisions or who can influence them effectively. As a rule there is little point in persuading people who have no 'say' or whose opinions carry no weight.
3. Find out what the decision-makers' objectives are and what things are important to them. Try to offer these decision-makers some advantage by helping them to attain their own objectives.
4. Make sure that you are seen to live by the company's main values and that you have taken visible responsibility for the company's targets. Good communication skills will be extremely useful here.

Options for further development:

**Facilitation skills,
presentation skills,
participation in cross-departmental projects,
communication skills,
cooperation skills**

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Evaluation carried out by: HSC skupina

IDENTIFICATION

1. Close identification with the objectives one has been set is extremely important for one's motivation. You will find it hard to motivate others, though, if you are not very enthusiastic yourself. You should therefore ensure that you can truly identify with the aims and objectives of your company.
2. Be absolutely clear about your career objectives (objectives are always most effective when they can be quantified).
3. Think about which tasks you must accomplish as part of your job. Carefully re-read the mission statement (if any) and strategic aims of the organisation.
4. How can the targets which you have been set help you to attain your own goals?
5. Are there any contradictions or obstacles?
6. Negotiate with your own manager how you can better 'square' your tasks with your own personal objectives.
7. Before you set about motivating your team, make sure that they have understood the aims and strategies of the company and that they can fully identify with them.
8. Your motivation and performance will suffer if you are unable to identify with your work. You might want to consider changing roles.

Options for further development:

**Goal-setting workshop,
job rotation**

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Evaluation carried out by: HSC skupina

CONFLICT BEHAVIOUR

1. Constructively resolving conflicts is of the utmost importance and provides a basis for trusting cooperation. Conflict is one of the biggest loss-makers in a company and should therefore be dealt with extremely cautiously.
2. Review the possible causes of conflict: misunderstandings, unclear objectives, poor organisation, not enough involvement in the decision-making process, unfulfilled needs or expectations, etc.
3. Try and find out the needs of the person with whom you have to deal and see whether those needs are legitimate. Listen very carefully to the "me" messages (the messages expressing a certain need) coming from the other parties.
4. Decide whether there can be compromises between your needs and requirements and those of the other individual.
5. Think about how the roots of the conflict might be eliminated, e.g. remove any existing injustice, make objectives clearer, improve your organisation, etc.
6. You should take early action if you see any signs of impending conflict. Solutions are all the more difficult to find once positions have become entrenched.
7. If there are conflicts of interest which cannot be resolved using the conciliatory methods outlined above, then you should consider the following advice: Always begin cooperatively. If the other party refuses to cooperate bring proceedings to a halt. But then make a fresh start with a cooperative strategy (never bear a grudge). Behave consistently and predictably.
8. If you personally are party to the conflict and things look difficult, appoint an outside mediator. They should help to identify problems more quickly and find solutions.
Important: The mediator must be acceptable to everyone involved.
9. Think about why you have behaved differently in the past. Problem solving is always a difficult issue and so training is usually advisable.

Options for further development:

Conflict resolution training

Participant: Ms. Lewis Sophie
Evaluation carried out by: HSC skupina

COOPERATION

1. Good cooperation is the basis for success. This is especially true in our society where work is based on the division of labour. The following rules for cooperation apply mainly to people who work together. We all rely on the support and assistance of others at one time or another.
2. Cooperation tends to be governed by the laws of exchange and benefit. People are fundamentally gain-oriented, so you have to offer your cooperation partners some benefit. This benefit must be 'paid for' through cooperation otherwise there will be a feeling of injustice and collaboration may be put at risk.
3. Think about the people with whom cooperation could be important or desirable for you. Also, decide what benefits you want to get out of the collaboration.
4. Think about potential benefits for your various associates, i.e. their needs and objectives. You can find this out either by observation or by asking questions.
5. Offer some benefit 'up front' to create a cooperative atmosphere. If each party waits to see what the other is prepared to give, they may wait too long.
6. Maintain a healthy balance. Do not embarrass your potential partners by offering them too much, and make sure that you get a proper return.
7. To ensure continued cooperation it is sometimes necessary to make compromises, to sacrifice one's own needs, or to go without some personal benefit. In situations like this, think of the general advantages that you expect to gain from cooperation and not just the immediate benefits.
8. Help the people with whom you want to build good cooperation, especially in difficult situations. Your relationship will improve enormously.
9. Never be afraid to request assistance if you need it, because this will give other people an opportunity to demonstrate their willingness to help. Think carefully about the urgency and importance of your request, and only share things that have a high priority. Make this priority clear.

Options for further development:

**Team training,
Total Quality training,
communication training,
cooperation training**

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Evaluation carried out by: HSC skupina

PEOPLE ORIENTATION

1. Think about what your goals are. In most cases they will be attained more effectively if you can convince others of their worth. Even the best and brightest ideas are of little use if others don't support them.
2. Think about ways in which you might need the cooperation of others in order to attain your goals.
3. Try to discover what other people might gain by throwing their weight behind you. If they can derive some benefit then it is easy to gain their backing. In this way there is progress on both sides.
4. Discuss your plans and intentions with other people. Accept their views and criticisms as a worthwhile tool for checking for weaknesses and possible flaws in your projects. Criticism often contains suggestions for improvement and should be regarded as valuable input.
5. Think about what has prevented you from behaving like this in the past. Intensive coaching is advisable if there is deep-seated resistance.

