

**THE
GOOD
MANAGEMENT
GUIDE(S)**

**Guides to Being Better
Managers**

**Written
by
Dr. Leigh Kibby**

**Understanding People
and
Building Relationships**

**People – Motivators – Values – Culture
Behaviour**

Performance Management

Risk Management

Marketing

The Good Management Guide(s)

Produced
by

Kinematic Pty. Ltd.

tel : (+ 61 3) 5222 7578

Internet : <http://www.kinematic.com.au>

© Leigh Kibby 2002/2007

This document is not to be copied, in whole or part, by any other individual, company, business, organisation or other without the written approval of the copyright owner.

This publication is provided on the basis that the user agrees:

- 1/ not to copy the material contained within it other than for the user's own direct use;
- 2/ not to grant access to the material, in whole or part, to any other individual, company, business, organisation; and
- 3/ it is not to be on-sold or given to others without a written agreement.

Note : These Guides are no substitute for professional advice.

Contents

Subject	Page Number
Introduction	Page 5
Behavioural Issues – Assessing and Understanding	Page 6
Learning Levels – Developmental Hierarchy	Page 9
Career Development – An Approach to	Page 12
Coaching Skills – A framework	Page 14
Contingency Planning – A Model	Page 20
Consulting Skills	Page 22
Consulting and Coaching Tools	Page 28
Management Basics - 1	Page 34
Management Basics - 2	Page 41
Marketing - 1	Page 46
Marketing - 2	Page 48
Performance Assurance - A Framework for Review and Audit	Page 51
Performance Management Tools	Page 54
Organisational Design	Page 57
Organisational Development	Page 63
Problem Analysis – A Solution Based Approach	Page 66
Strategic Performance Tools	Page 68
Relationships – How to Build	Page 75
Risk Management –1 : Assets Risk Management	Page 80
Risk Management –2 : Financial services Risk Management	Page 84
Termination – Discussion Strategy	Page 88
Workplace Context – A Model for Understanding the Workplace	Page 92

Introduction

Welcome to “The Good Management Guide(s)”. My name is Dr. Leigh Kibby (my picture appears on your right) and I am the author.



The purpose of this E-Book is to assist you with your everyday management decisions, strategies and actions.

The Good Management Guide(s)

“The Good Management Guide(s)” has been designed to be a quick reference tool and easy to use device. This has been achieved by using flowcharts, pictures and brief descriptions rather than long-winded or academic explanations.

All of the guides/flowcharts have been tested in both management and consulting situations.

The guides are not intended to have all the answers to every problem. However, I have targeted key issues that have come up during consulting work. These range from assessing behaviour (crucial for managers and executives), to models for learning and development and asset risk management.

“More of The Good Management Guide(s)” is currently under consideration.

Good luck and I hope the following pages give you the help you need.

About the Author

I am a former teacher, spy (YES, I was), IT Exec and consultant. My achievements include:

- 15% performance improvement in \$40 million Investment Bank IT team
- Savings of \$3.5 million per year in IT team running costs
- \$8-\$10 million of IT performance improvement savings identified
- Staff satisfaction increases from 51% to 89%
- Staff satisfaction increases from 51% to 71%
- Staff satisfaction increases from 35% to 61%.



