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CONTINUED LEARNING DOCUMENT

One of the challenges for any organization is to continually support the learning and development of its management talent after training and development programmes have finished.

By transferring 'responsibility' for ongoing development back to the business from the classroom, it becomes possible for more conscious, structured management of an individual's capability to add value back to the business based on lessons recently learned.

This document is intended to facilitate the ongoing development of management thinking and good management practice in HSBC.

It keeps focus on important leadership disciplines and supports the continued application of ideas and approaches learned on the Mitchell Phoenix "Essentials of Management" programme.

Regular reference to this Continued Learning Document by managers and their line-managers provides a useful 'snapshot of where people are in relation to core and fundamental principles of leading and managing people.

The Continued Learning Document has 3 parts:

- A. A short appraisal of the individual's current quality of management influence.
- B. Benchmarking specific areas of Leadership and Management behaviour.
- C. Agreeing actions and measurable objectives that support further development and progress.



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Part A.

A Short Appraisal of the Individual's Current Quality of Management Influence

The manager should come prepared in writing with their views and examples for the following questions:

1. What have you done particularly well in managing and leading others since the end of the programme/our last meeting? Pick out 5 areas.
2. What are the biggest changes that you have made to your management style? Focus on 2 or 3 areas.
3. What do you list as your management strengths? Choose at least 5 and back them up.
4. What do you still find challenging?

The Line-manager's role is to support, encourage and deliver positive feedback.



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Part B.

Benchmarking Specific Areas of Leadership and Management Behaviour

Leadership	G	VG	EX	Continue	More	Urgent
Decisiveness – Get to the point quickly						
Open and Honest – Can admit mistakes						
Role Model – Exhibit professional standards						
Set challenging, achievable objectives						
Demand solution orientation – WDYP?						
Seek verbal commitment to goals						
Reprimand/Manage under-performance						
Provision of training						
Mentoring – taking an interest in staff						
1:1 meetings						
Provide constructive feedback						
Give Praise and Recognition						
Managing barriers to motivation						
Keep staff abreast of change						



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Pro-Activeness	G	VG	EX	Continue	More	Urgent
Making Decisions for Change						
Responsiveness - Initiative; Proposals						
Preparation - personal						
Action orientation – Follow up						

Future Focused	G	VG	EX	Continue	More	Urgent
Meetings control/contribution						
Product of meetings						
Gaining commitment to actions						
Time Management						
Quality of invitees preparation						

Quality of Objective Setting & Awareness	G	VG	EX	Continue	More	Urgent
Quantity Goals and Objectives						
Quality Goals and Objectives						
Clarity and Understanding of Departmental/Staff/Personal Objectives						
Monitoring Performance						



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Creativity	G	VG	EX	Continue	More	Urgent
Use of Brainstorming						
Use of Open Questions						
Introducing new approaches						
Reorganization						

Staff Development	G	VG	EX	Continue	More	Urgent
Appraisal/Personal Development Meetings						
Delegation						
Coaching						
Help individuals raise personal profile						

Quality of Personal Influence	G	VG	EX	Continue	More	Urgent
Making Presentations						
Use of Acknowledgement/Empathy						
Avoiding Justification/Excuses/Apology						
Concrete Communication						
Selling Ideas/Being Persuasive						
Active Listening/Openness						
Managing the Detail						



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Networking/Reputation	G	VG	EX	Continue	More	Urgent
Contacts made internally						
Contacts made externally						
Involvement in Project Work						
Contribution outside personal responsibility						
Volunteering						
Entertaining contacts						
Papers submitted/ Presentations						



Part C.

Agreeing Actions and Measurable Objectives that Support Further Development and Progress.

Based on the discussion ensuing from Parts A and B the manager should leave the meeting to think about key areas of focus and prepare proposed aims and objectives to be agreed with their line-manager within 3 Days.

Example:

Aim: To increase staff motivation.

Objective: Run 1:1 meetings

Tactics: Prepare staff for meeting with questionnaire
Prepare positive feedback
Agree concrete, realistic goals
Monitor and encourage
Seek staff feedback

Objective: Have a Team-building event

Tactics: Run a brainstorm
Secure budget
Delegate organization
Award prizes at event
Obtain feedback

Aim: Be a stronger communicator

Objective: Give a presentation to the team

Tactics: