e-eupa Certification for Administration Personnel

Level 5

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Unit details

WA11: Team and Self-Management

5.1 Act as a manager

LO5.1. Demonstrate the ability to exercise management and supervision in activities associated with unpredictable changes

LO5.2. Demonstrate the ability to adapt team performance targets to meeting strategic objectives, as well as to mentor and coach teams to reach their targets and evaluate their performance

LO5.3. Demonstrate the ability to formulate and evaluate criteria for the work of others in order to review and develop their performance

LO5.4. Improve own performance, plan and be accountable for own work.

LO5.5. Demonstrate the ability to assess and plan activities in the sphere of personal professional development

LO5.6. Demonstrate the ability to define common goals, interests and perspectives for staff in order to accomplish a specific task

LO5.7. Demonstrate the ability to shape the vision for your team and a strategy to achieve it

LO5.8. Improve leadership skills

LO5.9. Handle leadership pressures

LO5.10. Think ahead in order to prevent a crisis

LO5.11. Motivate own resources in order to achieve the set objectives
LO5.12. Demonstrate the ability to act and react assertively and sensitively
LO5.13. Demonstrate situational leadership (the 60-second PA)
LO5.14. Demonstrate the ability to understand what the organisation is trying to achieve
LO5.15. Demonstrate the ability to make decisions (within the framework provided by the company or organisation) and acknowledge responsibility for them
LO5.16. Demonstrate the ability to achieve the goal by believing in yourself and your own capabilities
LO5.17. Negotiate in the business environment
LO5.18. Demonstrate the ability to think ahead (predict) and prepare for the future
LO5.19. Demonstrate the ability to take interest in the organisation beyond your role
LO5.20. Demonstrate entrepreneurial attitude

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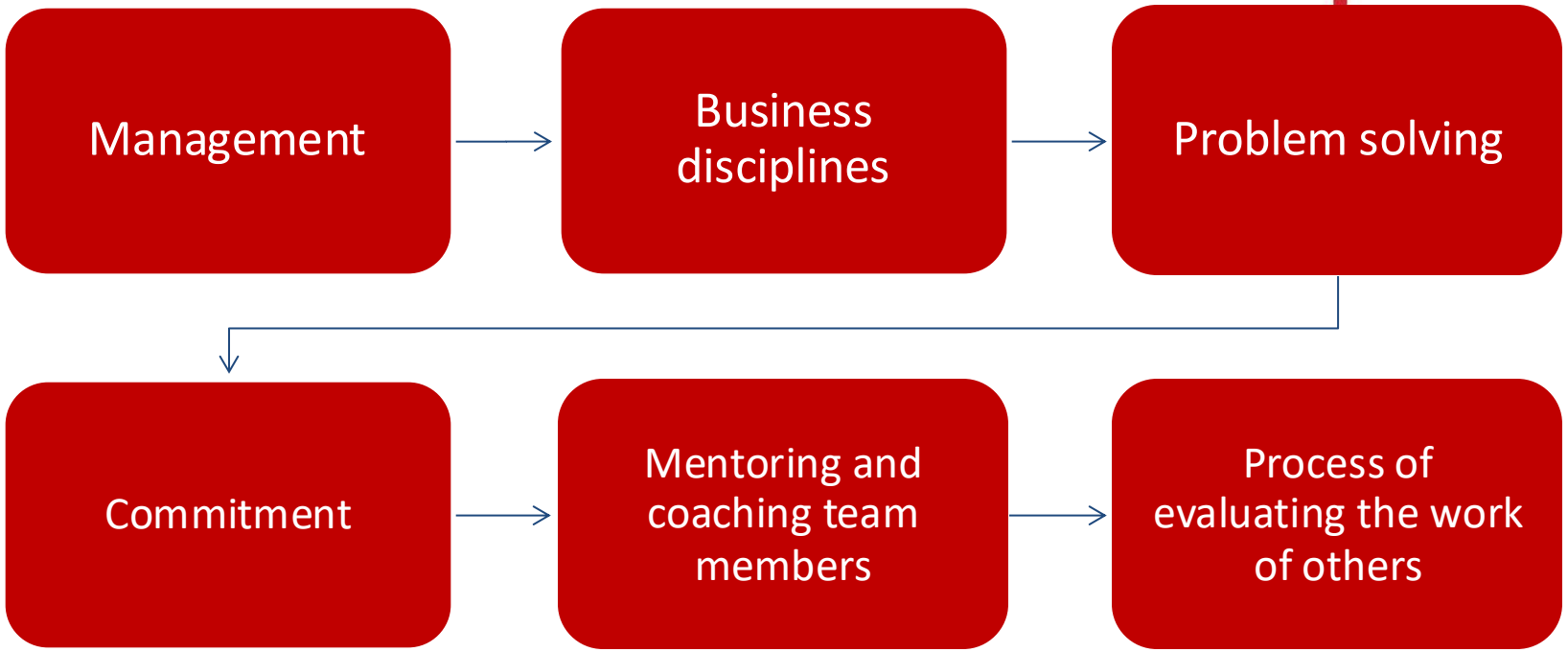
Route map


Management
Business disciplines
Problem solving
Commitment
Mentoring and coaching team members
Process of evaluating the work of others

Management skills

1. Planning
2. Decision making
3. Problem solving
4. Delegation
5. Communication
6. Time management

One step at a time: planning

Levels of planning:

- Strategic planning
- Tactical planning
- Operational planning
- Contingency planning

