# BCDEF(

AN A-Z OF MANAGEMENT Roy Lilley

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#### Why are you reading this book? Because it's free?

Maybe...

But, I think there is another reason. I think you're curious. I think you are curious about management and how to do it better. Curiosity is a good thing. I think, if you are curious, you can open doors on new possibilities. Being curious opens your mind... and the mind is like a parachute, it works better when it's open.

**Managers walk a tightrope**; success and disaster, expertise, creativity, bias, openness, ambition, passion, arrogance, conviction, blind faith and curiosity. Pressure, time, delivery. The comfort of doing things the way we always have and the lure of new ways of working and thinking.

The NHS is a precious legacy. It is 70 years old this year. On the 5th July, 1948, in times of biting austerity, in post war Britain, its arrival took off the shoulders of working people the worry and anxiety of illness, sickness, accidents and maternity.

Now, as a nation, we are healthier, live longer and despite the uncertainties of Brexit and the economy, the NHS continues to be the backstop for families and the first port of call for us all.

Generations of managers have gone before us. They have managed in good times and bad. It is because of them, their talents and commitments, the NHS exists today. Now, in excruciatingly difficult times, it is our turn. Our turn to make sure there is an NHS for our kids and our kids, kids.

It's up to us. We have to be smarter than ever before. More nimble, able and open-minded. We have to face the challenges ahead with optimism and confidence. What else is there?

Curiosity has given us science, engineering, physics, chemistry, medicine and great management.

This book is a collection of advice, ideas, anecdote and fun that I have collected over the years. It is partly tongue in cheek and partly deadly serious. If it makes you think, it's done its job.

I fear I have no advice for you, other than; stay curious, keep asking why, respect the people you work with and understand curiosity is at the crossroads of technology, art, science, medicine, management and human behaviour. Create an environment where it is ok to get it wrong and OK to try again. Hire people better than you, be visible, have a vision and share it often. Create the time and space for good people to do great things...

All the best = Roy L

# An A-Z of Management Success & Survival

A Tool-Kit for Management in times of change, pressure, mayhem, tension, demand, necessity, urgency, problem, puzzle, doubt, disbelief, hesitancy, perplexity, dilemma, jam, pickle, plight, predicament, circumstances, contingency, situation and every day!

Roy Lilley

# his book was first written when Harold Shipman was

convicted of mass-murder, Sven-Goran Eriksson was the manager of the England football team, Deputy Prime Minister, John Prescott clouted a protester who threw an egg at him, Labour won a second successive election, rioting broke out in Brixton, the Twin Towers in the US were attacked by terrorists, crime rates were at their lowest since 1981 and the first Osprey was bred in England in recent times.

#### It was 2001.

Times have changed but common sense is still common sense and management messages and best practice haven't changed since Edwards Deming came up with his 14 Points of Management.

Here are 26 ideas that appeal to me, are enduring, I've seen working and worth trying.

I hope you enjoy the book, don't take it too seriously but take the bits that help, encourage and inspire you and spread them about.

Your job is to show people what good looks like, create the time and space for good people to great things, always hire people better than you, have a vision and share it.

Good luck! Roy Lilley January 2018

# An A-Z of Management

What's that all about?

First, make a note. If you think this is a book about the A-Z of management, it's not.

D'y want yer money back?

This is not 'the' A-Z of Management. It is 'an' A-Z of Management. There's a difference.

By that I mean the 26 letters, that start the words, that take us through this alphabet of management are my choice, highly subjective, personal to me and idiosyncratic!

As I wend my way up and down the UK, across Europe and the US, talking to managers, looking at organisations, poking a stick through the bars and having fun, some common themes emerge.

Pressure, tension, demand, deadlines, resources, stress – they are all there. For everyone. Not just in the overburdened public services. They are common themes in the private sector and voluntary organisations. Big business and small business. In the boardroom and at the coal-face.

These are tough times. Managers are under increasing pressure to perform. Benchmarking, lists, comparisons, regulators. You will be familiar with all that. One thing is for sure, it isn't going away.

Question; how do you become a five star manager, do well, get promoted and double your salary? Don't ask me!

The questions are probably more about hanging on to your job, paying the mortgage and survival!

What I can tell is that the twenty six words that I have chosen for my alphabet are all words that encapsulate and describe a management style or achievement, or perhaps habits or routines that have impressed me.

They are obsessions and addictions that have marked someone out for success. They are words that describe the extra 'thing' that made a manager stand out, sparkle, seem different from the rest.

# Getting the best from this book

The first thing to do is not to read the book. By that I mean, not from cover to cover. That's very dull. Have a flick through the pages, scribble a few notes cut and paste stuff, send it to friends and colleagues, print it out and rip bits out. That's all fine.

#### Get the feel of it

Make a cuppa-builder's and scroll through the pages because I want you to decide how to use the book to suit you, to get the best advantage from it.

You'll see there are several:

THINK BOXES'; they are there to get *the juices flowing* and to get you thinking - look at the issues from a different dimension. Some are deliberately provocative; some just for fun.

Hazard Warnings are there to point out some tricky issues, bear traps for the unwary or those without the wisdom to have bought this book.

TIPS: The tips are short cuts and quick fixes to get you to the answer faster.

Exercise: The exercises are there for you to think, address the issues in the context of where you work and what your task is regardless of your profession or seniority in the organisation. Use them to develop your own thinking or for brainstorming the issues with colleagues.

... and...

...a shed-load of emojis



but not this one...

#### Done that? Good.

The whole point of this book is to use the words to inspire some thinking, personal development or other reading from a proper management books.

Either way. Make a plan. Decide how you want to get the best from the book and stick to it. Download it, read it on the train, at lunchtime, before you drop into the arms of *Morpheus* or whilst at your ablutions.

I've made it as easy as I can for you - a bit at a time.

American management guru, Tom Peters, talks of undertaking a task.

He asks the question;

'If the task seem like it is the size of an elephant, think how you would eat and elephant?'

His answer is;

'Elephant stew, elephant kebab, elephant rissoles, elephant burgers......'

In other words, a bit at a time.

There's an old saying. Here is it. Cut and paste it, print it out and stick it onto the fridge door with a funny magnet thing...

... tape it to the dashboard of your car, pin it on the notice board:

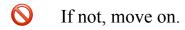
# Success by an inch is a cinch



Don't turn this book into an indigestible mess and don't take it too seriously.

Take it a letter at a time, think about what it means to you, your task, where you work, what you are doing now.

Ask yourself if it makes sense, can it help, is there something more to do?



Getting better at what you do shouldn't be a chore.

Have fun. Remember:

The more <u>you</u> progress, the better we <u>all</u> do.

One final thing – they are only words.

And, we all know, actions speak louder than words.

Any good strategy will seem ridiculous by the time it's implemented!

Dogbert's rule of Strategies



## **Assertive**

assertive adj 1 tending to assert oneself, forthright, positive 2 dogmatic

What a start! I could have begun with amorous, or articulate, or even, when push comes to shove, aspirin. No, I thought about this carefully. Appealing, apologetic and attentive are all very well. So is aphrodisiac. But it is not the right word.

Assertive is a very good word to start with and is an attribute that many managers lack. That's why they are stuck being junior or middle managers.

Top managers are always assertive. They are dogmatic in their beliefs but not bossy or a bully. Being assertive means being forthright and is part of those indefinable qualities that good leaders have.

They are the kind of people 'you know where you are, with'. They are positive. They can make up their mind.

Being assertive is also about standing up for what you want. I've come a across a huge number of great middle managers, stuck in a career groove, simply because they are not assertive.

Assertive can mean rude, abrupt, difficult and all the negative things. But, it can also mean some good things, too.

It might mean confrontation – and that means courage.

Dealing with a boss, or a colleague who is a bully. Remember, bullies need a victim and assertive people are seldom victims.

#### All my experience tells me assertive people:

- manage colleagues and their personal lives more effectively
- because they know what they want, are able to say 'no' and enjoy a more balanced lifestyle
- increase their work effectiveness and productivity because they are usually more positive and able to manage their time better
- feel more in control of their daily activities and are usually less stressed



How do you see assertiveness?

- Getting my own way
  - Forcing others to do what you want
  - Seeing my needs as more important than anyone else's

#### How about.....

"The belief that we all have needs to be met and that we all have rights"

Needs? What's that all that about?

There are some management guru's that we can turn to for some advice.

I will also give you some names to drop!

For example, one such is the celebrated Maslow.

Maslow's theory of motivation tells us about a hierarchy of needs which have to be met, these range from our basic physiological needs through to needs of recognition and self-fulfilment.

The other name you need to drop is **Hertzberg**.

Hertzberg's theory describes key motivators as:

- achievement
- recognition
- work
- responsibility
- advancement

Hertzberg also gets a bit depressed and describes de-motivators. They are:

- salary
- company policies
- status
- security
- personal life
- relationships with peers, bosses and subordinates

So, where does assertiveness fit into all this? For a start it is about being able to achieve Hertzberg's key motivators.

Can you be an achiever, have recognition, do the work you want to do, accept responsibility and obtain advancement without being assertive? I doubt it.

What about trying for a decent salary, influencing company policy,

achievement, obtain status, security, make time for a personal life and get on with the people you work with, without being assertive? Never.



See, there's more to assertive than aggressive.

"The belief that we all have needs to be met and that we all have rights"

OK, that's *needs* taken care of, what about *rights*? Management guru's talk about *assertive rights*. In summary, they usually end up with a list something like this.

#### You have the right to:

- judge your own behaviour, thoughts and emotions, and to take the responsibility for their consequences
- offer no reasons or excuses for justifying your behaviour.
- to judge if you are responsible for finding solutions to other people's problems
- to change your mind
- to make mistakes but be responsible for them
- to say "I don't know."
- to be independent of the goodwill of others before coping with them.
- to be illogical in making decisions.
- to say "I don't understand."
- to say, "I don't care."

..... and you have the right to say "no" without feeling guilty

I'm not too sure that some of these 'rights' wouldn't be a bit career limiting in some of the places I've looked at. Nevertheless, if you are a boss, even a mini-boss, it would be nice to think that you could create a working environment where theses sort of rights were respected. Wouldn't it?

Perhaps there is another way of putting it. A guru couple (Can you imagine the conversations over the breakfast table?) Ken and Kate Black, in a neat book <u>Assertiveness at Work McGraw-Hill, London 1992</u>, have another way of looking at this.

#### They say.....

You have the right to:

- know what is expected of you
- know how your manager sees your performance
- get on with the job in your own way once objectives and constraints have been agreed
- make mistakes from time to time
- expect work of a certain standard from your staff
- criticise the performance of staff when it falls below the required standard
- be consulted about decisions that affect you
- take decisions about matters that affect your department or area of work.
- refuse unreasonable requests

#### Tell me you can achieve all that without being assertive!

Maybe we're making this too difficult. Aren't we just talking honesty here?



### Couldn't we sum this up as:

- Expressing yourself in clear, affirmative manner
- Helping others around you grow by giving direct, honest feedback
- Knowing about yourself and your career ambitions
- Being productive
- Getting your message across without stepping on another's toes



Ask yourself, have you ever:

7

Yup

Never

- felt you are being manipulated or exploited by your boss/relative/friend
- felt dissatisfied with your social life
- felt guilty saying 'No' even to an unreasonable demand/request
- been afraid to speak up
- felt defensive even though you were unjustifiably criticised

If you can honestly tick **Never**, to all of them. You should go onto the next chapter and see what '**B**' stands for!

However, if you have a few Yup's ask yourself, how did you deal with it? Passively? Aggressively? Be honest!

Either passive or aggressive means there is a row brewing. Passive people explode – eventually. Aggressive people explode all the time. What about assertive people?

#### Try an assertiveness inventory. Think about how you can:

- Develop assertive behaviour for better personal and professional life
- Be more aware of your rights

- Express your feelings, wants, and ideas more effectively
- Develop a more positive self-image
- Handle unfair demands, conflicts and discipline problems effectively
- Say "NO" mean it and not feel bad about it
- Avoid being exploited or manipulated
- Be confident and positive when speaking up What are your training needs?

Here are some simple techniques. Try them:

#### Three steps to assertiveness



- 1. Make sure you understand and summarise the facts of the situation
- 2. Be clear that you can indicate your feelings towards the situation
- 3. Think through and be ready to you state your requirements, reasons and how it will be good for the other party

#### In plain English, fill out the blanks:

1. "Whe	n you" (state facts)
2. "I feel	uncomfortable" (say what you feel)
3. "I wo	ald like(state requirements)then we will be
able to worl	c together more productively
because	" (benefits to the other party)

See assertive is not about being rude. It is about being, well, eer; assertive!

#### **©** Got the idea? here are some other things to try:

- Be honest with yourself about your own feelings
- Talk to yourself! Rehearse in your mind and be ready to be positive. Tell yourself you can-do, can-achieve, can-deal with this, or that...
- Be clear, specific and direct in what you say
- If you run into a brick wall or a tide of objections, just stick to the facts, be assertive and repeat your message. Don't be put off.
- If there is uncertainty, ask for the facts, for clarification
- Respect the 'rights' of everyone else
- ...... And keep cool, calm and collected!

So, now you know, all you have to do is practice. But first, try this:

#### Try this

Think about some typical situations where a little assertiveness might just do the trick. How about appraising a member of staff, saying 'no' to extra work (Even a Camel can get a broken back) and asking someone for help.

Try some role play with a colleague. Generate a scenario about a poor performing person, an in-tray that is the size of the Eiffel Tower, or one of the awkward squad you need to ask for help:

- 1. Explain the situation
- 2. Use role-play to talk through the situation. Make your points clearly nd get the other person to respond as the appropriate character
- 3. Ask the other person what you did well and what you could improve.
- 4. Finally, swap roles, so you can swap ideas and see the situation from the other person's point of view

Well done, take a break and go on to the B section tomorrow, next week or next month.

Whenever you can.

Back to the beginning

The function of leadership is to produce more leaders, not more followers *Ralph Nadar*  B

# **Brag**

#### brag v.&n. 1 talk boastfully 2 boast about 3 a card game, like poker

Right, let's be clear about this. Forget the cards! And, I'm not talking braggadocio, or braggart, here. A braggadocio (Great word, isn't it?), is someone given to empty boasting unlike a braggart who, justified or not, does it all the time. No, forget that.

I'm talking about letting people know how good you are, being up-front about your achievements and your experiences. Too many managers get passed over for promotion or preferment because they are too shy to talk about the great things they've achieved.

There's something about the British. We can't seem to celebrate success. Do well, buy a nice car, park it and be certain to come back and find a big scrape down the side of it.

**Be successful in the USA...** buy a nice car, park it in the street and expect to come back and find a crowd around it. They'll be admiring it and telling each other how soon they will 'have one just like it'.

So bragging? We're talking strategic bragging. Planned boasting and targeted flaunting! Why not. If you've got it, flaunt it. And, that's the first message. Make sure you have something to brag about! We all have something to brag about. Nine times out of ten, we just forget what it is.



Be like the character in Gilbert and Sullivan's, Mikado, and 'have a little list'. At the back of your note book, diary (If you still have a paper pile, ugh!), personal organiser or a secret place, keep a list of things you have learned skills you have developed and good pieces of work. Add to it every week, without fail. Come appraisal time you'll have something to talk about, a lever to use for promotion and the basis of freshening up your CV.

- Dealt with a really difficult situation on the phone make a note of it. It is a bona-fide achievement.
- Sorted out a sticky problem with a patient or staff? Make a note of it, it is a 24crt. accomplishment.
- Solved a problem, delivered the impossible, jumped tall buildings in a single stride? Write it down.
- ... why not, it is a copper-bottomed piece of career insurance. You are good at something!
- Done a stunning proposal, a presentation to die for, a report in record time? Keep a copy, put it into your appraisal file or attach an anonymised version to the paperwork when you go for your next job.

You are good, very good but sometimes you need help remembering. If you don't remember, if you don't brag a little, no one will do it for you.

#### What about your staff?

Find some reasons for bragging about them. Let them hear you say things like: 'I couldn't have done it without this great team of people'.

Brag about an individual; 'We're really lucky to have Amanda working with us. She's done us proud with this project...'

Thinking about going for a new job? This takes some careful bragging!

..... time to turn bragging into a fine art.



#### Your CV... bragging and you.

How's your CV? Where's your CV? On a file somewhere? In the Cloud? On a stick? Down the back of the armchair? In the bottom of the parrot's cage?

#### You should:

- Know where it is
- Have a list of things to add to it
- Be able to up-date it, pronto



Tip...... Get your head around the idea that there is no such thing

as a 'CV'. Really? Yup. Think of a CV as an introduction to you. If you were in a room of people you may well introduce yourself differently to different people. Older people, younger people, people whose first language is not English. It is the same with a CV. You will need the same basic information but presented differently for different circumstances.

An internal CV for internal promotion. A CV that emphasises your people management skills for a people job and your planning skills for a planning job. Horses for courses – get the idea? As you change, so does the CV. Think of your CV as a tool to help you achieve what you want. Sometimes you need a hammer, other times a screw driver.

Here are the basics of a CV that brags, boasts and brings you into the limelight without anyone realising.

#### The secrets of the Stealth CV

It is a good bet you are not the only person to be sending a CV for a job interview, promotion or whatever. So; first impressions count. **You've got ten seconds** to impress and get yourself filed in the '*must see*' pile and avoid the '*dump this lot*' pile. If there are a hundred applicants and there often are,

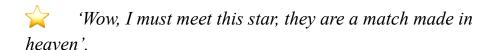
you have to be the *one-in-a-hundred*.



#### How do you do that?

Easy. Sell your best stuff on the front page. Just like a shop window. In other words, match your experience to the job advert and get it on the leading page. Put your personal or educational details, your out of work hobbies and all the other junk at the back.

At this stage it is all about getting an interview. A short list of your capabilities and a list of your major, stunning achievements – enough to make the selection person say;



Chose a layout that grabs them by the eyeballs. Plenty of white space (*Like this e-book*), easy to read, with headings and section breaks that jump off the page.

Use a word processing package and stay away from desk-top publishing. If you've got fancy lines, three hundred typefaces, drop shadows, boxes, clip art and embossing tools, you'll be tempted to use them. They will look horrible, amateur, immature and naff. Got the picture? Oh, and use good quality A4 paper, preferably 100gram for both your CV and covering letter. Not coloured paper, paper recycled from the hair of the armpit of a Tzumistan mountain goat, or the pretty stuff with the flowers on.

#### How long?

Two pages. Yup, two pages of careful, thoughtful well chosen words. Tops.

Yes, I know you have a million qualifications, experience up to the eyeballs and are an all round dish of the day. But, unless you are asked for something in detail, two pages is enough. Your prospective new boss doesn't want your life history – they just want to know if you are worth time, interviewing.

#### Get organised

- Use paragraph headings as sign posts and bullet points as markers. Keep sentences and paragraphs short and punchy.
- Include some stuff on where you are working now and the job you are doing. Make it relevant to the post you are seeking
- You need to brag about your achievements. This is your sales leaflet and must tell the prospective, sceptical, new boss, why they should invest in you. How are you going to show them a return? Sell them your benefits.
- Die, rather than send in a CV with mis-spellings or poor grammar. You will look sloppy, thick and casual. So, use the good old spell-checker and if you are not sure, get a friend to read you CV though. Look for typo's and mstkes. (They are easy to miss!)... I'm hopeless at it.



Should you use a professional CV service?

Big job, lot riding on it, make or break? Well a professional CV is a possibility. Have a look on the Internet and you'll find ten thousand companies who offer a service. Some are real swish outfits and some are former managers who have set up shop in the back-bedroom.

If you have a particular career problem a pro-CV writer might be a good idea. They will want to know everything about you and everything about the prospective job. This will take time.

Be clear what their fees are. Some of the companies are part of job agencies or headhunting firms and us the CV-writing offer as a come-on to find prospective employees for their client base of prospective employers.

You'll need to spend some time harvesting information. Here are the brutal basics:

- your full name, address, home telephone number
- date of birth (Not age)
- marital status (Divorced? Use 'single'.

Separated? Then you are still 'married'. Never, never, never, list any type of failure on a CV. Don't use divorced even if you were the tragically wronged, innocent party. You would say that wouldn't you?)

- nationality (This is really if you are applying for jobs abroad or if you are a British/EU national and your name does not sound British. Brexit is going to make this much more difficult), you need to be aware.
- driving licence details. (If it is clean, say so. If not, say nothing. Remember nothing negative)

#### \*Educashun!

- List your qualifications in reverse chronological order (*Latest first*)
- List your professional qualifications, membership of professional associations and if you are a member of a profession that has a register, include your ID number
- If you have completed a college or university degree or HND or Diploma, etc, list the courses you studied if your subjects were relevant to the job.

Don't forget any training courses you've been on. Include internal company courses and any evening classes or distance learning you have done in your own time. Don't leave out charity work. If it is smack-on-the-nose relevant put it in the jobs section. If not, bung it into the 'interests' section.



#### Mind the gap

Got a gap in your chronology? A period unemployed? This makes prospective employers think of prison, illness, 'time in detox' and just about everything else bad. Have a good reason for a gap and get in down on paper.

- Start with your most recent or last job and work backwards. For each position (Been promoted? Present that as a new job and show the dates separately)
- List your job title (e.g. Manager, Supervisor, etc)
- Show the job title of the person you reported to (e.g. Director, Manager, etc) this underlines your seniority
- Start and finish dates of all jobs
- What did you do? Spell it out along with the main responsibilities
- List your skills responsibilities, achievements and duties. Match them to the job you are looking for



TIP: Be positive about your skills and use words that 'sell' them.

Good written skills, excellent people skills, wide experience with patient and user complaints. Sell, sell!

- Impress with your level of responsibility. 'Managed a department with a budget of £10m and managed 150 staff'.
- Increased productivity/savings/revenue? Say so and quantify it. Say by how much, include volumes and numbers.



#### Time to brag, with style and skill and cunning.

What are your achievements?

Yup, I know you've done it all, been there and got the T-shirt. However, don't go over the top. Think about what you've done. Pick the four or five achievements that most fit the specification of the job you are after. Major on them. You can list all the other amazing stuff, later in the CV. Target what they are looking for in a candidate, with what you have done.

What else can you do?



#### Make a list:

- Computing skills you have and stuff you can make work: PC, Mac, Microsoft Windows latest version, Excel, PowerPoint, Access, basic web development, blogger, SoMe and all that sort of thing
- Speak a foreign language? Très-bon! Say so. Indicate the level; spoken, written, business or technical, restaurant, night club, pillow talk! Fluent? Good working knowledge, familiar, rusty. Be honest and don't get caught out.
- What else? Keep it relevant, please.



#### **Outside work interests?**

Sports, hobbies, run a boys club, do meals-on-wheels, organise a charity? Brag a little and show what a nice, warm, community minded person you are.



