

Gabriel Iqbal

Leading Peak Performance Coach

Eureka®

Leadership-Management-Team Building-Well Being-Environment

Making a Difference™



Effective Management Principles

CONTENTS

- **Part 1: Operational Manual of Highly Effective Companies**
- **Part 2: Mentorship Skills**
- **Part 3: Managing Challenging People and Difficult Situations**
- **Part 4: Problem Solving and Decision Making**
- **Part 5: Delegating Effectively**
- **Part 6: Managing Your Manger**

The logo features a blue, semi-circular background with a stylized white airplane flying across it. Below the airplane, there are several horizontal lines of varying lengths, suggesting a stack of books or a staircase. The text is positioned to the left of this graphic.

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Subject: Management

Part 1: Operational Manual of Highly Effective Companies

Operational Manual:

- 1. Departmental Mission Statement**
- 2. Effective Process Charts with Absolute Transparency**
- 3. Standard Operating Procedures (SOP's) / Work Instructions**
- 4. Equipment Usage Instructions**
- 5. Lean Management and Effective Cost Management**
- 6. Training Manuals**
- 7. Skills Matrix**
- 8. Job Descriptions**
- 9. Departmental Employee Handbook**
- 10. Departmental Orientation Plan**
- 11. Training Effectiveness Assessment Plan**
- 12. Performance Appraisals**
- 13. Succession Plan**
- 14. Employee Motivation, Recognition and Reward**
- 15. Behavioural/Soft Skills**
- 16. Communication and Presentation Skills**
- 17. Health and Safety Standards / Environmental Standards**
- 18. Work-Life Balance**
- 19. Change Management**

1. Departmental Mission Statement:

Describing the department's main goal. Get your team together to create, discuss, agree and actualise the agreed Mission Statement.

2. Effective Process Charts with Absolute Transparency:

Operational Responsibilities / Accountabilities: Clearly establish WWWWW (WHO-WHAT-WHERE-WHEN-WHY). Allocate responsibilities within each area/department without a single room for any ambiguity within the functional process. Process charts to be posted around the Office and Shop floor.

3. Standard Operating Procedures (SOP's) / Work Instructions:

A standard operating procedure is a set of general instructions having the objective of a directive, covering those features of operations that impart a definite or standardized procedure without loss of any effectiveness. All good quality systems are based on its standard operating procedures (SOPs).

4. Equipment Usage Instructions:

Basic instructions on each equipment/tool stating do's and don'ts.

5. Lean Management and Effective Cost Management:

(A) Profit and Loss Reports:

Balance sheets

(B) Man Power Allocation Reports:

Man Hours required allocated as per planned workload

(C) Strengths, Weaknesses, Opportunities and Threats (SWOT) Reports:

Assessments are based on qualitative and scientific data

(D) 5S Everywhere:

All areas and equipment catalogued and labelled as per 5S standards.

5S's are the five keys to a Total Quality Environment.

These are:

Japanese	English	Explanation
(1) SEIRI	Sorting Out	Separating
(2) SEITON	Stabilize	Arrangement
(3) SEISO	Shine	Cleanliness
(4) SEIKETSU	Standardization	Define Policies / Schedule Priorities
(5) SHITSUKE	Sustain	Discipline

5. Lean Management and Effective Cost Management:

(E) Best Practices:

Is a management concept that contends that there is a method, process, activity, incentive or reward that is more effective at delivering a particular outcome than any other approach process, process, method etc. The premise is that with proper processes, checks, and testing, a desired outcome can be delivered with smaller number of complications and unforeseen problems. Best practices can also be defined as the most efficient (least amount of effort) and effective (best results) method of carrying out a task, based on repeatable procedures that have verified themselves over time for large numbers of people and tested situations.

(F) Kaizen:

Plans to eliminate or reduce waste (defined as "activities that add cost but do not add value"). Kaizen (Japanese for "change for the better" or "improvement"; the English translation is "continuous improvement").

6. Training Manuals:

With illustrations and actual graphics showing – How – Why – Objective learning classes. Theory and Practice (Offline-Online training). Use professional software's such as LMS (Learning Management Software) to manage the training process.

7. Skills Matrix:

Operational skills of each employee with respect to each skill are measured. Need based technical skills training is derived from the skill matrix and updated on the training calendar. Posted on the departmental notice board and the LMS Software.

8. Job Descriptions:

Written in liaison with the respective employee and agreed upon with a signature by the employee, manager and HRD.

9. Departmental Employee Handbook:

Lays out instructions for employees to follow based on the needs of the department.

10. Departmental Orientation Plan:

WHO-WHAT-WHERE-WHEN-HOW. How completion will be measured.

11. Training Effectiveness Assessment Plan:

Theory and Practical Test

12. Performance Appraisals:

Related to Skills Matrix and Agreed Developmental plan for each employee.

13. Succession Plan:

Related to Skills Matrix, Performance Appraisal and Agreed Developmental plan for each employee.

14. Employee Motivation, Recognition and Reward:

How are you monitoring and complying with this. What systems do you have in place.

15. Behavioural/Soft Skills:

Attitude, Motivation, Team Skills, Inter-dependence, Business Ethics

16. Communication and Presentation Skills:

Written and Oral

17. Health and Safety Standards / Environmental Standards:

Road Map for Establishment and Implementation of:
ISO 9001 / 14001 / OHSAS 18001

18. Work-Life Balance:

Efficiently managed companies with established and sophisticated administrative frameworks such as the ones aimed at in this operations manual have a better work-life balance than those with poor administrative structures. Advanced and ethical companies have begun to realize how important the work-life balance is to the productivity and creativity of their employees. Research has shown that those employees who were more favourable toward their organization's efforts to support work-life balance also indicated a high commitment to their organization, and a willingness to recommend it to others; employees also showed higher job satisfaction and innovative ways of overcoming problems.

19. Change Management:

How do you aim to create a new image/niche within the world-market for your company?

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Subject: Management

Part 2: Mentoring Skills

Mentorship Skills

Overview

- As a manager one of your key tasks is to achieve targets in a sustainable framework. Your team is the resource available for achieving those targets.
- Members of your team have individual strengths and weaknesses which you need to built and overcome.
- Mentoring is your opportunity to provide guidance, feedback, advice and learning to positively influence performance.
- It is not an avoidable activity but a mainstream management role.