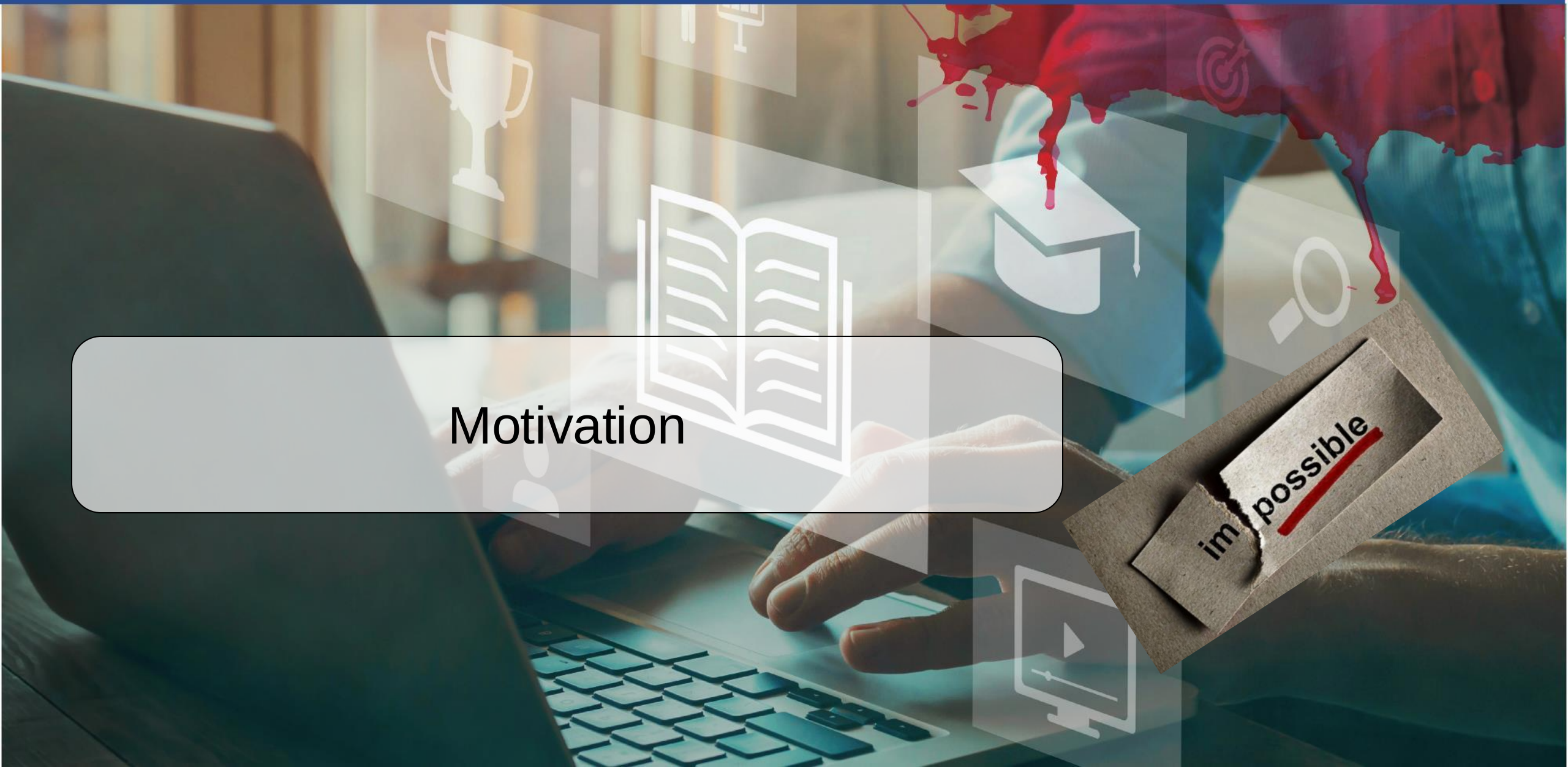
Kinds of planning:

- Disaster planning
- Succession planning
- Crisis planning
- Compensation planning

One step at a time

- Organise
- Direct
- Pull, don’t push

Business disciplines



Business disciplines: delegation

"Delegating means letting others become the experts and hence the best."

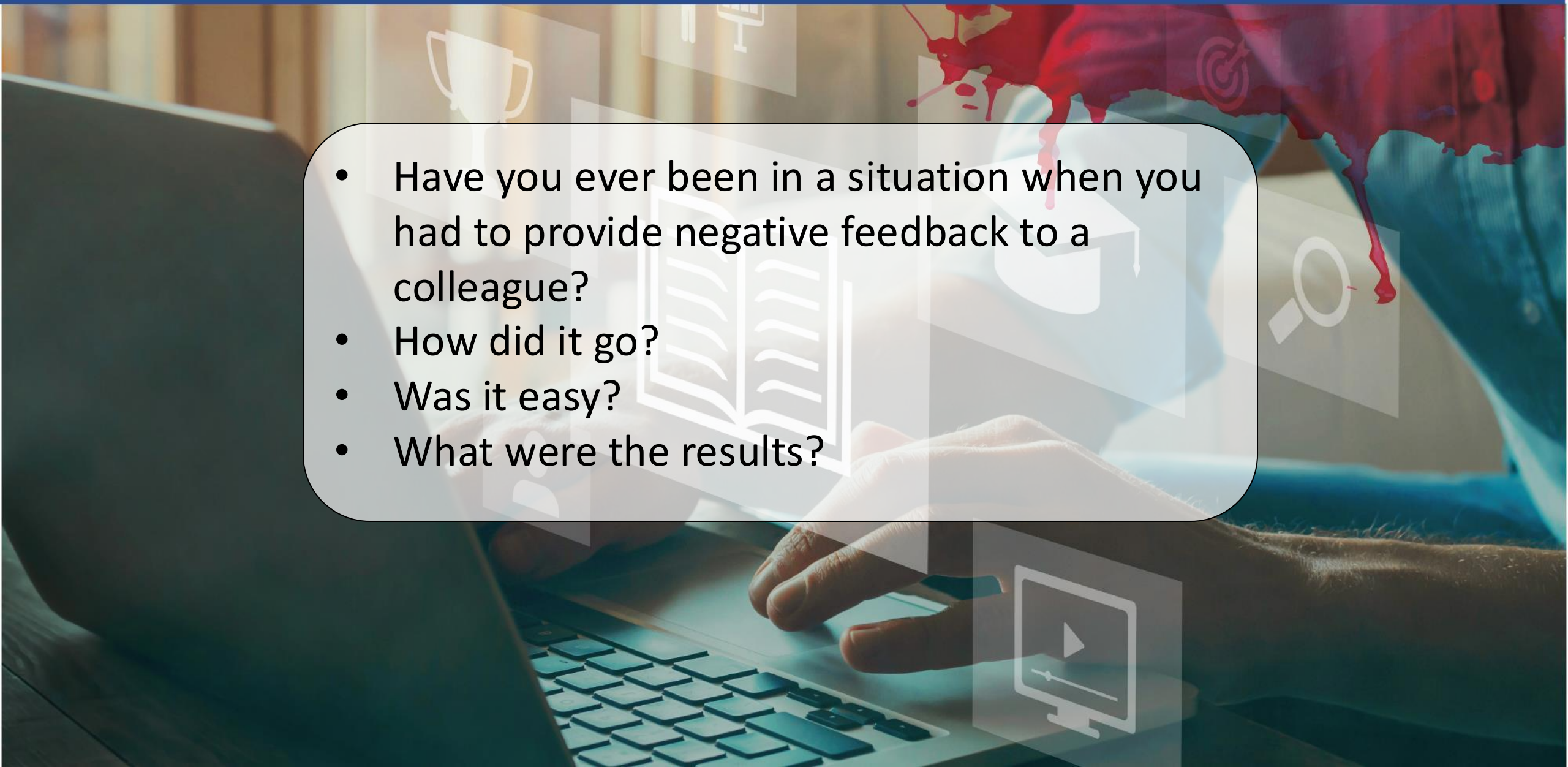
Timothy Firnstahl

S – specific
M – measurable
A – agreed
R – realistic
T – time-bound
E – ethical
R – recorded

1. Defining the task
2. Selecting the individual/team
3. Assessing ability and training needs
4. Explaining the reasons
5. Stating required results
6. Considering resources needed
7. Agreeing deadlines
8. Supporting and communicating
9. Giving feedback on results

Business disciplines: feedback

Business disciplines: feedback, step-by-step



- Have you ever been in a situation when you had to provide negative feedback to a colleague?
- How did it go?
- Was it easy?
- What were the results?

