

Management Development

Governing Change
Manager's Guide

**A coaching aid for the use of managers
of participants in *Governing Change***

Mitchell Phoenix Limited

Governing Change Manager's Guide

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Important

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Introduction: The Purpose of this Guide

One or more of the people reporting to you has been selected to take part in a Mitchell Phoenix *Governing Change* Programme.

This represents a significant investment of time and money, and offers an important opportunity for development - on personal, team and corporate levels. As a result, greater benefits can emerge from the current and future investment which has already been committed.

There are 3 main factors which will determine the overall productivity of this investment:

- the contribution of Mitchell Phoenix
- the efforts made by the participant
- the influence of you, the manager, before, during and beyond the period of the programme

This Guide is designed to help you plan and exert your own influence towards the participant's development. It proposes topics for informal appraisal sessions before the First Seminar, between each Seminar and following the end of the Programme. The topics are essentially reminders of Seminar content. These, and the discussions which emerge, may also become valuable and stimulating reminders for your own use in other situations.

Notes on Coaching

Coaching is a hallmark of a more developed organisation. Its quality indicates the extent to which “managing how we manage” has become included in managers’ agenda. To be effective, it demands a sincere intention to help others develop their own understanding and capability.

Governing Change includes a study of the effective management of key types of meetings in the relationship with a subordinate, such as delegation, brainstorming, appraisal, reprimanding and saying “No!” While coaching is most obviously linked with the appraisal meeting, you may find that coaching involves *all* the ingredients of these types of meeting, possibly mixed together in a single session!

Because of this, coaching can become an exciting and rewarding challenge for the manager. It takes management to a new level, a level at which the management of *perceptions* and of *attitude* becomes as important as (perhaps more important than) the management of activity and *results*.

For both the beginner and the expert, coaching requires careful and thorough preparation. The notes and questions listed on the following pages are designed to help with this. Please note that they are not universal archetypes or panaceas. They are no substitute for your own capacity to listen, to ponder, to explore with the participant the true messages of *Governing Change* in relation to his or her own current issues. Their purpose is to remind and stimulate, not to replace.

It may help to note at the outset the key direction of development which you are looking for in this individual, from the point of view of your own strategic goals:

Improving your Coaching

The series of 7 informal Appraisal meetings before, between and after the *Governing Change* Seminars offer a valuable opportunity to improve your coaching ability.

The programme itself gives a structure for personal development and performance improvement. This structure can be used as the focus for the growth of a closer relationship between each participant and his or her manager. By improving your coaching ability and developing this relationship, you can create an additional, long-term benefit.

The questions below are designed to help your own self-appraisal before and after each meeting with the participant. Again, these are to support your own efforts, not to replace them!

Before each Appraisal Meeting

- What do I, personally, wish to generate from this meeting?
- What are the principle influences which will motivate [x] towards this?
- What contribution is needed from him/her?
- What are the key questions I will ask in order to establish his/her own vision?
- What recent results/efforts give me an opportunity to praise/acknowledge this person?
- What are the actual or potential sources of uncertainty or insecurity which may impede their success? How to reduce their impact?
- What is our common purpose?

After each Appraisal Meeting

- What was the concrete result of the meeting?
- What was the quality of my own influence on the other person's contribution?
- What was the effect of the meeting on the other person's motivation towards *Governing Change*?
- What have I learnt?
- How will I translate this into action?
- What will I do differently at the next Appraisal Meeting?
- How can I help *my own colleagues* to learn from *my* experience?

Before the First Seminar

Each participant will receive introductory material asking them to prepare:

- what they wish to achieve by participating in this Programme
- a 3-minute presentation on any subject of their choice

You can help to influence the quality of this preparation by:

1. the way in which you inform each participant that they have been selected for a *Governing Change* Programme
2. the questions you ask about their preparation
3. the *concrete* arrangements you make for informal review meetings during the 3-4 week periods between each Seminar

In informing them of your decision, the key element is to transmit the *importance* of their participation - for themselves personally, for the team of which they are a member, and for the organisation as a whole.

How you transmit this is up to you. It is easier to advise what *not to say* than what to say! For example, please do *not* tell them about specific elements of the programme which you happen to remember, or specific experiences which you had when participating yourself. These may be useful later. At this early stage, it can also be important not to enthuse too much about the programme. Their enthusiasm must come from their own experience.

It is therefore best to put your own experience to one side. It is at best an incomplete record of the programme, and talking about it is likely to be more for your own benefit than the participant's. Instead, relate their participation to what you know about their aspirations for personal and career development, and to the organisation's strategic goals.

Your questions about their preparation for the First Seminar need only be general ones. It's enough to show that you are interested. Work with them on the quality of preparation only if they specifically request it. Please do not display or create nervousness!

It may help you to list the key diary dates below:

Seminar Dates

1 _____

2 _____

3 _____

4 _____

5 _____

6 _____

Informal Appraisal Dates

(Ideally during the week after each Seminar)

1 _____

2 _____

3 _____

4 _____

5 _____

6 _____

After the First Seminar

Main topics studied during the First Seminar (for fuller details, refer to your own notes!):

- **Preparation** as the key to enjoyment and success in every aspect of management
- The underlying responsibility central to all management roles: to *govern change*
- The importance of the *ability to influence effectively*, rather than technical know-how
- **Concreteness** in communication and in short-term objective-setting
- The use of “*What do you propose?*” to motivate others and to save time
- **Prejudice** - we need time to become aware of its impact
- **Listening** - occupies nearly half of all management time and must be *active*
- **Questions** - (reminder of) the key differences between *open* and *closed*
- **Iceberg** analogy:
 - we *always* influence others, and they *always* react
 - the smallest detail can decide the whole issue
 - we can consciously influence the subconscious reactions of others
- **Presenting** - key communication skills

Sample questions

What was the main element of your own contribution to the day?