Group Discussion

The Purpose and Benefits of Mentoring

Purpose

- The purpose of this discussion is to focus our attention on the mentoring process and recognise the benefits to be gained by managing and conducting the process well.

Discussion Questions

- In your group, define “mentoring”.
- What benefits can mentoring provide over other forms of development and training?
- How will an inexperienced person benefit specifically from mentoring?
- How will an experienced person, performing to a satisfactory level, benefit from mentoring?
- What skills does an effective mentor need?
- What personal qualities help the mentoring process?
- Prepare a flip chart summarising your discussion

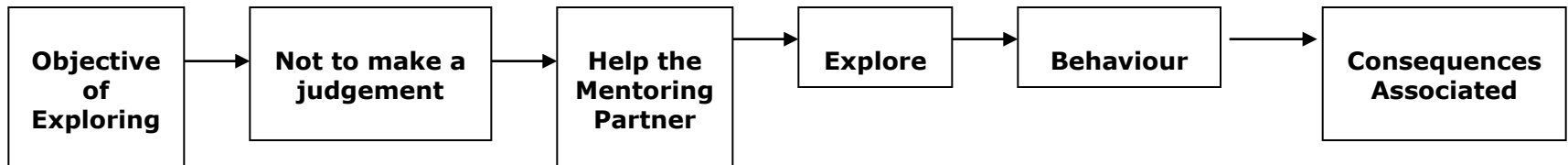
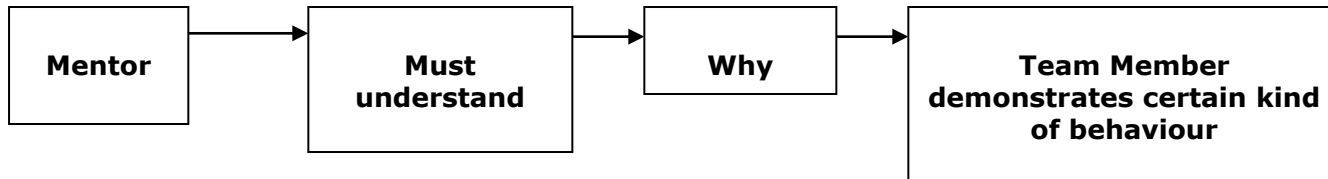
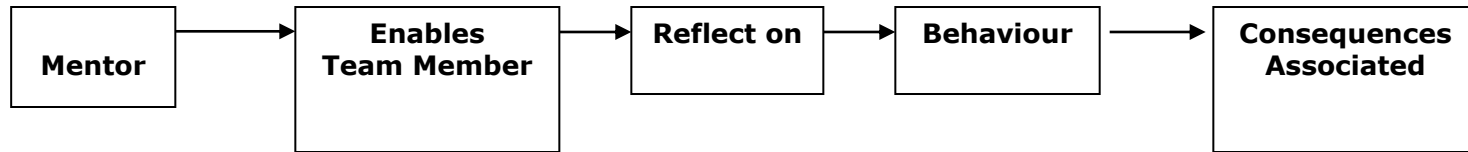
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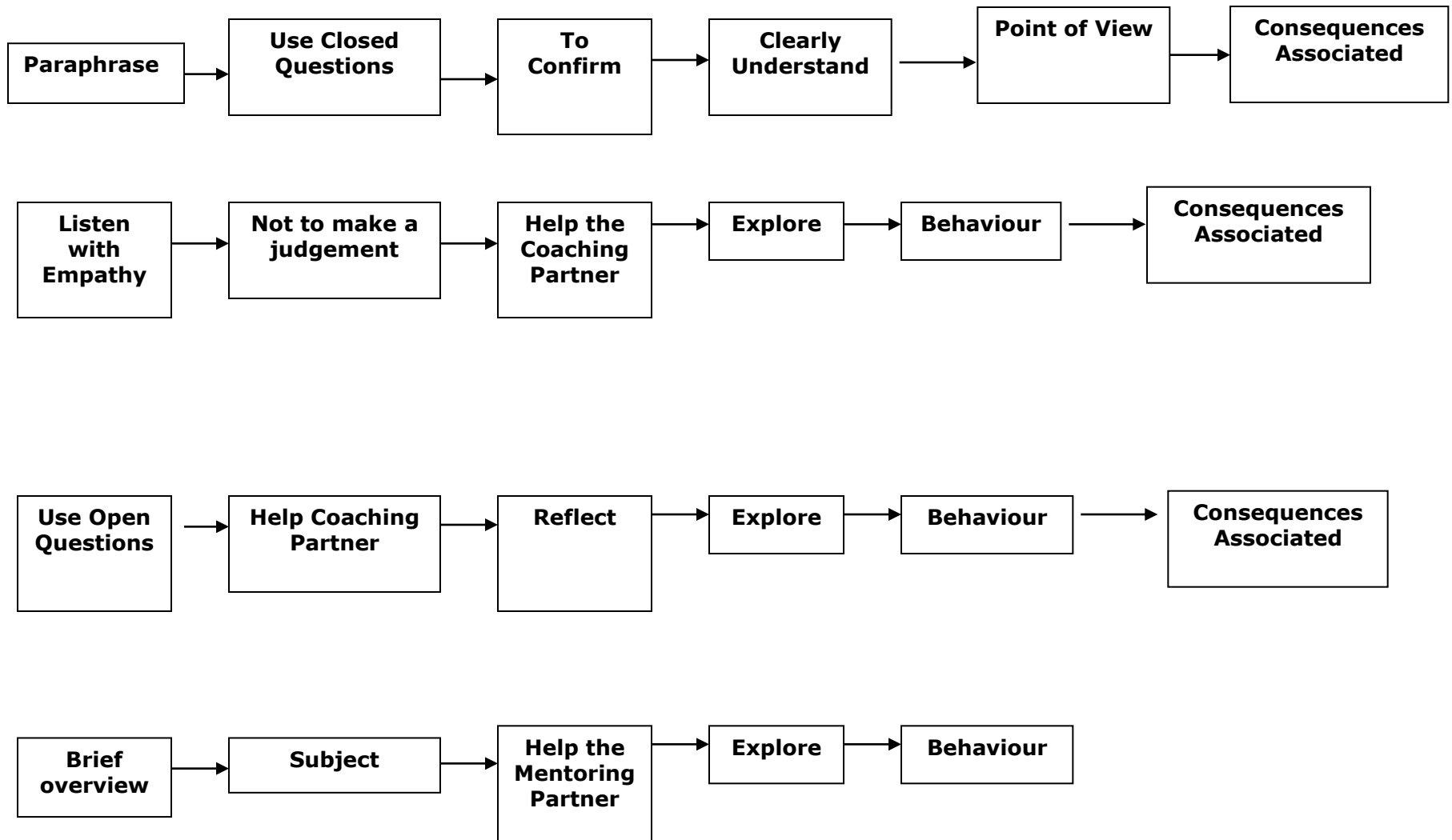
Developing Mentorship Skills under interactive situations between managers and team members