Business disciplines: feedback step-by-step

1. **Get your emotions under control.**
2. **Deliver negative feedback personally and confidentially**.
3. **Focus on the behavior rather than the person.**
4. **Be specific**.
5. **Be timely** (as soon as possible after the event).
6. **Stay calm.**
7. **Reaffirm your faith** in the person.
8. **Stop talking** and invite the other party to engage.
9. **Define and agree** on a mutually acceptable action plan.
10. **Set the time for follow-up.**

Dealing with unpredictable changes

"Uncertainty and change are the only predictable factors for businesses in a world where once-stable regimes fall within weeks, and supposedly strong organisations and economies collapse unexpectedly. You cannot predict the future but you can prepare for it."

Mercury Urval

How to solve a problem

There are four basic steps in solving a problem:

1. Defining the problem and its roots
2. Generating alternatives
3. Evaluating and selecting alternatives
4. Implementing solutions

Quiz

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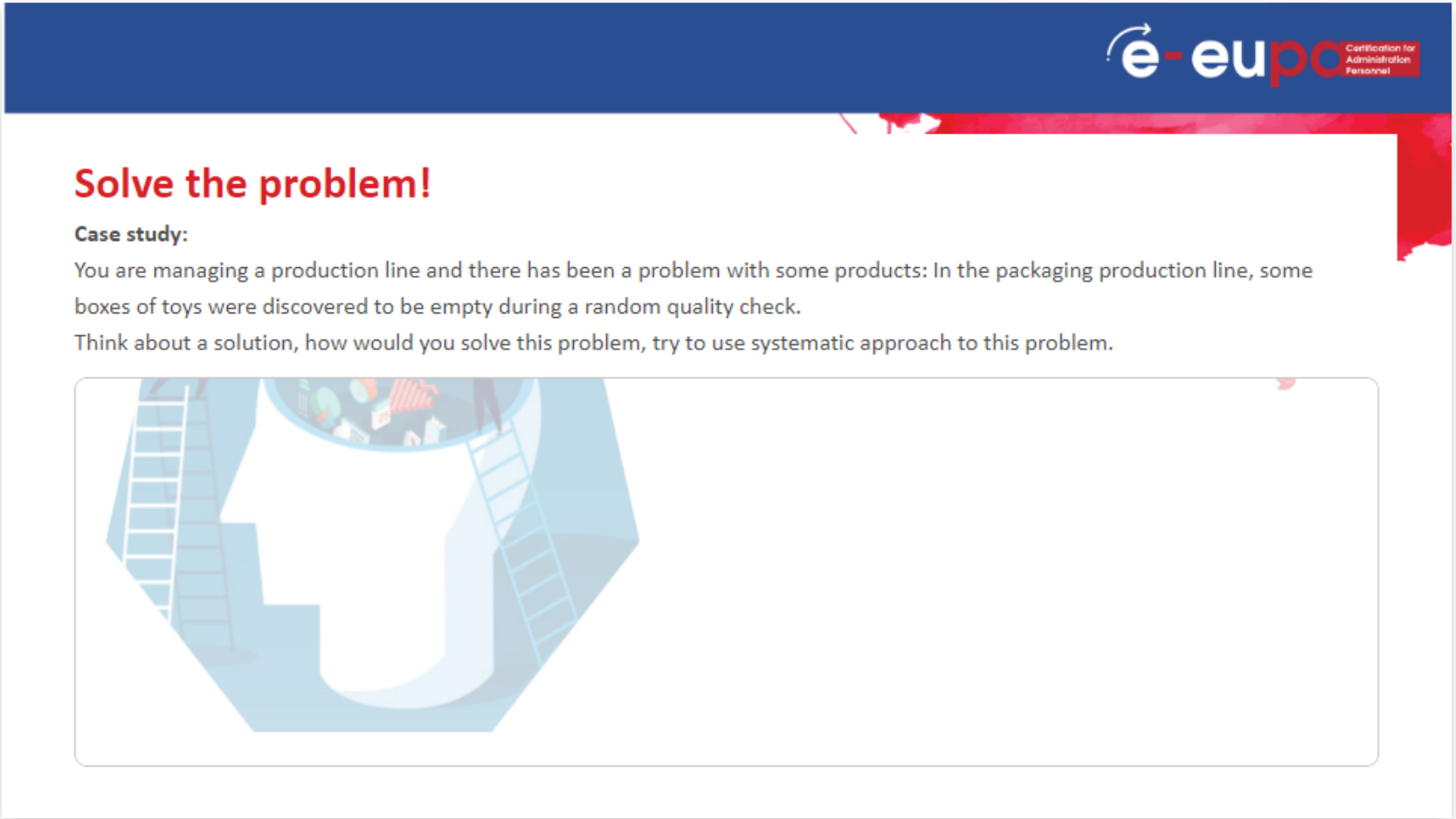
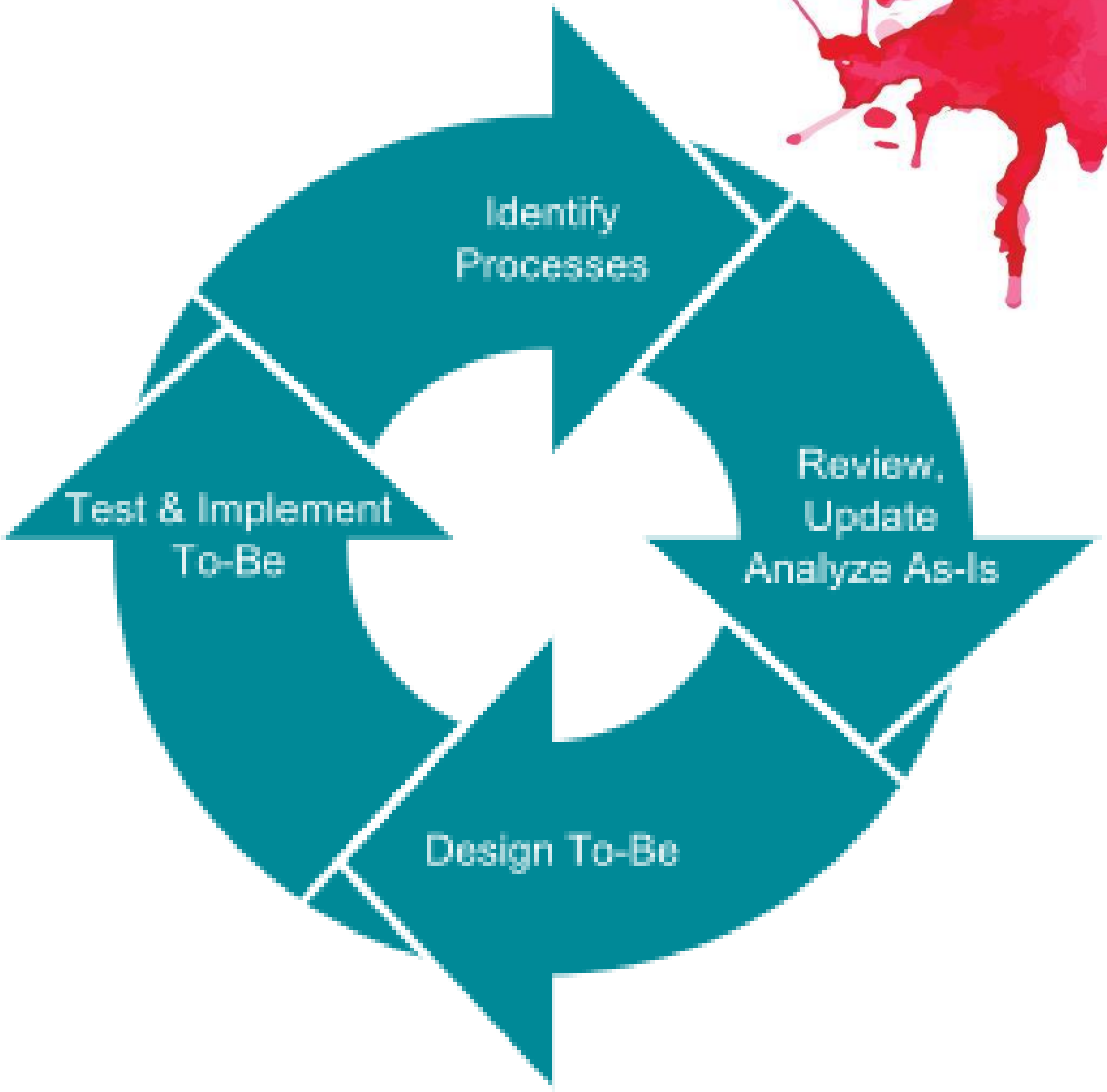


Commitment and performance

Measuring performance: Balanced Scorecard

Business Process Reengineering

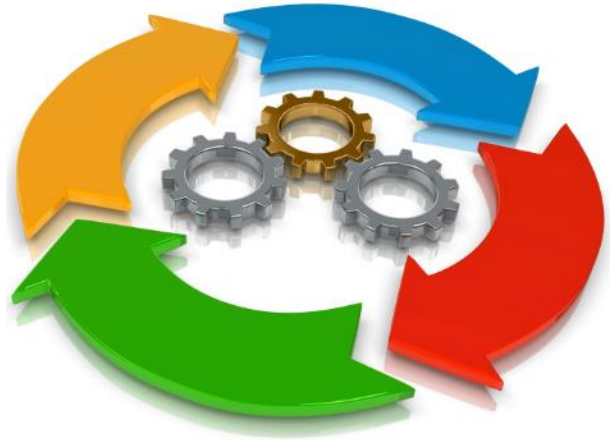


Business Process Reengineering Cycle

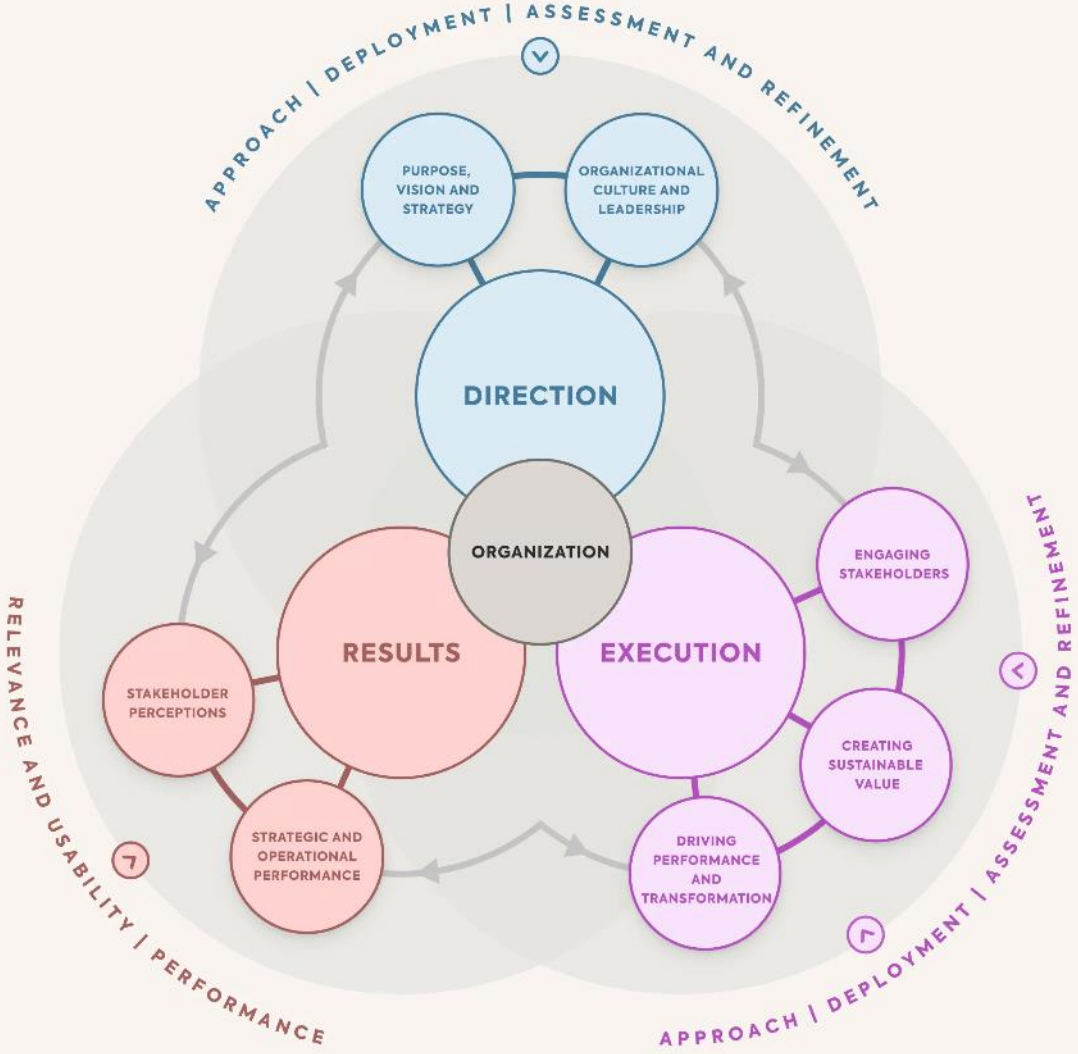
Business Process Reengineering

Business Process Reengineering is a dramatic change initiative that contains five major steps, namely:

- Refocus company values on customer needs
- Redesign core processes
- Reorganize a business into cross-functional teams with end-to-end responsibility for a process
- Rethink basic organizational and people issues
- Improve business processes across the organization



QM concept
EFQM Excellence Model



Source https://mooncamp.com/blog/efqm-model/

QM concept model components

RADAR logic – a continuous improvement cycle used by EFQM:

- Determine the **R**esults expected to be achieved through the strategy
- Plan and develop a set of **A**pproaches to deliver the required results now and in the future
- **D**eploy the approaches in a systematic way
- **A**ssess and
- **R**efine the deployed approaches based on monitoring and analysis of the results achieved