Which items/ideas did you find most interesting? Which were new? Which were reminders?

What made the biggest impact on you? What did you learn about yourself?

What decision have you made as a result of the day?

What are you preparing for the Second Seminar? How will this be an improvement on your preparation for the First Seminar?

Questions to avoid

What did you think of the facilitator/the other participants?

What did you like/dislike?

Notes for follow-up at the Second Appraisal:

After the Second Seminar

Main topics studied during the Second Seminar (for fuller details, refer to your own notes!):

- **Preparation** is necessary for accurate time management and for *concreteness*
 - **Habit** is the “prison” which (subconsciously) subverts our capacity to *govern change*
 - **Brainstorming**: the 2 separate parts: no judgements: only the leader prepares - *questions!*
 - **Acknowledgement/Recognition/Praise** - the bases of motivation
 - **Justification** loses time, energy and impact (unnecessary defensiveness, making oneself “right”, “answering” unasked questions)
 - **Prejudice** - special awareness needed in running Appraisal meetings
 - **Appraisals** must be based on the appraisee’s vision of own situation and its potential
 - **Yes...and** as an attitude
 - **Presenting** - further communication skills
-

Sample questions

What was the main element of your own contribution to the day?

Which items/ideas did you find most interesting? Which were new? Which were reminders?

What made the biggest impact on you? What did you learn about yourself?

What decision have you made as a result of the day?

What are you preparing for the Third Seminar? How will this be an improvement on your preparation for the Second Seminar?

Questions to avoid

What did you think of the facilitator/the other participants?

What did you like/dislike?

Notes for follow-up at the Third Appraisal:

After the Third Seminar

Main topics studied during the Third Seminar (for fuller details, refer to your own notes!):

- **Leadership** - the 4 principles:
 - Demand the utmost from yourself
 - Demand the utmost from others
 - Provide help
 - Protect from fear
 - **Go straight to the point** in communicating decisions, including “difficult” ones
 - **Check up to praise** as part of the process of building motivation and commitment
 - **Presentations** - preparing in “reverse” order
 - **Running meetings** - principles and guidelines for effectiveness and motivation
 - **Admit mistakes** without advertising them
-

Sample questions

What was the main element of your own contribution to the day?

Which items/ideas did you find most interesting? Which were new? Which were reminders?

What made the biggest impact on you? What did you learn about yourself?

What decision have you made as a result of the day?

What are you preparing for the Fourth Seminar? How will this be an improvement on your preparation for the Third Seminar?

Questions to avoid

Did you agree with all the new ideas?

What did you like/dislike?

Notes for follow-up at the Fourth Appraisal:

After the Fourth Seminar

Main topics studied during the Fourth Seminar (for fuller details, refer to your own notes!):

- **Motivation** - importance and uses of the *concrete incentive for action*
 - **The Reprimand Meeting** - its purpose: to provide help - principles and guidelines for effectiveness and motivation
 - **Selling an Idea** - key steps for effectiveness, without falling back on authority
 - **Influencing “Upwards”** - key steps for effectiveness
 - **Presentations** - advanced skills
 - **Running Appraisal Meetings** - more advance skills
-

Sample questions

What was the main element of your own contribution to the day?

What have you been able to learn from *other participants*?

Which items/ideas did you find most interesting? Which were new? Which were reminders?

What made the biggest impact on you? What did you learn about yourself?

What decision have you made as a result of the day?

What additional experiments could you now make in your own management style?

What are you preparing for the Fifth Seminar? How will this be an improvement on your preparation for the Fourth Seminar?

Questions to avoid

Did you agree with all the new ideas?

What did you like/dislike?

Notes for follow-up at the Fifth Appraisal:

After the Fifth Seminar

Main topics studied during the Fifth Seminar (for fuller details, refer to your own notes!):

- **Motivation** - key steps in creating a personal strategy
 - **Saying “No!”** - and still motivating
 - **Recruitment** - principles and guidelines: requirements for effective interviewing
 - **Influencing Colleagues** - key steps for effectiveness
 - **Overcoming resistance to change** - from communications skills to attitude
 - **From static to dynamic** - how to be more effective and less “busy”?
 - **The 4 cornerstones of Time Management** - their relation to motivation
-

Sample questions

What was the main element of your own contribution to the day?

What have you been able to learn from *other participants*?

Which items/ideas did you find most interesting? Which were new? Which were reminders?

What made the biggest impact on you? What did you learn about yourself?

What decision have you made as a result of the day?

What additional experiments could you now make in your own management style?

What are you preparing for the Sixth Seminar? How will this be an improvement on your preparation for the Fifth Seminar?

Questions to avoid

Did you agree with all the new ideas?

What did you like/dislike?

Notes for follow-up at the Sixth Appraisal:

After the Sixth Seminar

Main topics studied during the Sixth Seminar (for fuller details, refer to your own notes!):

- **Management psychology** - identification, projection, introversion
 - **From skills to attitude** - making the transition
 - **Motivation -v- Manipulation** - recognising and acting on the differences
 - **Time usage and time management** - understanding the differences
 - **Planning the Future** how will personal and team development continue?
-

Sample questions

What was the main element of your own contribution to the day?

What have you been able to learn from *other participants*?

Which items/ideas did you find most interesting? Which were new? Which were reminders?

What made the biggest impact on you? What did you learn about yourself?

What decision have you made as a result of the day?

What additional experiments could you now make in your own management style?

Questions to avoid

Did you agree with all the new ideas?

What did you like/dislike?

Notes for follow-up on(date)