- Exploring
- Improving Performance
- Positive Feedback

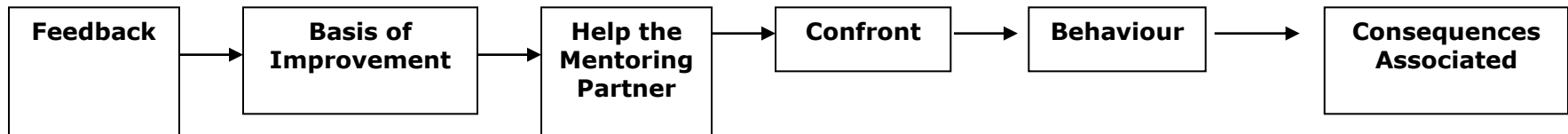
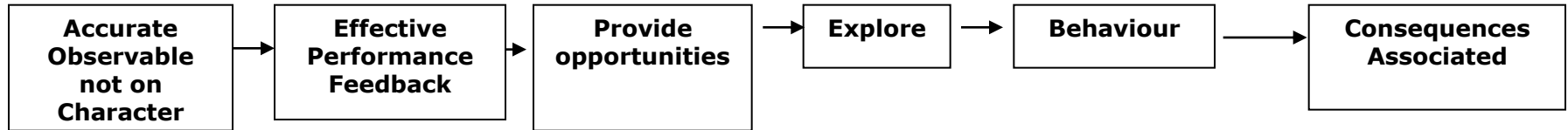
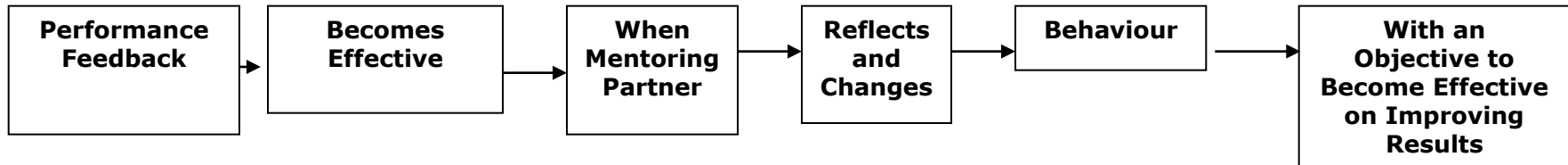
Exploring