Kaizen blitz

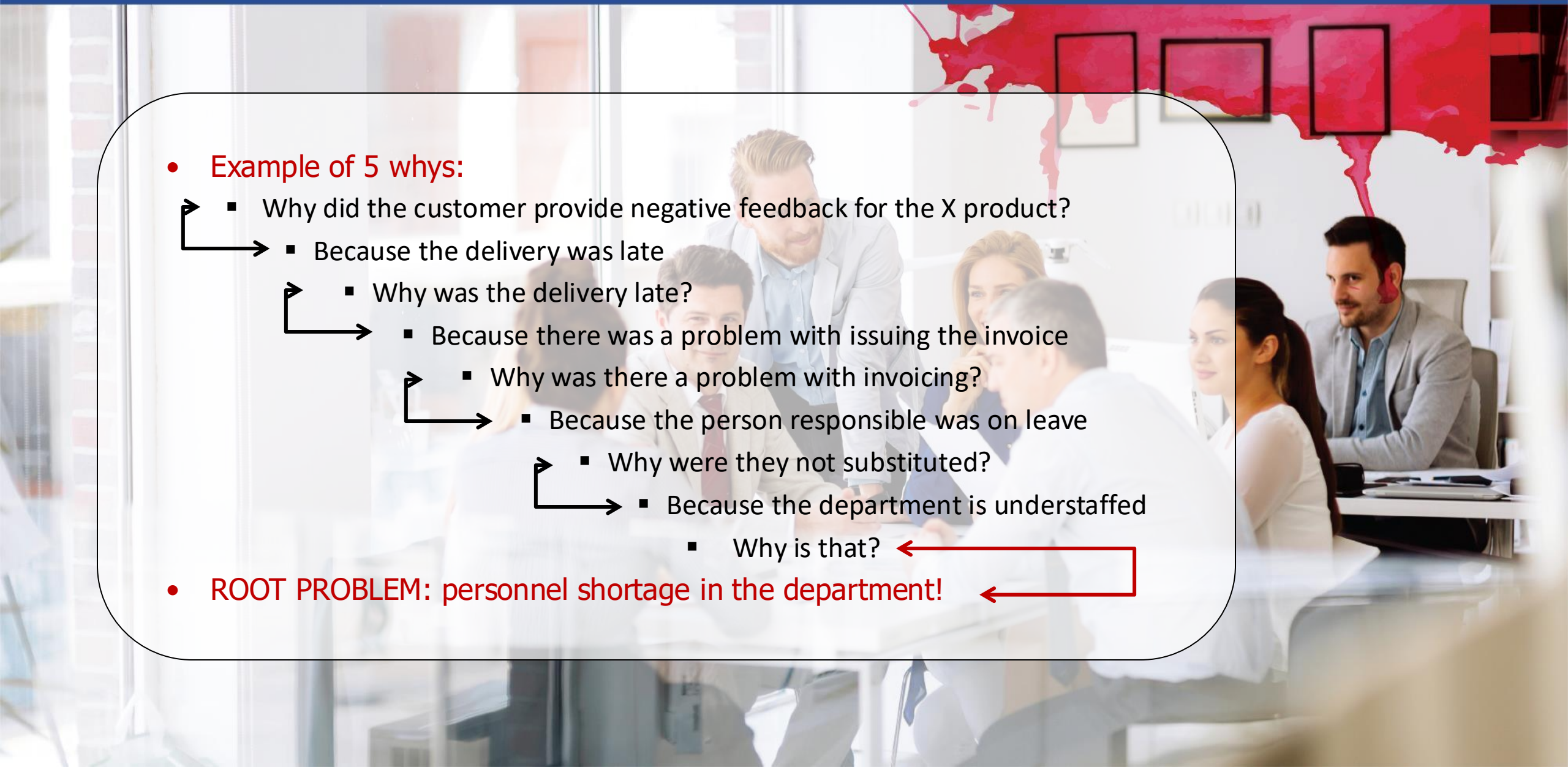
Continuous improvement

Kaizen blitz

5 Whys method

a series of five “why” questions relating to a failure

Kaizen blitz



- Example of 5 whys:
  - Why did the customer provide negative feedback for the X product?
    - Because the delivery was late
      - Why was the delivery late?
        - Because there was a problem with issuing the invoice
          - Why was there a problem with invoicing?
            - Because the person responsible was on leave
              - Why were they not substituted?
                - Because the department is understaffed
                  - Why is that?
- ROOT PROBLEM: personnel shortage in the department!

Six Sigma

Six Sigma follows the **DMAIC** methodology**:**

- **D**efine
- **M**easure
- **A**nalyse
- **I**mprove
- **C**ontrol

Measuring performance and setting targets: WHAT

First things first! Decide **WHAT** to measure:

- Focus on key business drivers
- Find your specific measures *(e.g. customer service)*
- Use standardised measures
- Choose and use key performance indicators (KPIs)

Selecting KPIs

KPIs shall be:

- Linked to the top-level goals of the organisation
- Quantifiable
- Controllable

Measuring team members' performance

- Key Performance Indicators (revenue, conversion rate, customer satisfaction and retention rate)
- Feedbacks and surveys
- Project management tools

Team performance planning

GOALS:

- Identify the desired performance levels of the team
- Identify how these performance levels will be achieved
- Provide guidance and direction to the team
- Measure progress towards the desired performance levels

Quiz

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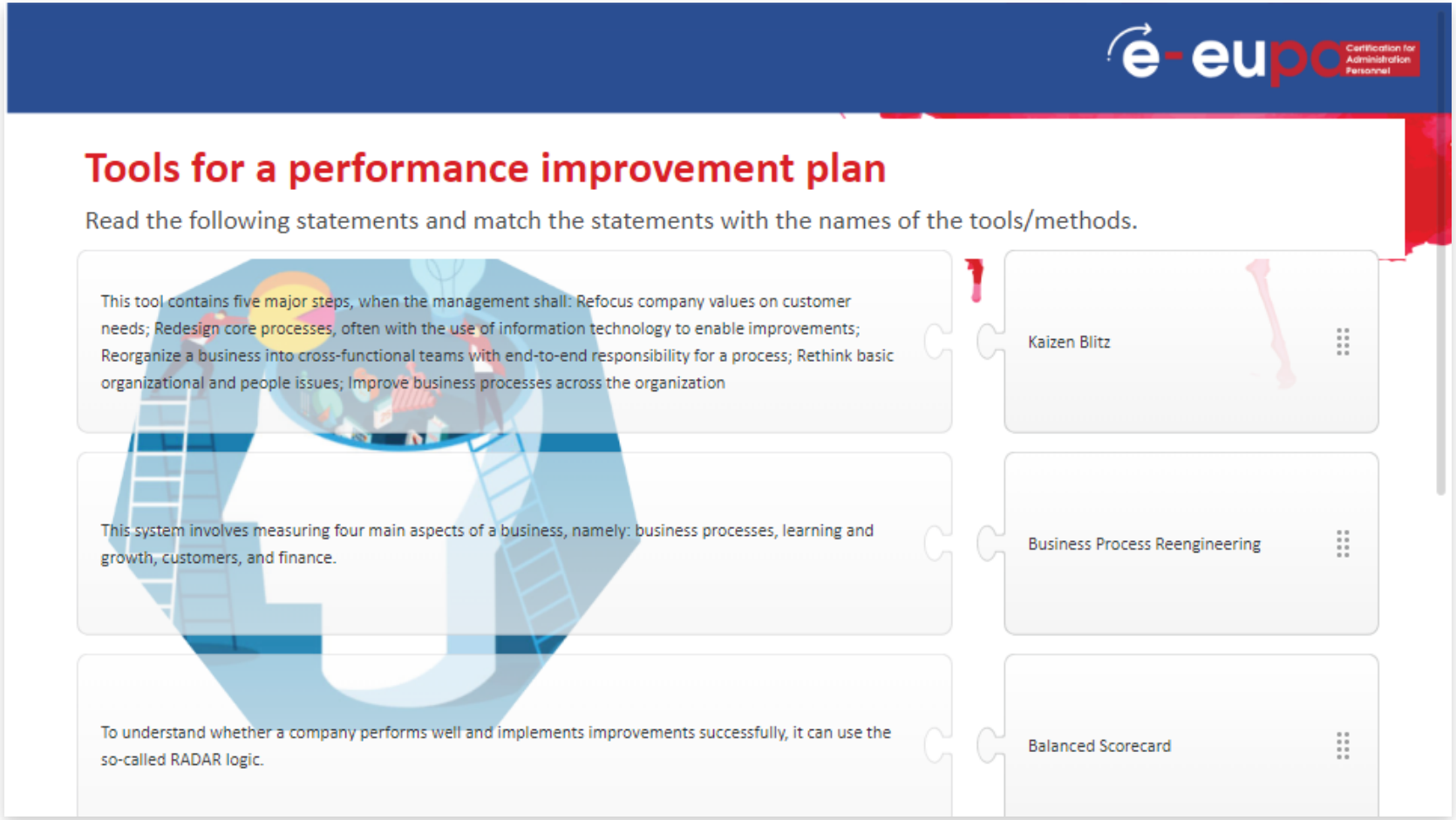