Behavioural Issues

The “BIT WEST” Guide to Assessing Behaviour

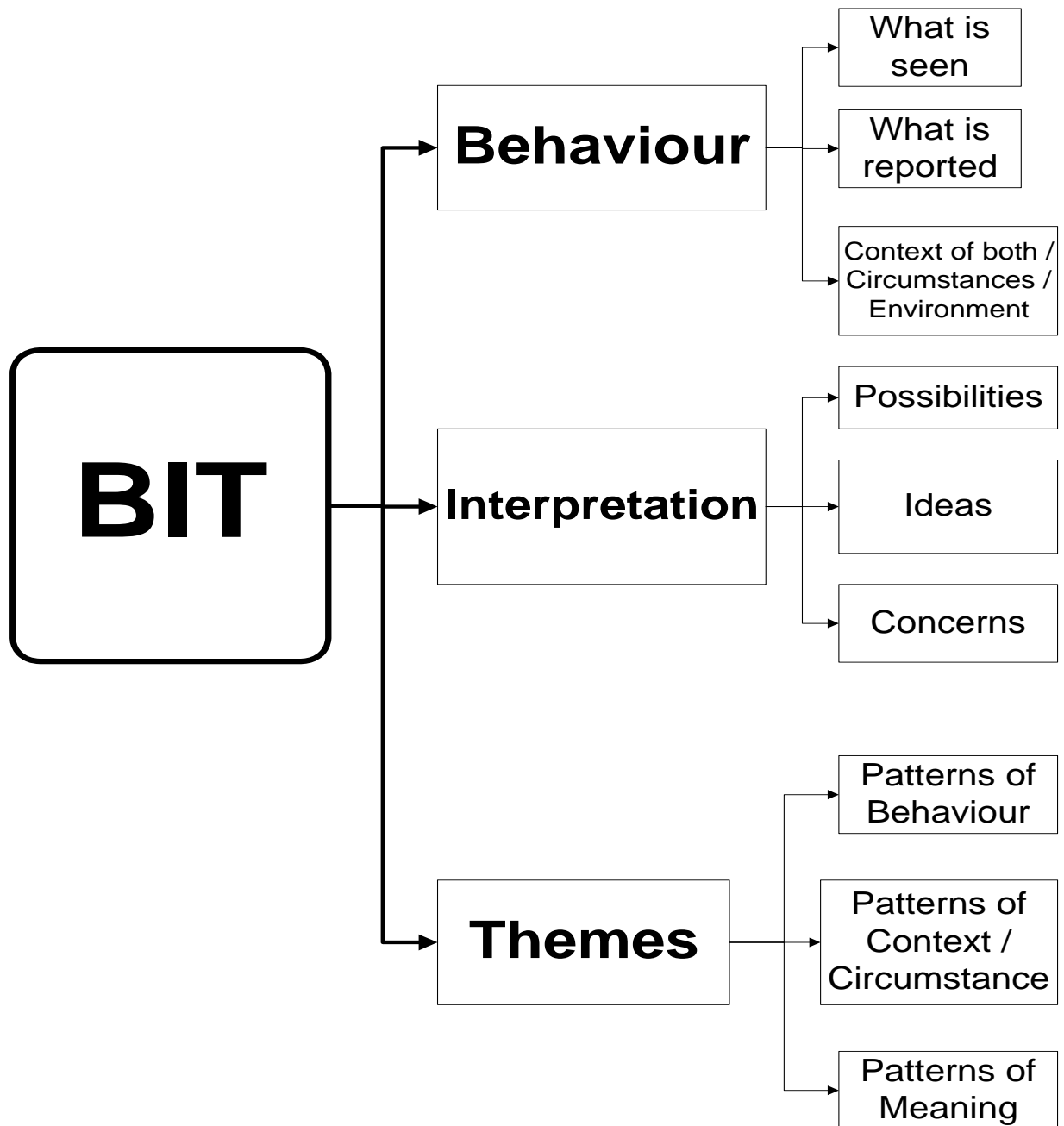
This guide aims to give you a context within which you assess/evaluate the behaviour of staff where you have a concern. It is no replacement for professional advice but can provide a model within which you can review the situation and collect observational which you can use when obtaining more detailed support/advice.

The following pages consist of flowcharts detailing the BIT WEST strategy for assessing behaviours including:

BIT - which covers from observation and initial considerations; to

WEST – which deals with making meaning and deeper understandings.

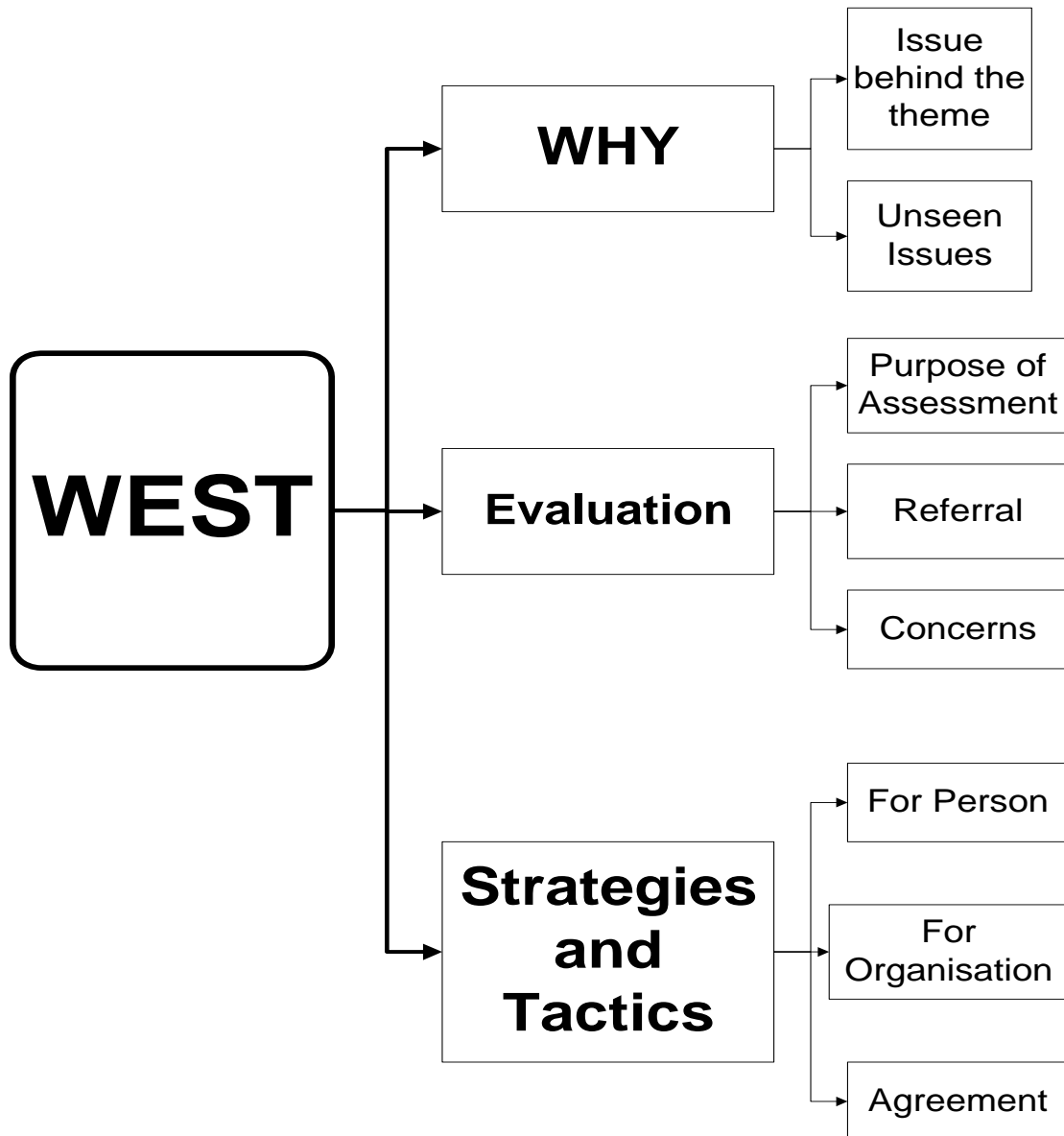
This first flowchart is about getting the “Bit” by the teeth, i.e. really knowing what is happening.