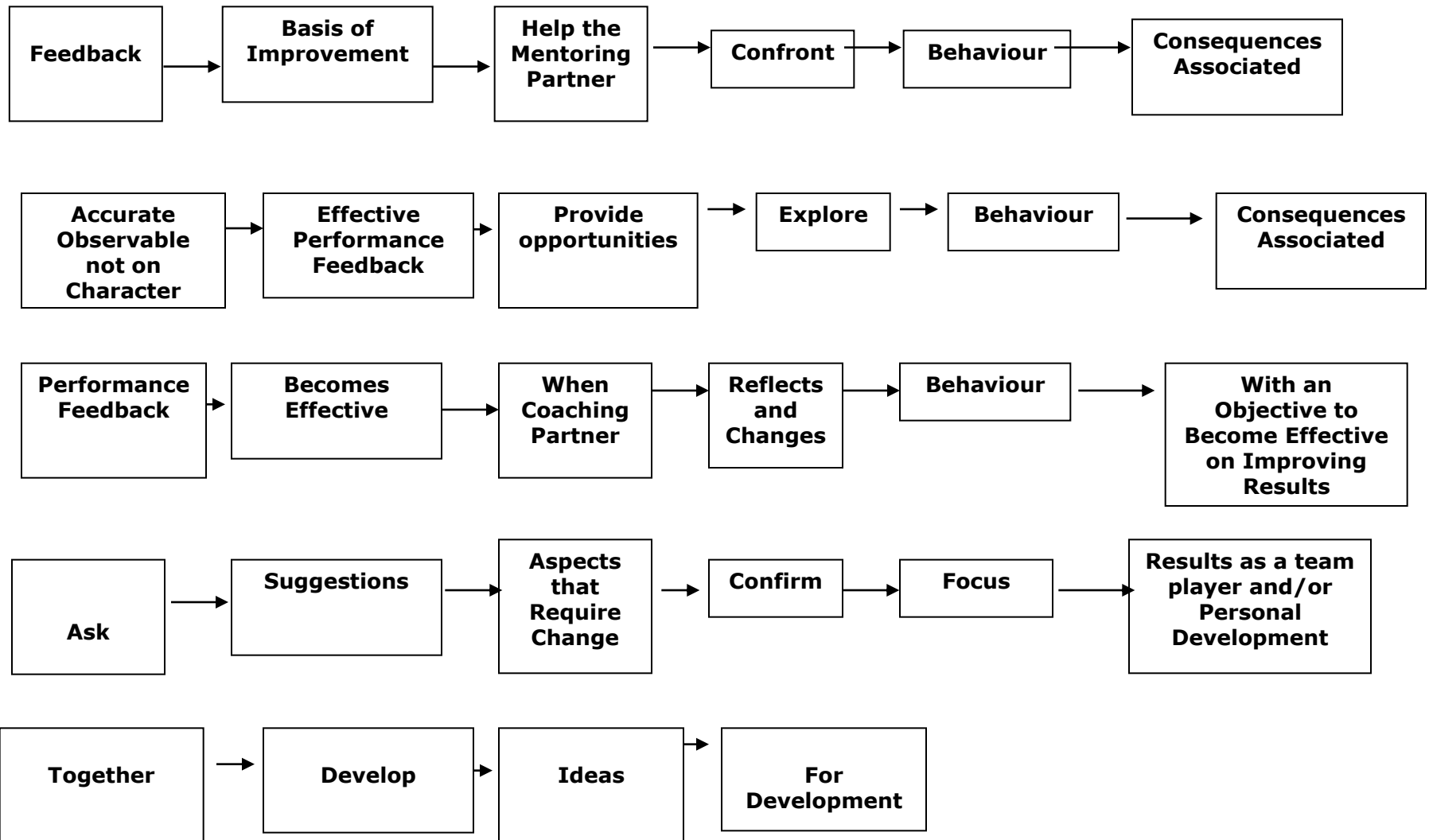
Steps Involved in Exploring



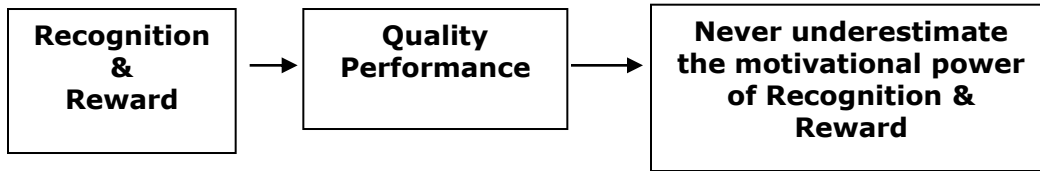
Feedback and Improving Performance



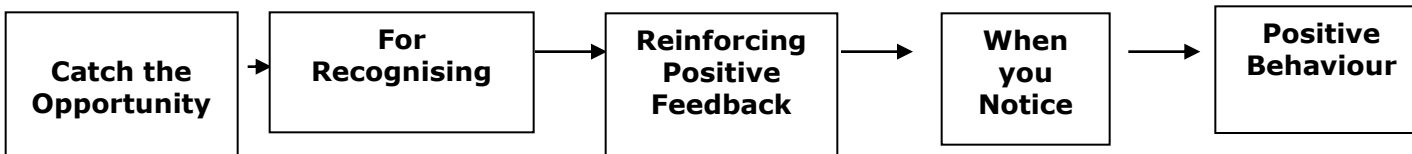
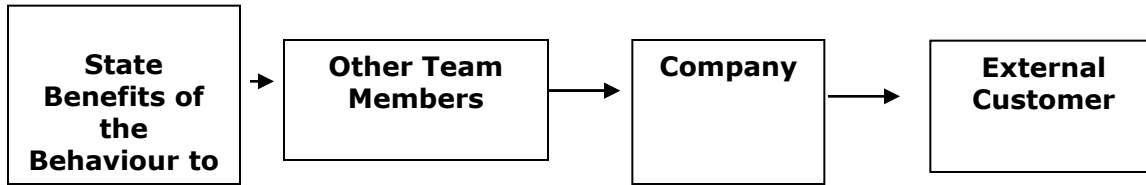
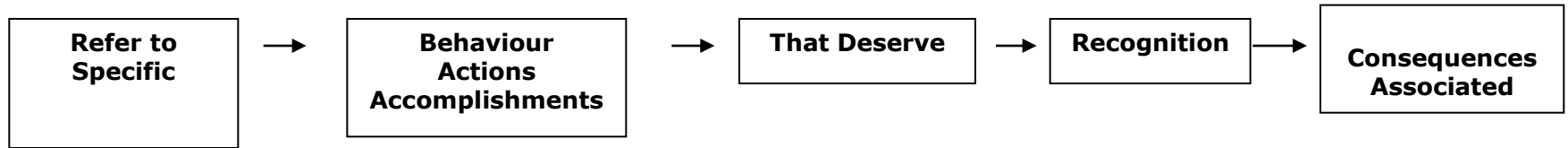
Steps Involved in Feedback and Improving Performance



Positive Feedback



Steps Involved in Positive Feedback



Mentorship Skills

As a guideline use the following steps to steer you through a mentoring discussion:

Clarify Purpose and Process:

- Put person at ease
- Emphasise the objective of the discussion which is the benefit of the performance
- Emphasise the benefit of open and honest communication

Explore Current Performance:

- Ask – What is working well?
- Ask – What could be improved?
- Let the person talk – Do not interrupt.
- Demonstrate Listening Empathy
- Take simple notes for later discussion

Give Feedback:

- Be honest and constructive
- Provide evidence and examples
- Balance positive and negative feedback
- Maintain Motivation
- Summarise skills well handled
- Summarise skills needing improvement

Determine Cause of any Performance Problems:

- Use this step when you observe a lack of skill in any area
- Ask – What do you believe is causing this problem?
- Offer your suggestions based on previous experience, observation and previous knowledge of the person
- Agree cause with person

Agree Development Plan:

- Agree actions which will enhance and develop performance
- Encourage person to suggest the development plan
- For significant performance problems, confirm real commitment to achieve

The logo features a blue circular graphic with a white airplane flying across it. Below the airplane are several horizontal lines of varying lengths, resembling a stylized 'E' or a series of steps. The text 'Eureka' is written in a blue, cursive font across the middle of the graphic.

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Subject: Management

Part 3: Managing Challenging People and Difficult Situations

Managing Challenging People and Difficult Situations

Overview

- One of the most challenging aspects of managing people is handling those situations which involve challenging people and difficult situations.
- For the Manager these negative situations can feel uncomfortable and difficult to handle.
- Difficult situations may cause conflict which many managers feel uncomfortable with and sometimes seek to avoid.

Discussion Questions

From your experience list some of the factors that make certain situations difficult to deal with?

What behaviours make people challenging to handle in some situations?

What examples do you have of situations or people that you find challenging to handle?

What is the role of an effective manager when faced with a difficult circumstances in their own team?