Benefits of delegation for team performance and goals

Delegation helps to:

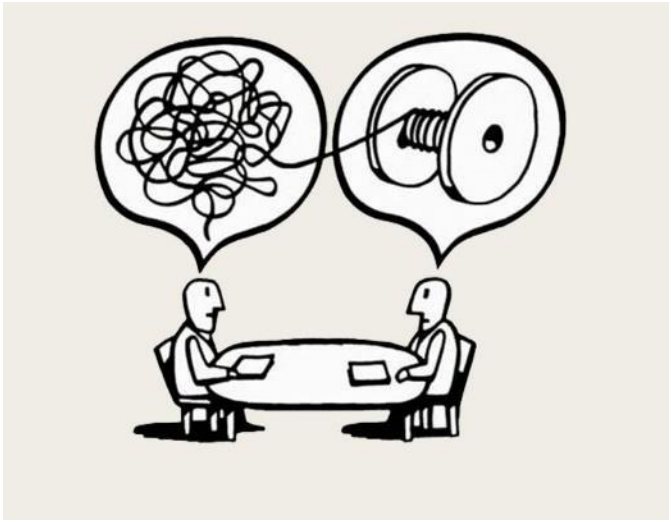
- *Save time*
- *Achieve more*
- *Increase value*
- *Foster development*
- *Improve self-esteem*
- *Ensure job enhancement*
- *Boost efficiency*
- *Enable flexibility*
- *Cultivate teamwork*
- *Balance workload*
- *Aid communication*
- *Retain valuable team members*

…and much more!

Mentoring and coaching team members

Mentoring vs. coaching:

- Coaching is short-term – mentoring is long-term.
- Coaching is task-oriented – mentoring is relationship-oriented.
- Coaching is performance-driven – mentoring is development-driven.
- Coaching does not require design – mentoring requires a design phase.



Mentoring and coaching team members

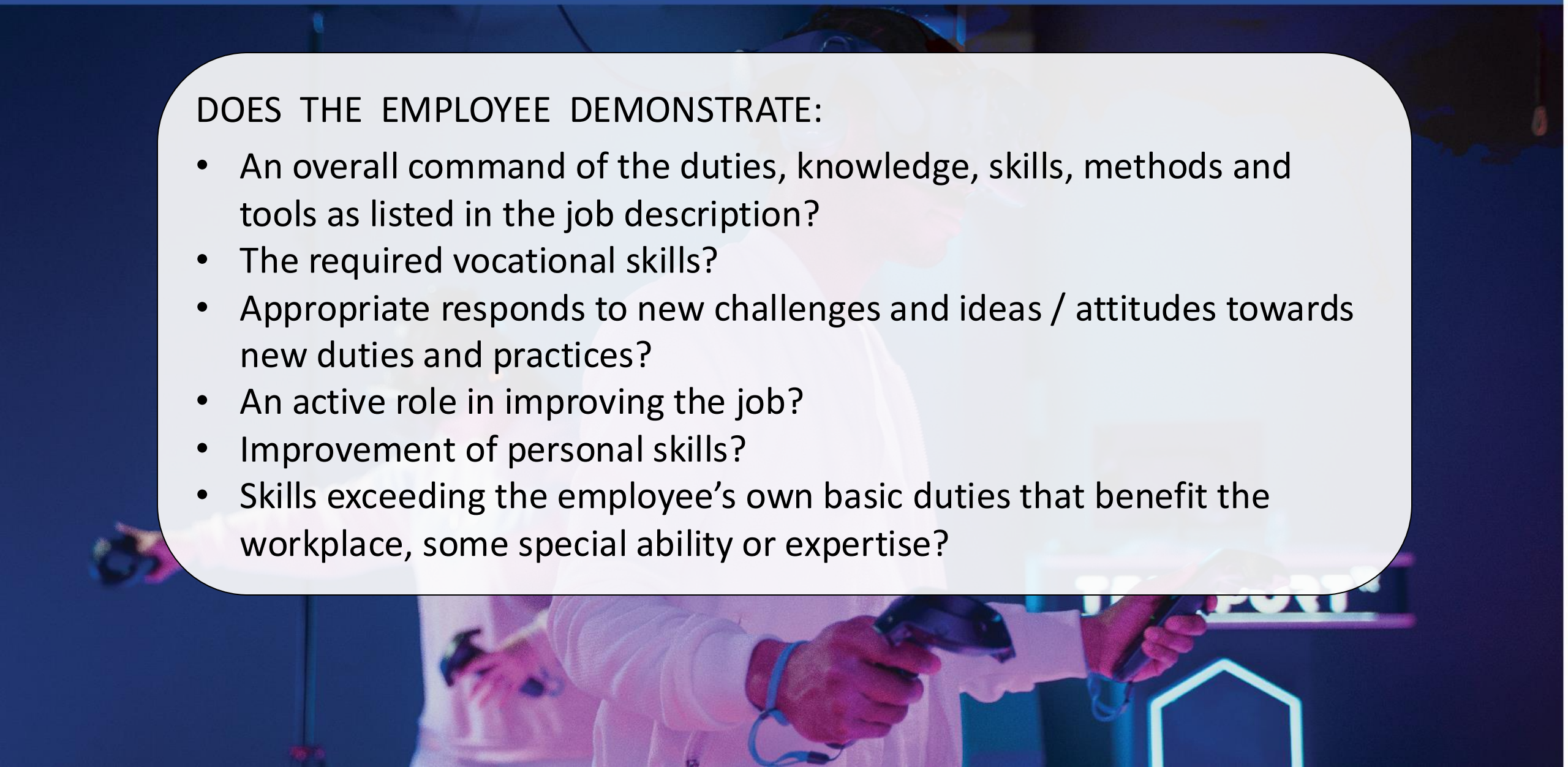
When is coaching appropriate?
When is mentoring a better alternative?