#### References

Don't include them on the initial CV but think about who you will approach and ask them, in advance, to support you. Some professions will want to take up references before interviewing you.



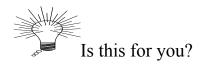
#### What gets left out is as important as what goes in

#### Don't include:

- Some CV guru's will say no photographs. They argue; you may think you are lovely and no doubt your mother does, too, but, unless you are applying for a role in the next James Bond movie (or perhaps airline cabin-crew), leave it out. I'm not so sure. If you have a nice passport size picture that makes you look business like, gorgeous and lovely, why not include it? Don't use holiday snaps or pictures that are in any way technically or presentationally dodgy.
- Had something go pear-shaped? Job, relationship? Don't mention it. Remember, nothing negative.
- Reasons for leaving previous jobs? Leave them out but be prepared to be asked at interview.
- Previous salary information. They might ask later. Just assume that you are worth what they are offering (and more)!

#### ..... And don't use:

- Title pages, binders and folders
- If you are a science whiz that has published loadsa-papers, sorry now is not the time to list them
- Photocopies that are obviously photocopies it makes it look like you are in the *give-us-a-job* hunt. In any case your CV should be tailored and targeted for each specific job



Some recruitment guru's suggest you open your CV with a short 'mission statement'. The idea is to encapsulate 'you', your vision, experience and aspirations in 30, or so words.

Feel comfortable with that? Give it a try and see how you end up.

Make a list of your talents, skills and aspirations. Think about your main strengths, attitudes and the direction in which you want to go. Ask yourself the question; 'Where do I want to be in five years time?'

You might find it easier to discuss them with a partner or close friend. Work on it together.

You should end up with something that looks like this:

'A qualified management professional able to lead and motivate others, aiming to achieve senior management responsibility in the developing area of web-based services.'

#### Now you try:

±	able to	
	, aiming to achieve	
	in the <i>developing</i> area of	
	······································	
Comfortable with that? (a little!	Good Stick it at the front – Brag	
Finally, finally		
Make every word count.	Remember, you are selling you	

#### Use words like:

Delivered, operated, consolidated, administered, evaluated, negotiated, accomplished, achieved, initiated, generated, pioneered, purchased, demonstrated, increased, created, planned and promoted. Every word you use should be screened to check that it's positive rather than passive.

Make sure that your wonderful CV arrives on the desk of the inquisitor unfolded, stapled in the top left-hand corner, only and un-crumpled. Invest in a hardback envelope. Or, in a clean easy to open pdf.



Make sure your name and contact number is on every page of the CV – put it in the footer

#### E-mail applications

The old snail-mail is taking a bashing. Increasingly you're going to be emailing your CV to prospective employers.

There are some traps:

• If you send your CV in the main body of an email, it might change format when opened by the recipient, so use a pdf format.

If you send your CV as an attachment, you might find out, too late, that the company has a policy of deleting all emails with attachments because of the risk of viruses.

Word, Mac Pages, Open Office, Apache? Call up and find out in advance what they want you to do. When all else fails, there is always snail-mail!

#### Need a covering letter? Do this:

- Address your letter to the correct, named person within the organisation and be sure to check all the spelling, names and soon.
- Type (I mean, word process) the addresses and body copy and

top and tail the salutation and sign-off, by hand. Use 'Dear Mr Big-Bloggs' and end 'Yours sincerely'. Forget Dear Sir and Yours faithfully.

If you're responding to a job advert, give the full title of the position, mention where you saw the ad and give the appropriate reference number at the top.

Your letter should look something like this

Dear Mr Brown, - in your own hand

REF: 2001/6/78/ Locality Manager

Further to your recent advertisement in The Gronidad, I am writing to apply for the above position.

I am a public service professional and a self-motivated team player and leader. I have demonstrated my ability to work within budget and have an in-depth understanding of current good practice and legislation.

I enclose my CV and ask, please, to be given the opportunity to attend for interview.

Yours Sincerely

Gladys Snoods

That's it, good luck! Brag a little and have a look at  ${f C}$ 

Back to the beginning



All assignments are eventually delegated to the person who understands them the least!

Dogberts Theory of Delegation



## Confidence

**confidence** *n*. **1** firm trust **2** a feeling of reliance or certainty **3** a sense of self reliance, boldness

How's your confidence? We're not talking parachuting out of an aeroplane or walking a tight-rope over the Amazon. Just ordinary, everyday confidence. Confidence in meetings, the confidence to stand up in front of a group and make a presentation. Confidence to talk to the public on a phone, strangers in crowded room or confidence to stand-up for yourself.

What is it about confident people? They have a sort of an aura, don't they? You can spot a confident person. Not smart people, or bumptious people or big-headed people. Just the kind of people who always seem to know what they're doing.



#### Are they different?

Confident people do seem able to face challenges, maybe take a risk. Confident managers do get the job done and motivate their staff better. They seem willing to leave the comfort zone of inactivity and try new things. Leaders seem able to instil confidence in the people around them.

#### How's it done? Is there a trick?

Not really. But there are, like all skills, techniques to learn and practice to be had.

And, don't forget, people can lose their confidence. After a serious accident, or a bad personal experience, some folk see their confidence go down the drain. As a manager you will be interested in your own confidence and building the confidence of those around you.

#### Confidence builders

#### Five simple steps:

- Tell people! Simple really. If you want someone to act confident, then tell them you have confidence in them. If you have a member of staff handling a tricky situation, say; "I know you think this is difficult but I am confident that you can hand this." Talking to staff facing a challenge for the first time; "I know you can do this. I've seen the way you handle yourself and I am totally confident you will pull this off."
- And, when they do come through with the project, the result use it as a confidence builder; "Well done! I told you I was confident you could do it and you have proved me right. Congratulations, a great job!"
- The more competent people are, the more confident they are. What improves competence? Training and practice. Build yours and other people's confidence by investing in training and personal development
- Empowerment. In other words; describe the task, make sure the resources are in place and transfer the ownership and responsibility down the line. Real leaders give real responsibility and real authority.
   They create the time and space for good people to great things. They are rewarded by people who know they are trusted and behave conscientiously and with confidence. They know they are trusted.
- Give someone the confidence to succeeded by reminding them of their previous successes. They did a good job on one project they can do a good job on another. Maybe you know they have had a success in a non-work related arena, maybe a sport or hobby. What does that bring to the work place and improve their self confidence?

These five points are leadership actions. Getting the best out of them by affirming your confidence, recognising their accomplishments, skilling and training staff, letting them get on with the job and reminding them of previous successes

# Are we born with confidence or can we make it, find it, acquire it or be trained?

Helping people to be more confident is part of the management coaching role. Yes, we can train staff (and ourselves) be more confident.

Try the; look, show, ask, give – technique.

#### Look.

Look at people carefully. How do they behave? How are they when they stand up in front of a group of people? Do they handle meetings well? Do they speak to the public, easily? Look for, what self development guru's call, 'teachable moments'. Find the moment when they are most susceptible to learning. When they have done a good presentation, give them another one to do. When they know they haven't done so well, use the opportunity to say; 'I could see you tried really hard to get that right, shall we work on some techniques to make it better next time?'

#### Show

**Show them what great performance looks like**. If you can do something well, show your people, give them an example to copy. Encourage them to watch and learn from the best in the business. Show people what good looks like and invariably they will get on a do it, better. Find some great Ted Talks. Show them, discuss them. What makes them great?

#### Ask

**Develop the questions** that will help people face and energise them. "How do you think you did?" "What do you think were the best bits?" "What do we need to do now?"

#### Give

**Give feedback**. Be candid, fair and sensitive. Do it regularly and use it to celebrate progress, however small. Show that you are confident in their ability to learn and grow from every experience.

...... And you? Set the example. Demonstrate your confidence by seeking feedback and opportunities to get even better at what you do.



## The fast-track to greater confidence

If you want to feel good, then just – feel good!

Faced with something that dents your confidence or you're asking that question; 'Why did I let myself in for this'?



### Remember; you are who you hang-out with.

Time to make yourself feel good. Think of three things that make you feel good. A memory, a person, a place, some music, an achievement, a photograph, a holiday. Anything. As long as it makes you feel good.

Guru's in the art of self motivation teach this. Apparently. The way the brain-box works; 'emotions attach themselves to memories'. Practice thinking about the good things and your confidence to do other things will build.

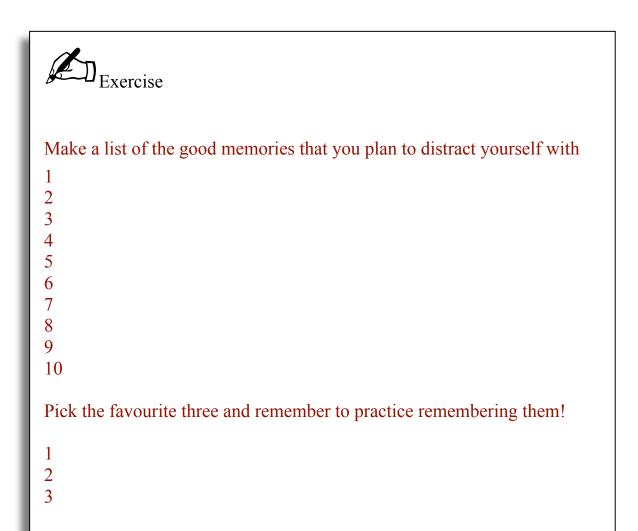
Feeling self conscious? Then stop thinking about 'the self' – in other words, you!

If you start to feel anxious about you, start thinking about something other than you. Look around the room. Think about the wall decoration, the pictures, who painted them. The carpet, who put it down. Think about colours, textures, shades. Focus on anything but you. Feeling self conscious in a group. Focus on the group and doing something. Get the drinks, start a conversation, ask someone a question, swap business cards. Keep the brain-box distracted!

Don't put up with unreasonable criticism - Even From You! Just bear in mind; even the most confident people have their bad moments! And, just because you feel like death, everyone is looking at you and your confidence level is zero – no one else is going to notice and even fewer will care. They are all worrying about their own problems!

Feel like you're no good at anything? Stop telling yourself. Anyway, it's a stupid lie. Everyone is good at something. Don't let yourself make sweeping statements – they can really screw-up your self esteem. Good self esteem is not about thinking good stuff about yourself – it's all about not thinking bad stuff!

Felt bad in the past? That's no reason to feel bad now. The past is the past – draw a line...



# Back to the beginning

... or, are you ready for  $\mathbf{D}$ , yet?

As we look ahead into the next century, leaders will be those who empower others

Bill Gates



## **Difficult**

difficult adj. 1 needing much effort or skill 2 troublesome, perplexing.

Difficult what? Difficult decisions? Difficult report? Difficult budgets? No, let's do difficult people!

People, difficult people, that's the one we seem to have the most trouble with.

Here are a few tips.

Make a start by cutting this out, stick it on the fridge door, with one of those magnet things and remind yourself every day

## Dealing with Difficult People

#### The first rule:

There is no such thing as a difficult person, there are just people we need to learn how to deal with......

The second rule:

Re-read the first rule......

...and whilst you are about it, cut this out, too.

```
The six most important words;
The five most important words;
The four most important words;
The three most important words;
The two most important words;
The one most important word;
The one most important word;

Wat is your opinion?'
Would you mind?'
Thank you.'
We.'
```

The least important word; 'I'

If our car won't start it's no good blaming the car. No good kicking the tyres, shouting at it and slamming the doors. Maybe it needs petrol, a service, a new battery. Who knows what it could be? We just find out what the problem is and fix it.

The same logic applies to people. If we have difficulties with our families, colleagues we work with, or our friends, what's the point of blaming them? Figure out the reason and then fix it.

#### Difficult? Moi?

Yes you! Before you can think about dealing with difficult people, let's start with you. Are you difficult? Are you the one out of step? Are you the one with the problem?

Here's some bad news for you; nice people are not always like you! Yes, yes, I know the world would be a much simpler place if everyone was like you but they're not.

They will have different backgrounds, different education, different perspectives, different cultures and different ambitions. They will be motivated differently



## **Hazard Warning**

Really difficult people are most likely to be selfish and inwardly focused. They won't give a toss about you. For them – it's all about them. So, don't let them get under your skin!

and think differently. And, they can still be nice people!

If you were born where they were born and taught what they were taught' you would be like them...

So the number one rule in dealing with difficult people is:

### Don't take it personally!

OK, so what do you do? Easy. Ask yourself this question;

'What do I want to get out of this encounter?'

Decide, in advance:

- What is your purpose
- What are the key results you want to achieve



Then, ask yourself:

Do I need to change MY behaviour to get the most out of it?

This doesn't mean you have to let a rude-pig trample all over you. But, it does mean you don't need to get into a bare knuckle fight...

#### Think about it!

The brutal truth is, they don't care about you.....

This may come as something of a shock, but there aren't too many people out there that care too much about you. There's your Mum, she probably still loves you, family, partners and a few friends, maybe. But, when push comes to shove, you're on your own.

How we treat each other is largely a product of how we feel about each other. Most folk start off neutral, we don't feel anything about each other. You might be unlucky and find a pre-prejudiced soul who is downright antagonistic but the fact is most people couldn't care less about you.

What do they care about? Answer; They care about themselves. They, are

into them, in a big way. That's why they're difficult.

What can you do about it? The brutal truth? Not much! It is very unlikely that you will change them. Anyway, why bother? There is a much easier way.

#### Remember this;

#### Difficult People are Predictable People.

That simple fact makes your life much easier. How many times have you heard folk say; 'Oh, don't bother with him, he's a misery'. Or, 'Don't ask her she finds fault in everything'.

You see, difficult people are not just difficult with you. They are into themselves and are, usually, difficult with everyone. Predictable is easy. You can prepare for difficult, you can plan for difficult, you can plot, scheme and collude against difficult. They are stuck in their ways. All you have to do is to be smart enough to manoeuvre.

This doesn't mean becoming a soft touch, or a push over. It means you use your brains more than your emotions. The trick is to decide, in advance what you want out of an encounter, plan accordingly and go for it.

**If you know someone is a nit-picker** and a stickler for detail – give them detail. 'In the report I've included all the background I can think of, including spreadsheets for four scenarios. Let me know if there's something else you need'.

If someone is abrupt, get straight to the point, avoid flannel and go to the heart of the matter. 'I know you are very busy so I'll come straight to the point. What do you think about this next phase of the development?'

**If someone is an ego maniac** – tell 'em how good they are. 'Jane, I know you are the neighbourhood expert on this, so I've put the

that you will end up wishing everyone was difficult – because the difficult ones are easiest to manage!

It's so easy

detail together and made a couple of recommendations. But, can I leave it to you to come up with some alternative directions, if you think they might be better.'

#### The strategy is easy.

You won't change a difficult person by being difficult. By deciding what you want out of the encounter and being prepared to manoeuvre, trim, side-step, change, call it what you like, you end up winning. You end up getting what you want!

Don't think difficult people are predictable?

Let me tell you; difficult people are so predictable that behavioural psychologist and other management guru experts reckon there are just seven classic types.

A number of psychologists have come up with definitions and metaphors for the seven types. I think the best work comes from big brain-box of someone called Robert Bramson. He did the work in 1988.

Bramson starts by identifying aggressive people and uses a neat metaphor to describe them. Really, they almost explain themselves Bramson tells us aggressive people divide into three sub-types:

- Sherman Tank,
- The Sniper
- The Exploder

Here's Bramson's advice about the Sherman Tank:

The term Sherman Tank accurately depicts what a hostile person does. They come out charging. They are abusive, abrupt, intimidating, and overwhelming. They attack individual behaviours and personal characteristics. They bombard you with unrelenting criticisms and arguments. Sherman Tanks usually achieve their short-run objectives, but at the cost of lost friendships, and long-term erosions of relationships.

Sherman Tanks have a strong need to prove to themselves and others that their view of the world is right. They have a strong sense of how others should act, and they are not afraid to tell them about it.

Sherman Tanks value aggressiveness and confidence. This belief causes them to devalue individuals they perceive as not having those qualities.

The basic core belief of a Sherman Tank is, "if I can make you out to be weak, faltering, or equivocal, then I will seem, to myself and others, strong and sure"

#### The sniper?

Snipers prefer a more covert approach. They put up a front of friendliness behind which they attack with pot shots, use innuendoes, non-playful teasing and not so subtle digs. Snipers use social constraints to create a protected place from which to strike out at objects of anger or envy.

They pair their verbal missiles with non-verbal signals of playfulness and friendship. This creates a situation where any retaliation back at the Sniper can be seen as an aggressive act, like you are doing the attacking not the defending.

Much like the Sherman, Tank Snipers believe that making others look bad makes them look good. They also have a strong sense of what others should be doing, but their constant cutting remakes usually de-motivates colleges rather than producing results.

... and the Exploder? Exploders are characterised by fits of rage fuelling attacks that seem barely under control. Bramson says:

These tantrums can erupt out of conversations and discussions that seem to start friendly. Usually tantrums occur when the exploder feels physically or psychologically threatened. In most cases an Exploder's response to a threatening remark is first anger followed by either blaming or suspicion.

#### Who's next?



### Complainers, grouches and the sour-puss:

Complainers moan like hell about everything but never seem to take any action to change anything. It is almost as if they like having something to moan about. Complainers are not the individuals who have legitimate complaints and a desire to find a solution to the problem. The complainer is someone who finds fault in everything, sometimes they do have a real complaint, but rarely do they want to find a way to fix the problem.

Here's what the guru Bramson said about them:

The constant complaints can cause people around the complainer to feel defensive.

Complainers view themselves as powerless, prescriptive, and perfect. These beliefs cause complainers to convert useful problem solving into complaining. Their feeling of powerlessness causes them to think that they cannot change things so they had better complain to people who can.

Their prescriptive attitude gives them a strong sense for how things ought to be and any deviation from that produces complaints. Complaints are a way for the complainer to confirm that they are not in control or responsible for things that are done wrong, reaffirming perfectionism.

#### The Silent Unresponsive and the Quiet Ones

A silent, unresponsive person deals with any disagreeable situation by shutting down. Ask them what they think and you'll be rewarded with a grunt! (Bit like a teenage son!).

Let's turn to the work of another management psychologist and organisation dynamics guru; Lewis-Ford, who wrote in 1993:

The unresponsive use silence as their defensive weapon, to avoid revealing themselves, so they can avoid reprimand. (*Just like a teenage son!*) On the other hand it can be used as an aggressive, offensive device as a way to hurt you by denying access. An unresponsive person in some cases might be distrusting of others, which explains their need to clam up.

Sometimes, keeping the silence is used as a way to avoid one's own reality. When words are spoken, they reveal thoughts or fears of the thinker, which can be frightening. It can be used to mask fear, sullen anger, or it can be a spiteful refusal to co-operate.

This type of person can be maddeningly difficult to deal with because of the communication barrier they put up. (*Very like a teenage son!*). In most cases, this person will not be very willing to converse openly. When they speak, there might be prolonged periods of silence due to a lack of confidence in themselves and their lives. This can result in a breakdown of communication, which leads to an unproductive interaction.

Those who portray this type of behaviour usually display such body language as staring, glaring, frowning, or folded arms in an uncomfortable fashion.



## The Super Agreeable –a bit like a Spaniel puppy!

The super agreeable is always reasonable, sincere, and supportive to your face but doesn't always deliver as a promised – with apologies to spaniel owners everywhere!

They want to be friends with everyone, love the attention. However, there's a darker side. They tend to lead you on with deceptive hints and references to problems that have been raised and will willingly agree to your plans of accomplishing the task at hand, only to let you down by not delivering them.

Back to Bramson for an astute description written nearly 20yrs years ago:

Everyone needs to feel acceptance and to be liked by others. There is a balance point that integrates our needs to do a job well and to find a reasonable place in the pecking order with a reasonable concern for being

liked.

For this type of person, the burden is so far to one extreme that they feel an almost desperate need to be liked by everybody. Their method of gaining acceptance is to tell you things that are satisfying to hear. They also use humour as a way to ease their conversations with others.

This type of difficult person presents a problem when they lead you to think that they are in agreement with your plans only to let you down.

Their strong need to give and receive friendship can conflict with the negative aspects of reality.

Rather than directly losing friendships or approval, they will commit themselves to actions on which they cannot or will not follow through.

### The Negativist

The negative person is a corrosive influence on groups and can be very demotivating for the individual.

Here's another expert, the psychologist Rosner. Someone else you can quote from and sound like an expert!

The Negativist is best described as a personality that not only disagrees with any cumulative suggestions in a group situation, but also the first to criticise group progress. While their criticism could be interpreted as constructive, this disrupts progress in a work environment and could negatively impact interpersonal relationships within a working situation.

Another common reference to the negativist is the sceptic. Like the negativist these individuals like to, tear apart and shoot holes in whatever is being said at the moment. They wear out their welcome over time as people catch on to their chronic negativity.

Inside the character of a person who is considered to be negative is a person who is having difficulties dealing with a deep seated inner conflict. This usually comes from a feeling that they don't have power over their own lives. The negativist is unable to work through basic human disappointment. A negativist believes that everyone can relate and understand the well of disappoint they feel towards humanity and our own imperfection.

While these people are so incredibly embittered about life and how it treats them, they are capable of having deep personal convictions at any task that is placed in front of them. However, if they are not in direct control of the project, it will fail because they believe that no one can handle or perform a task quite like they can.

#### The Know-All

Know-alls have an overwhelming need to be recognised for their intellectual ability. They are bores, dull and very tedious!

Here are the thoughts of two eminent experts in the field of human behaviour. First Rafenstein:

Know–alls can provoke feelings of anger, resentment, sometimes even violence in others.

So watch out! The second expert Keyon, took a less alarming approach when writing in 1999:

The Know-all could be suffering from lack of self-importance or maybe unable to participate at the level in which he/she would like to contribute to the group's idea pool. Taking the time to listen to a Know-all's endless speeches could lead to loss of time in completing projects or assignments.

Know-alls are very complex people.

#### They can be bullies.

They appear so certain they are right, it seems pointless to argue. They can be very persuasive. They like to communicate like they are talking to a child. Very annoying!

The second know-all type dominates conversations and likes being the centre of attention. The problem; if they read a press cutting on a subject – they are an expert. Give them Google and they are professors!

Some know-alls are not above making up any information, or knowledge deficit by making up a few facts.

#### Our friend Bramson wrote:

Know-alls problems stem from a need for others to think of them as being important and respected. Usually people who are confronted with a situation involving a Know-all are faced with a frustration. This usually leads to tension in work relationships.



The Indecisive, the ditherer, the hesitant

Inside the indecisive is a perfectionist trying to get out. They just can't seem to manage it. According to Bramson, this type of personality usually comes in two types. One that wants things done their way or no way; the second someone who, at times, intentionally drags out discussions by injecting different view points, frustrating everyone in the process.