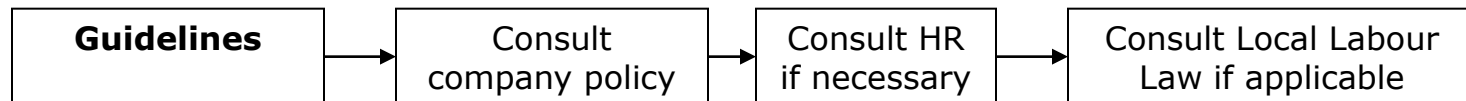
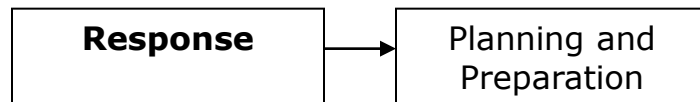
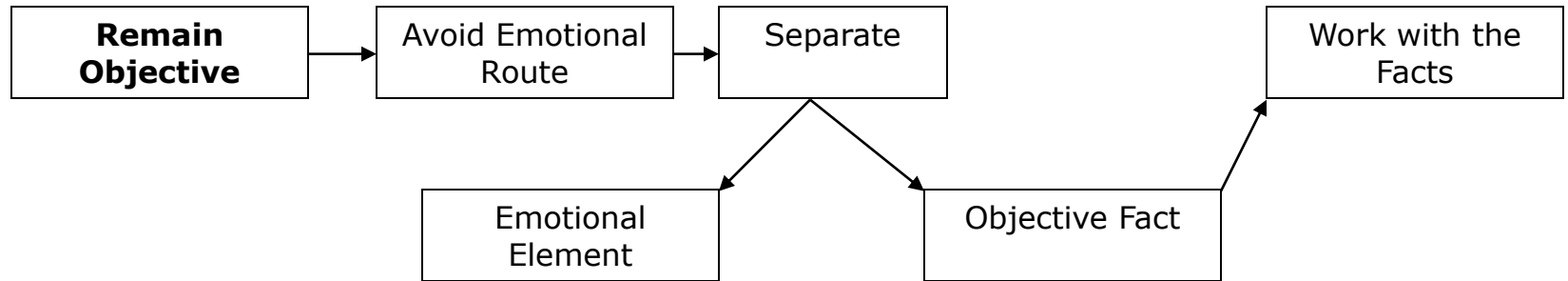
What is the role of the Human Resources Department in assisting with challenging people?

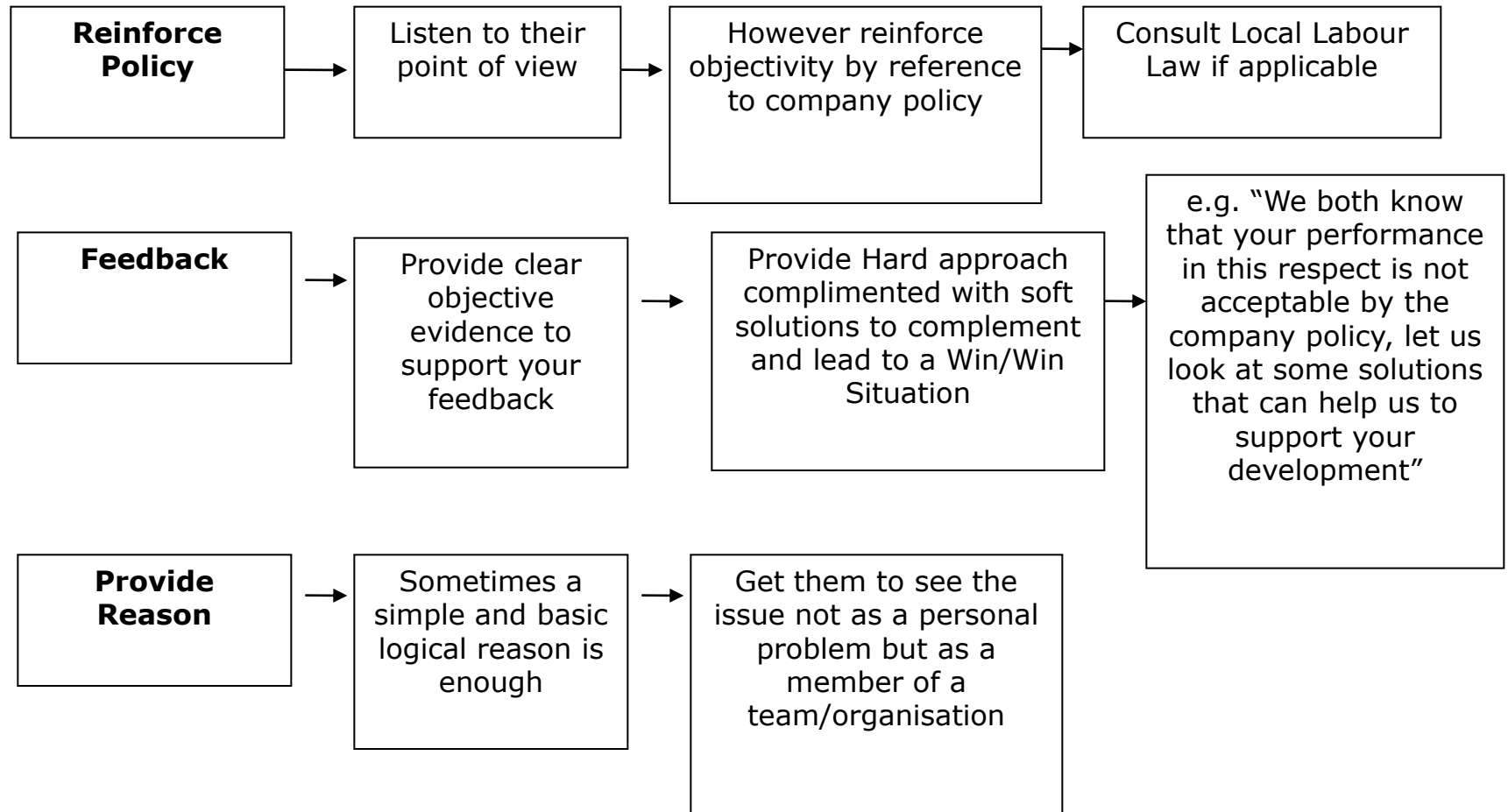
What is the role of the Training Manager in assisting with challenging people?