Mentoring and coaching team members

Process of evaluating the work of others

- Performance evaluation by supervisor
- Records of outcomes
- Feasibility of the outcomes
- Action plan

Possible evaluation criteria: 1. Vocational competence



DOES THE EMPLOYEE DEMONSTRATE:

- An overall command of the duties, knowledge, skills, methods and tools as listed in the job description?
- The required vocational skills?
- Appropriate responds to new challenges and ideas / attitudes towards new duties and practices?
- An active role in improving the job?
- Improvement of personal skills?
- Skills exceeding the employee's own basic duties that benefit the workplace, some special ability or expertise?

Possible evaluation criteria: 2. Responsibility at work and activity in the workplace

DOES THE EMPLOYEE DEMONSTRATE:

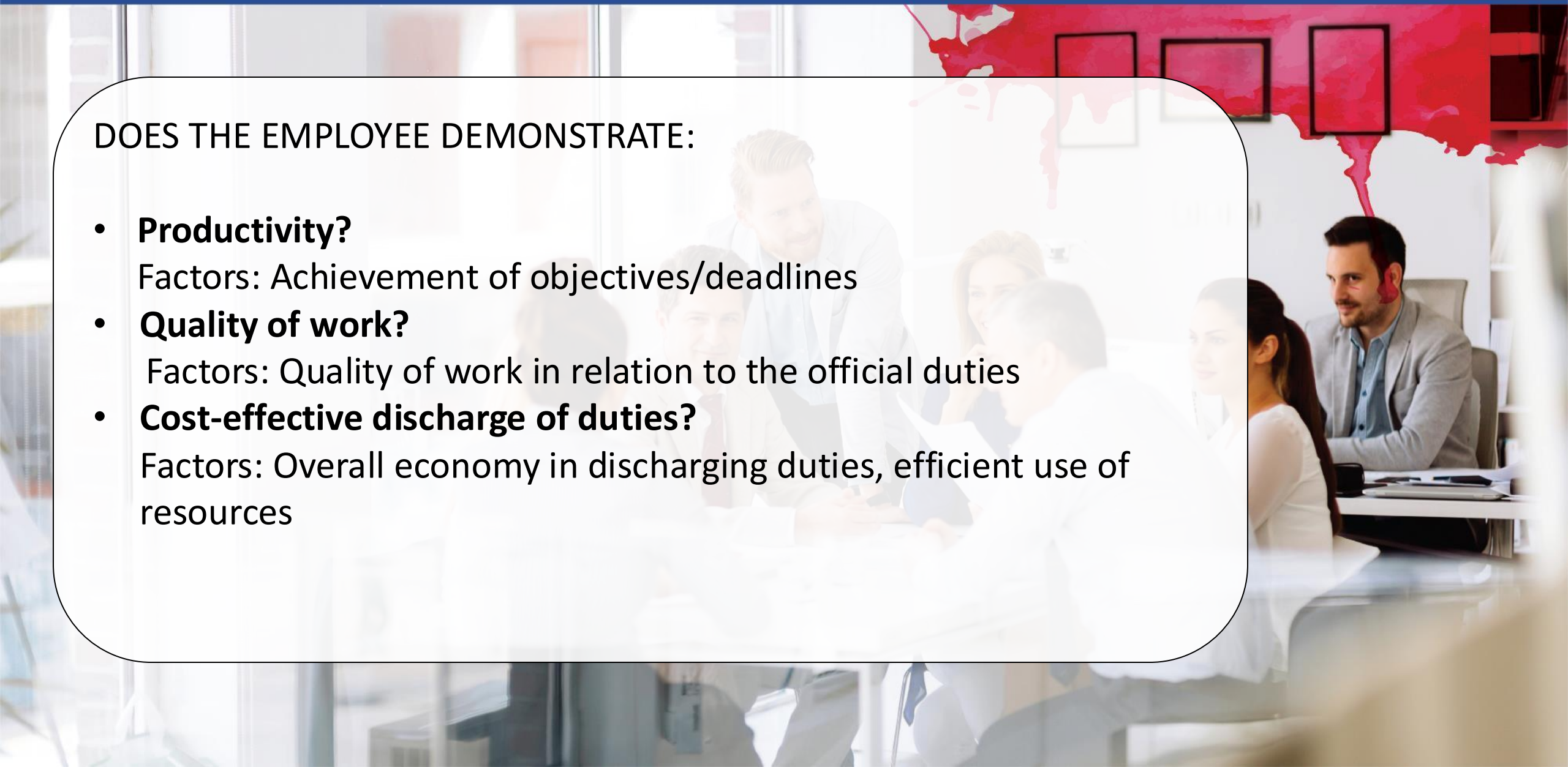
- **Spontaneity?**
  Factors:
  - How spontaneous is the employee in their work?
  - How does the employee take the initiative in improving working methods and the workplace?
- **Teamwork?**
  Factors:
  - How does the employee co-operate at the workplace, and with external parties and stake-holders?
  - How does the employee promote community and a positive atmosphere?
  - How does the employee deal with conflict?

Possible evaluation criteria: 2. Responsibility at work and activity in the workplace

DOES THE EMPLOYEE DEMONSTRATE:

- **Commitment to work and colleagues/co-workers?**
  Factors:
  - How does the employee participate in improving the workplace?
  - How does the employee adhere to mutually agreed practices?
  - Is the employee committed to duties and the goals of the company?
  - To what ist the employee involved in discharging community functions?

Possible evaluation criteria: 3. Quality and performance



DOES THE EMPLOYEE DEMONSTRATE:

- **Productivity?**
  Factors: Achievement of objectives/deadlines
- **Quality of work?**
  Factors: Quality of work in relation to the official duties
- **Cost-effective discharge of duties?**
  Factors: Overall economy in discharging duties, efficient use of resources