The indecisive person may be one who usually is not good at communicating their own thoughts, needs, and opinions to those around them. At best these people stall because they are unable to cope with stress at a high and low level.

In order to deal with the stress they procrastinate which brings down coworkers and other people around them. At best they stall by not considering alternative ways of getting a job done. So those on the receiving end of the indecision lose enthusiasm and commitment to the project or person which eventually brings down the team.

Despite their success in evading the decision, the typical indecisive gets stressed over a various amount of tension. This doesn't mean that they don't communicate a decision or feeling through indirect communications. In fact, they are masters in body language, low moans or grunts, or even eye contact.

If the indecisive chooses to verbally make contact with other people it comes out in short phrases or sentences. Many times, these pieces of information get either ignored or shoved aside by co-workers who are already frustrated by the lack of communication they have received from that person.

They are also sensitive and might withhold information because they are worried about how it will be perceived by a group or person they are communicating it too. If the information is not sensitive they feel that their opinions don't matter and that someone else will deal with a conflict or problem that they are worried about.

....that's the end of the of the quick guide to the seven classic types. Now you're an expert. Make a coffee and let's put that new found knowledge to work!

Here are some more experts, who will give us a fast-track to dealing with difficult people.

## First the diagnosis:

What type are they? Brad McRae, author of "Negotiations and Influencing Skills: The Art of Creating and Claiming Value," suggests there are four steps in the diagnosis.

- The first thing to do is to watch and take notice if you've seen this behaviour in three other situations with this person. The reason for this is because the first two times is probably chance but by the third time it's probably a pattern.
- The second thing to do is notice whether or not this person is dealing with a lot of stress. Stress may be causing this adverse behaviour and is not a regular

- The third thing to do is to ask yourself if <u>you've</u> have been suffering from any exceptional stress. Stress on you may be causing you to see the world in a way that is contrary to what is actually going on.
- The fourth, have you had an adult-to-adult conversation with this person? There are times when the other person may, or may not know that their behaviour is causing a problem for you and talking to them can clear up what turns out to be a simple misunderstanding.

McRae tells us: "the reason people get into difficult situations with difficult people is because they allow themselves to become emotionally hooked. Often, the more we try to break free of these situations the more ensnared we become until some of us crack".

? Why do we get hooked, or sucked in to difficult people? Back to McRae; every person has a set of values or beliefs that guide their behaviour throughout life and especially in encounters with other people. Every set of values for each individual is different from one another.

#### McRae listed fifteen of the most common core beliefs:

Yup, that's me!



- I must be loved or accepted by everyone.
- I must be perfect in all I do.
- All the people with whom I work or live must be perfect.
- I can have little control over what happens to me.
- It is easier to avoid facing difficulties and responsibilities than to deal with them.
- Disagreement and conflict should be avoided at all costs.
- People, including me, do not change.
- Some people are always good; others always bad.
- The world should be perfect, and it is terrible and catastrophic when it is not.
- People are fragile and need to be protected from The Truth.
- Others exist to make me happy, and I cannot be happy unless others make me happy.
- Crises are invariably destructive, and no good can come from

- them.
- Somewhere there is the perfect job, the perfect solution, the perfect partner and so on, and all I need to do is search for them.
- I should not have problems. If I do, it indicates I am incompetent.
- There is one and only one way of seeing any situation-the true way.

..... time for a break. Have one of those quiet reflective moments! You won't understand others if you don't understand yourself.

## Which of McRae's values do you share?

If you can, take a look at yourself and decide which core value is, or was, hooked in a particular difficult situation you've had to deal with. Now you will understand why you were upset. This new understanding leads to controlling yourself and your emotions better.

According to McRae, if we are prepared to accept that the first step is to control ourselves, then we have a better chance to control others and the situations we find ourselves in.

Back to where we started, with the work of Robert Bramson. In his book "Coping With Difficult People," he lists tips for dealing with each of the seven types.

Here's his 'at a glance guide'!

The Type	The Response
The Hostile Sherman Tank	<ul> <li>Give them a little time to run down</li> <li>Don't worry about being polite; get in any way you can</li> <li>Get their attention, perhaps by calling them by name or sitting or standing deliberately</li> <li>Getting them to sit down is a good idea</li> <li>Maintain eye contact</li> <li>State your own opinions forcefully</li> <li>Don't argue with what the other person is saying or try to cut them down</li> <li>Be ready to be friendly.</li> </ul>
The Hostile Sniper	<ul> <li>Smoke them out. Don't let social convention stop you</li> <li>Provide him with an alternative to a direct contest</li> <li>Don't focus on their point of view, be sure to involve everybody</li> <li>Do move fast to try to solve any problems that arise</li> <li>Prevent sniping by setting up regular problem-solving meetings</li> <li>If you are a witness to a situation with a Sniper, stay out of it, but insist that it stop in front of you.</li> </ul>

The Hostile Exploder	<ul> <li>Give them time to run them down on their own</li> <li>If they don't run down, cut into the tantrum with a neutral phrase such as "Stop!"</li> <li>Show them that you take them seriously</li> <li>If possible, take a breather with them to the side and in private.</li> </ul>
The Complainer	<ul> <li>Listen attentively to their complaints even if you feel guilty or impatient</li> <li>Acknowledge what they are saying by paraphrasing their statements and checking out how you feel about it</li> <li>Don't agree or apologise for their allegation even if, at the moment, you accept it as true</li> <li>Avoid the accusation-defence-re-accusation Ping-Pong argument</li> <li>State and acknowledge facts without comment</li> <li>Try to move to a problem-solving mode by asking specific, information questions, assigning limited fact-finding tasks, or asking for the complaints in writing, but be serious and supportive about it</li> <li>If all else fails, ask the Complainer: "How do you want this discussion to end?"</li> </ul>
The Silent and The Unresponsive	<ul> <li>Rather than trying to interpret what the silence means, get them to open up</li> <li>Ask open-ended questions</li> <li>Wait as calmly as you can for a response</li> <li>Use counselling questions to help move them along</li> <li>Do not fill in the silence with your conversation</li> <li>Plan enough time to allow you to wait with composure</li> <li>Get agreement on or state clearly how much time is set aside for your "conversation."</li> <li>If you get no response, comment on what's happening. End you comment with an open-ended question</li> <li>Again, wait as long as you can, then: comment on what's happening and wait again. Try to keep control of the interaction by dealing matter-of-factly with "Can I go now?" and "I don't know" responses</li> <li>When they finally open up: be attentive and watch your impulse to gush. Flow with tangential comments. They may lead you to something relevant and important. If they don't, state your own need to return to the original topic</li> <li>If they stay closed: avoid a polite ending, terminate the meeting yourself and set up another appointment, at length, inform them what you must do, since a discussion has not occurred</li> </ul>

The Super Agreeable	<ul> <li>You must work hard to surface the underlying facts and issues that prevent the Super-Agreeable from taking action</li> <li>Let them know that you value them as people by telling them directly. Asking or remarking about family, hobbies, wearing apparel. Do this only if you mean it, at least a little!</li> <li>Ask them to tell you those things that might interfere with your good relationship</li> <li>Ask them to talk about any aspect of your product, service, or self that is not as good as the best</li> <li>Be ready to compromise and negotiate if open conflict is in the wind</li> <li>Listen to their humour. There may be hidden messages in those quips or teasing remarks</li> </ul>
The Negativist	<ul> <li>Be alert to the potential, in yourself and in others in your group, for being dragged down into despair</li> <li>Make optimistic but realistic statements about past successes in solving similar problems</li> <li>Don't try to argue them out of their pessimism</li> <li>Do not offer solution-alternatives yourself until the problem has been thoroughly discussed and you know what you are dealing with</li> <li>When an alternative is being seriously considered, quickly raise the question yourself of negative events that might occur if the alternative were implemented</li> <li>At length, be ready to take action on your own. Announce your plans to do this without equivocation</li> <li>Beware of eliciting negativist's responses from highly analytical people by asking them to act before they feel ready</li> </ul>
The Know-all	<ul> <li>Make sure you have done a thorough job of preparing yourself; carefully review all pertinent materials and check them for accuracy</li> <li>Listen carefully and paraphrase back the main points of the proposals, thus avoiding over-explanation</li> <li>Avoid dogmatic statements</li> <li>To disagree be tentative, yet don't equivocate; use the questioning form to raise problems</li> <li>Ask extensional questions to assist in the reexamination of plans</li> <li>As a last resort, choose to subordinate yourself to avoid static and perhaps to build a relationship of equality in the future</li> <li>Where the Know-all is not threatening or bullying</li> <li>State correct facts or alternative opinions as descriptively as possible and as your own perceptions of reality</li> <li>Provide a means for them to save face</li> <li>Be ready to fill a conversation gap yourself</li> <li>If possible, cope with them when they are alone</li> </ul>

<ul> <li>Make it easy the indecisive to tell you about conflicts or reservations that prevent the decision</li> <li>Listen for indirect words, hesitations, and omissions that may provide clues to problem areas</li> <li>When you have surfaced the issue, help them solve their problem with a decision</li> <li>At times, their reservations will be about you. If so, acknowledge any past problems and state relevant data non-defensively and propose a plan and ask for help</li> <li>If you are not part of the problem, concentrate on helping the indecisive examine the facts. Use the facts to place alternative solutions in priority order. This makes it easier if they have to turn someone else down</li> <li>If real, emphasise the quality and service aspects of your proposal</li> <li>Give support after the decision seems to have been made</li> <li>If possible, keep the action steps in hands</li> <li>Watch for signs of abrupt anger or withdrawal from the conversation. If you see them try to remove them from the decision situation.</li> </ul>		
	The Indecisive	<ul> <li>reservations that prevent the decision</li> <li>Listen for indirect words, hesitations, and omissions that may provide clues to problem areas</li> <li>When you have surfaced the issue, help them solve their problem with a decision</li> <li>At times, their reservations will be about you. If so, acknowledge any past problems and state relevant data non-defensively and propose a plan and ask for help</li> <li>If you are not part of the problem, concentrate on helping the indecisive examine the facts. Use the facts to place alternative solutions in priority order. This makes it easier if they have to turn someone else down</li> <li>If real, emphasise the quality and service aspects of your proposal</li> <li>Give support after the decision seems to have been made</li> <li>If possible, keep the action steps in hands</li> <li>Watch for signs of abrupt anger or withdrawal from the conversation. If you see them try to remove them from</li> </ul>

Final thought. What could be more complex than human behaviour? The psycho-guru's spend their lives trying to make it easy for us but in the workplace and at home it can get very complicated. The best advice is; deal with it and deal with it now.

The longer a difficult situation goes no and the longer you tolerate the behaviour of a difficult person the harder it will be to sort it out, un-pick it and make it right.

Yes, '**D**' stands for difficult, it also stands for '**Do it now**'.

There is an interesting book called <u>Dealing with Difficult People</u>, modesty prevents me from naming the author!

## Back to the beginning

OK, lecture over. What's your next letter?

To lead the people, walk behind them

Lao Tzu



## **Effective**

effective adj&n. 1 having a definite or desired effect 2 powerful in effect, impressive

Well, that's what the dictionary tells us it means. I have another definition and as it's my A-Z, I think I'll use it:

Effectiveness is putting words into deeds and getting results.

# How many managers do you know who are members of the chattering classes. All talk and no delivery?

Loads of things to say, opinions to express and comments to make. How effective are they? Zilcho, I bet! They gossip their way around the organisation until they get found out, or their budget explodes in someone's face.

There are all kinds of ineffective managers. Here's a short list of the ones to avoid:

- Committee managers happily spend days in meetings, doing nothing and waging war on efficiency with a cup of tea and a ginger biscuit.
- **Memo-managers** they'll write to you until the last tree has been cut down from the last rain forest, or their email system melts.
- Chatty managers always willing to talk over a problem and never do anything effective about it.
- **Flapper managers** possibly the most dangerous! Loads of action, running around, meeting after meeting and a diary full, not a moment to spare. All action no effect.
- **Phone manager** always on the phone. Always engaged, line always busy. Never gets out of the office to achieve anything.

Which one are you? None I hope. But, you may recognise a few colleagues!



## What is the secret of effective people?

5

Here are my top five things:

- 1. They always hire people who are better than they are. They step back and take the credit. To do otherwise means that at some stage you will have to step forward and take the blame!
- 2. They constantly audit themselves. They ask themselves; 'What am I going to achieve if I do this?'
- 3. When they get something wrong they are not afraid to look into the mirror and ask; 'Why?' They want to know why they are not effective. What went wrong. Effective people have strange ego's. In failure they have no ego and in success they have an ego they call 'pride in a job well done'.
- 4. Effective people review their effectiveness frequently. They want to know they are effective in everything they do. They ask; 'Am I being effective, right now'. They don't wait and they never kid themselves.
- 5. Effective people are results lead. They look for results in their own performance and in the performance of the people around them. They are often inspirational and seem to have the knack of managing their time to get results. They know how to priorities.

## Give yourself an effectiveness audit...

Pick a day and make it your audit day.

Then ask yourself:





## Meetings:

Was it effective?
Was there a measurable outcome?
Was I effective in the meeting, did I have a worthwhile contribution to make?
Was my being there making a difference?

#### **Communications:**

Have I cleared my in-box today? Is the stuff I have left really not do-able right now Would it be more effective to pass it on. Do I prioritise my response to mail? Have I set up appropriate files and auto-responses? Did I make all my call backs Did I make time to network

#### **Decisions:**

Have I made effective decisions, or put off making decisions.

How will I measure the effectiveness of my decisions?

Finally: What are the words and actions I have taken today that have been effective for the organisation I work in and the people around me?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

Jump in your new Jaguar, turn on the hifi, set the cruise control and head for Birmingham. Superb engineering, wonderful day, what could be more efficient than this superb example of modern engineering?

Well if you should be heading for Bournemouth... it's not very effective.

What kind of a day have you had?

Er, pick another letter!

Or..

Back to the beginning



The quality of leadership, more than any other single factor, determines the success or failure of an organisation

Fred Fiedler & Martin Chemers



## Face to face

#### face to face v. 1 facing 2 confronting each other

It is a bit of a pity that the dictionary definition of 'face to face' uses the word 'confronting'. It might give off the wrong message.

This section is all about 'face to face-management'. This is different. There is nothing confrontational about it. It does mean confronting issues and problems but it's not *confrontational*.

# There is a growing tendency among mangers to manage by remote control. Manage by memo, e-mail, voice mail, text.

Managing face to face needs a different technique. It also takes planning, time, determination and courage.

Want to say 'well done'? Say it face to face.

Somewhere in your organisation there is a back that needs patting - not someone aching to read a memo!



Got bad news to deliver?

How do you think the recipient wants to hear about it?

Do they want to read it in a memo, or would they rather read it in the eyes of the responsible manager.

# None of us like to deliver bad news, or confront poor performance or bad behaviour.

In big organisations there is plenty of administrative undergrowth to hide in! It's easier to whiz-off an e-mail.

Face to face managers command respect, are trusted and admired.

So, how do you do it?

Let's start with a question:

How many face to face contacts have you had in the last five days?

None? Some? How many?

Now answer the next question:

How many e-mails and memo's have I sent out in the last five days?

Loads? Hundreds? How many?

? Now ask yourself; how many of them could have been done face to face. Or, when push comes to shove, personally, over the telephone?

Personal contact produces trust. Almost everything else creates an opportunity for mistrust and misinterpretation.

Here are ten steps to becoming a face to face manager:

1 Got information you want the organisation to hear? Do it face to face. Organise a communications day. Brief staff and colleagues in groups. In small organisations, or departments, it won't take long. In big organisations it could take all day. So, start early in the morning and carry on for as long as it takes. Brief groups, on the hour every hour. Use the same materials, the same colleagues to do it with and deliver your message to everyone, face to face. That way you will kill gossip and speculation and be sure your message gets across – face to face. It is hard work and not something you might want to do every day – but it works!

- 2 If you work in a large organisation, vary your way in, in the morning. Don't use the same door. Try going in around the back, through another department, use a different lift or stairway. On the way, say good morning to five people. Introduce yourself, ask them what they do? Ask; 'How are things?', 'What should I have at the tope omg do-list, today?' They will be amazed and you might be surprised at what they tell you! One thing you can rely on is this; the five people you meet will tell five of their colleagues all about it! And they will each tell another five. That's how to spread good-gossip.
- 3 Ring fence some time in your diary to go walk about. Get out from behind your desk and get into the organisation and talk to people, face to face. If, where you work, works shifts, make some time to visit, late at night or early in the morning. American management guru, Tom Peters, preached 'management by walking around'. He's right. The only piece of kit you need, to be a modern, face-to-face manager, is a decent pair of shoes!
- 4 **Give yourself a target**; find five people a week who deserve a 'well done' or a pat on the back and do it personally. Face-to-face.
- 5 Got bad news or a criticism to make. Do it face-to-face. Not in your office. Go to the person or department concerned, find a quiet place and say what you want to say, face-to-face; 'This is difficult for us all, but I wanted to be honest with you. I'm not happy with (this or that). I wanted to tell you personally and give you the chance to let me hear your side of the story.....'

6 Have an open door policy – and mean it. Prop your door open with something conspicuous. A china dog, or a brass weight. Make it clear to people; when the door is open, you welcome visitors. When the door is shut, they should respect your privacy. Don't expect staff to make an appointment to see you – unless they want to. If you are there and free, you'll talk, answer questions and deal with things face-to-face. It takes courage, but that's what managers are supposed to have.

7 **Can't do it all face to face** and have to use the telephone? That's OK, but have a *face-to-face* phone policy. Accept all your own calls. Don't hide behind an assistant. If you are there and the phone rings – pick it up and deal *face-to-face*!

8 **Really, really stuck for a face-to-face**. Try texting! Most staff and colleagues have mobile phones. Software, for that is known as broadcast-texting is a cheap download from the Internet. You can text up to a thousand mobile phones simultaneously. It's not as good as face-to-face, but it is instant and can be used to kill gossip or pass on urgent news.

9 Don't think newsletters replace the face-to-face. In small organisations they are superfluous and in large organisations they are almost entirely useless. Think about it; in a large organisation you will have people who read and enjoy the Times as their source of daily news. Others will read the Guardian and a lot will want the Daily Mirror, or Sun. Many more the BBC on-line. And, everything in between. Including the Financial Times and the Metro! Each of those newspapers have a different style, intellectual framework and approach. They may be newspapers but they are really only products reaching a target market. So, how can a newsletter reach out, appeal to and be read by such a

diverse audience. Answer; they won't. They end up in the bin! What do they all look at? SoMe...

10 Set yourself a target of making at least one new face-to-face contact every day!

## Back to the beginning



OK, next letter please!

Skill in the art of communication is crucial to a leader's success. They can accomplish nothing unless they can communicate effectively

Norman Allen



## **Glory**

**glory** *n*&*v*. **1** high renown, fame, honour **2** adoring **3** praise the bliss and splendour of heaven

As a manager, if you are any good at what you do, well balanced, can exercise sound judgement and are confident, you won't look for 'glory'.

Glory is something to give away. Give the glory of success to the people you work with, the team who work for you, the organisation that backs you. There's nothing more to be said.

Think about it. Praise, acclamation, applause, commendation, kudos, acclaim – you don't need it. You know how good you are and what a great job you are doing. Give the glory to the others.

## Back to the beginning

Next letter, please.....

There are no office hours for leaders Cardinal J Gibbons



## **Happy**

**happy** *adj.* **1** feeling of showing pleasure or contentment **2** fortunate, characterised by happiness



Is everybody happy? They are? Great! How do you know?

Happy in the sense of motivated, not in the sense of out of your face! Happy staff do a better job. Trite? Overused? Hackneyed? Yes, of course. But like all of these old wives' tales and cliché sayings, they contain huge amounts of truth. Good old, solid, common-sense truth.

How do you know if people are happy? Managers' perceptions of what is going on, how people are feeling, often lags behind the truth. Good managers are right on top of the job, get out and about in their organisations and develop a feeling for gauging levels of morale and motivation. Nevertheless, they often miss the signs.

## Here's why:

- For whatever reason some people hide their feelings and they are very good at disguising how they really feel
- Macho management styles discourage openness and encourage people to hide their feelings
- Office politics and peer pressure can encourage a cover up
- Office bullying can create a fear of reprisals if people speak out
- The culture of the organisation can create an environment where 'it just isn't done'

- People are too willing to please
- Not wanting to look disruptive
- People don't understand the real issues
- No time
- Poor communications and a feeling of 'no one is listening, anyway'

Based on the work of Patrick Forsyth 'How to Motivate People' ISBN 0-7494-3255-1

Some bright management guru, with a brain the size of Milton Keynes, (I can't remember exactly which one it was), said 'management is measurement and everything is measurable'.

So, can we measure organisational happiness? You sure can. But, you have to have the systems in place.

#### Here is a selection of ideas:

- Ask people; 'Are you happy?' Simple enough. Managers should regularly debrief their staff
- Tell managers they are responsible for making sure staff are happy and motivated. Put it in the job description
- If you pay peanuts you get monkeys – grumpy monkeys.
   May sure pay structures contribute to motivation
- Be open with people, communicate with them, regularly; face to face, targeted newsletters, notice-boards, tapes and text messages and avoid the corrosive effects of gossip
- Social events make sure they are appropriate. Golf days can be a turn off for the non-golfers. Avoid macho interests. A visit to a lap-dancing club is a no-no for mixed sex groups. Try and find things to do that will



TIP: Need to communicate

something with staff urgently? Try sending a text message. Invite staff, who have mobile phones (and who doesn't these days), to put their number on a central data base, so that they can be kept bang up-to-date with the latest organisation news. Software to do this is a low cost investment. Not all staff have mobile telephones? Don't worry, rely on the ones that do, to spread the message to the ones that don't.

involve staff's partners who do not work for the company. Family days

and so on.

- Use annual appraisal interviews to ask questions about work-place happiness and motivation
- Have effective policies on absenteeism and discipline
- Motivation schemes, employee of the month, monitor them and make them work for you by focusing attention on the good things that people do.
- Use an App, like the <u>Fab-O-Meter</u>, to get a real-time, dashboard feel for morale in the organisations



#### Happy people don't go sick so often as the miserable ones!

Poor moral can lead to endemic absenteeism. Departments become unmanageable because everyone is using sickness as a way of forgetting their problems at the office.

#### Here's a neat solution – measure absences. This is how it's done:

- Score days off sick either side of a weekend with 10 points
- Score days off sick either side of a Bank holiday with 12 points
- Score single days off sick, during the week, with 8 points
- Score linked mid-week days off sick with 2 points a day
- Score days off for long-term sickness with 1 point per week

Use a period of not less than a month and not more than a quarter. This weighted method of scoring highlights the obvious problems and does not penalise those who are genuinely ill.

