

GYO. PROGRAMME DIALOGUE CHRIS FREESTONE

Module 2. Day 4

Being strategic.....



THE STRATEGIC LEADER.

The focus of the session today is to tease out two key strands of management and leadership practice.

You:

- In your operational role
- In your strategic role

We will also look at your skills in relation to delegation(building on the session with Ruby)

You will write an outline strategic development plan for one aspect of a children's home.

Working together

- Sharing experiences
- Confidential to the room
- Ask naïve questions- they are always helpful.
- Manage your other devices so that you have this time for the session
- If you have to leave/ answer a call / please send me a message on chat / let me know
- Remember to unmute yourself in order to speak
- Leave your camera on if possible.....
- The opportunity to network
- Enjoy!

Let's look at what being an operations manager means ?

Take 5 minutes to identify what you understand the phrase-operations manager to mean ?

We will then review what you have defined

definitions

- Operational management is short-term management. It concerns the management and organisation of the daily activities of a service / company / school / hospital etc.
- Do you recognise this ? Day to day practice?

Further defining and exploring operational management skills

- there are key elements and groups of skills needed to be a successful operations manager. As we go through – reflect and think about whether these are in place or need further development

Lead: define the objectives and the means to be used to achieve them, define the working methods and organise their implementation, allocate tasks to the different team members and ensure internal communication to carry out the different missions within the home.

IS THIS YOU ?



Further defining and exploring operational management skills

- **Mobilise:** identify the skills (soft and hard skills) to be deployed to achieve the defined objectives, then organise the management of resources efficiently.

Provide teams with all the tools they need to work effectively.

Ensure the flow of information, strengthen team cohesion and avoid conflicts.

IS THIS YOU ?

Further defining and exploring operational management skills

- **Control:** Accompany all staff in their daily tasks, discuss any difficulties, and monitor the progress of the project . E.g by setting up KPIs and a reporting procedure.

Check that the objectives have been achieved.

IS THIS YOU ?

What skills do you need to achieve this (often sits with role authority...)

Think about each of these... again do you feel mastery of these skills or still developing ?

1. *A good capacity to adapt*: the manager must be able to adapt to the team and the hierarchy.

They may have to adapt their management style depending on the objectives to be achieved and the behaviour of others..

Go back to our starting points in module 1- does your style allow for flexibility and adaptation ?

2. *Good interpersonal skills*: leadership, conflict resolution, good communication... The manager must be at ease from a relational point of view. They may have to work with all kinds of people on a daily basis.

What skills do you need to achieve this (often sits with role authority...)

Think about each of these... again do you feel mastery of these skills or still developing ?

3. *Be performance-oriented*: the implicit objective of the manager is to enable the team to achieve the objectives set by and for the home / company.

To do this, they must be able to analyse individual and collective performance using management and monitoring tools.

4. *Be organised*: know how to work independently, organise your days, but also those of your team...

What skills do you need to achieve this (often sits with role authority...)

Think about each of these... again do you feel mastery of these skills or still developing ?

5. A good manager *must be able to make the link* between the strategic and the operational to ensure that these two dimensions remain consistent within the company.

Open discussion- is this what you do ?



BEING
STRATEGIC.....

definitions

- Strategic planning is a process in which an organisation's leaders define their vision for the future and identify their organisation's goals and objectives.
- The process includes establishing the sequence in which those goals should be realized so that the organisation can reach its stated vision

Do you recognise this ? Day to day practice? Long term practice?

We are going to look at seven potential elements of strategic planning/ leadership

Seven elements of strategic planning.



Mission Statement

- Aspirational and descriptive of what you will do and how you do it
- Where does this sit?
- Statement of Purpose ?
- Your vision ?

Core Values

Your beliefs and behaviours that will enable you to carry out your mission

- Culture ?
- Practice?
- Leadership?
- Integrity?
- Inclusion?
- Accountability?
- Passion?
- Quality ?

SWOT analysis – essential

This is a great tool for really refining the key elements of your plan including how you prioritise it

Do another at various points in your monitoring- have threats become opportunities , have weaknesses become strengths ?

Strengths

Weaknesses

Opportunities

Threats

SWOT analysis

- Take 10 minutes to carry out a SWOT analysis of where you think you are in terms of strategic skills and planning.
- Open discussion and feedback

Action planning and objectives/long term goals

These you will review and monitor – make the objectives SMART.

What other functions can they serve?

Change if needed, adapt , rewrite if plans change

Small group work:

Group 1:

Draw up an outline of a two year strategic plan in respect of the development of safeguarding in your home

Group 2:

Draw up an outline of a two year strategic plan in respect of the development of the environment of the home

Group 3: draw up an outline strategic plan in respect of the development of quality of care within the home.

YOU WILL HAVE 35 MINUTES TO DO THIS. PLEASE NOMINATE ONE PERSON TO FEEDBACK ON BEHALF OF THE GROUP

GYO. PROGRAMME

Module 2. Day 3

DELEGATING ...



This session builds on the work you have completed with Ruby and I so far :

Effective delegation is key . It is an essential skill , yet it isn't easy to manage it.

You must balance two essential elements of your management / leadership skills :

1. **Task-oriented**: here, actions are focused on the task. It is one-way communication, where the manager directs the employee to work on specific tasks. It is a goal-oriented style

2. **Relationship oriented**: where actions are focused on relationships with your team. It is a two-way communication where the manager supports employees to complete their work. It focuses on the team's motivation & happiness level

This session builds on the work you have completed with Ruby and I so far :

Instructional

The instructional way is the basic delegation style. You directly tell the person what to do. No scope of discussion or decision lies here. It goes by the statement: 'This is what you need to do.' You explain the task, set clear expectations, & inform about the timeline, and done!

Take care- this can lead to micromanagement !

Seek suggestions

In this style, you seek advice from the team member to whom you delegate the task. You do not pass the direct instruction; instead, ask team members to do related research & produce ideas. As a leader or manager, you decide if you need to make any adjustments or changes in the already set approach.

You need an open mind in order to accept what they may say



This session builds on the work you have completed with Ruby and I so far :

Decide together

With this delegation style, analysis and all the related decisions are taken together in a consulting manner. You first explain the problem statement & seek solutions or recommendations from the team member. Then, based on mutual agreements, you decide on what to do precisely and how. This style also assigns authority to the team members as they participate in the discussions and are better aware of the work. Your communication skills need to be on par, clear & on a timely basis.

Watch out- too may people having input will slow things down.

Generate a plan of action

In this style, you are only involved in the task from a high-level perspective. The team member (whom you have chosen to delegate to) is in charge of the decisions and the execution plan. Supporting your team becomes your main task here. In this style, you start experiencing the delegation's actual benefits, which gives you time for your actions and an initiative-taking team.

Be prepared to let go , don't set unrealistic expectations so that control stays with you.

This session builds on the work you have completed with Ruby and I so far :
Act independently- is a delegation style where you hold the greatest trust in your team.

This style is comparable to the delegation of strategic responsibility

You have to trust the member of staff to take a project through with reporting back to you against clear targets

Once you are comfortable in delegation, you should positively attempt to switch your style to realise maximum delegation potential.

You cannot keep assigning responsibilities to your team based on your knowledge, as you have to provide them with opportunities to grow their skills & step out of their own comfort zones.

Delegation and performance management / succession planning sit together.

Stop and reflect:

Have you found delegation easy ? Difficult ?

Do you feel that you have a clear view of your skill set ?

Any thoughts- open discussion

GYO. PROGRAMME

Any queries ? Chris