FREE to all! But not for on-sell.

This second flowchart is about being clear as to what is happening, why it might be happening and why you are observing and what you need to do strategically.



Learning Levels

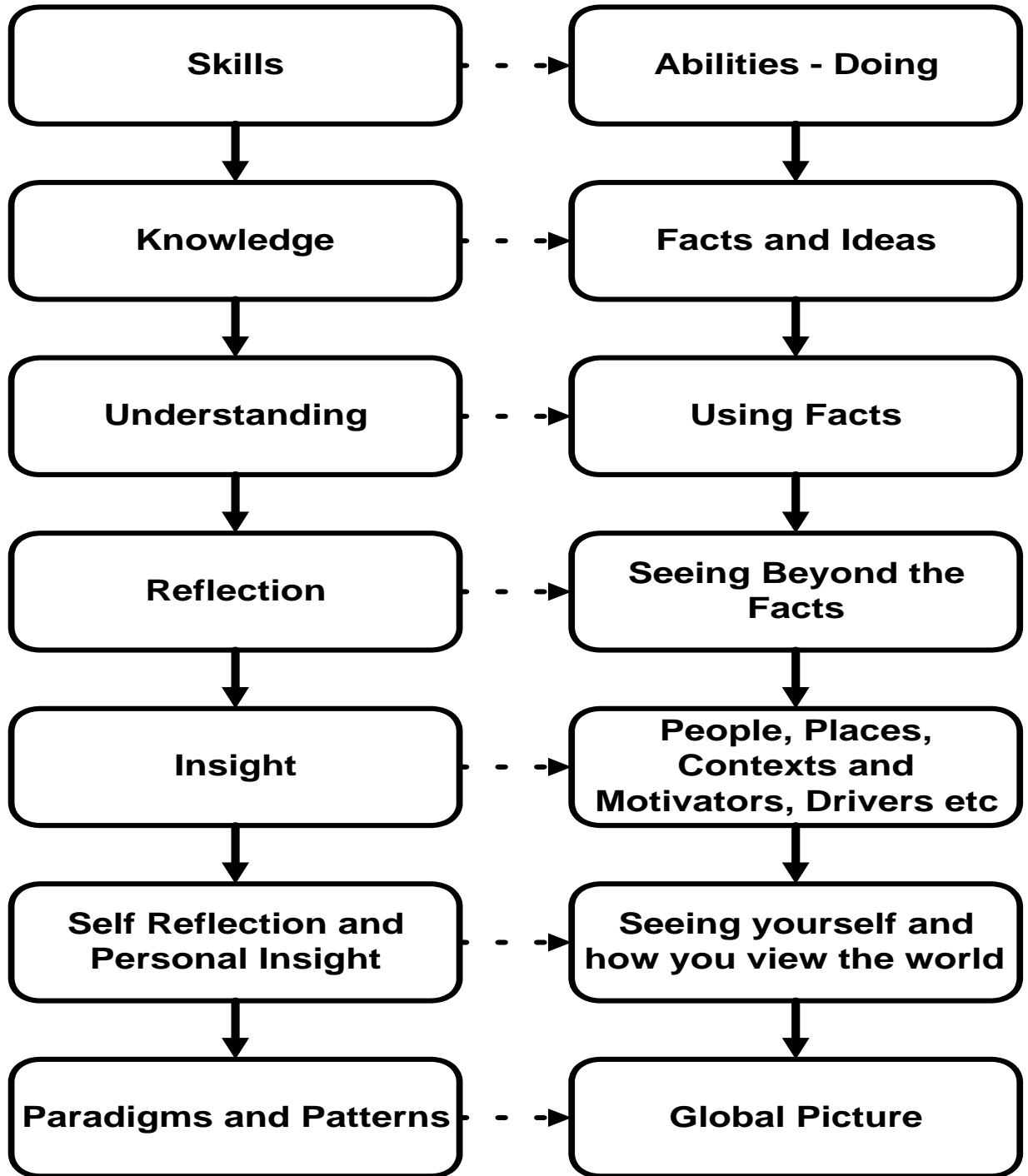
A Guide to the key aspects/phases of Learning and Development