Now, add up the scores for each department and publish the results on the intranet, e-mail, Facebook or notice board. Be sure everyone sees the results.

#### Expect the following to happen;

• Demonstrating that the issue has management attention will impact false absenteeism and reduce sickness absences immediately

• Departments with a high score will probably be the poor performers and will be impacting on other departments. Expect peer pressure to leverage down unacceptable and unwarranted absence levels

Want to know how people feel? Ask them to fill out a questionnaire, like this. No names, no pack-drill..........

My work here is made more difficult by
work here because
I am always set/never set realistic targets and I always/never have a meaningful input and I always/never get feed-back on my performance. If the organisation were an animal, it would be a and if it were a piece of furniture, it would be a

go on, I dare you

#### Things are changing – is everybody happy?

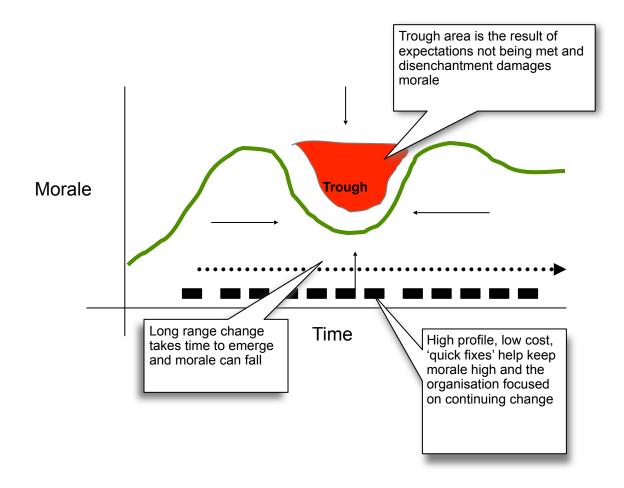
Morale, at the time of organisational change is at its most brittle. Tricky time. The idea is to keep everyone focused on the big picture and keep them motivated along the way. For example, changing the NHS has been likened to turning a super-tanker. Takes time and can't be done on a sixpence.

At the first sign of change, optimism goes up and morale usually increases, but as time goes by, if nothing good happens, it sinks, until improvements cut in and can be seen by everyone. This 'trough' effect is typical.

The idea is to keep the trough as shallow and narrow as possible. This is achieved by having a number of high profile, low cost quick fixes that can be phased-in along the way, whilst the big changes take time to come into effect.

When people can see things changing, they seldom worry about evaluating

the changes in terms of money. The impact on their working day is the most important thing to them...



Back to the beginning

Organisations with no meaningful incentives of their own end up being managed by airline bonus miles programmes.

Anon...



**inspiration** *n*. **1** a supposed creative force or influence **2** sudden brilliant, creative or timely idea

A great man once said; 'Where there is perspiration, there is inspiration'. Like the golfer who was accused, by his playing partner, of being 'lucky'. He replied; 'The more I play, the luckier I get!'



The more you do, the better you get.

Well, that's probably true. But there is a contradiction, here. Doing a lot of the same means it is easy to get into a rut. Do the same thing every day, do the same job and a strange thing happens. Funnily enough, it's another 'I' word:

#### Invisible

The organisation and the people you work with, become invisible. In the same way that you don't see the stain on the kitchen floor and the tiny piece of wallpaper peeling of the wall in the hallway; the things we see every day, we no longer notice.

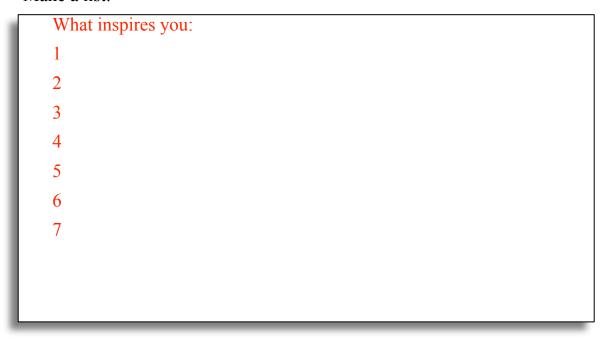
So, how do you dig your way out of a rut? Where do you go to find inspiration? Well, not necessarily to an international motivational guru, or to the top of a Nepalese mountain for a session with your spiritual advisor. Mind you, if it works for you – good luck!

You might find some inspiration closer to home. The people you work with, for instance. Got a problem? Short on inspiration? Can't find the answer? You could always try the staff! Sit down with them, explain the problem and ask them what they think the answer might be.

Get a list of solutions and here's a neat trick; accept the solution on the basis that whoever came up with the idea has the responsibility for implementing it. This has the effect of limiting excesses in solutions and in the longer run, is very empowering for staff.

Need some more inspiration. Let's put some building blocks in place:

Make a list:



```
When do you feel inspired:

1
2
3
4
5
6
7
```

#### Make a list:

Who inspires you:

Why were you inspired:

Having trouble with the answers? Have an inspired guess! Play around with ideas. The more you exercise you mind the more inspired you will be.

You are aiming to discover what are the circumstances and who are the people and where are the places that you can get yourself into, go to and be with, that gives you the spark of inspiration.

What are the best ideas you've ever come up with. Where were you and who were you with when the light-bulb came on? Can you recreate the circumstances?

#### Remember, you are who you hang-out with.

Relying on tried and tested solutions is tempting but can you move on? Can you try another approach.



#### Exercise

Think about the jobs, the tasks, the processes that are stuck in a rut.

Pick one and look for an inspired solution. Brainstorm, look for ideas, talk to colleagues. Talk to people in different industries that might be facing similar problems. What do they do?

Replicate the circumstances when the light bulb came on and you were inspired and apply them to this issue.

Back to the beginning



Technology has met it's promise of reducing our workload. It does this, primarily, by preventing us from doing any work at all!

Ouch!

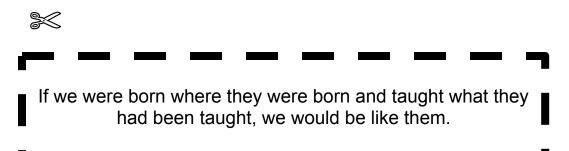


## **Judgement**

**judgement** *n*. **1** the critical faculty, discernment **2** good sense

The opposite to judgement, in my view, is prejudice. Prejudice is corrosive and a threat to fair and objective judgement. To be prejudiced by the way someone looks, dresses, speaks, behaves, is a lack of judgement. Nice people are not always like us.

Here's a phrase worth cutting out and sticking on a wall:



This not only about racial, religious or sexual prejudice. This is a lot about managers who make prejudiced decisions about people, staff and events.

Recruiting staff, dealing with suppliers, people who use your services need a fair hearing and for you to exercise sound judgement. How to do it? easy, stick to the facts and if you don't know the facts, don't make a judgement until you do. Avoid the subjective and try to be objective.



Do you think you'd pass the Judgement test? Here it is, give it

Think about the last time you made a really important 'people decision'. I can't bear the phrase human resources and I don't like 'personnel', so if it's OK with you, I'll stick with people!

If you don't do 'people decisions' pick another event where you had a tough call to make.

Write down the key factors that influenced your decision:

Did you have all the facts? All the information?

Now go and find a mirror. Look at yourself and say;

"My decision was wholly objective and the best one I could have made in the circumstances. I did not allow my prejudices to influence me."

Feel comfortable with that? Good you passed the test. Be sure and ask yourself that question each time you have a big-call to make.

Ready for a **K**?

Or....

Back to the beginning



Organisations are generally slow to adopt new ways of business, especially if it means a reduction in paper!



## Knowledge

**knowledge** *n*. **1** awareness or familiarity gained by experience **2** the sum of what is known **3** certain understanding

I'm not much of a one for management fads. You know, the sort of thing that management guru's come up with from time to time. Ideas that are supposed to revolutionise our thinking, change

what we do, streamline our lives and turn our pretty brain-boxes inside out. We've had:

- The Vision Thing
- The Mission Thing
- Direction Setting
- Flat Organisation Theory
- Decoding Corporate Culture
- Open Environments
- Empowerment
- Customer Focus
- The Value Revolution
- Total Quality Management
- Re-engineering
- Lean
- Sigma



For the really

irreverent amongst you there is a great book debunking most of this stuff. it is called 'Fad Surfing in the Boardroom' by Eileen Shapiro, published by Capstone

Well worth a read!

Some of it is just new metaphors for well established management practice and some of it, frankly, I find *aloadarubbish*!

That said, I think there is one new management 'invention' that is well worth a look:

## **Knowledge Management**

There are lots of definitions. Here's mine:

"Collecting and making accessible all of the information the organisation has, to help people do a better job for the customer.... or in the case of the NHS, the patient"

Think of it another way. Knowledge management can:

- Gather information on best practice and share it across the organisation
- Identify barriers to peak performance
- Supporting 'communities' of workers
- Develop self-help information strategies
- Help develop and achieve objectives

## Ask yourself and your colleagues how you share information and best practice?

In the health and social care services, whilst there is a determined move towards a paperless environment, the fact is important records, patient's notes and test results are, often, still hand written. The result is, the information is difficult to share and very prone to going astray. The consequence is delays, inconvenience and who knows, perhaps even lives lost.

In the commercial world, modern companies keep their information in datawarehouses, 'The Cloud', on the Internet or Intranets. This means you can go into a store at one end of the country and they will be able to confirm your purchase in a store at the other end and give you a refund.

Call up a computer software help-line and the technician will have access to an Internet knowledge base, to figure out a solution to your problem and probably, remotely, take over your computer and fix it. Supermarkets have loyalty cards from which they can tell what you buy and when you buy it. That way they can be sure to stock lines that are selling well and introduce you to new products. Buy a holiday from the Internet and you will be offered car hire, reading material about your destination and even a loan to finance it.

Buy from Amazon and they have you for life!

In the real world companies are using information to provide you with better services, faster service and to develop a relationship with you. Indeed there is another management fad-speak-guru-idea called *relationship marketing*. But that is a story for another time! Mind you, it is a good story!

There are three elements to getting knowledge management sorted:

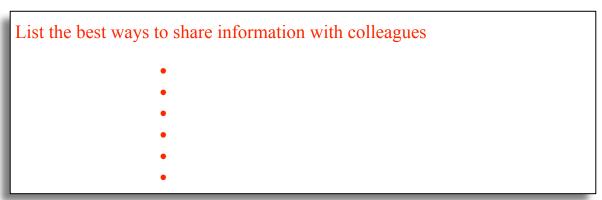
- Understanding
- Channels
- Collaboration

Let's have a look at them in turn:

#### **Understanding**

The question is; do your staff and colleagues know how best to share learning and experiences with their colleagues? Don't take it for granted that they do. In a survey of staff working in a global finance company (who are supposed to be good at his sort of thing), only 27% of said they knew how best to share information.

So, what's it like over at your place? Don't know? Well, ask the question, do a survey:



#### Channels

Knowledge management is really a product of the internet age. However, research shows that levels of awareness amongst staff can be low and they often do not understand the extent and the facilities on offer. Acceptance is low. From the same survey, of global finance whiz-kids, only one third said

they regularly posted information on their intranet, to share knowledge.

It's interesting to think, when this book was first written, in 2001, intranets were all the fashion. Now, they have been overtaken by the likes of WhatsApp and Facebook. Organisations who don't take advantage of FaceBook must be crazy.

Twitter offers an immediate communication channel and amazingly most social media platforms are free and FaceBook, can be made private for staff to use.

The second thing you can do is arrange knowledge sharing sessions. Set aside 15 minutes a week to network information with colleagues.

If you have regular meetings, time-table a slot at the end for knowledge sharing. It's not ideal, but anything is better than nothing.

#### Collaboration

Once you have the basics in place you need to measure and get a feel for what is working and what isn't. Back to the survey of the finance whiz-kids. Only 23% of them found it was easy to share best practice. In this case the company dug into what was happening and presented examples of best practice in knowledge sharing to a sceptical and confused staff. Where they demonstrated positive benefits the staff soon picked up the idea and got on the knowledge wagon.

Can you list some examples of how sharing knowledge has improved service delivery where you work?

- •
- •
- •

The American business and IT firm, AMS employ 8,750 employees in 51 offices around the world. They decided they needed to act on the knowledge management (KM) and asked themselves seven very sensible questions:

- Where does KM fit into the organisation's existing strategy
- Is the organisation ready for it
- What is its strategic role
- Who are the key stakeholders
- Will the organisation's culture support it
- How will it be measured
- Will it bring value to the customers

These are good questions to ask. How would you adapt them to make them relevant to where you work?

•

The fundamentals of getting KM up and running involves focusing on the people, the processes in place, what information you already have, and the sharing methods.

Knowledge is power and getting people to share it, for some, means a loss of power and status. Bear that in mind.

Sharing information and knowledge might be as simple as insisting,

8

Tempted and want to know

more? Here's a great starter book; Knowledge Management and Business Model Innovation by Yogesh Malhotra (ISBN 1878289983). It has a great slug on how traditional bricks and mortar outfits turned into clicks and mortar enterprises.

every time someone attends a conference and seminar, that when they come

back to the ranch they do a short presentation and pass on the key learning facts they picked up. On the other hand it may be as complex as data bases for accessing customer files. (Or in the case of the NHS patient files).

Knowledge and information is an organisational asset that prevents waste, stops folk reinventing the wheel and speeds up response. All organisations and departments have information. It is priceless and worth digging for. Don't get swept away with technology, you can do KM with or without it. And, in any case the technology isn't that difficult.

Since writing this book I've helped found the NHS Academy of Fabulous Stuff, a web-based repository of ideas, innovation and good stuff; a free platform for everyone to share their best stuff and show us all what good looks like.

You can see it here and join in.

Based on the principles of <u>positive deviance</u>, there have been millions of page views from around the world and thousands of ideas shared.

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Next letter please.....

Managing means leading, making things happen through people: for me that is relevant to all levels of management, not just the top management.

Sir Peter Parker



### Leadership

**leader** *n*. 1 a person or thing that leads; a person followed by others 2 the principal player

Say the word Mandela and what word do you think of? How about Churchill, Nelson or Wellington? There again there is Conte, Beckham, Redgrave, Hamilton, Madonna, Mountbatten, Reith, Walesa, Theresa, Wilson, Hillary, Disraeli, Gladstone, Botham, Altman.

And, let's not forget; Assad, Putin, Trump and Hitler!

I guess the word we think of has to be 'leader'.

Those whom we recognise as 'leaders' come in all shapes and sizes. They come in all guises and from all backgrounds and walks of life. They have wonderful motives and sinister motives. They are everywhere. Leaders in fashion, pop, business, politics and sport. How about where you work? How many leaders are there?

Is your boss, or manager a leader? In most work environments bosses become the boss because they are next in line. They are managers.

In sales companies the head-honcho is invariably a sales-person.

In accounting firms the boss is usually an accountant.

Engineers usually run engineering businesses.

Because they are the boss, or the manager does not make them great leaders.

In big organisations it is not unusual to find people with real qualities of leadership, who are quite junior, or way down the food-chain.

So what is the difference between a manager and a leader?

#### Managers & Leaders Spot the difference

A manager is a *copy*, who *administers* and *maintains*. Managers will *focus* on *structures* and *relies on control*. Generally, they will have a *short range* view and asks questions like, how and when. Mangers have an eye on the bottom line and accepts the status quo. Nevertheless, they are the *classic* good soldier who does things right.

#### On the other hand......

A leader is an *original*, who *innovates* and *develops*. Managers will *focus* on the people and *inspires trust*. Generally, they will have a *long range* perspective and asks questions like, what and why. Mangers have an eye on the horizon and challenges the status quo. They are their own person who does the right thing.

Let's look at those words another way. Here is a direct comparison. Use the table to rate yourself (Or your manager!). Be honest.

Leader	Yup	Manager	Yup
Original		Copies	
Innovates		Administrates	
Develops		Maintains	
Focuses on the people		Focuses on the structure	
Inspires trust		Relies on control	
Has a long rang perspective		Short range view	
Asks what and why		Asks how and when	
Has eye on the horizon		Eye on the bottom line	
Challenges the status quo		Accepts the status quo	
Is their own person		Classic good soldier	
Does the right thing		Does things right	
Total ticks			

There are eleven qualities. What's the score? Any less than nine and I'd say you're looking at a follower. What do you think?



#### I say there are 9 rules that are all about being a leader:

#### Be visible

Leaders don't hide. You can lead from the front, you can lead from the high ground but you cannot lead from behind closed doors.

Top people in the organisation must demonstrate they have a genuine interest in it. Being visible helps demonstrate that interest. Being invisible does not. Being visible is about being in touch with the organisation,

understanding its thinking and capturing its mood.

There are limitless ways of getting a message into an organisation; e-mail, texting, memos, newsletters social media and all the rest. The best way to convince someone of your sincerity and commitment is face to face. Let them read it in your eyes. Employees' confidence that the top people know what they are doing comes best, from face to face encounters.

Who would you rather work for — someone you never see, or someone who often 'pops-in' to see how things are going. Obvious!

I have been a passionate believer in the theory of 'management by walking about'. The phrase comes from a great book, by American management guru, Tom Peters, called In Search of Excellence. I have had the good fortune to meet Tom and I asked him, as the book had been published many years ago, whether it was still valid. He agreed that much had moved on and the world of 'quality re-engineering' had changed. However, he said one thing hadn't changed, the importance of management by walking around. He's dead right.

People often say to me something to the effect that; they work in a big organisation and it's tough to do it. My answer is always the same. Being visible is not an optional extra, it is as much part of management and leadership as understanding the balance sheet and being able to write a decent report.

#### Try this:

- Get to work fourteen minutes early each morning for a week. Use the time to follow a different route to your office each morning and make a point of introducing yourself to five members of staff. By the end of the week you will have met 25 people, who in-turn, will have each told five more people that they've met you. Those five will tell another five and before you know it, half the western world will know what a decent, caring, interested person you are.
- Got an important message to get over to the staff? Try having a communications day. Arrange for you and the manager most involved in the issue to hold briefing sessions for every member of staff. Plan a 20 minute session and have them in a central point. Hold them on the hour, every hour from 6am through to 11pm. Yes, it will be a long day. But, if the issues are important enough, you will go home happy in the knowledge that everyone has had the message, from the same people and in the same way. There will be no room for gossip and no

There was once a great debate about who was the best leader; Gladstone or Disraeli? It fell to Queen Victoria's granddaughter, Princess Marie Louise to provide the answer. She dined one evening with Gladstone and the next with Disraeli

She said; 'When I left the table having dined with Mr Gladstone I though he was the cleverest man in England. But, when I dined with Mr Disraeli, I thought I was the cleverest woman in England'.

room for misunderstanding. Montgomery used to do it, standing on tank. If it's good enough for him it's good enough for the rest of us!

#### Measure what is done

Measuring? What has that got to do with leadership? Good question. The answer is; this is about measuring what is done against a handful of fundamental criteria – I call that the 'zero-base' of the organisation. A zero-base can be expressed as the mission for the organisation. A commitment to a set of shared values that the whole organisation can sign up to. Fundamental truths. The foundation stone for what is done, every day, a signpost for the future and a yardstick against which to measure progress.

Leaders have their yardstick, their foundation beliefs and they share them with everyone.

Each decision is tested by the question; 'does what we are doing match up to the organisations vision and values?' This is a constant process and comes second nature to leaders.

#### Set an Example

Leaders do three things:

- 1. They are visible, have a vision and share it, often.
- 2. The always hire people better than them.
- 3. They create the time and space for good people to do great things.

#### Get the organisation right

Leaders get the organisation right and then look after the staff as a result of having a successful organisation. A well organised successful organisation is a good place to work. No one likes to work in a mess, or in an atmosphere of indecision. The success of any organisation is dependent on the skills and talents of the people who work in the organisation. It is usually the case that the majority of an organisation's resources are spent on staffing costs. Staff are the most valuable asset you have.

A successful organisation is a secure organisation, able to devote time and money to its workforce.

A well lead, successful organisation can afford to look after the people who have contributed to its success. An organisation struggling for survival cannot.

Getting the organisation 'right' is, sometimes a tough nut to crack. It might mean there are too many people, poorly trained people or people who are not good enough. Leaders don't step back from tough decisions. They know the foundations have to be right.

people who are better than they are, step back and let the organisation take the credit. The others hire people who are worse than they are and one day will have to step forward to take

Leaders hire

the blame.

#### Be innovative

Leaders have a continuous interest in innovation and the process of change. Time and new ideas, wait for no one. It is a commonly identifiable habit of leaders that they are constantly searching for new and better ways.

Innovation is the mark of a leader. They know introducing change can be a nightmare, but they don't shrink from doing it. Leaders have an eye on the horizon and are prepared for the fact that change is the first step to success.

#### Be clear about what you want

Leaders have a clear vision, which they believe in, passionately and share with everyone around them. Enthusiasm is infectious and a great motivator. Enthusiasm will thrive where people have the same vision and a common commitment to achieve.

#### What do you 'want'. What is your vision? Try filling in the blanks:

All the really good leaders I have ever met have strong imaginations. They work on the basis; 'if they can imagine it, it will happen'.

Bill Gates, the boss of Microsoft says; 'we are only limited by the imaginations of the people who work here'.

But he wasn't the first business leader to recognise the importance of imagination, years earlier Walt Disney said; 'our success is our imagination'.

## Imagination is such a strong, repeating theme, in the analysis of leadership I have coined the word Imaginizor!

You won't find it in the dictionary (yet!), but if you did, this is how it would be defined.......

#### Imaginizor/imæjenižœr/n

1. One who can form mental images 2. Being unrestricted by format 3. Free thinking within the bounds of imagination 4. Belief in the concept; *if you can imagine it, it will happen......* 

Do you recognise yourself?

#### Create a culture

Leaders are more interested in building a corporate culture than building a corporate organisation. A team of bright people with a positive attitude will give you and answer to a problem faster than a committee resigned to a world full of problems. Leaders constantly re-examine the organisation to see which bits have grown since it was last reviewed. A team works together for a common goal, a committee can be full of representatives, each with a quite separate agenda from the main one.

Warning! Culture takes an age to set and change; easier is 'climate'. If you set the right climate; the space for people to do and develop, over time the culture takes care of itself. How? Climate is about attitude, openness, sharing and a common pursuit of excellence.

#### Active leaders are inspirational

Leaders are pro-active, rather than reactive. Leaders are active and in-touch and able to avoid most corporate surprises.

#### Leaders are winners

Leaders inspire organisations to succeed.

They develop a culture of achievement and enthusiasm for better performance which leads to the excitement of winning – and that makes it all worthwhile!