Options for further development:

**Personal development,
communication training,
project management**

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TEAM WORK

1. Build up a positive team spirit. A strong sense of belonging together (a strong team spirit) is produced chiefly by the following factors: common objectives, a common "cause"; attractive working conditions and prospects for working together; open communication; commonly-held values; a fair distributing of benefits and burdens.
2. Formulate clear responsibilities within the team. Roles can change but individual responsibilities should be clear at any one time.
3. The team as a whole should be given responsibility for the team's results. The delegation of joint responsibility to a team reinforces the individual's sense of responsibility for the joint objectives.
4. Develop structured communication processes in the team, e.g. joint problem solving, process and project management, decision-making, conflict management etc.
5. Establish common rules with the team for personal interaction, and urge team members to stick to these rules and not to violate them.
6. Establish commonly-held values within the team, e.g. customer focus, continuous improvement and so forth. Over time, commonly-held values become positive group standards and as such are powerful instruments for controlling individual behaviour.
7. Regularly talk to team members about their degree of satisfaction.
8. Think about what has prevented you from behaving like this in the past. Occasionally there is deep-seated resistance that should be overcome by intensive coaching.

Options for further development:

**Team training,
interactive techniques,
regular reviews,
project management**

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PERSONAL STANDARDS

1. You should make sure that you have fully understood the requirements of your managers or customers. Objectives and targets should be quantified as far as possible. Special techniques such as “quality function deployment” or similar are advisable for complex requirements.
2. In most cases requirements are not defined as well as they could be. This can lead to a waste of resources and unnecessary additional work/duplication of effort.
3. Think about how these requirements can best be achieved with a minimum of effort. Saving resources is always right, whether they are costs or one's own energies.
4. Make certain that you fully understand the definition of quality. Quality is not the 'best possible' but the total fulfilment of requirements. Exceeding the customer's expectations, even by a small margin, usually produces high customer satisfaction.
5. Make sure that you review you own performance and efficiency and recharge your batteries now and then.

Options for further development:

**Quality Circles training,
anti-stress training**

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READINESS TO MAKE DECISIONS

1. Create a list of the decisions you will have to make in the near future.
2. Analyse the situation of everyone affected by those decisions: Who will these decisions affect? Is everyone sufficiently involved in the decisions?
3. Define the importance and urgency of the decisions and prioritise them.
4. Identify the criteria by which you judge the various solutions, options or alternatives and the relative significance of those criteria.
5. Evaluate available solutions according to how far they satisfy your criteria.
6. Check whether you have all the information or facts which you need to take the decision. If not, then you should first obtain this information.
7. If the information is not available, try to divide up the problem into its component parts and tackle each one methodically.
8. Stand by your decisions wherever possible. Too many U-turns cost credibility.

Options for further development:

**Personal development,
problem-solving techniques,
decision-making techniques,
participation in cross-departmental projects**

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INNOVATION

1. In today's world, a company's very survival depends on the continuous improvement of products and processes. In the era of global markets, a single corporation with new ideas can set the standards world-wide. This means that the process of innovation should never stop.
2. Carry out a benchmarking exercise. Benchmarking involves looking at processes in best-practice departments or companies and translating the resulting ideas into one's own working environment. There is no need to constantly re-invent the wheel, we can benefit from the experience of others.
3. Build up a spirit of innovation among your employees by listening to their suggestions and criticisms, rewarding the reporting of problems and giving incentives for good ideas and suggestions. Support staff who are committed to quality and innovation.
4. Hold regular team meetings to discuss current developments in your department and exchange ideas about future requirements.
5. Find out about the latest trends in your field and try to identify the main impact they will have on your work.
6. Innovation is team work. When planning new developments you should bring everyone involved together from the very beginning - customers, suppliers, developers, production people, sales and marketing - and enable "simultaneous engineering".
7. Discuss your ideas in detail with staff, colleagues, customers etc., in order to get their opinions at an early stage and measure your own thoughts and ideas against them. The sometimes _awkward "lateral thinkers" are especially useful because they help to formulate ideas better and more convincingly.
8. Tolerate mistakes and premature ideas in yourself and in others. Innovation is a process with a large element of trial and error (which you should think of as "trial and success"!).

Options for further development:

**Creativity training,
project management,
Quality Circles training**

Participant: Ms. Lewis Sophie
Evaluation carried out by: HSC skupina

QUALITY AWARENESS

1. These days quality should be second nature and there should surely be no discussion about this. The importance of quality should be perfectly clear to every employee.
2. Quality can be defined as work done to a level which meets requirements. Since it is essential that requirements be satisfied one hundred per cent, you should agree these as clearly as possible with your customers.
3. If your results deviate from the requirements then you should closely examine your processes. Quality is achieved by total mastery of the processes.
4. If you wish to improve quality, you should set down standards for each step of the process. Measure the deviations in individual results against the standard and analyse their causes. Take the necessary steps to eliminate the reasons for the anomalies.
5. Sit down with your team and work out just how much deviating from the standard costs. These costs will account for around 10 to 30% of total company turnover. There is an urgent need for action in many businesses.
6. Once all your processes have been documented and standardised, you may be eligible for being quality certified in line with ISO 9000. This quality certificate is set to become an indispensable international standard.

Options for further development:

Quality Circles training

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Evaluation carried out by: HSC skupina

ACCEPTING RESPONSIBILITY/RISK BEHAVIOUR

1. Decide on the individual steps of your approach.
2. Think about what risks each of these steps might involve.
3. Evaluate each risk in terms of its implications/consequences and also the probability of it actually happening.
4. You should keep a particularly close watch on risks which have both a high probability of occurrence and far-reaching implications. Try to develop counter-measures or at least contingency plans which you can use to limit the impact.
5. There are certain benefits in team risk evaluation: firstly risks are assessed more realistically, and secondly natural resistance to the unpleasant job of risk management is overcome.

Options for further development:

**Problem-solving techniques,
decision-making techniques,
anti-stress training**