The purpose of these next two flowcharts is to provide a framework understanding the learning and development process, essential if you want to assist in the development of Executives and Staff. The model is based on the Neuro-Empathic Training* (aka Person Centred Facilitation) developed by Leigh Kibby.

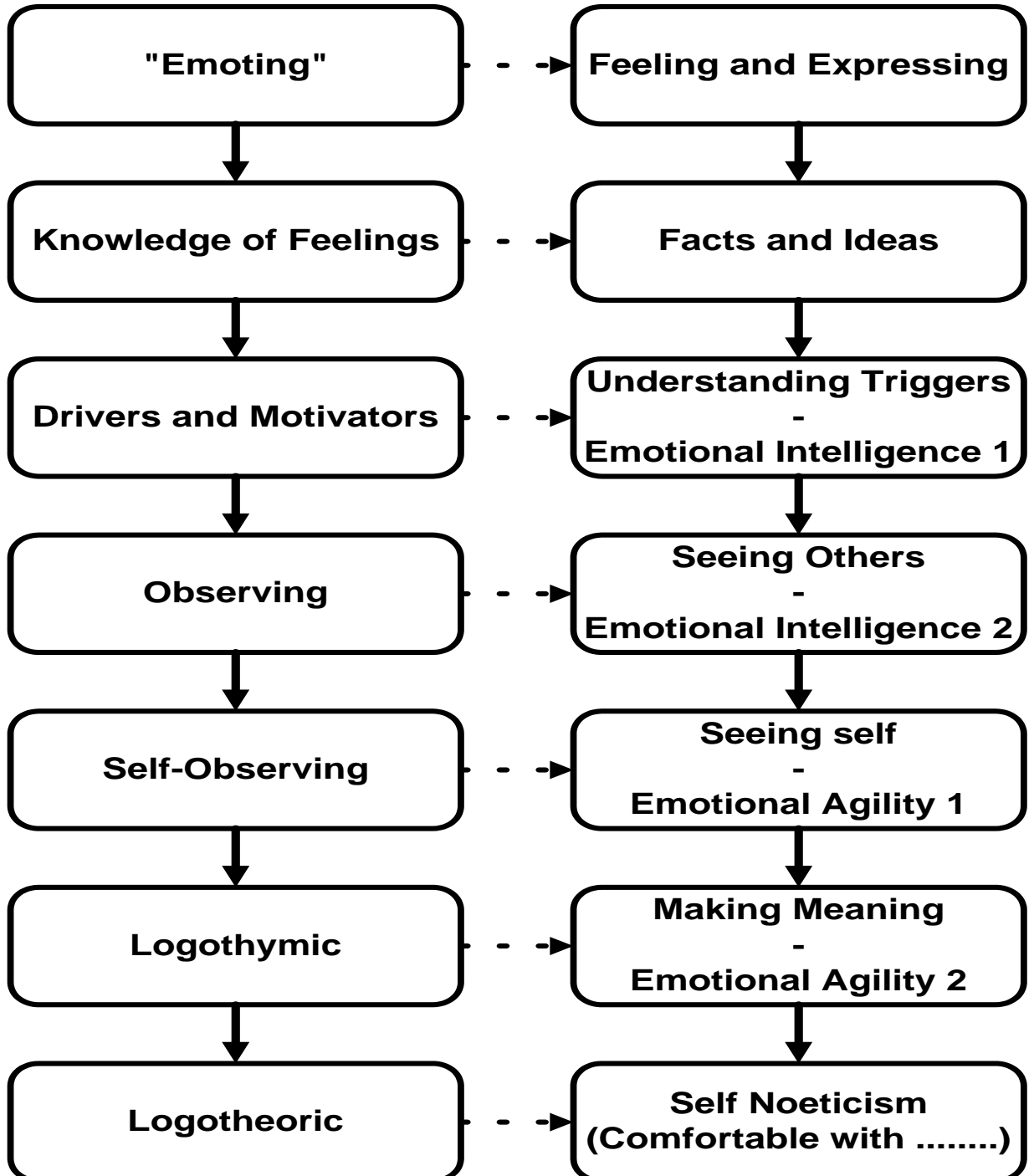
Development “increases” downwards in these pictures. In the first picture, on the left side you will see “Intelligence” and on the right I have mapped the corresponding abilities. In the second flowchart, I have mapped emotional development and the corresponding “sensibilities” (awarenesses/capacities) that can accompany those development stages.