#### I know it's not easy

I have run organisations in the private sector, been the leader of a council and chaired an NHS Trust. In between I've run and done all sorts. Thus, you will see I am a professional has-been! However, most of those roles have had an element of leadership. Now, having no 'proper job', I am able to look back on what I've done (and not done), with a certain amount of pragmatism. Pragmatism being code for embarrassing honesty.

Of all the stuff I've done, I found the most difficult to get to grips with was chairing an NHS Trust. Hospitals are complex organisations, convoluted, intricate and perplexing. They are a minefield of special interest, tribalism and the down-right bloody minded. They are also places of great inspiration, motivation and miracles by the minute.

I found the competing priorities unfathomable and the whole thing a Rubik's cube. I came from a world that was fast to respond, that had a more cohesive view of itself and was not dammed by outside interference. We just got-on-and-did-stuff. I came very close to throwing in the towel. I was frustrated, angry and going nowhere.

#### Then I met a wise man!

He said to me; 'Is it any wonder you're making no progress. You are new, a novelty and a threat. They haven't got a clue who you are, what you want to do and how you think. Write down a set of beliefs, share them with everyone and press-on. They may not, all, agree but at least they know what they are disagreeing with.'

In other words; leaders have vision and they share it with the people around them. Good advice! So, I sat down and wrote a set of beliefs. Here they are:

1. Place patients, residents and carers, in the role of customers whose business is valuable – they, after all, have paid for the service we give. We must recognise that we are the hired help and the key to our growth is through the satisfaction of those we serve.

- 2. Plan for the future but be flexible enough to take advantage of the opportunities that present themselves in the passing of time
- 3. Challenge every value method and practice every day, in a never-ending search for something better.
- 4. Regard staff as an asset: encourage them, train, motivate and empower them to achieve more; make it clear that they are valued as part of a team and that they should look for what they can do for the organisation, before they look for what the organisation can do for them. The organisation's success is their success if the organisation fails, everyone will fail.
- 5. Create an image that is efficient, warm, trustworthy and responsive in an environment that is safe and clean.
- 6. Always have an eye on the horizon, looking for opportunities and ideas.

You may say and I would agree, this is not rocket science. However, for an NHS that was on the point of the Thatcher reforms of the late eighties and early nineties – they were a declaration of war!

Patients were never thought of as customers. Even today there is a large group of NHS staff who have difficulty with the concept. The very idea that someone might make a virtue out of changing their mind was incomprehensible.

So, what happened? Well, not a lot really! Some of the staff thought I was the devil in a pin-striped suit and my statement of beliefs confirmed it. Others thought I was a breath of fresh air and did everything they could to get behind my ideas and push. I was blessed with a really bright board and senior management team. They saw value in me setting out my stall, so everyone knew the framework they were working in.

It cleared the air, set the lines in the sand and everyone got on with the job.

What about you? Do you have a personal set of beliefs? Leaders have a vision and the share it, often. Share yours. Make a start right here. Use the

Matrix to get you thinking. Use it only as a start. These are your beliefs, not mine. Just use the grid to get going:

Beliefs	What do you say?
Role of the 'customer'	
Flexibility of approach	
Attitude to established values	
Staff	
Image	
The future	

Back to the beginning



Apart from the known and the unknown, what else is there? *Harold Pinter* 



### **Mistakes**

**mistake** *n&v.* 1 an incorrect idea or opinion; a thing incorrectly done or thought 2 an error of judgement

Let's get this right. A mistake is an error, an incorrect idea, or something incorrectly done. It is not a capital offence, a heinous crime or an occasion for a public flogging.

In the best of well run organisations, from time to time, things will go wrong. Provided it doesn't happen too often, it is not a sin. What is a sin is getting something wrong, not doing something about it, not fixing it, or worst of all, not knowing something has gone wrong.

'Anyone who has never made a mistake has never tried anything new'; *Albert Einstein*.

So, you've made a mistake. What should you do? Own up – that's what you should do. However, it is not as easy as that, is it? If you do own up are you likely to get a public roasting, be made to look a fool, or worse, get the sack? Held up for ridicule, dragged before a bunch of regulators who can't 'do', that's why they regulate.

The trick is to create a working environment where making a mistake is something that is not necessarily encouraged but is not universally condemned, either. British Airways, who know a thing or two about safety and getting the best out of their staff, have a great idea.

They have a Senior Captain, who acts like the Pope. He hears the confessions of other pilots who might have made a mistake. Pressing the wrong button, skipping a procedure or forgetting something. Not in themselves capital offences but recorded and analysed could create reasons for redesigning a flight deck, changing the ergonomics or modifying rostering or working patterns.

The 'Pope' hears the 'confession', in confidence and feeds the information into the risk management system, so that everyone can learn, develop and move on. Great idea.

The NHS, well known for its mistakes is working on a similar system for doctors and nurses. Well overdue, some would say.

? I'm not confident. BA pilots want to get home, in one piece, so learning from mistakes is in their self interest. Make a mistake in the NHS... you still get to go home...

In a world full of lawyers, litigation and a compensation culture, a blame free working environment is not the easiest thing in the world to achieve. But, unless you can achieve it, you will never know how good your organisation could be neither, how bad it really is.

The spectre of litigation and losing an entire career hangs heavy over clinical colleagues.

The NHS now has the <u>duty of candour</u> which is a good thing but it is shrouded in the law, with all the threats that implies.

Managers making a mistake is one thing. Clinicians... an entirely different kettle of fish.

Today a million people will be cared for in the NHS. Something is probably going wrong, right now. As a manager, how will you handle it?

The problem is politicians run the NHS. They have only two levers to pull; bungs and beatings. Hence we have systems that reward all the wrong things and when they don't regulators will beat you up.

# The NHS is one of the biggest employers in the world and probably, one of the worst... what will you do about it?

If you can create an environment where someone who has made a mistake can do these, nest, two things – you've cracked it!

If you work somewhere that can't do this – think about working someplace else.

#### Or, are you the manager and the problem?

That's what we do!



- 1. Tell your manager. Never try to hide an error. It is only when the organisation knows what has happened that they can fix it.
- 2. Make sure there is a system to make recommendations on how to remedy the mistake. The experts at fixing problems are not the management gurus and grey suits. It is the people who made the mistake in the first place. They are the expert. They know exactly what needs to be done to make sure it doesn't happen again. And, if you are the manager, can you make this happen, can you tell your people to do this.....



#### TIPS.

Made a real howler? Try this

Be up front. Notify your boss immediately. Say how bad you feel. By saying sorry and letting them know you're aware of the seriousness of what you've done, they will know that you have learnt and will be more careful next time.

Don't hope it will go away by itself. The other people where you work will support you if you are honest. Ask for help and enlist the help of whoever you need to solve the problem. Don't blame someone else. When the truth comes out you'll have to take the rap anyway, but you'll also look less trustworthy if you try and dump on a colleague.

Dealing with the consequences of a mistake? Talking to a 'customer' (whatever that means to you). Think about it from the other side of the desk.

#### Try the PLUSH system:

- **Pause** Stop what you're doing and give the individual with the complaint your full attention.
- **Listen** Let the individual know you are listening, either by asking questions and making notes. Face to face plenty of head nodding. On the phone, ask questions
- Understand Use questions to get the facts and repeat them back show you understand the issues. Don't jump to conclusions
- **Solve** Let the person know what you are suggesting to solve the problem and acknowledge the mistake. Listen to what they want. What steps you propose to take and what the time scales there are.
- **Hercules** Make Herculean attempts to keep to deadlines. If you are unable to get back with a solution or suggestions, or you find something you said you'd do is undoable, be sure to call or write and say so and agree another deadline.



#### Steps

Listen, sympathise, don't justify, make notes, agree a course of action and follow through. How difficult is that?

Back to the beginning

Leadership is one of those elusive qualities, an area where there is no absolute, no guaranteed model

Sir Peter Parker



### **Network**

**network** *n&v.* **1** an arrangement of intersecting horizontal and vertical lines **2** a group of people who exchange information, contacts and experiences for social and professional purposes

Well, you know what they say. 'When all else fails, quote your mother'. So, here goes:

'It's not what you know, it's who you know'

..... thanks Mum.

Keeping in touch, dropping a card, sending an e-mail, a text, WhatsApp. It's not hard. But, so often, people tell me; 'Oh, I wish I was better at keeping in touch. I'm useless at networking.'

Well, you're missing out. Keeping in touch and networking is crucial. They say you network in the firm's time and gossip in your own time. Whatever, make a contact and keep it.

As people move through their careers, progress, change direction, you never know how they might be helpful to you or you, helpful to them. What you can learn.

Keep in touch and have a free source of advice, information, fun, ideas and folk to feel good about. Is this exploitative? No, provided you understand that networking work both ways. You and your skills and talents have to be available, too.

In truth it has never been easier to keep in touch and have some creative, constructive gossip. There's e-mail, SoMe, phone, text and the hand-written note. Plenty of choice and no excuses.

So, how do you do it?

#### Here are ten tips for neat networking!

- 1. Set aside some time in the day or the week to network. Make a positive effort to keep in touch. Electronic diaries, time management systems and even the battered old Filofax makes it easy. It need not be a long time. We're not talking half a day here. Invest just ninety seconds to rattle off an e-mail to a contact and say; 'You just came into my mind, how are you doing?'
- 2. Make a list of the key people you want to keep in touch with and find reasons for doing it. If you are reading a newspaper and come across a news item or an article that would interest them; rip it out and send it to them. Scribble a note and say; I came across this and thought it would interest you. Copy a web-link and email it to them.
- 3. Be spontaneous. If you think of someone, contact them. Don't wait, don't put it off. Pick up the phone and give them a call. Do it right now. Whilst you are reading this someone will pop into your mind. Call them and say; 'Hey, I'm reading this stuff by Roy Lilley. I'm into the bit about networking and you popped into my mind. He says spontaneity is the fun part of keeping in touch how are you doing?'
- 4. Keep your door open. Be generous with your time and expertise. Networking is a two way thing. One way networking is exploitation. Make it clear to people; 'I hope we can stay in touch. And, if you ever need any information on the XYZ thing, you know, that's what I do and you only have to ask. If I can help, I will'.
- 5. Never forget the power of the hand-written note. As we come to rely, more and more, on electronic methods of keeping in touch, communication, networking and good old gossip become invisible in the electronic blizzard of texts, e-mails, messaging and voice mails. A hand-written note stands out, makes a difference and gets noticed. Keep a few blank cards in the drawer in the office or tucked into your lap-top bag. Be ready and make a rule to send one hand-written note a week.
- See above and carry a few stamps! Buy a book of stamps. The new ones are self adhesive and come in a credit card size folder. Be ready with the stamps to send a card, a note, a billet-doux. It'll have huge impact.
- 8. Accept invitations. At the end of the day the last thing you may want to do is to go to a 'drinks thing'. Go. Make a pact with yourself. Stay half an hour and that's all. You never know..........
- Join a professional organisation, an out of work group or a club.
   Great places to network and make contacts. That's what the IHM is all about.
- 10. Keep a record of the name of spouses, children, pets and places they go on holiday. Keep a record and use it next time you meet. If you show an interest in them, they will show an interest in you. Don't be disappointed if they are not as good at it as you are. That's because you are a professional networker!

Networking is an investment, friendship is fun and spontaneity is the key. So keep in touch and drop me an e-mail <a href="mailto:roy.lilley@nhsmanagers.net">roy.lilley@nhsmanagers.net</a>.

Back to the beginning

Five per cent of people think. Ten per cent of the people think they think, and the other 85 per cent would rather die than think

Thomas Edison



# **Opportunity**

**opportunity** *n*. **1** a good chance 2 a chance or opening offered by circumstances

I hate those annoying management-speak guru people who talk about every disaster being an opportunity. View everything as an opportunity, they say. I could stab 'em.

At least, I could. I discovered something that changed my life and has stuck with me for years. I was never much of a success at school. In fact I hated the place. The smell of the polish, the miserable teachers. I think I was something of a loner.

I survived school by taking an interest in drama and sport. It was the sport that was to be my undoing.

We didn't do athletics we did 'running'. Soccer was football and gym was circuit training. We turned up, did our stuff, got changed and went home. No warming up, stretching, warming down, strength exercises or nutritional advice. We may,

I hate those annoying management-speak guru people who talk about every disaster being an opportunity. Is it just me?

occasionally have a bit of a thrash in the nets, or slam-dump a few basket balls (just to show off to the girls school across the road), but training and preparing was something we never knew about.

As a consequence, the onset of middle age brought with it damaged toe joints, from ill fitting footie-boots, tennis elbow, from un-sprung wooden rackets and a lower back wrecked from too much rotation and not enough warming up and warming down.

EThe result; a lot of back-pain and a surgeon very willing to have a bit of a dig around the discs in my lower back. The up-shot of all that is; still, a lot of back pain!

But, there was a lesson. Whilst in hospital recovering from the first operation I was told I could either lay flat, or stand-up but I wasn't to sit –

for ten days. I found it difficult to see this advice as an opportunity!

My incarceration at the hands of the health service coincided with my taking delivery of a very early lap-top computer. The thing was the size of several house bricks and weighed nearly as much. It had a battery that lasted just long enough to boot the thing up and a processor that took three weeks to decide what to do. The screen was black and white!

Nevertheless, I was the envy of everyone. Relatives, doctors, nurses, administrators paid me cursory visits as an excuse to play with the leading edge of technology. I was stuck. Trapped. Nothing to do. Backache, a 'physio' trained by the Gestapo, food that was great when it was cooked but did not survive the nine mile trolley ride from the kitchens, located, presumably, in the next county. And, only the ceiling to look at.

Grim. At least it was. Very grim, until someone uttered the immortal words that drive me barmy. "Why not," they said, "see this as an opportunity and use your newfangled thingamajig to write a book?"

"I can't sit down", I said.

They pointed out that my techno-brick could be used standing up. The rest, as they say, is history. It got me writing and I've never stopped. The long suffering British public have been ranted at in columns, bludgeoned in books and poked fun at in scripts. Nearly twenty books and miles of column inches in magazines and newspapers.

# It was an opportunity. Stuck in hospital, a lap-top and all the time in the world to think, research and write.

I guess the truth is; we don't see opportunities because we don't look for them. When someone says 'look for the opportunity', it might just be worth putting the knife down, taking a step back and thinking about it.

Managers are the worst people I have ever met, at seeing opportunities. I know, it is a foul calumny to pronounce on the whole of the management classes! But, I find it is true.

Not because managers are stupid, or can't make the best of a situation but because they live in a vertical world. A world where lines of responsibility are defined and a hierarchy established. To see an opportunity often takes a

side-ways look. To turn a disaster into an opportunity is very difficult if vou are crisis managing the problem

in the first place.

It also takes discipline and practice. If you really want to come up with an opportunity then you must give yourself time and make yourself think.

Here's an idea that you can try alone, or with colleagues: Find some space in your diary, block it out and call it opportunity time.

Review two or three things that have not gone so well and make a real effort to think how the outcome might be seen as an opportunity. Not how you can learn from them but how you can turn them into an opportunity.

What about the workers!

There is a management guru, who's name escapes me; I once heard him speak on the subject of opportunity-ism. It was one of those; 'when disaster strikes, turn it into an opportunity' presentations. I can't think why I ever went along.

Anyway, he said, when the bureaucracy and the in-tray are weighing you down, marinate yourself in it. Think how boring it is. Then switch your thinking to fresh flowers, green fields and the shape of distant mountains. The next thought that comes into your head should be an opportunity.

What an idiot. At least I though he was an idiot. Do you know what? It works! Well it does for me – give it a try.

I wish I could remember the guy's name! I should thank him.

What about opportunities for those working for you or with you? When did you last give them an opportunity? An opportunity to stand-in for you, to make a presentation, to go on a course or run a new project. Opportunity givers soon find themselves opportunity makers.

When did you last ask the boss to give you the opportunity to do something, achieve something, or improve something?

....and if they keep saying 'no'? See it as an opportunity to find another job!

Back to the beginning



I never give them hell, I just tell the truth, and they think it is hell!

Harry S Truman



# **People**

**people** n&v. 1 persons composing a community, tribe, race, nation 2 a group of persons of a specified kind 3 subjects, a retinue etc.

How's your tribe? The folks that you work with and the ones that work for you? Can you remember what life was like when you were a foot-soldier? All those stupid orders, memos, direction and things to do? Bad tempered bosses, unrealistic deadlines and the grind of it all. How did you survive? Well, you didn't – you got promoted!

? It is easy to forget what it is like to be at the sharp-end. Nose to the grind-stone and back to the wheel. (*Just try working in that position* – *Ed*). What are you like to work for? What is your organisation like, to work for? Do you know!

Just before Easter in 2002, for the first time, the Sunday Times produced a supplement called 'The Best 100 Companies to Work For'.

It made fascinating reading. In fact it was a revolution!

Fascinating not just because of the unexpected companies that found themselves at the top of the list. But, fascinating because of the reasons why they were at the top.

The relationships they had with their staff – their tribe.

The way they treated their people.

#### The top five companies were:

Asda	Supermarkets	HQ in Leeds
Microsoft	Computer Software	Reading
Richer Sounds	Hi-Fi Retailer	London
Bain & Company	Management Consultants	London
AIT	Computer Consultants	Henley-on-Thames

The complete list it too long for this chapter, but it included the well known and the not so well known. Here are few you will have heard of:

	Ranking	
Bacardi Martini	9	In the top 100, was a revolution there was a range of companies, from all over
SAP	11	the UK.
Gore-Tex	16	IT companies did not predominate. For example; if you've eve been to a
Nationwide	23	conference in Harrogate, you are sure to have been to the fantastic Auntie Betts, tea shop. They came 20th! A shoe
VW	30	repairer and key cutting company called Timpson were sixth.
Astra-Zeneca	46	Not all the winners were big companies. Some employed over one hundred thousand and some just a couple of
KPMG	82	hundred. Some were public and others privately owned, some global and others, probably, in a town near you!
Pizza Express	85	There does not appear to be any commonality in their size, shape or
Tesco	100	purpose

The Sunday Times list is much more sophisticated now and you can <u>read all about it</u>, <u>here</u>. It's interesting to see the companies fortunes ebb and flow.

So, what made 'em great places to work. Some of the staff were very highly paid, others around the minimum wage. Some were in fashionable jobs, such as the media (Capital Radio) and others in law (Eversheds,

solicitors). Supermarkets, departments stores, nappy manufacturers and car insurance.

No rhyme nor reason. What does this prove? It proves this:

# Any company can be a great company to work for! Size doesn't matter!

Make a note and have a long hard think about this!

Here are some quotes and ideas from companies and their employees about what made them great places for people to work, bear in mind this was in the early 2000's. Does any of this happen where you work 17 years later?

- When Wall-Mart took over Asda, the staff in each of the UK stores were invited to nominate one member of staff to fly to Arkansas USA, to attend the Wall-Mart annual meeting and get a feel for the new owners
- Six months ago, in response to staff requests Asda introduced private medical care to cover male cancer and 'well-woman' cover
- At Asda older staff can take a 'Benidorm Break' three months unpaid leave in the winter and their jobs are kept open until they return
- Asda: staff are given points if they sell slow moving lines. The winner gets the keys to a Jaguar motor car for a month
- Microsoft avoid 'sick building syndrome' by pumping new air into the entire building eight times an hour.
- Microsoft encourage workers not to stay too long in the office.
   Their 9 to 5-30 club donates 10p to the NSPCC each time they go home BEFORE 5.30pm. Last year Microsoft raised £250,000 for the NSPCC.
- Everyone at Microsoft is on flexitime and more than half of the staff work from home. Manager's pay is tied to how well they manage to balance staff work and home life
- Microsoft encourage 'family outings' to the office with; subsidised canteen, free ice cream and the loan of picnic blankets for use in the company grounds. There are external heaters for use in the winter
- Microsoft staff can shop on-line and have the goods delivered to the office
- Ninety four percent of Microsoft staff said 'work was fun'.
- In the reception area at Richer Sounds there is a parrot and two lifesize models of the Blues Brothers
- Richer Sounds staff have the free loan of holiday homes in St Tropez and Pevensy Bay
- If staff work late at Richer Sounds they have free beer and pizza

- Richer Sounds give 5% of their profits to charity
- Bain & Company, management consultants, allow their staff 30 minutes a week to go and read to children
- Bain & Co staff do work long hours but it is monitored and targeted at no more than 55 hours a week. Anything over 65 hours is frowned upon and can trigger the manager's pay evaluation
- At any time, up to 15% of B & Co staff can be away from work, running a charity, or a marathon, or seeing their family
- Timpson, shoe repairers and key cutters, give staff grants for school football teams and charity work
- At Timpson's staff are cared for pastorally as well as financially with free loans to help workers in debt and counselling services for family problems
- Cisco, the Internet networking company have had difficult times in the early 2000's and made 5,000 staff redundant this year.
   Nevertheless, 88% staff said the management genuinely sough their suggestions and feel part of a winning team.
- At Cisco the company match charitable donations up to £700
- At Bacardi Martini all staff are entitled to a free three course lunch and 24hr use of the on-site gym
- JTL insurers have a bonus scheme to compensate employees family when work infringes home-life.
- JTL offer a flexible benefit scheme giving options such as medical insurance and holidays to be bought or sold with the equivalent of cash
- JTL staff may do 35 hours paid voluntary work, annually, partnering a nearby school
- At Gore-Tex there is no standard management hierarchy. Staff work in teams of ten, led by whomsoever they decide and salary is awarded on each team member anonymously ranking colleagues on their contribution to the team
- At Gore-Tex, if a project fails, the team is taken out for a celebratory drink to reward them for trying
- Bettys & Taylor's' provide staff with free chiropody services, reflexology and health club membership.
- At B & T's staff and managers have a two way evaluation every six months
- Benfield's the insurers have TV sets on every floor, where staff can watch events such as Wimbledon
- There are free yoga and t'ai chi sessions at Benfield's
- Capital radio give free CDs to staff
- Churchill insurance give staff the chance to nominate a colleague a 'Wow' award for outstanding performance
- Nationwide, the building society, offers an employee of the year award with a cash prize and a year spent as the company ambassador
- At Anritsu, the Japanese telecom manufacturer, their mission statement says; 'Wholehearted and sincere dedication to ourselves

and others, to our work, to our customers and society as a whole'. This includes fairness, paying taxes, employment stability, fair competition, maintaining peace and security in society and respecting the spirit of each country's laws

- The car breakdown service Modial Assistance celebrate births with a free 'baby box', staff are given £30 in luncheon vouchers each month and each Christmas a £50 voucher
- VW the car manufacturer parks an ice cream van in the car park in the summer and rented an entire cinema for employees and their families to see Harry Potter
- Pret A Manger, the sandwich retailer provide Mothers-to-be with £20 towards maternity jeans and childcare vouchers at birth. On their return to work they are given health-spa vouchers
- Pret A Manger head office staff have to work in a retail outlet four times a year

So, what's it like over at your place? Does this list make you want to change your job? Improve the one you've got? Or, stop and think.........