Common Examples:

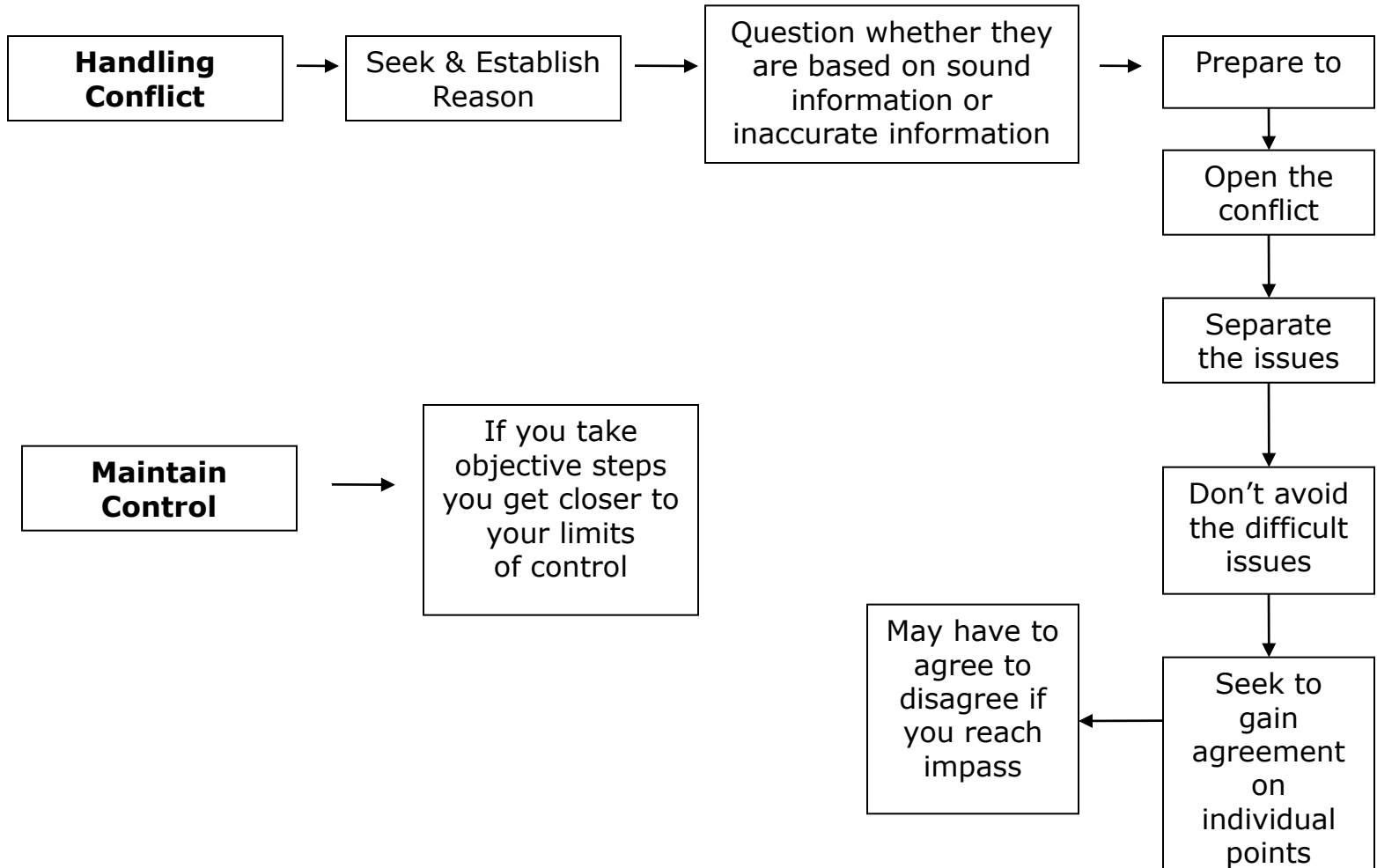
- Resistant to Feedback
- Non-supporter of company values
- Poor Performers
- Miss-conduct and in need of mentorship
- Repeat miss-conduct and in need of discipline

Guidelines and Skills for Handling Difficult People and Difficult Situations:





Guidelines and Skills for Handling Conflict:



Exercise

Task

- In your team takes 10 minutes to brainstorm difficult situations real to each team member.
- Then agree three situations to discuss and agree recommended steps to handle the situation.

Activity Time: 20 min

Presentation Time: 20 min

The logo features a blue circular background with a white airplane flying across it. Below the airplane, there are several horizontal lines of varying lengths, resembling a staircase or a path. The text 'Gabriel Iqbal' and 'Leading Peak Performance Coach' is positioned above the airplane. The word 'Eureka' is written in a large, stylized, blue cursive font with a registered trademark symbol. Below the logo, the text 'Leadership-Management-Team Building-Well Being-Environment' is written in a smaller, blue, sans-serif font. A horizontal line separates this text from the phrase 'Making a Difference' which is written in a blue, cursive font with a trademark symbol.

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Subject: Management

Part 4: Problem Solving and Decision Making

Problem Solving and Decision Making

Discussion

Questions

1. Why is our ability to solve problems and make decisions a personal effectiveness issue?
2. How would you define a problem?
3. How would you define a decision?

Potential Problems:

Potential problems are problems that may or may not happen. Potential problem analysis seeks to minimise risk and put in place contingency planning.

It would not be a good use of time to contingency plan for every task we undertake, but – when important plans leading to goals are being considered, considering potential problems and contingency planning can be highly valuable.

The Process?