Quiz

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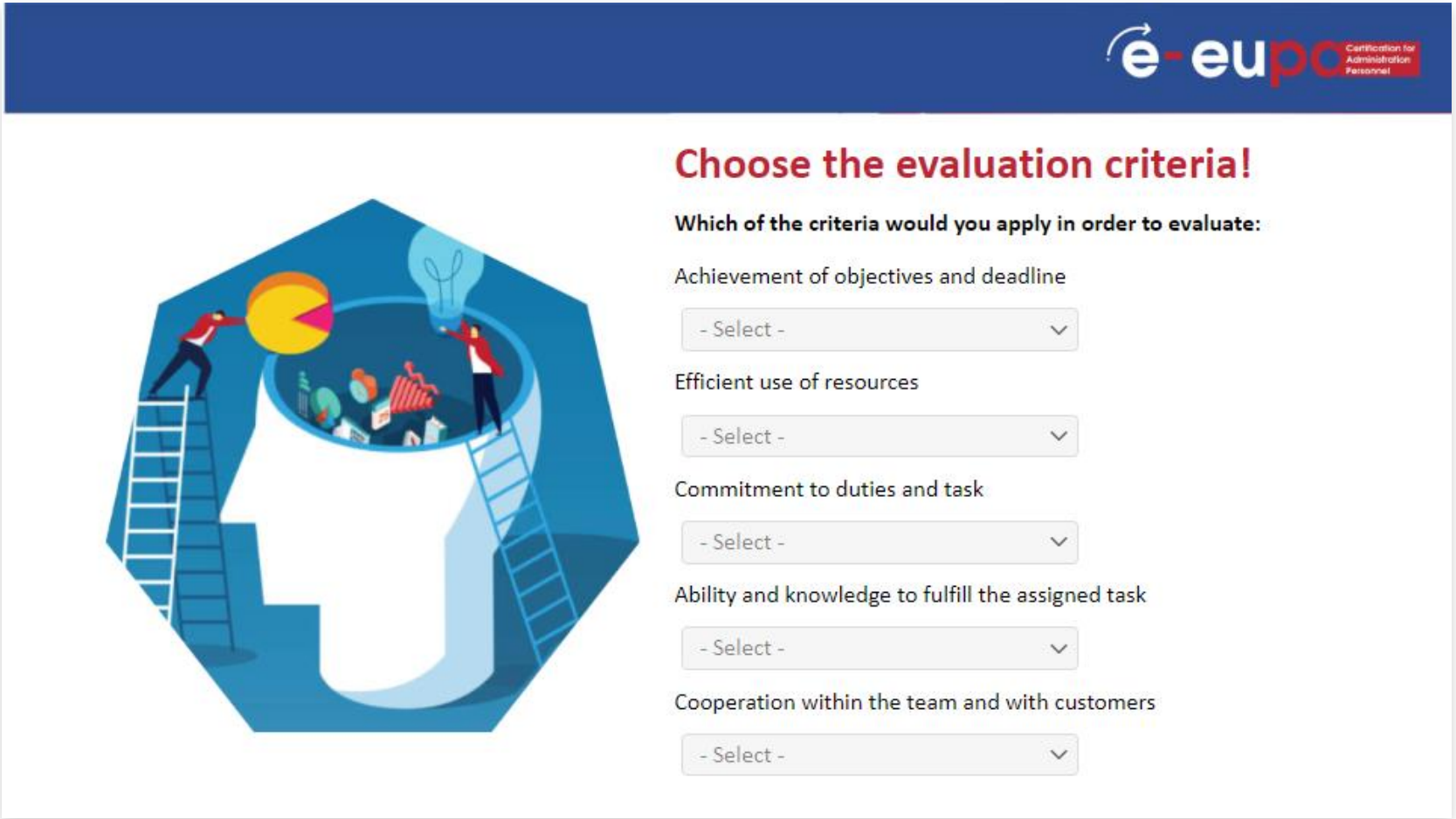
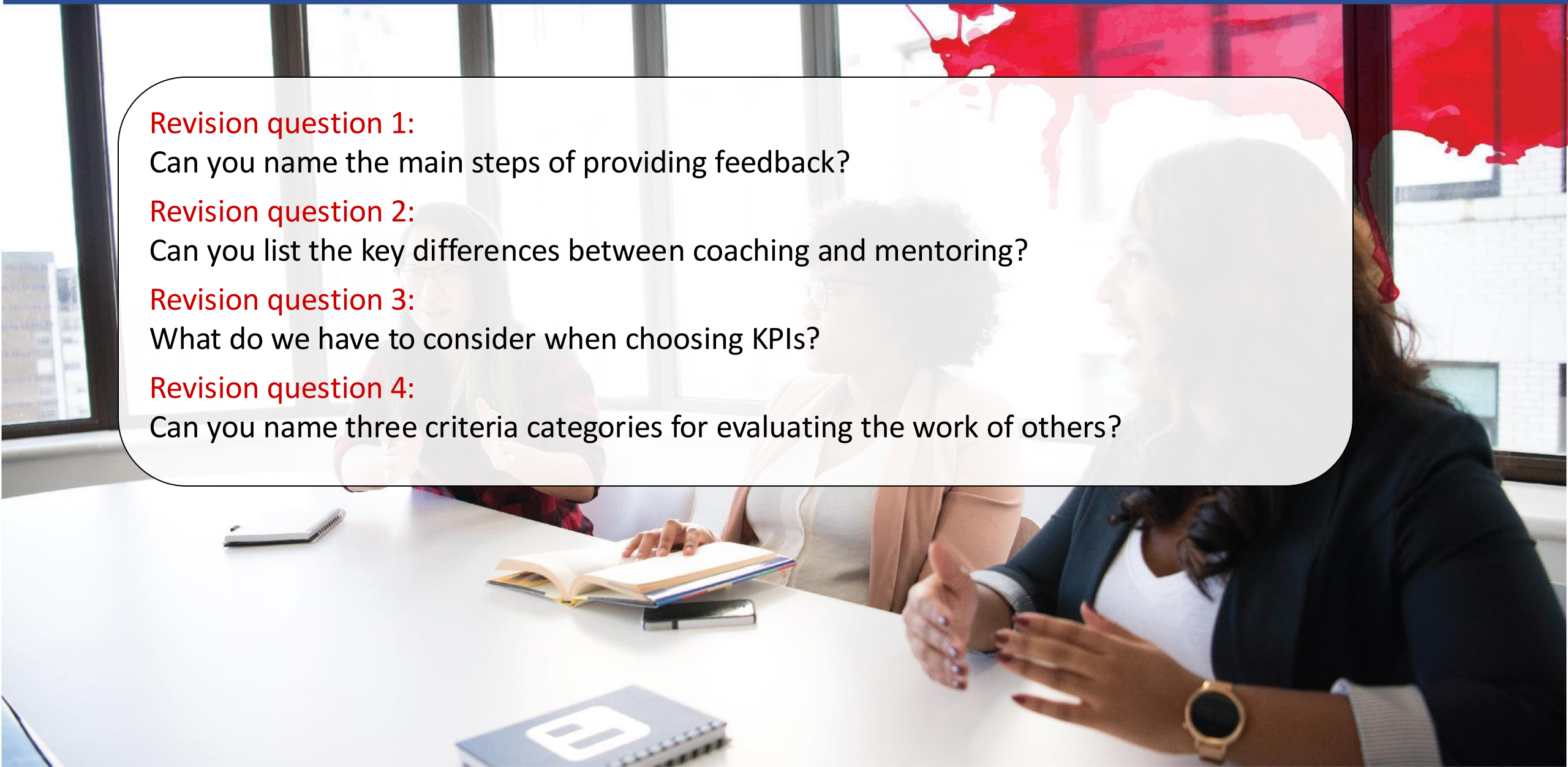


Revision Questions



Revision question 1:

Can you name the main steps of providing feedback?

Revision question 2:

Can you list the key differences between coaching and mentoring?

Revision question 3:

What do we have to consider when choosing KPIs?

Revision question 4:

Can you name three criteria categories for evaluating the work of others?

Module key points

- Management skills
  - Problem-solving
  - Decision-making
  - Planning
  - Delegation
  - Communication
  - Time management
- Importance of
  - Motivation
  - Delegation
  - Feedback
- Differences between mentoring and coaching

WELL DONE!

You have completed Unit 5.1, Part A!

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