All these companies, small and large, really, really do think about staff needs, engage them in creative and productive ways and think about their needs.

If you are a waitress in a restaurant, chiropody services sound like a great idea. If you are a young family man, spending time at home is good news. Rewards are not free. Some of them are lavish but others are simple. Suggestion schemes that managers DO listen to, make staff feel valued. Bosses that come and work on the shop floor make an impression.

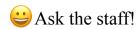
Family values, charitable giving and involvement in ideas and decision making are the recurring themes. This is an excellent piece of research and well worth reading. Try the Sunday Times web-site.

What is needed now is some thought.

So what are you waiting for?

List ten ways to make people feel engaged, motivate, rewarded and part of the family and community.

Stuck?



OK? Pick a letter..... or...

Back to the beginning

The key to successful leadership today is influence, not authority *Kenneth Blanchard* 

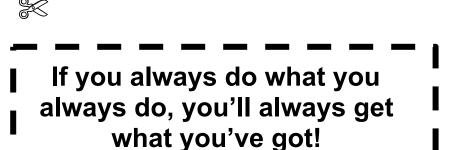


# Query

**query** n&v. 1 a question esp. expressing doubt 2 a question mark 3 dispute the accuracy of

Here's another one of those great sayings that you hear someplace and spend the rest of your life wondering who said it. In case the author of the phrase is reading this book; 'Sorry'! Give me a call and let me know so that I can reference you next time!

It really is one of those 'rip it out and stick it on the fridge with one of those funny magnet things'. Be my guest:



Neat little aphorism, isn't it? Says it all really. If you're happy with what you've got good luck. Go on to the next letter. If you are not – stick with this for a bit longer.

The famous comedian, writer, musician and actor, Danny Kay recorded the Hans Christian-Andersen song about the King's new clothes. In case you missed it, it is about some sharp ex-double glazing salesman who sells the King an empty Sketchley's coat-hanger, claiming it is really an Armani suit;

fools cannot see it but a wise man can.

The King, who is an ego maniac, saw only the Armani, 'put it on' and walked, naked, down the high street. The toadying citizens all say what a great *whistle-and-flute*. Everyone, with the exception of a little lad who blurts out; 'Mum, why is the King stark naked?'

Well, that's a sort of up-dated, loose synopsis. But you get the picture! The point of the story is this; it is only the naivety of the little lad that allows him to ask the important question.

What questions do you ask? Do you get in the right frame of mind? Are you prepared to challenge the status quo? Yes, sometimes it takes courage.

There is a neat little book by a change management guru (another one), James Champy, called <u>Reengineering Management</u> (Harper Collins ISBN 0-000-638346-7), he coins the phrase 'living the question'. He describes the state of mind you need to get into:

Got your mind right?



- A mind perpetually ready to revolt against its own conclusions
- A mind prepared not for disbelief but for a constant, graceful scepticism
- A mind that is open to any possibility, including impossibility
- A mid of democratic hospitality to other views
- A mind that is profoundly questioning, but buoyantly hopeful
- A mind willing and able to bring established processes, procedures and people to judgement
- A mind easy in the conviction that the verdict on any course of action is brought in, finally, not by Science, not by Reason, not by Technology, not even by public opinion, but by results
- A mind that can bear the light of a new day

I think this is a real neat list. It is a book well worth a read.

Particularly if you are involved with, or managing change.

- **?** Champy invites us to 'live' four questions:
  - What is the organisation for?
  - What kind of culture do we want?
  - How do we do our work?
  - What kind of people do we want to work with?

He says they have to be 'lived' simultaneously but presents them in an order of priority.

#### Exercise

Think about the big questions and turn them into some smaller ones. For example. What is the organisation for? This is all about purpose. Here are some of the questions you might ask:

- What are we aiming at?
- What is the point of this?
- Who is this really for?
- What is the 'market'?
- Who is the 'customer'?
- What 'business' are we really in?
- Should we be doing this/all of this/some of this?
- If we didn't do this would we have to be invented?

Then use the questions as 'brain-stormers' with colleagues in your department, or organisation to define your purpose.

Now try the same exercise with the remaining three questions:

- What kind of culture do we want?
- How do we do our work?
- What kind of people do we want to work with?

Being prepared to query the status quo needn't make you a trouble maker or become one of the awkward squad. Don't be tedious or have a glued focus. Being prepared to query is a creative way of challenging the organisation and moving it on. Doubtful? Well, read this:

> The key challenge facing us is the same one that faces us every day: To keep taking the risk of change. Sometimes, when you are trying to improve, you break something that's already fixed. But unless you change and take the risk of failure, you limit your opportunities for success. That's why questioning, probing and reinventing are so important.

> > Leslie Wexner founder chairman and CEO of 'The Limited', Inc – another guru!

#### Still not sure? Try this:

Why do we go on dragging around this corpse of memory?

Emerson

#### Well, what about this:

It seems to be a rule of wisdom; never to rely on memory alone ..... but to bring the past to judgement into the thousand-eyed present and live ever in the light of a new day.

Emerson - again!

Still not sure?

OK, I give up – go on to the next letter?

Back to the beginning



A leader is best ..... when people barely know he exists, when his work is done, his aim fulfilled, they will say, we did it ourselves

Lao Tzu



# Relatives

**relatives** *n*. 1 mutual relations, family member, blood relations

In another part of this book  $-\mathbf{T}$ , for time management, I say this:

Are you taking work home? Make a deal with the family; trade two evenings work for a family treat at the weekend, or take the other half to the pictures once a week.

And this.....

You wouldn't miss a business meeting or let down colleagues by promising to speak at a meeting and not turning up. Treat your family commitments like business appointments – keep them!

And this .....



Should you be spending more time with your family? Got kids and never see them? Here's what you do. Figure out how many Saturdays there are between now and when the oldest child is sixteen. So, if you have a four year old - that's twelve years before they are sixteen. In twelve years there will be, give or take, 624 Saturdays. Next time you go shopping buy a bag of dried lentils, count out six hundred and twenty four and put them in a jar. Keep the jar on your desk and every week, take out one lentil and eat it. (It'll do you good!)

Watch the jar empty...... and see, right in front of you, what you are missing. How time is running out. So, what are you going to do about it?

No apologies for saying it again. How many relationships get busted by ambition. Is it worth it?

Have a long think and make an 'in-action plan' before you go on to the next letter.

Back to the beginning



One of the true tests of leadership is the ability to recognise a problem before it becomes an emergency

Arnold Glasgow



# **Social Media**

#### noun

#### social media, noun; plural noun: social medias

1 websites and applications that enable users to create and share content or to participate in social networking.

This is not about teaching you how to open a Facebook account, or when is the best time to work a Twitter feed. It's in the alphabet because of the huge impact it has on our way of life and how we manage the workplace.



#### Like it or not it is here to stay.

When the Penny-Post was invented, they said it wouldn't last. Why would people want to write to each other, when they can talk face to face.



#### ... and then, along came the telephone...

The inventor, Alexander Graham-Bell, got nowhere with it at home and took himself to the US and demonstrated his invention to the Mayor of New York. Enchanted, the Mayor asked Bell to bring his new telephone-thingamajig to his daughter's birthday party.

Bell said it wasn't a toy; 'Indeed' he said, 'five years from now, Mr Mayor, and you will have a machine like this, on your desk and be able to speak to someone twenty miles away...'

The Mayor pondered for a moment and said; 'Mr Bell, I don't know anyone, twenty miles away.'

#### Technology, communications... wow!

Like it or not communication devices, the mobile phone, tablets, devices and

For the chief executive of a large organisation to say 'I don't do social media' is like saying 'I can't read'.

all the rest are part of the repertoire of modern management.

WhatsApp, Twitter, texting, blogging and Facebook is communications. What's next, I have no idea. All I know is; you'd better be across it.

As conventional web-sites become old-hat and redundant, so Facebook is taking over. WhatsAp is replacing email and even the biggest organisations are now investing millions in social media to reach their target audience. Linked-in helps you develop professional contacts and look for your next job!

There are ten types of social media; <u>have a look here</u>, for more detail.

# **?** It is so obvious but why do senior managers eschew social media?

It might be because the pace of change is such that they've missed first-base and don't want to look stupid by admitting they can't catch up. Who do they ask for help? Bosses are supposed to know everything.

Second; 'social media is for the kids'...

**Really?** When the Bank of England announce interest movements via Twitter, Presidential elections are won with the help of Twitter and Regulators such as CQC, NICE, NHSI and NHSE regularly announce policy changes via social media, you have to wake up. If the Department of Health and Downing Street can manage it, so can you.

FTSE100 companies realise the significance of digital maturity and they scramble to recruit top-notch social media professionals.

The NHS has 1.3m staff and it is a fair bet that +80% of them will have a Facebook page. Nearly all of them will have a smart phone.

If you could speak to your staff every day, would you? If you could send a personal message to them every day, would you? If you could say thank-you, would you?

It's a crazy kind of manager who would say no.

There are still some organisations that rely on internal email for communication. The weekly 'management bugle' sent out by email, with; 'please circulate this to your colleagues' messages.

Understanding social media, time-lines, access points, spread, images, context and content is a vital part of the new management repertoire.

It brings with it the risk of spoof accounts, vulgarity, people getting the wrong end of the stick but there is a bigger risk; the grape-vine getting the message out before you do.

The NHS junior doctors' strike in 2016 was organised, largely, using WhatsApp. So, too, were the recent responses to emergency call-outs and shout-outs for help in the Manchester and London terror-attacks and the dreadful tower-block fire.

Huge chunks of NHS staff take social media for granted.

However, there is more to it than opening a Twitter account and hoping for the best.

Social media defines itself around collaboration. It also defines what kind of manager you are. Are you still the type that looks to your authority and position in the organ-a-gram to get things done, or the type of manager that is open to a new kind of accountability.

One billion people work a FaceBook account, 100m use Instagram, 328 million are monthly users of Twitter.

None of them have been on a course.

Why do we make such a meal of IT training?

Maybe if the user

interfaces were easier,

we wouldn't need to!

The smart use of social media increases participation, which in turn demands a greater transparency. You can't use social media if you want to tell half the story.

It also means that you put your opinions and decision in front of people in the context that they can be challenged and debated.

A collective view of organisational performance is possible in a way that 'progress meetings' are not.

Social media will have the effect of democratising leadership.

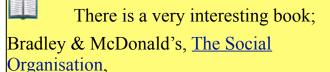
There is no excuse for poor communications with staff. There is no reason for people not being told what the issues are and what's going on

Social media creates the opportunity for new 'leaders' to emerge. Opinion shapers within the organisation. These new leaders are not the bosses but they are respected in a way that executive leadership is not.

Social media gives everyone a voice and a platform. Key influencers are usually invisible to senior management but now there is the opportunity to make them allies.

There is a spontaneity about social media that captures imagination, amplifies the mood of the organisation, or department, for better or worse.

# Here are ten things to think about;



It challenges us to find a new kind of management... the leader as a sponsor and the guide; exposing us to inspection, criticism and inquiry in a way that management meetings never will.

1. Add social media to your management skills. If you are not doing it and need help, ask a passing 12 year old. Embarrassing? Not half as embarrassing as being out of the loop. Seriously, ask for help. It's not that difficult.

- 2. **Very seriously,** social media accounts are easy to set up and operate. Millions, world-wide, do it. Practice on friends and family.
- 3. **Enable communication** organisation wide, department wide, you'll need to find out what software your colleagues most use and tap into it. Ask them.
- 4. **Make it clear** you are going to use social media for your first line of communication and ask for smart-phone contact numbers when new colleagues join, on enrolment and induction.
- 5. Setting up a FaceBook page is simple and free. Use it to share information, say well-done and promote success. It is important it becomes a vehicle for good news as well as the routine and sometimes, the bad. Forget web-sites and portals. FaceBook to communicate with staff... seriously forget the rest.
- 6. **Pick the right media** for the message. Instant communication use WhatsApp; you can create a community. Twitter. Only 140 characters, but you can also use it to link to documents, guidance and longer messages on a web-site or intranet. And, Facebook for open but probably, closed communication with staff, more intimate and immediate than a web-site.
- 7. **Make your Twitter-Handle** (address) and FaceBook contact details public. Let everyone know how to contact you. Be sure to respond. Put them as part of your email signature.
- 8. **Send good messages**, thank-you's, highlight success and great performance. Make social media the places people want to look at. Content is king and frequency vital.
- 9. **As well as sending out 'business' messages**, use your social media channels for up-dating staff, who may have been working a shift and be unaware of the latest NHS news, current affairs and developments. Help them to know what is going on.
- 10. **Don't accept dialogue that is in poor taste**, uses bad language or is inaccurate. Correct inaccuracies immediately and block or mute unsavoury participants.

#### Make social media work for you.

Ten years ago, if someone said, 'We'll give you a way of talking, directly, with your staff, colleagues, service users, relatives, carers and friends every day, for free'... you'd never have believed it.

Well, you should because it is here. So make the most of it.

Find out more; here are six useful links to get you started and understand more... you'll be an expert in no time!

- The **Twitterversity**; all you need to know to get started 1.
- Beginners guide 2.

If you are encouraging staff to use social media here are three useful links:

- Advice for doctors; here 3.
- Advice for nurses and midwives; here
- Advice for managers; here an excellent compendium

There are a plethora of social media platforms. This is a very good up-sum of the popular ones and how they are used:

6. Ten types of social media; here.

Time for a T?

Back to the beginning



Outstanding leaders appeal to the hearts of their followers, not their minds Anon



# **Time Management**

**time-management** v. 1 concerned with the best and most effective use of the time available by planning and evaluation of productiveness and work scheduling 2 individual responsibility for employing time productively and not wasting opportunity through lack of time

#### Here are a few things that you can do with time:

- Spend time
- Do time
- Waste time
- Give time

Yes, and you can idle time away. You can also; work against time, work all the time, do several things at the same time. You can be before your time and put up with things, for the time being. You can have a good time, hang on until half-time and have a bad time. You can avoid giving someone the time of day. Or, you could lose no time about passing the time of day. You can do a time and motion study on an activity that is time consuming. How about defusing a time bomb, avoiding the time fuse.

You might want to bury a time capsule, or take a photograph using a time exposure.

- Do you work in a time honoured way?
- Are you a time-server?

Are you having the time of your life in a time-share apartment in the sun? On holiday, in another time zone, forgetting about the time sheet and the time signal.

To keep your home warm you can set the heating by a time switch. You can watch a TV movie about intergalactic travellers, stuck in a time warp.

You could be a time-keeper, measuring the timeliness of work, on a timepiece and checking a timetable.

All that you can do with time. The one thing you cannot do with time is to make time. You can create time, squeeze time and change your timings.

You cannot make time. Time cannot be fabricated or built. You can only organise you time. Here's a nice little aphorism. Cut it out and pin it to the front of your desk:



If you want something done, ask a busy person because they can organise their time to get things done.

A 'to-do list' is a muddle is for a person whose time is in a muddle. Forget it!

To-do-lists... do you keep one?

Research shows 41% of tasks on a list never get done! On the plus side 50% of To-do items get done in one day and nearly 20% are done within the hour.

If you start the week with a To-do list the chances are it will be over stuffed with, aspirations and flights of fancy.

**To-do lists**; 'stuff we want to do and the rest, set up for failure'.

**To-do lists**; 'a compost heap of stuff you don't really want to do but you feel better if you write them down'.

**To-do lists**; 'over stuffed, they turn into a worry list and you look, groan and stop checking'.

The intrusive pestering from uncompleted tasks and unmet goals, hanging around in your mind, is known as the Zeigarnik effect. The logical remedy is to do the task. Get stuff out of the way...

However, there is an underlying problem;

To-do lists encourage us to 'make-a-plan' but not get off our backsides and actually do something.

To-do list goals are often too complex. Try breaking them down into doable, actionable steps that can be done quickly.

The most common cause of 'not-done' is interruption of the working day. To-do lists are inflexible and the demands of the day, infinitely flexible. Try and ring fence part of the day for To-do list stuff. Group To-do-Time for phone-calls or research.

← A To-do list; is not a reminder list, neither is it your email inbox. It should be a list of defined actionable items. Not 'write the report'... it should be 'research and brainstorm ideas for the report'... plans; specific and actionable.

**← A To-do list**; what is your implementation intention? Describe how you will get started. Not 'do PowerPoint for management meeting'. Try; 'Tuesday and Wednesday... look out for and assemble pictures and data for PowerPoint and create the slide-deck on Thursday'.

To-do lists; can give you a bad dose of will-power burnout. Give yourself a reward, a treat and a pat on the back. Work with a colleague and share a to-do list, do the job you least want to do first. Use earlier deadlines, prioritise, be realistic.

Whenever I see a long To-do list I always have this thought; if the items are so important, why haven't they been done by now?

Here are ten ideas to help you do twice the work in half the time:

#### 1 Find out what you do

Sounds stupid, doesn't it? You know what you do. You are a manager, doctor, nurse, finance person, estates, coding, AHP... accountant, porter, planner, whatever. This is not about what you do.

It is all about what you <u>do</u>! **Do**, in the sense of when and how much. This is going to sound really tedious. I want you to audit what you do. In other words' keep a list. Don't groan and give up.

This is important.

I think, if you keep a list of what you do, you'll be either; proud of yourself, disgusted, amazed or embarrassed. Whatever it is you need to know.

Here's what you do. Pick a typical day and keep a note of what you do. No such thing as a typical day? OK, keep a diary for a week.

Here's what it should look like:

	Activity			
Date:	Phone	Meeting	Correspondence/e-mail	Etc
8.30 am				
9.00				
9.30				
10.00				
10.30				
11.00				
11.30				

Noon		
12.30 pm		
1.00		
1.30		
Keep going until you finish the day		

The idea is to fill in the squares, roughly, with the amount of time you spend on each activity for every half hour of the working day.

You can make the intervals fifteen minutes if you work in that kind of a fast flowing environment.

If you work at home, in the evenings, or weekends, make a table for that, too.

Too difficult? Not really. Lawyers and accountants do it all the time. They have to. Otherwise they wouldn't know who to bill their time to.

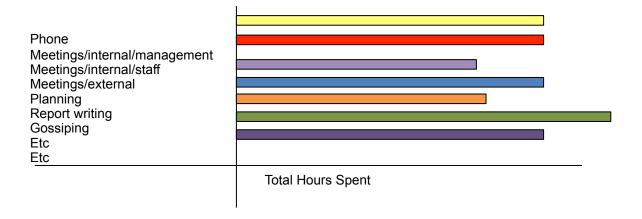
Most of the 'consulting' professions keep an activity timesheet to enable them to send out one of those nice big bills, to each of their clients, detailing how much time they've spent on doing wonderful things for them.

This is not rocket science, unusual, or weird. All you will be doing is to keep a record, for a couple of days, so that you can get a real feel for the amount of time you spend on your principle activities.

The next bit is for the really smart ones!

Now turn the data into one of those nice graphs that, Mr Gates makes so easy to do in Microsoft PowerPoint.

Aim for something like this:



I have no idea what your graph will look like. But, the question you must ask yourself is; 'Do you want your graph to look like it this?'

? Do you really want to spend that amount of time on the 'phone? Must you go to all those meetings? Do you really waste all that time going to the water-cooler and gossiping? Whatever! The conclusions may not be so obvious.

The idea is not to look for recriminations, blame or embarrassment. This is about having a good look at how you spend your time and deciding if that is how you want to go on investing the minutes of your working day.



#### Is there a better way?

Can you get some of the stuff on the phone, handled by other people, or should you spend more time on the phone?

**Do you** need to have all those external meetings? Should you be looking for a way to spend more time with your staff?

Can you jack-up the time you spend in uninterrupted thought, planning and getting the next bright idea?

**Do you** need to do a typing course, switch to a dictating machine, try voice activated software or have more than one e-mail address, to help you prioritise?

**Should you** spend more time at the water-cooler, finding out what's going on? Are you neglecting the folks at home?

Once you know what it is you <u>do</u>, you can figure out what you should be <u>doing!</u>

#### 2. Treat time as money

Why would you want to do that? Because time is money. Someone is paying you to do all this wonderful stuff and far as they are concerned, your time is their money. However, take a few minutes to think about it slightly differently. Think about time in the sense of money. Money is valuable, finite and worth investing. So is time. Make a list of all the things you wouldn't want to do with your money:

- Waste it
- Neglect it
- Fritter it away
- Gamble with it, on losers
- Spend it and get nothing for it

Cross out the word money and insert the word 'time' and you'll see what I mean.

If you made another list of all the things you wanted to do with your money, you could go through the same exercise.

Money and time – it's easy to look at them in the same way. Time, really is money.

## Meetings, %&\*\*\$" meetings

Find yourself sucked into meetings that go on too long? Here's the answer:

Do a brief calculation of the total cost per working hour of the all the individuals who attend the meeting. A rough estimate will do. Then write the answer on a big piece of paper and pin it to the wall:

These meetings are costing
£950 and hour
So let's get on with it!

### 3. Know your body clock

I am one of those people who can work all night. Once I get in the groove I just like to keep going.

Over the years I've collaborated with a number of writers, to produce books on all sorts of management topics. Some of my co-authors have followed me into the small hours with no problems at all. Others have fallen over at midnight!

However, I'm useless in the mornings. I can't think straight, can't get organised and never produce anything worthwhile. It is the way my bodyclock works.



Is it metabolism? Is it psychology? Who knows.

What I do know is this; if I need to concentrate and get something done, anytime before about 11am is a waste of time. Anything after that and I'll stick it out until the task is finished.

So, when is your best time? Mornings, afternoons, evenings? Save the tricky tasks for the time you are at your best. Get the routine stuff out of the way and concentrate on the tasks that need to be right when you feel right. You'll get them done more efficiently, enjoy them more and get a greater sense of satisfaction.

# 4. Learn to say, no....

I once read a light hearted article, in a management magazine, that likened us all to various breeds of dogs! It was very funny. Poodles, bull-dogs,

greyhounds, they were all there. Or should I say, we were all there! The comparison that really got me thinking was the

Spaniel.

Are you a Spaniel? Willing, eager, enthusiastic, anxious to please? Of course you are. But, are you too much of a Spaniel? Do you take too

Are you a pedigree, best of breed, thorough-bred Spaniel?!

much on? Is your in-tray bursting? Because you are good at what you do, do people take advantage? Are you nervous about letting-go. Worried that someone else wouldn't be able to do the job as well as you. Are you concerned about pleasing the boss, or colleagues?

O Do you need to learn to say no? Do you need to find the words that say; 'I really enjoy these kind of assignments, but I've got three others on the go at the moment and if I take on any more I

could end up jeopardising all of them.'

Do you need to learn the phrases that say; 'I really can't take on any more and do the job properly. What about giving it to Jenny. I know she is interested in having a go at one of these projects and I am very happy to keep an eye on her and help her if she gets stuck.'

Hiring staff – don't be a Spaniel. Hire someone better than you, stand back and take the credit. Hire someone worse than you and you'll step forward and take the blame!

# Learning to say 'no' is mature, sensible and grown up.

# 5. Do the worst job first

Got something lurking on your desk-top that you've been putting off? Something in the in-tray that's been there since the days when you could buy a pint of beer for 1/9d?

Good time-managers don't let stuff fester. They do the jobs they hate – first. Get them out of the way. All the time you are doing the job you'll be thinking about moving on to the next job. And, that'll be the one you like doing. Reward yourself. Give yourself something you like doing as a reward for getting the rotten job out of the way.



The job you least want to do is the job that will compost. By the time

you get around to it, it will not only be a rotten job, it will be a rotten job with a ridiculous deadline and come with a boss breathing down its neck. That's no way to approach a rotten job.

The job you least want to do is the job you must do when you are fresh and looking forward to doing something else.

Polish it off – you'll feel better for it! Honest – or your money back!

### 6. Stay away from the Internet

I'm addicted. I can spend hours on the Internet. I can find out about the life cycle of the South American, lesser-spotted fruit fly, find the football results for the Italian league. I can search for quotes, derivations, origins, formulae, news, predictions, forecasts and prophecies. Book holidays, buy groceries and order the latest must-have whizzo gadget. I can waste hours on the Internet. I need to join Internet-ters-Anonymous!

The Internet is fabulous, inexhaustible and addictive. There is no finer, nobler and enjoyable way of whiling away the working day!

However, if you must surf, there's a great web-site you must visit

### www.ishouldbeworking.com

It is full of the most interesting stuff and should the boss suddenly appear, in the top right hand corner, is a panic button.

Press it and an incomprehensible and complicated graph appears and makes it look like you are working on a re-design of the world!



OK, that's enough time wasting – back to time management!

### 7. Try not doing meetings, or if you have to, do them better

As I travel around talking with groups of managers and bosses, high on the list of 'moans' is the escalating amount of time spent in meetings.

My answer?

Tough, you'd better get used to it! Meetings are not an add-on, not an interruption of the working day and not an appendage. Meetings are management.

Meetings are the inevitable consequence of shaping services around the needs of customers, patients, clients and the people who provide the cash to pay our wages. Collaborating, merging, strategic alliances, developing products and services, interdepartmental liaison all means more meetings.

Planning meetings, brainstorming, progress meetings, outcome meetings, case conferences. Policy making, negotiating, settling disputes, trust building, managing change. Meetings about meetings!

Think about this

In a BT business survey, it was estimated that most European Companies spend more on business travel than they do on advertising!

What's the answer?

Get tough and get into technology.

Do you know how much your meetings cost?

That's the first step in getting tough.



Try my 'put the boot-in' guide to making meetings work.

- 1. Work out how much it costs to hold a meeting. Time is as valuable as any other organisational asset. Calculate the cost per hour of holding a meeting, write it in big letters and pin it to the wall. Don't be embarrassed, just do it! Hammer home the cost of dealing with difficult people who dither, are indecisive, spend time on gossiping and tittletattle.
- 2. How many times have you been to a meeting and it's obvious someone hasn't read the agenda or done their homework. Make sure you never attend a meeting unprepared! Make it clear you've done your homework and don't have any truck with people who haven't. Don't be afraid to say; 'We are all busy people and I think we owe it to each other to do our homework don't you?' Then fix the miscreant with your most winning smile! Bet they never turn up unprepared again!
- 3. Always insist that meetings start on time. Speak up, say; 'I think everyone knows we should get started at 3pm and unless we do I'm concerned that some of us will over-run into our next commitments'. Be firm. Start on time, late comers will soon get the hang of it. If they complain? Smile, say; 'I'm sorry but the start time is on the agenda and we all have other things to move onto'. Or, 'We couldn't really wait around for you as we've not heard from your office that you would be late we didn't know if you're were delayed or not coming'. And smile the dazzling smile only you can do!
- 4. **Agenda make sure there is one**. No agenda? Don't waste your time. Meetings without agendas are like a journey into a jungle with no map. If the agenda is not set in advance, ask the chair person; 'Before we start, shall we make a list of the items we need to cover?' If you're really pressed for time think about asking for the agenda items that involve you to be taken together and when your through, push off! Try and avoid 'any other business'. It's a gossip's charter. Do that in the car park, or over a cuppa before you start.
- 5. Always make sure the meeting runs to time. If you're in charge make sure there is a big, conspicuous clock that everyone can see. Announce what time you intend to finish and keep an eye on the clock. It may mean cutting items short. Say; 'I'm looking at the clock and if we are to do justice to the rest of the agenda I think we are going to have to reach a conclusion on this item'. If you are not in charge; be obvious in taking off your wristwatch, put it on the table and keep it in your eye line. Don't

be afraid to say to who ever is running the meting; 'I've got an eye on the time and I'm concerned, if we don't move on, we'll have items that we will not be able to do justice to.'

- 6. **Dopey chairperson?** This is grim news. Try having a quite word. Express your concerns about running to time or wasting time on gossip and chit-chat. If all else fails – grab the initiative and chair the meeting from the floor. Try phrases such as; 'Do you think we should move on?' Or; 'This is interesting but I think we should try and stick to the agenda, don't you?' Don't forget the smile!
- 7. If there is a tricky or complex item to be discussed, don't wait for the meeting, get on the phone in advance and lobby for support. Take time to explain the detail and ask for backing. It speeds up the meeting and works a treat!
- 8. **Do you really need to have a meeting.** I mean really, really, need to have one? Try and get a delegated authority from your group to deal

with some issues, with colleagues over the phone, or through Email.



# And, technology?

Once glamorous options such as video-conferencing have now become routine. PC's with videocameras are cheap and can be linked.

However, do you really need pictures? Try conference telephone calls. Internally, most phone systems have the capability. The only problem is, no one knows how to set it up! Make the IT department earn it's keep – find out!

Think it might be too expensive?

Think about tele and video conferencing.

Of course, there are systems and companies who will set it up for you but most of us have smart phones.

Many of them have teleconferencing facilities where it is possible to hook up three or four callers. Failing that, switch a phone to loudspeaker, plonk it in the middle of the table... job done.

And, don't forget, there is FaceTime which is free!

Look at the piece of paper you've pinned to the wall. How much an hour does a meeting cost you?

Meetings can be boring, dull, uninspiring, flat, slow, heavy, languid, fun, happy, a laugh, productive and just about everything in between. Don't overlook the role that the meeting environment can play.

Here are some simple rules that are often overlooked:



- Does everyone know where the meeting is? Can they get to it easily, do you need to send them a map.
- Is the time convenient for everyone? Take into account travel times and distances, other operation responsibilities, family and outside work commitments.
- Special access requirements to meet disability needs?
- Is the room well light and properly ventilated.
- Using visual aids, can everyone see the screen
- Room layout long tables are a no-no and hotels venues do it all the time. Round tables are better – insist on them.
- Does the timetable allow for plenty of pee/smoke/ message collecting breaks
- Does everyone know who everyone is?
- Does everyone have to attend for the whole meeting – hanging around 'till you get to 'your bit' is no fun if you can't play a part in the rest of the agenda
- Can everyone see a clock?
- Is there an agenda and has it been published and circulated in good time.

# ? To meet or not to meet – that is the question.

Here's the answer!

Time is wasted when a meeting's content is poor or there is no obvious

reason for people to have been dragged halfway across the territory for something that could have been achieved on the telephone.



Think of a meeting as nothing more than a management tool.

Just like e-mail, fax, memo's, phone calls and hand written notes, meetings have a role to play. They are not the first line of defence or a knee-jerk reaction to a problem.

# Of all the communications mediums available a meeting will be the most costly – use meeting wisely.

To meet or not to meet – your call:

Have a meeting if:	Don't waste everyone's time if:
You're the boss/leader/manager and there is an issue that you need advice or guidance to deal with	There is insufficient known about the problem, no data or information
There is a problem to solve or a decision to make and you want to involve a group in getting a grip on it. Especially if you need buy-in to implement a solution	The same result can be achieved by 'phone, e-mail or memo
Maybe no decision is needed but there is something that needs to be clarified, face to face	The meeting would deal with a burning issue, tempers are running high and there is a risk of a row. Use time to cool the group down and allow them to become more objective
You may have a concern about an issue that you want to share with your group	The subject matter is highly confidential and a leak would be a disaster. Remember, there is no such thing as a secret
There is a cross-functional problem that needs a range of people to address	The topic is trivial

There is confusion over lines of responsibility	You've already made up your mind about what to do. Don't turn your group into a difficult bunch by treating them as a rubber stamp
The group have indicated that they want to meet	Personal issues such as letting staff go, remuneration and individual performance. In the main, all that's best done One-2-One

# Hazard Warning

Beware of 'regular meetings'. They invite routine and routine is the death of inspiration.

### 8. Create some space

Create some space in your life. How do you do that? Get tough with yourself. You can create space by getting up fifteen minutes earlier and going through an exercise routine, or eating a proper breakfast. That'll make your mother happy!

You can create space by making sure you ring-fence some time for thinking or research. Create space by thinking about what you do. Go back to your time-audit. Which bits do you want to swap, stop doing or be more efficient about?

# 9. Organise your desk

If you can't organise your desk, how can you organise your life? Have you got piles of stuff everywhere? Is your in-tray more like a compost heap? Have you got an in-tray, pending-tray, hold-it-for-a-moment-tray, do it laterpile? Get rid of it all. Try and work with an in-tray and an out-tray. Pending doesn't help. In the same way that a carpenter looks after his tools,

a painter prepares the wood and an artist cleans their brushes, your desk is part of the tools of your trade. Keeping it organised means you will work faster



Here's another tip from my friend the Harvard business professor and time management guru. Never refer to time in slabs of 5 minutes, 10 minutes, or even half an hour. Always say; 'I'll call you back in four minutes'. Or try; 'This will take us eight minutes to resolve'. Think about saying: 'I'll call you back in three days'. Using 'odd' times does two things; it shows you value time and is unusual enough to be memorable for the other person. Silly, I know, but it really does work!

10.The 90 second rule

What can you do in 90 seconds?

Answer; more than you think! Ninety seconds gives you time to send an e-mail, write a letter, compose a memo, make a phone call, scribble a note, have a targeted discussion.

Don't leave stuff lying around. Use the ninety second rule to make a start – even if you can't get a job finished there and then.

Use ninety seconds to brainstorm a problem. Take off your wristwatch, put it on the desk and do a ninety second brain-dump on the most difficult problem you are facing. Scribble your thoughts down and use them as a basis for moving on. I bet you'll have trouble holding your breath for 90 seconds – but you can say a lot!

Back to the beginning

Failure is the only opportunity to begin again, intelligently

Henry Ford



# **Unsung**

#### **unsung** *adj.* 1 not celebrated 2 unknown

When did you last go to the movies? OK, what about downloading from Netflix, Sky Box Office... enjoy a night in, feet up on the sofa, a pizza, a six pack and a movie on the TV?

What do you like? Gripping yarns, cowboys, sci-fi, wars, romance? What about your favourite performances? Who is your favourite actor? Actress? Each year the industry celebrates its finest and best with the Oscars.

Did you see Oscar winning LaLa Land? It stars Ryan Gosling as a jazz pianist and Emma Stone as an aspiring actress, who meet and fall in love in Los Angeles while pursuing their dreams.

The film accolades are too long to reproduce here. But here's a link.

I bet you don't know who got the <u>hair dressing credit</u>? Or who was the <u>boom operator</u>?

Can you imagine a movie without a hairdressing? A movie with no sound?

These are the unsung heroes of the movie business. These are the people that make the difference and give us the movies to die for, the movies to cry for and the movies to stay on the couch for.

Dyaknowwhat? Every business, organisation and corner store has its unsung heroes. Everywhere there are Oscar winners. Allyagottado is find 'em.

Who is there, in your organisation that should get the Oscar for the supporting part.

Who should take home the Oscar for technical support.

Who is there that should have, on their mantle piece, an Oscar for some backroom support, performance, assistance that has gone unsung?

Somewhere in your organisation, there is a back that needs patting, a thank-

you to be said and a well done to be well recognised.
Go and find one, now.
I'll wait
Done it? Good. Now, what about you? Have you had an Oscar? Your back patted? Someone said; 'well done'? How do you feel? Like an Oscar winner? Or the Oscar polisher? Are you unsung?
I think there is only one person who can influence your morale. If you want to know who that is, stop reading, go to the washroom and look in the mirror. Your guide, motivator and mentor will be looking at you. The person who can pull you together, or take you apart, will be peering out at you.
But, I also recognise, it is no always that easy. Pressures can mount, people can be difficult and personal confidence can ebb away. Each or all of this can undermine you and rob you of your self esteem.
If you recognise any of that, we can put a stop to it right now. If you're OK, skip this bit and pick another letter! Having first done the bit about Oscar winners!
What you need is a life coach. For as little as £5,000 a session you can have your own personal guru come and take care of you. In case £5,000 is sounding slightly more than you can stretch to right now there is another way.
You can become your own life coach.  Here's how

# There are seven steps

**Step number one**: Life coaches usually start by getting you to write a sort of a life history. Sounds dull? Well, I guess it depends on you life. Nevertheless, stick with me for a bit and let's find out.

Stick to the important events.

Turning points in my life have been
The things that mean most to me are
My successes are
What I really aspire to is
The most important lessons I have learned are
What really disappointed me the most is
So what do you know about yourself? Do you want money, love, admiration, to go back to school. Be specific. You want money? How much? You want a new relationship? Permanent or casual? You want to travel? Where?

#### Step number two:

How much do you like yourself? Do you enjoy your own company. Can you spend a weekend with you? Do you talk to yourself and if you do, do you say nice things? Do you praise yourself? In other words do you, like you? Are you your own best friend? Do you give yourself a treat? Do you reward yourself? Do you treat you, like you would a treasured and respected friend? Life-coaches will tell you self respect is at the heart of this. So answer the questions. Honestly, now!

hate myself because	
like me because	

#### Step number three:

Live for the here and now. Do you ever feel like you should be doing something else? Does your mind wander? Do have trouble focusing and getting a job done?

The trick is to focus, one hundred percent, on the job in hand. That way you will become more productive and be pleased with more yourself – an essential ingredient in moral and self image.

Make a conscious effort to fix you attention on a particular job. Ignore the phone, resist the temptation to see what is in your e-mail in-box, don't join in the office gossip.

Make a pact with yourself; 'for the next ten minutes I am going to focus exclusively on getting X Y or Z done'. After that I will reward myself with a coffee, gossip, phone call, whatever. Start with small jobs and build up to bigger, longer and more complex tasks.

I will focus on (	rst
I will aim to focus for Minutes	
My reward will be	

#### Step number four:

Be more energetic. Easy said? Yup, I know. But, if you are feeling low, the pile in the in-tray will get higher. The next thing is that you will focus on the stuff you are not doing. All feelings of achievement will disappear out of the window and the spiral of decline with make coming into to work tomorrow and nightmare. So start with the basics:

- **How** much water do you drink? Go on, answer the question. It's an important question, with no easy answers. Check this out. See what's right for you.
- **How** much booze do you drink? When did you last go a week without any alcohol?
- **How** healthy is your diet? Look in your fridge and be honest. All pre-prepared, frozen, microwave, salt saturated, calorific, sugar food of the devil?
- **How** fit are you? Do you take any exercise at all? Do you ever use the stairs instead of the lift?
- How much sleep are you getting?
- Can you relax, turn-off and chill out?

The reason for these slightly threadbare, *life coach-y-type* questions is that you never will be effective if you don't take care of yourself. If you are not effective you will know it and your self esteem will take a dive. Energy drains a way. So put a plug in the drain-hole.

In the next thirty days I will re-energise my system by:
Stopping this
And, starting this
I will reward myself by

#### Step number five:

Put yourself in charge. Take the credit and take the blame. In other words, be responsible.

It's easy to blame someone else, your education, the news, even the weather. If you do that you are not in charge.



#### You will be what life-coaches call, voluntarily dis-empowered.

As the only person who can re-empower you is you, you can see you're stuck in a road you don't want to go down. It is very difficult to reverse out of this one.

Of course, you cannot predict how life will treat you, or how people will react and deal with you. However, you do have control over how you will react.

This is a half-empty, half-full story:

Two girls were born of a single mother, who was a hooker and an alcoholic. One daughter grew up to be just like her mother with a string of broken relationships, unruly kids, no partner and living, in poverty, on a sink-estate. She said; 'What do you expect, with a background like mine?'

The other daughter grew up to be a college professor, happily married and with a great family. She said; 'You don't think I wanted to end up like my mother, do you?'

UI agree,	whatever hap	pens, I wil	l react to	it in a	way	that	does	not
dis-empow	er me							

### Step number six:

See life in the round. Working hard and not getting anywhere? Myopic focus? Forgetting about everything else.

Batteries need to be recharged, horizons widened, experiences need to be had. Life coaches use the word 'holistic'.

Get the picture? The big picture!

For me, an holistic approach to my life would mean
I can achieve that, by

# Step number seven:

Have a laugh! Having fun keeps you young, happier and healthy. Teach yourself to laugh at events. Yup, you have to take events seriously and not all jobs are a natural barrel of laughs but make a point of seeing the funny side in something, everyday.

So, feel better for that? Ready to award yourself an Oscar? When you're feeling unsung, give yourself a pat on the back, buy yourself a treat and prepare your acceptance speech!

Don't worry about the £5,000

OK, you gorgeous thing, Back to the beginning

Consider how hard it is to change yourself and you'll understand what little chance you have of changing others

Albert Einstein

# Volunteer

volunteer v&n. 1 a person who voluntarily undertakes a task 2 make a voluntary offer of ones services for no payment

Come on, just do it. You know there are hundreds of little organisations out there, trying to achieve something, do a bit of good, or just have some fun.

Volunteering is good for you. It broadens your experience, looks good on the CV and will extend and test you management skills. Let's face it. Getting the best out of staff is not the easiest thing in the world but when push comes to shove you can push and shove! Working with volunteers is very different. No pushing and shoving. Just a lot of coaxing and motivation.

So, make time and develop yourself.

Make a start at:

www.volunteering.org.uk

Easier still, have a trawl through the local papers and see who is doing what. Volunteering will extend you and you'll have fun, you might get fit, or develop new skills for nothing.

...and you'll meet a bunch of very nice people!

Back to the beginning



You can hire people to work for you, but you have to win their hearts to have them work with you



#### wacky adj&n. 1 crazy 2 a crazy person

Let's face it, the world of work and management can be a very boring place.

Routine is the name of the game. The foundation of quality and quality services is 'process control'. How exciting is that? Actually, very! Well, for

some..... (Apologies to any quality anoraks reading this! I know that any day without major grief is exciting!)

Where would McDonald's be were it not for the assurance that; every time you walked into one of their restaurants you could rely on the fact that a Big Mac wouldn't look like a cheese and pickle sandwich and taste like a chicken Biriyani.

Quality is knowing what you want, making sure you get it, every time, until you don't want it any more. Very simple. And, it is important.

You wouldn't want to get on board an aeroplane piloted by someone who thought it might be a good idea to throw the rule-book out of the window and display their cunning, stunt-flying routine.

The NHS is the same; who would want to be operated on by a surgeon that thinks it may be fun to see if it was possible to remove your appendix, rectally?

There is no doubt about it; process control, routine, total systems management and operation's procedures are there to standardise, leverage quality and meet expectations.

Is there room for anything else? Is there room for the unusual? Is there room for the different, the strange and the wacky?

Of course there is!

Tetley and PG Tips have been fighting a wacky war over the shape of a tea bag. A tea bag, for heaven's sake!

The world is facing environmental catastrophe, globalisation, famine, disaster and terrorism and the giants of the teapot industry are worried about the shape of a tea-bag.

Has the world gone mad?

Well, the answer is yes and no!

The T-boys are all thinking about market share. And, they are not the only ones.

If you are still dumb enough to fiddle about, wasting time and treading water, shopping for bog-rolls, bath cleaner, furniture polish, washing up liquid and tins of beans - piling them into a wire trolley and using up your Saturdays doing the shopping, instead of going to the movies, watching the game, shopping for interesting things to wear or plug-in and play, then you will know; supermarkets are changing.

In the war of 'foot-fall' supermarkets are adding the strangest things to their inventory.

In my local Tesco's you can buy a bicycle, a fridge and a television.

Even more interesting is the fact that you can see an optician, have an eye test, buy a pair of glasses and chose from an extraordinary selection of sexy frames.

You will be able to have your prescription dispensed and in some and before long, I predict, all of them, you will be able to see a doctor, or a nurse, or a health visitor.

**?** OK, here's a question...

Would you have predicted any of this:

- Grocers who sell petrol
- Petrol stations that are florists
- Airlines that sell pensions
- Record companies that sell booze
- Estate agents who are insurance firms
- Telecom companies who rent videos
- Underwear retailers who sell money
- Film companies that are hoteliers
- Insurers who are invisible

#### No, of course you wouldn't.

No one would. But, it's logical and makes sense:

- The majority of supermarket shoppers arrive at the store in a car let's sell them some petrol
- Petrol station customers are predominantly men, put flowers in their face and they might just take a bunch home for their partner a risky marketing decision that has been proved right. Petrol stations sell more flowers that florists!
- Virgin have a strong brand. They know their airline customers are, for the most part, in work, have an income, intelligent enough to use the Internet to buy a ticket and have a strong confidence in the name. So, what else can we sell them? When the pensions law was liberalised Sir Richard saw his chance and Bingo. He is now a major player in the pensions industry.
- Record companies that sell booze? Branson, again! He knows his market. Young people buy records. What else do they buy? Nights out, holidays and a round, or two, of drinks. Thus, Virgin Cola and Virgin vodka. The products never lasted but it was worth the try.

- Telecom companies who rent videos? This is
  British Telecom. They will sell you a movie to
  watch and a game to see. Sky use the same
  technology. If the customers have a telephone line
   they have the internet… let's give them
  something to use it for.
- Can't think of a knickers shop that will lend you a few bob? Of course you can! Marks and Spencer's will sell you some nice frilly things, or some relay dull Y-front things and give you a loan for some furniture, or to redecorate your house. They figure their customers are middle-class have middle-to-above incomes and are a good bet to repay a loan. So, let's sell them some money!
- Disney make films and they will make you very comfortable at one of their Disneyland hotels.
   Makes sense. Loadsa visitors in a year. Well, they might as well stay in our hotels.
- Invisible insurers? Who would have thought, even a few years ago, that you could buy insurance, over the phone, from a complete stranger? Buying insurance used to involve a trip to a broker, you best suit and suitably humble expression. "Mr Broker, please find me an insurer", grovel. Not any more. Lift the phone, get on the Internet, get the competitive quotes and that's it. You're inured in minutes. Technology has stuffed the insurance broker.