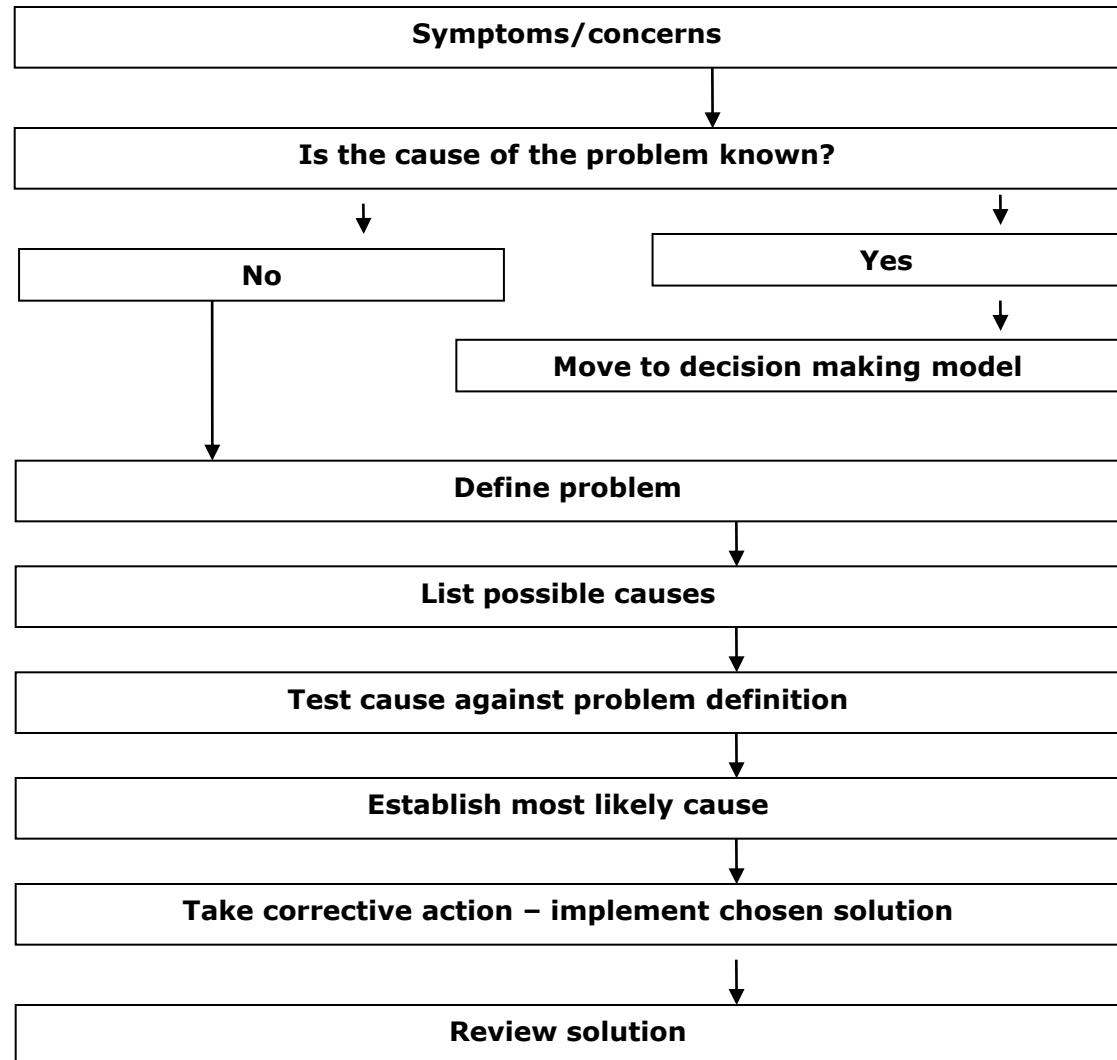
1. Identity the key elements of your plan
2. What reasonable factors could occur which may prevent or delay that step of plan?
3. What contingency action could you take to minimise the effect?

Problems with a 'creative solution'

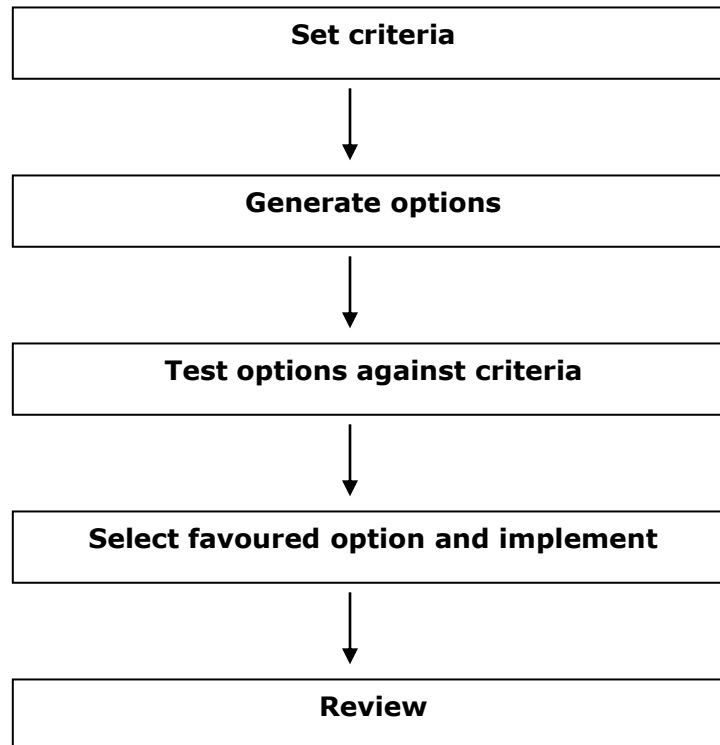
Not all problems are 'traditional' style problems requiring a rational solution as described above. Traditional problems can be seen as 'convergent' in style – narrowing the options until a solution is found.

More and more these days we encounter problems which are 'divergent' in nature. There are many more than are possible solutions.

Problem Solving Model:



Decision Making Model:



The Process?

1. Define the problem.
2. 'Brainstorm' possible solutions.
3. Select the possible most likely to deliver results.

Problem Solving and Decision Making – Definitions

When involved in the process of solving problems and making decisions, it is important to understand which of the situation you are facing and therefore which process to use.

An explanation of the terms and therefore the process involved may be helpful.

An initial important learning point is that they are different. When we are feeling concern or troubled about work difficulty, we are tend to use the generic word problem to describe all those situations.

In fact difficult situations or concerns will involve, solving problems, making difficult decisions, planning to avoid potential problems or finding creative solutions to challenging situations.

Problems

Problems, in the traditional sense, are negative situations that occur and we do not know why. Problem solving in this sense seeks to find out the cause of the negative situation and find remedy.