PLEASE NOTE THAT NEURO-EMPATHIC TRAINING IS SUBJECT TO INTELLECTUAL PROPERTY RIGHTS.

Intelligence and Abilities



Emotional Intelligence/Agility and Sensibilities



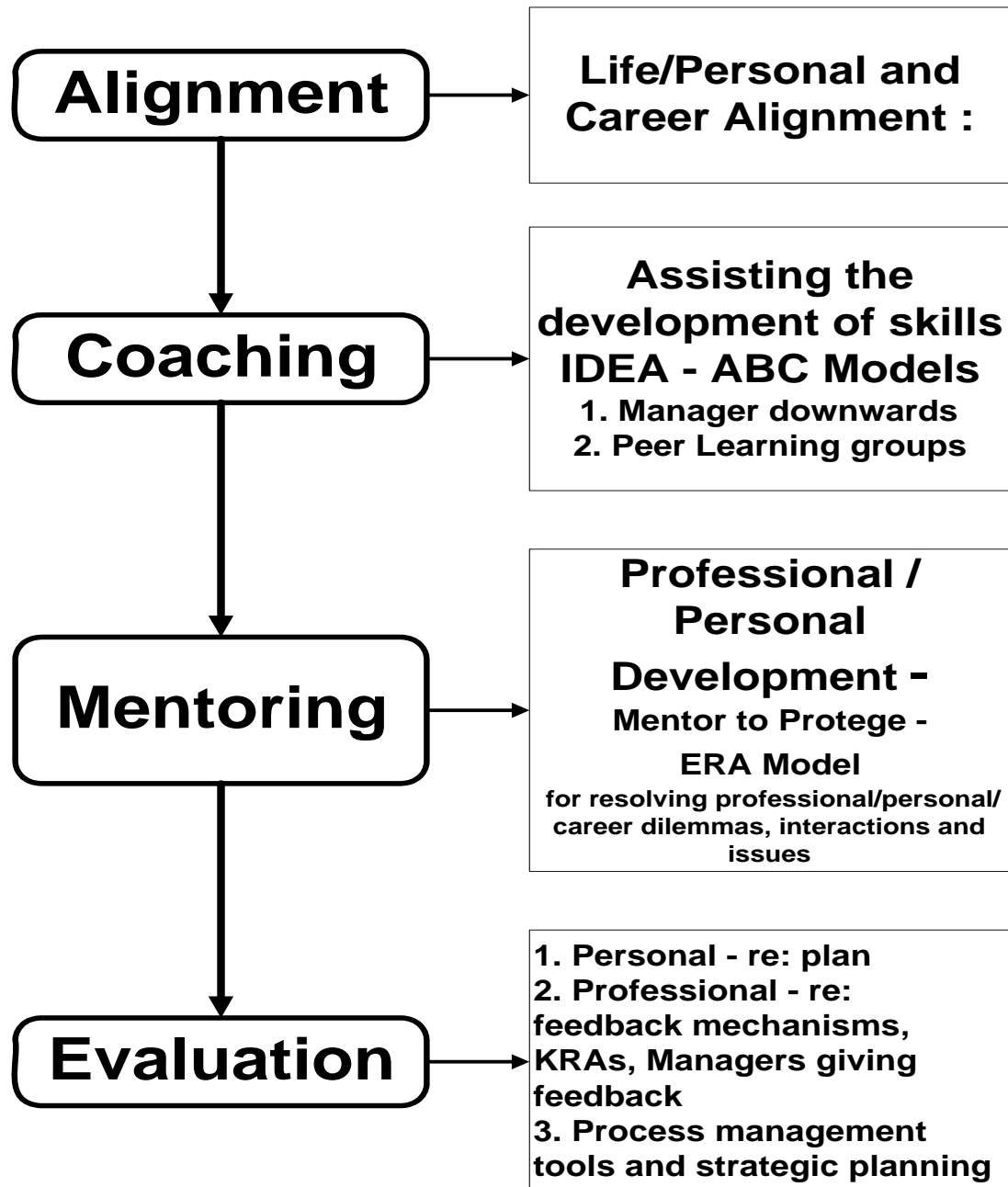


FREE to all! But not for on-sell.

Career Development Tactics

A Guide to the Key Aspects of Career management

This next flowchart outlines the key action phases that can assist with career development. Managers can undertake these steps themselves or assist their staff go through them via a combination of seminars, one-to-one sessions and discussions within teams, amongst staff and with superiors.





FREE to all! But not for on-sell.

Coaching Skills

The IDEA Coaching

The next series of flowcharts outlines the IDEA Coaching model and key coaching strategies, actions and phases.



FREE to all! But not for on-sell.

The following pages consist of flowcharts detailing the IDEA GET SET GO formula for coaching. These are:

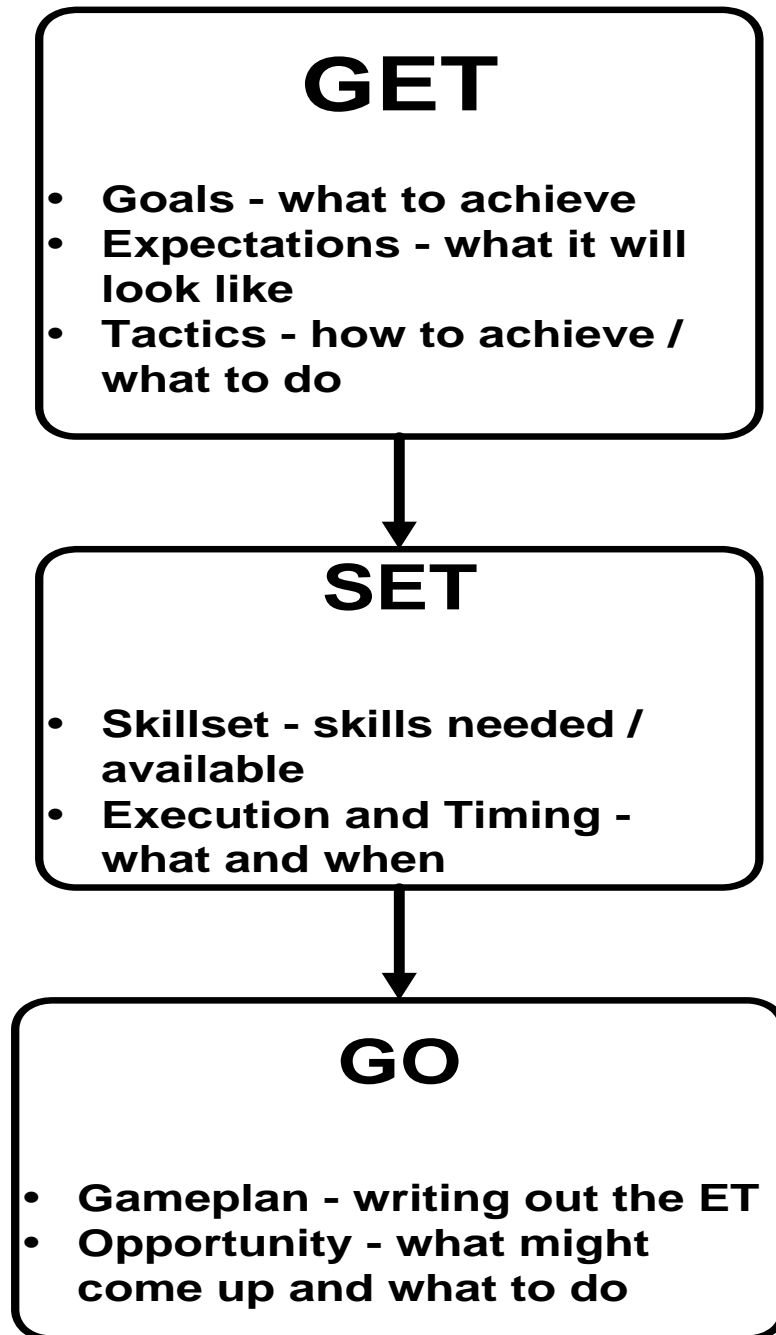
GET - Goals / Expectations / Tactics

SET - Skillset / Execution / Timing

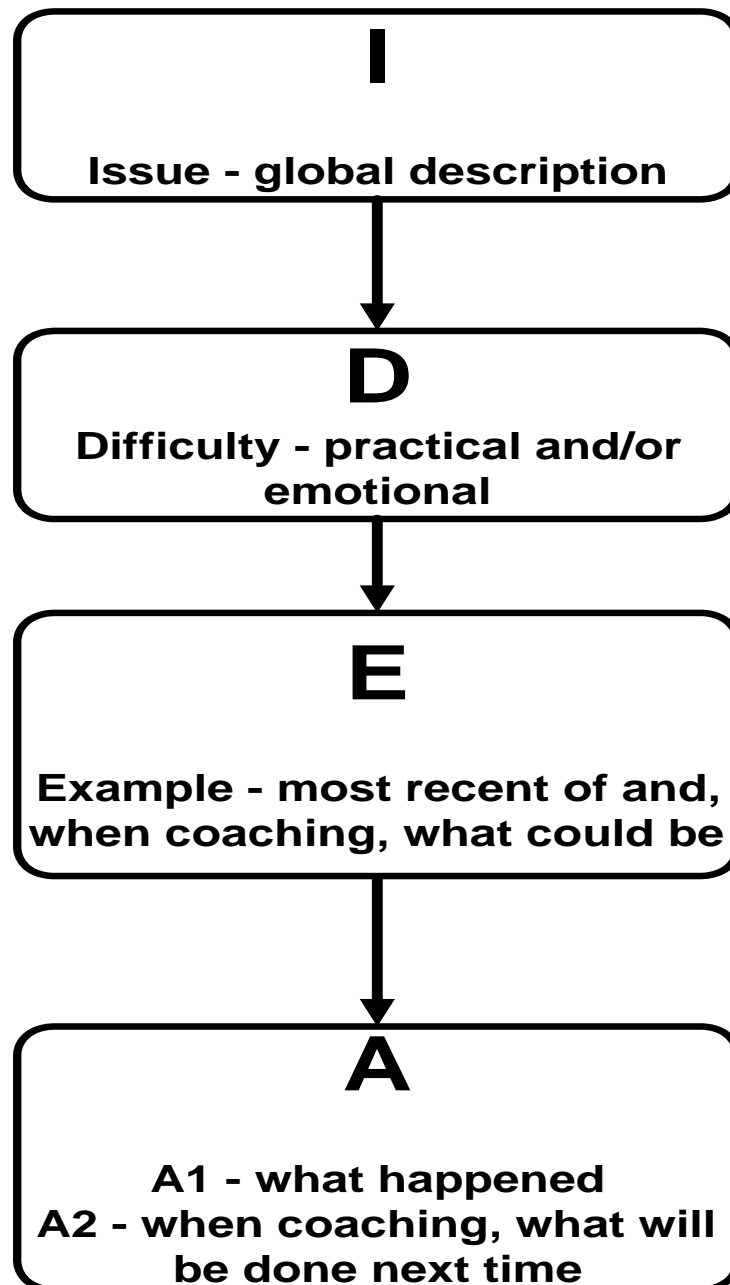
GO - Game Plan / Opportunity

IDEA - Issue / Difficulty / Example / Action

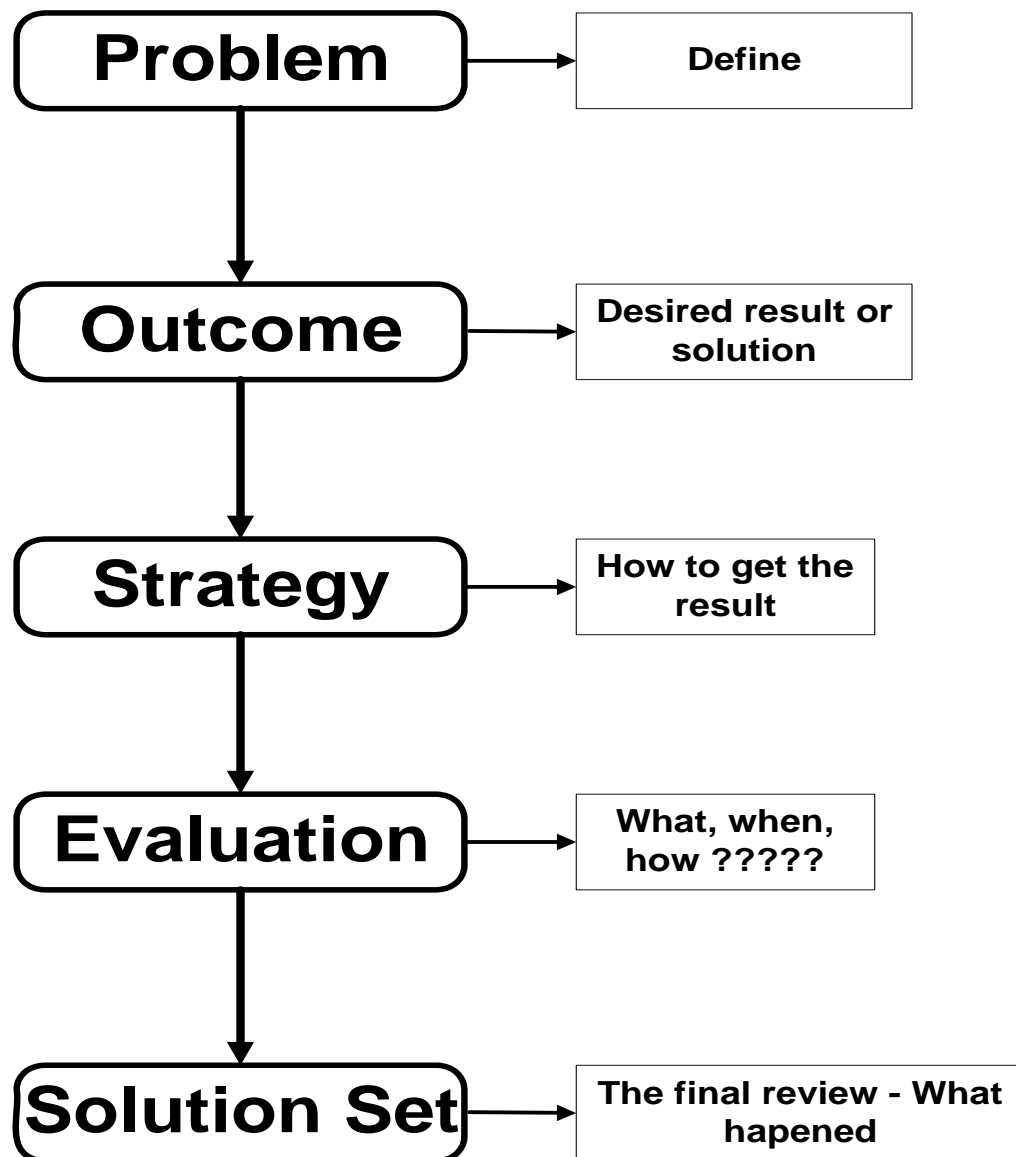
The first flowchart provides the overall GET SET GO picture.