Wacky enough for you? You see, wacky isn't strange any more. The future is wacky, survival is wacky and staying in business is wacky. No barriers, no frontiers no demarcations. Just a seamless flow of services that reflect customer need.

That's where we go from here. Into the world of the wacky.

We need the solid stuff, the organised stuff, the reliable stuff and the

controlled stuff.

But, we also need anarchy, chaos, muddle and (yes), failure.

Ouch!

Failure. there is a word we can do without decorating our CV!

If you haven't heard, read, or been told all the stories about Edison, you must have been living in a cave, or never been to school. We know that success is seeded in failure and determination. We know you can't invent a light-bulb without making a few lemons in the process.

Who would have been wacky enough to go to a planning meeting, worried about the price of petrol and suggesting that it would be a good idea to turn the forecourt into a florist? Would you? It takes courage to be wacky!

It is OK to fail. Not fail in the sense of making a regular and total 'Horlics' of everything, I mean fail in the sense of; having-a-go, trying something new and experimenting.



#### Being wacky.

Quality is about replication. Innovation is about wacky and taking risks.

Double Ouch.....

Taking risks? Putting heads about the parapet? Taking a chance? You're damned right. I call it being wacky.

# Wacky?

Wacky excites me. Wacky intrigues me. Wacky makes the world go around. Without wacky there would have been no man on the moon, no Kwik-Fit-Fitters, no Inter-flora, no Internet, no iPad (Incidentally, upon which most of this book was written), no seaside rock and no cat's eyes in the middle of the road.

Most of the stuff we take for granted, started out as a wacky idea.

# So, where are you in the world of the wacky? Are you a starter-upper, an old hand or an outright sceptic?

We know about McDonald's. Each fry the same size and shape. We know about portion control and sachets of mayonnaise. But, did you know it takes, exactly, 210 seconds to fry a portion of McDonald's chips? No, of course you didn't. Why should you? You may not like the company, or their products but open your mind, there is a message coming up.

McDonald's knew and they were happy with that. They knew how much fuel it takes to heat the oil, how much oil is needed and how often a chip gets burned. With that kind of management information they can do the sums, make the margins and predict the profits.

# The safe world of quality enables them to introduce new products. Wacky products like the veggie-burger and the McFishy- things.

Enter some wacky person. Somebody thought it should be possible to make a Mac-Chip in 65 seconds - without cremating it!

This is a long story and the short answer is - they achieved it. Not much of an advance? Why would anyone want to bother with fiddling around with a chip making process that has served McDonald's well since God had his first McNugget?

Think of it in terms of tonnes of chips, gallons of oil and kilo-joules of energy costs.

See what I mean? Wacky is not so stupid after all.

Wacky saves money, time and raw materials.

How is it over at your place? Is it wacky? **WACKY** meaning: **W**illing to **A**ttack **C**onventional **K**nowledge, **Y**es! Why not!

As opposed to; **W**on't **A**ttempt **C**hallenging **K**nowledge, **Y**ou must be joking......

Can you pass the Wacky test? Try it on yourself and the people you work with. Ask them to rate the organisation, the department, any bit of it.....

Take the wacky challenge!

## The Wacky Challenge

Never

Always

1 2 3 4 5 6 7 8 9 10

**W**illing to challenge the status quo and ready to think the unthinkable about new ideas, new systems and new services

Accessible management, encourages staff to come forward with ideas – no matter how stupid they may seem at first

Confident about its ability to understand patient need, change what is needed, to respond

Knows that the pathway to improving what you do is not covered in smooth concrete, more like crazy paving and accepts there will be a few slip-ups on the way. Where there are trips and stumbles, it doesn't turn it into the blame game and supports people when they fall.

Yearns to do things better. Really has a longing to improve. A craving to gain customer appreciation.

How's your score? Anything less than 60 and your stuck in tacky, forget about wacky!

How do you get to be wacky?

Some would say, if you have to ask the question – you'll never understand the answer! No, nothing is beyond you!

# Try this:

Think about your organisation and fill in the blanks. Be prepared to change the questions slightly, to reflect where you work and what you do. The idea is to think about what else you could be doing, to support and delight your 'customers'.

Now fill in the blanks:
(Organisation) is great at
We recognise our service users have other needs, such as
We could provide
because

Want to have a wacky thinking session? Here's how:

- Set a fixed period of time to gather the ideas. Even if the group runs out of steam before the time is up, keep going and keep the group focused, until the end of the period. Sometimes the best idea comes in the last 5 seconds.
- There must be NO criticism of any idea, however tangential (or wacky) it may seem. Good ideas often come out of the wacky ones.
- Have someone write all the ideas down, so everyone can see them, on a flip chart or white-wall, or some such.
- It's OK to build one idea on top of another one.

When time is up, evaluate the ideas against the following criteria:

- Value/benefit
- Cost
- Feasibility
- Resources available/needed.

Back to the beginning



Power lasts 10 years, influence not more than a hundred

Korean proverb



# X-ray

**x-ray** n&v. 1 electromagnetic radiation, of short wavelength able to pass through opaque bodies 2 an image made by the effect of x-rays

Can you see through opaque bodies? No? Well, you can see over the top, around the side and underneath! What are we interested in seeing? The future, of course. Can we develop a Superman style, x-ray vision to see into the future? You certainly can.

If you want to know what will happen in the future – have a look at the past. What goes around, comes around. Look backwards to see what's in the future. History has all the answers you need.

Want to know about the future of organisations? What will happen where you work. What is around the corner for you? Easy, I'll show you how to get started.

Think about life-cycles. Think about birth to death. Beginning to end. There are five stages to think about:

- Chaos
- Infrastructure
- Technical improvements
- Realignment
- Life and death

#### Chaos

All business are born into chaos. Someone has a good idea and there is a chaotic scramble to see if it works.

The first motor car is a perfect example. Some bright spark made a motor and frightened everyone to death with the noise of the thing and had to employ some luckless soul to walk in front of it, waving a red flag. The car had nowhere to go. The car was stuck in the wheel ruts made by horse-drawn carriages. People laughed, the horses bolted and the guy with the red flag got run over. Chaos.

The railways were no better. The first railway train only travelled twenty feet. Why? Because that's all the railway track they had. It simply shuddered and huffed and puffed its way up and down a yard.

Aeroplanes... people were determined to fly. Many died in the attempt. When they did manage to get a plane off the ground, it had poor controls and went down as quick as it went up. When the Wright Brothers made their epic flight everyone was very impressed at their daring but the plane had no purpose.

All very chaotic – what's next?

#### Infrastructure

OK, let's get organised. When somebody built a road – the cars could go somewhere. When they got the hang of building a railroad, laying tracks and building railway stations – trains started to look like a good idea. Once they had a few runways and something that looked like an airport, people could travel. They were in business. A little infrastructure can do a lot for a good idea. End of the chaos period.

What's next?

# Technical improvements

Build a faster car, a cheaper car, a bigger car and someone will say; 'Maybe a car is not such a bad idea – let's build one, too'. Technical improvements, spurred on by competition create benefits realisation. People want cars.

Now, we have seen, within the lifetime of a man, cars have gone from chaos to commuting. Huge technical improvements have made cars safer and more reliable.

And then?

### Realignment

This is where it gets difficult. But, that doesn't mean any the less predictable. Realignment means companies losing sight of what they are doing, or losing their grip on the day to day.

Think of it this way. Arguably, the world's greatest retailer, Marks and Spencer's went through a period where it lost customers, lost profits and lost its way. It had followed its success into a variety of areas that were not part of its core business and it made life more difficult for itself by extending its trading into other countries. M&S became a muddle to manage and had lost focus.

To survive it followed the well trodden path of realignment. In other words, it go back to what it was good at.

Some companies realign differently. Pharmaceutical companies are fond of merging. Glaxo with Wellcome, Glaxo Wellcome with Smith Klein Beecham. Astra with Zeneca and so on. The pharma-world is complicated. To survive they need a favourable regulatory environment, plenty of money for research and development and a pipeline of medicines that are of value to patients and healthcare systems. Sounds easy, doesn't it!

Pharma-companies get themselves into all sorts of messes and they try to realign their way out of trouble. They think, by merging, they will leave their troubles behind. The only problem with that theory is, in practice it seems not to work. When companies merge, they leave behind one set of problems and pick up a bag full of new ones!

All studies of the bank mergers that took place in the sixties and seventies would seem to show that they didn't save any money, didn't improve shareholder value and did not reduce operating costs. Pharma-companies don't seem to be faring any better.

Realignment can sometimes be done well and to great effect. British

Telecom appear to have achieved it by splitting out its web-based services to a new company O2. Later they sold it at a huge margin. However, they know the future is in wider band-width, faster transmission of data and more glamorous telecom-based services.

# In order to get into that business they spend a fortune on buying licenses and in the process, gave themselves something of a problem.

They did the right thing. The recognised they were, essentially, managing two businesses. One in the realignment phase – the copper wire business and one in the chaos sector – the O2 web-based business. They split the two businesses – exactly the right decision! It takes very different management to run a chaos business than it does a realignment sector business.

And finally?

#### Life and death

This is the key, fifth phase. Survive this and you've cracked it. Well, for a while, anyway!

This is where you innovate or die.

The life and death phase is where outmoded business disintegrate. Manufacturers of gas lamps will know exactly what I mean. Thanks and goodbye.

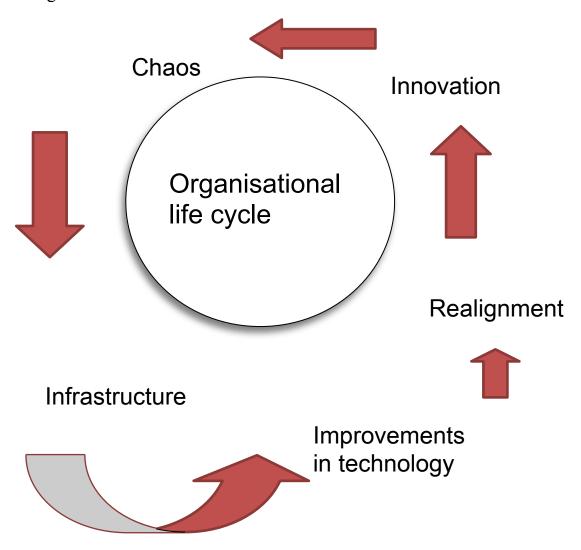
For the insurance companies it was a critical phase. Do you remember the time when buying insurance meant visiting a broker and grovelling to try and find the best price? Not any more. Do you remember putting on your best suit and being very nice to a man who might be able to fix you up with a mortgage. Well, stuff that.

The insurers have innovated and now run their businesses from call-centres. A few phone calls is all it takes to insure, reinsure and renew. You can even buy a pension over the phone, change your mortgage arrangements and insure the contents of your house.

Call centre technology is reinventing and saving businesses with high overheads. Travel and holiday businesses are going down the same route.

Businesses are fragmenting to get bigger. Remodelling using technology platforms that bring them close to going full circle – back to the chaos section!

So, what goes around comes around:



# Where are you?

Can you see your future by looking at the past. Which part of the cycle are you in? Where do you fit into the circle, what other organisations can you study to get a feel of what the future might hold for you?

#### Can you...

Describe the part of the cycle that your organisation is in and plot the future. Don't worry about the time lines. Start by identifying your present location and thinking what is likely to come next.

Then think about some companies or organisations that have gone through similar parts of the cycle. What happened to them.

Finally try and fix a time-line.

That's it.

Welcome to the future!

Do you like what you see?



People ask the difference between a leader and a boss; the leader leads, and the boss drives

Theodore Roosevelt



### **Yamaha**

**Yamaha** *n.* **1** Japanese based, international, industrial manufacturer, broadly founded across technology, automotive, engineering and entertainment sectors

Why Yamaha? Well, it is a story of corporate failure that should have been a

spectacular success. There are lessons to learn, comparisons to make the thoughts to be thunk!

Yamaha is a good 'Y' but in the context of my personal management alphabet, there is only, sadly, room to cover the top-line of the story. Looking at how other people succeed and fail is an essential part of our own success and failure.

The Yamaha story is about a battle. Known as the H-Y War, it is the corporate battle for market share between two very similar organisations. Honda and Yamaha – a bare knuckle fight.

The story begins back in the 1980's. Yamaha had had



MBA students and management

anoraks might like to know there is a book that gives you the real-deal on this story. It is; Competing Against Time – How Time-Based Competition is Reshaping Global Markets, by George Stalk Jr and Thomas M Hout. Don't be put off by the title! These gentlemen know a thing or two about corporate culture. They are both senior partners at the Boston Consulting Group. It is one of those books that management gurus often quote. Indeed the great guru of gurus Tom Peters devotes time to it in his own management tome; Liberation Management. Another must read for the aspiring management mystic.

enough of Honda's market dominance, decided that the market for motorcycles was growing and in 1981 they started work on a new manufacturing facility that would make them Japan's number one motorcycle manufacturer.

At that time Honda were busy making 60 different types of motor cycle models. Now, that is complicated. I mean involved, convoluted and very

difficult. Just think of it in terms of parts, supply-chain and inventory.

Honda recognised the challenge that the new Yamaha factory would mean to them and in the next year and a half, flooded the motorcycle market with 118 new models! Honda turned motorcycle manufacture into high fashion. Haute couture. In their book Stalk and Hout say motorcycle manufacture was turned into a 'matter of fashion'.

#### Yamaha were stuck and surrendered the battle to Honda.

Where did Yamaha go wrong? They had the foresight to see a market sector that was growing. They had the courage to make the decision to build, they had the money, they had smart people and they got on with it. Sometimes, that isn't enough.

Yamaha saw the market and manufacturing through today's eyes. Not tomorrow's. They built a factory along existing manufacturing lines. They though making more of the same would do the job.

#### Honda looked beyond function and thought fashion.

Honda saw the future very differently. Honda recognised they had to give people reasons to become customers. They knew that they could built motorcycles that would go on forever. Their build quality is so good.

Honda had to give people extra reasons to buy. Turning a motorcycle into a fashion item, by widening choice, revamping design and turning a *could*-

have item into a must-have item, was the difference between gaining market share and not.

Honda are not the only ones to look beyond merely manufacturing a complicated product really well.

Sony and Intel are both examples of the same thing.

The iPad is an interesting story; who would have thought we'd all pay a premium for lap-top computer that has no keyboard!

Toshiba, the lap-top manufacturers are another example. A new version of their lap-top every three months tells its own story.

# **?** Why aren't all organisations as nimble and sure footed as this?

Back to Stalk and Hout for the answer.

They argue that organisations are designed to 'soak up time'.

Their research into company performance and behaviour helped them to

develop a series of rules.

Here is one of them:

"Most products and many services are actually receiving value for only .05 to 5% of the time they are in the value delivery system of their organisations."

Now, if you put that another way it means that 95 to 95.95% of time is lost time. Honda beat Yamaha because they designed a delivery system that delivered flexibility and through-put in a faster turn-around envelope.

#### The guru's have an expression for it. it is called cycle time compression.

In English? Well, it is not; get the product or service through the processes faster. This is not about sprinting or running faster. It means speeding up the whole service, or product delivery cycle.

#### Tom Peters calls it 'hustle rather than speed'.

Jon Simpson, Former President of Titeflex, is quoted in Liberation Management:

The idea was to rebuild the company, a blank page approach. The key thing was flowcharting all the processes and at each step you ask, ten times; 'Does this add value for the customers?'

OK, all very anecdotal and interesting and guru-y but what does it mean for me, you and the places we work? Is Yamaha relevant to you?

I think the Yamaha, Honda story is very much about you and where you work.

"The nineties will be a decade in a hurry, a nanosecond culture.
There will only be two kinds of managers: the quick and the dead."

Dan Vice; vice chairman, Northern Telecom

So how does that leave you, in 2017 and beyond?

There's the quick and there's the dead

#### Yes, even in the healthcare.

The relevance is about responding to customer/patient need; it is about maintaining your place and it is about survival.

No matter if you work in the sexiest of *lipsmakin'*, ace tastin'super thrilling, leading edge places, or the quiet backwater of a difficult public service.

The message is the same;

## If it don't add value, don't do it!

Yamaha's factory, although it cost millions, didn't add any value. It was Honda's fleetness of foot and their ability to compress their manufacturing cycle that added the value. It is the stupid, cheap and unbelievable press-on covers that adds the value to iPhone phone.

You need to ask the question ten times. Does this add value for our service users?

Put another way; Look at everything you do and ask; does this improve the user experience?

Here's some space – start the flow charts here!

As healthcare comes under increasing pressures of demand, cost and funding, the money black-hole will not be filled only by money. It has to be filled with new levels of nimble change, innovation and efficiency.

Last letter coming up

Or...



A good leader inspires others with confidence in him/her — a great leader inspires them with confidence in themselves

# Z

## Zzzzzzzzz

**Zzzzz** *n&v.* **1** Onomatopoeic expression of sleep **2** algebra, the third unknown quantity

I know, I know. You're thinking; sleep and the third unknown quantity? This is going to be some finish!

Let's start with sleep. Are you getting enough! The older you get the less you need. Do I sound like your mother?

ZZZ OK, joke over. Let's talk about sleep and unknown quantities.

More years ago than I care to remember, I found myself wandering around London's Waterloo Station at some ungodly hour in the morning. I had arrived on a boat-train (*What's that?*), as far as I can remember, via France, from some place in Switzerland.

There was a long wait until London woke up and the next train was ready to take me the rest of the journey to my home.

In those days Waterloo Station was not the café society, shopping arcade, wall to wall pub-place that it is now. It was cold desolate and very miserable looking. To kill some time, I went for a for a walk.

I ventured out into Waterloo Road, turned right, walked for a while, past the, now extinct, blue Police Box, beloved of Dr Who fans. Crossed the road by the Union Jack Club, a hostel for service men and women and past the green, wooden news vendor's hut. I found myself outside the Old Vic Theatre.

At first I couldn't quite make out what it was, but as I got closer I realised there were twenty or so bundles, in the doorway and on the pavement along

side the walls of the theatre. The bundles turned out to be people, huddled together, sleeping.

I was curious and went for a closer look. They were happy to talk.

Why were they there? They were queuing for tickets.

Tickets to see Hamlet. Tickets to see Richard Burton playing Hamlet. They were fans. Burton's portrayal of Hamlet was legendary and they weren't going to miss a moment. They wanted to be first in the queue. They wanted to be sure of the best seats.

**I** wandered off and left them to freeze to the pavements. I had a sneaking admiration for them. I couldn't see me ever being that excited about anything.

Then I got thinking.

- How many actors know the words to Hamlet?
- How many actors could learn the words to Hamlet?
- How many actors are there that could stand on a stage and give a passable portrayal of Hamlet?
- How many actors are there that could stand on a stage and give a very good performance of Hamlet?

What's the answer? I have no idea, but I would guess hundreds. Maybe even thousands.

What was it about Richard Burton's Hamlet that would make middle class, sane people, freeze on the pavement? What did he have that the others didn't. What indefinable extra something did Burton have that put him at the top of his profession and...

#### ...worth sleeping on the streets for?

He had a magic. A charisma. A charm. He could cast a spell over his audience. He was hypnotically good. The voice, the movement, the menace. He had a depth of concentration and intensity that swept the

audience, with him, into the world of Hamlet. He was Goose-bump good.

So, here's the final question, for the final letter of this highly personal, introspective, idiosyncratic take on the twenty six topics for managers. Managers struggling to make the best of the challenges of the twenty first century.



What do you?

How good are you at doing it?

How good do you want to be at doing what you do?

How hard are you going to try, to be the best at what you do?

Are you worth sleeping on the streets for?

# Don't fancy my choice of alphabet?

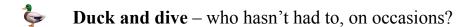
Try this one instead:

Angry - it's OK to get angry, but not in public and not too often.

Better to let off a bit of private steam in the gym, or walking part of the way home.

**Bravado** – you'll need a touch of this at times! What manager would admit, privately, in the dead of night, that it was bravado that saw them through a tough period

© Creep – someone has to tell the boss how good you are. Bringing yourself to attention by doing good stuff is no bad thing.



**Egoist** – if you don't believe in you, who does?

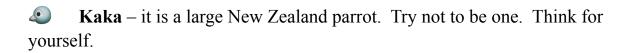
Fun – sure, why not, have plenty of it and where there isn't any, invent some!

Grateful – there will be an occasion, a moment and incident, every week of your working life where you will be grateful to someone for something. Either a colleague who dug you out of the mire, or perhaps a teacher, mentor, instructor, or heaven fore-fend a guru who taught you something you put into action. Remember to say thank you. Drop them a handwritten note (not an e-mail), to say thank you.

**Wate** – don't waste time on it. Move on.

**Ignorance** – there's plenty of it about. Ignore it, exploit it or snuff it out by teaching. Your call.

Joke – See fun!



- Lust oooh, Your call!
- **Magic** find some, everyday. Or, create some, for someone.
- **Neanderthal** there are still some around, try not to be one!
- Outrageous fantastically important that you can be. Practice, often!
- **Proud** I don't think it's a sin. You've worked hard, done the right stuff, why shouldn't you be proud of your achievements.
- ∠ Quit never do it. Never walk out of a meeting, slam down the phone or walk out of a job. A quitter never wins and a winner never quits
- **Rude** Be sure to be it, all the time. Health I mean, rude health!
- Stylish Try and be, it's not about fashion or having a wardrobe the size of Posh & Becks. Stylish is about you and how you behave.
- Trouble try not to make it but prepare for it, handle it and move on. Managers are all about trouble shooting and seeing trouble coming. If not we would only need administrators and could save loads a money on the salary bill
- U spend time on you. Spend time in uninterrupted thought, get some fresh air, think about what you eat. Be good to you.
- **U** Vain − see 'U'

	w – find some, create some, look for some. If there is something w' about there must be something going on!	
Xer and gossip	$\mathbf{ox}$ – the modern office equivalent of the parish pump. Visit often !	
Yugoslavia – it's gone. think how lucky we are. Enjoy life and don't waste a day		
🔭 Zeb	ra – the only thing worth seeing in black and white!	
but if y	ou don't like any of them	
Go to the n	next page	

Still don't like my suggestions. OK, your turn:

A	В
C	D
E	F
G	Н
I	J
K	L
M	N
O	P
Q	R
Q S	T
U	V
W	X
Y	X

... They are your choice, no excuse for not following through!

All the best!

Roy Lilley

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