For example: High labour turnover, where there is a definite cause for that happen, requires rational problem solving skills to improve the situation. Find the cause or causes, take action to remove those causes and hence you have pragmatic strategy to solving problems.

Decisions

Difficult decisions feel like problems. They weigh heavy on our minds and cause distractions until the difficult decision is made and implemented.

The process of decision making involves, setting criteria by which the quality of decision will be judged, generating alternative solutions, matching the solutions to the criteria and use this as the basis for selecting the best option.

Difficult decisions make some people 'freeze'. They become incapable of actually making the decision. That normally develops a more difficult situation and the situation needing a decision can deteriorate.

Effective decision making involves balancing the time needed to make the decision and the quality of the decision itself.

Mentoring and Feedback Skills

- Exploring

- Paraphrasing

- Silence

- Feedback

Mentoring and Feedback Skills – Do and Don't

Do:

1. Ask questions
2. Make yourself approachable for people to seek feedback
3. Focus on helping the individual on specific tasks
4. Be business like and frank
5. Check you are addressing a real issue
6. Moderate the amount of depth of your coaching to match the employee

Don't:

1. Tell
2. Become too "psychological"
3. Try to be "nice"
4. Miss the point
5. Over coaching

Discussion

Benefits

Questions

1. How do companies benefit from the application of sound leadership skills?

2. How do employees benefit?

3. How do managers benefit?

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Subject: Management

Part 5: Delegating Effectively

Delegating Effectively

Fundamental Rules:

- Clear Objectives
- Choosing the Right Person
- Clear Briefing
- Progress Checks
- Review

Discussion

Delegation

Questions

1. Why should we delegate?

2. Why don't we delegate as often as we should?

3. What have been your positive and negative experiences when delegating?

4. How should we delegate – what are the guidelines?

Exercise

Improving Delegation

Purpose

To help understand when and how delegation could be used to improve personal productivity

Procedure

What activities should you delegate? (Routine or Specific)

Who?

What developments does the individual need in order to be successful?

Activity Time: 20 min

Presentation Time: 20 min

Improving Delegation:

What should I delegate more often?	Who	What developments does the individual need in order to be successful?

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Subject: Management

Part 6: Managing Your Manager

Managing Your Manager

Purpose

1. To consider the need to be effective in managing upwards and discussing how to be more effective in this role

Briefing

1. In your group, discuss the following:
2. Why is it important that managers have the ability to manage upwards effectively?
3. What challenges do you face and what difficulty do you encounter in this role?
4. What behaviours and strategies have you used in this role that are already successful?

Activity Time: 20 min

Presentation Time: 20 min

Exercise

Managing Your Manager

Purpose

- To help find strategies that will help you be more effective/successful in managing upwards.

Briefing

- Work in pairs on this exercise.
- Each individual:
 - Describe a situation where you believe your ability to influence upwards could be improved.
- Together discuss:
 - What benefits could be gained by being more effective in this situation?
 - What actions could you take in achieving this objective?

Activity Time: 20 min

Presentation Time: 20 min

Managing Your Manager:



Situation where I would like to improve my ability to manage upwards	Ideas and strategies to improve my performance in this area

The need to managing your manager:

As per tradition managing has meant managing subordinates. However, in many organisations today, managing upwards is equally important.

The benefits that evolve when all levels of management work together are as below:

- Improvement in quality of strategy
- Help maintain an agreed plan of action rather than deviate to short-term tactics
- Maintain focus on goals
- As organise decentralise, senior managers need the benefit of specialists who influence upwards when needed.
- Senior managers need and want their thoughts challenged

Effective managers take time and effort to manage upwards.

Many managers who are effective in managing their subordinates inhibit their ideas and performance through not managing upwards effectively.

Why does this happen:

- Some managers fail to see how much help and co-operation senior managers need if they are successful in their jobs. They fail to see how much they can impair the effectiveness of their senior managers.
- Other managers fail to see themselves as needing their senior managers, they fail to see how much information and decision influencing they need in order to perform well.

Managing Your Manager

A manager's immediate manager can play a vital role in linking individual managers to the rest of the organisation; yet some managers see themselves as self-sufficient, not needing the critical information and resources that a senior manager can provide.

Therefore it would seem to make sense that we recognise that managing involves mutual dependence and this requires:

- A good understanding of the other person and yourself, especially regarding:
 - Strengths
 - Weaknesses
 - Work style and attitudes
 - Needs and requirements

That you use this information to develop a healthy working relationship – one that is compatible with both.

Understanding Senior Managers

As a minimum you need to understand senior managers:

- Goals
- Pressures
- Blind Spots
- Communication method
- Strengths
- Weaknesses

Managing Your Manager

Difficult Situations

It is very important to consider our response to difficult situations:

Negative Emotions:

Frequently we allow actions by our senior managers to trigger negative emotions and if not checked, these emotions can cause a major dent in our effectiveness.

Counter Dependence:

Intuitive reaction to difficult situations by resenting the senior manager's authority and rebel against their decisions.

Pattern: Typically work around the senior manager's decision rather than work with what is required.

Over Dependence:

Internalising frustrations caused by difficult situations hence leading to a passive behaviour of accepting and taking all instructions from the senior manager.

Interdependence:

The highest form of management discipline whereby all levels of management create an interdependent Win/Win situation by asserting their ideas proactively by presenting a business case. This involves focusing on the facts rather than emotion.

Managing Your Manager

Developing and Managing the Relationship

A good working relationship accommodates differences in working styles and positively tries to help the other person.

For example:

- If you know that a senior manager prefers to receive the information in written format rather than verbal, it is a good idea to present the information in good time before the actual meeting.
- Learn your senior manager's decision making style. Do they prefer to make decisions on their reasoning all the time or at certain times, do they need feedback or information that can assist in their decision making, do they rely of you to make the decisions etc.

Foundation Level:

Once a relationship is on a foundation level, it can be highly effective to discuss your strengths, challenges, ideas, attitudes on a productive level so that you can both create a Win/Win situation for each other and the company.

Information Level:

Understand the information level that a senior manager requires for both of you to create an effective working environment. Keep them informed rather than waiting to be asked. Do not hide bad news, a stitch in time is better then nine!