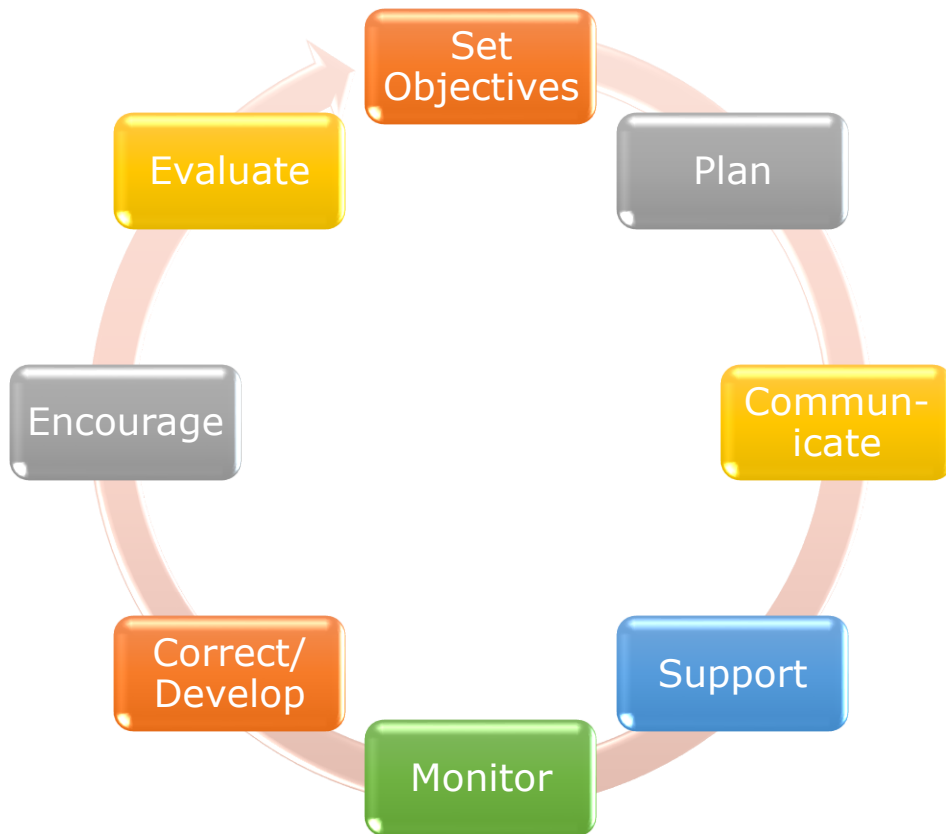




## The Management Cycle



Set objectives for yourself and your team to give clear direction.

Plan the work of your team in terms of what needs to be achieved, how it will be achieved and when. Distribute specific tasks to people in order to achieve the objectives.

Communicate your objectives to the team and negotiate, persuade and influence as appropriate to get commitment from all parties.

Support the team in different ways so that individuals can achieve the tasks that they are set.

Monitor performance to make sure that things are on track.

Correct things if performance is going off-track and develop those who appear to be capable of doing more.

Encourage team members to keep going if they hit difficulties or if the task is long-term.

Evaluate and measure success to continuously improve, and give praise and recognition where it's due.



## **10 Habits you should get into (Skills to develop)**

1. Take time at the start of each day and week to plan and prioritise your work. Don't spend all day being 'busy' – be productive.
2. Learn to delegate. You can't do it all and if you do you are 'doing' not managing. Coach and develop people to take on routine or clearly defined tasks so you can focus on more important things.
3. Have regular one-to-ones with people to discuss how they are getting on. Aim for 20-30 minutes each month. No agenda – just see how you can help them.
4. Set clear team and individual goals. People can't yet mind read, so won't know what you expect of them unless you spell it out. Involve more capable team members in setting the goals.
5. Monitor performance. Use multiple methods to keep a track of how things are going
6. Give feedback to people. Let them know how they are getting on, and provide suggestions for improvement when necessary.
7. Notice people doing things right. Recognise good work and thank people for doing a good job. This will build loyalty and motivate people.
8. Be consistent and fair. Treat everyone the same and make sure that you don't show favouritism.
9. Communicate regularly. Hold regular team meetings as well as speaking to people individually. Team meetings ensure consistency of message and help to develop good morale. Keep them short and focussed though.
10. Ask for feedback and ideas from your team. The manager isn't the only one with good ideas, and you can't develop if you don't know what you're doing well and not so well. Giving and receiving feedback helps to develop trust, builds morale and builds skills.