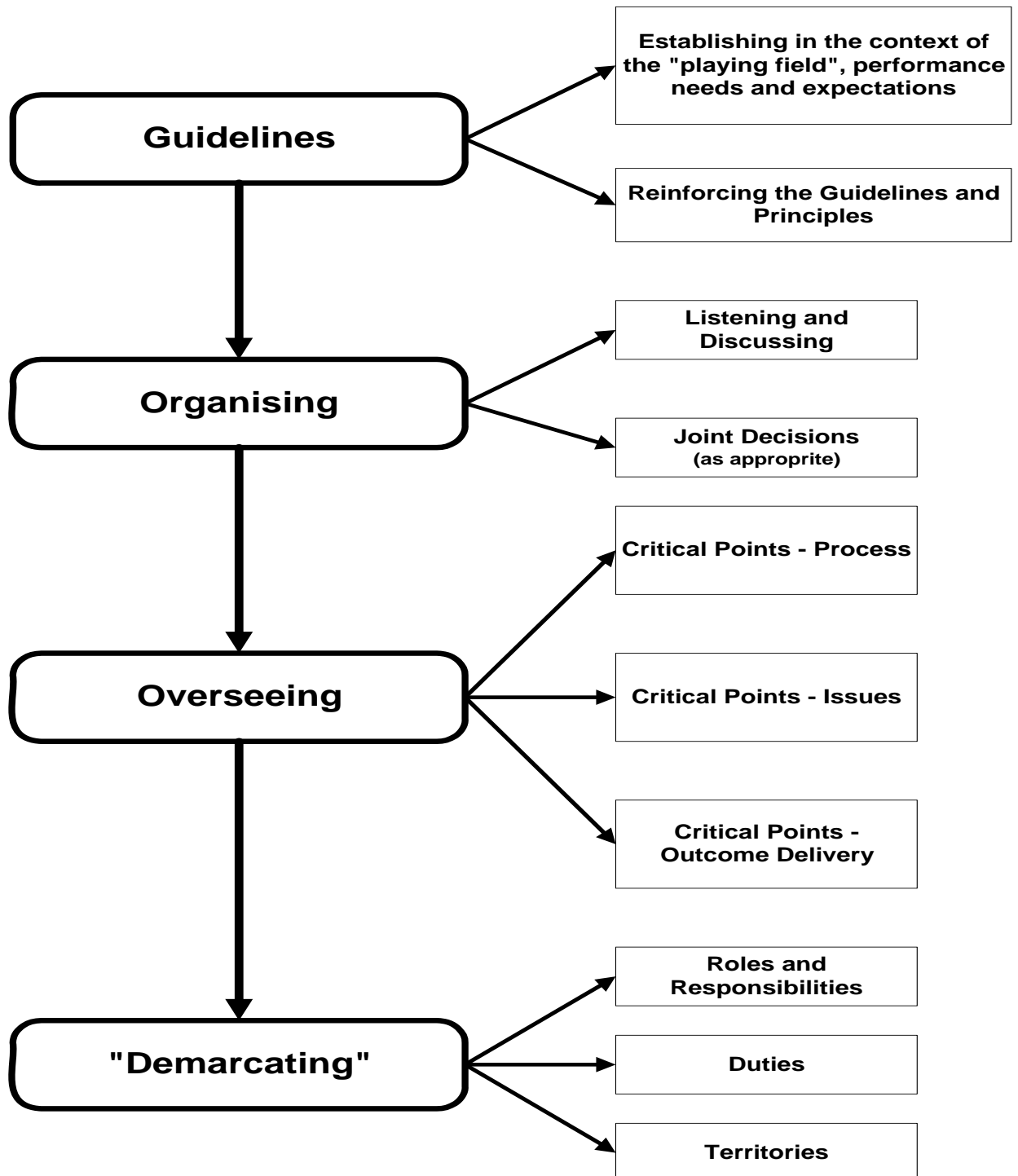
The following page provides more detail on the Coach overview and key IDEA themes for firstly listening and then for assisting developing new strategies.



The following page – POSES - provides more detail on the one-to-one interaction that Coaches and Learners sometimes undertake to understand the problem more fully and then develop solution strategies.



The following page provides more detail on the GOOD steps coaches/leaders should/must undertake for task fulfillment.

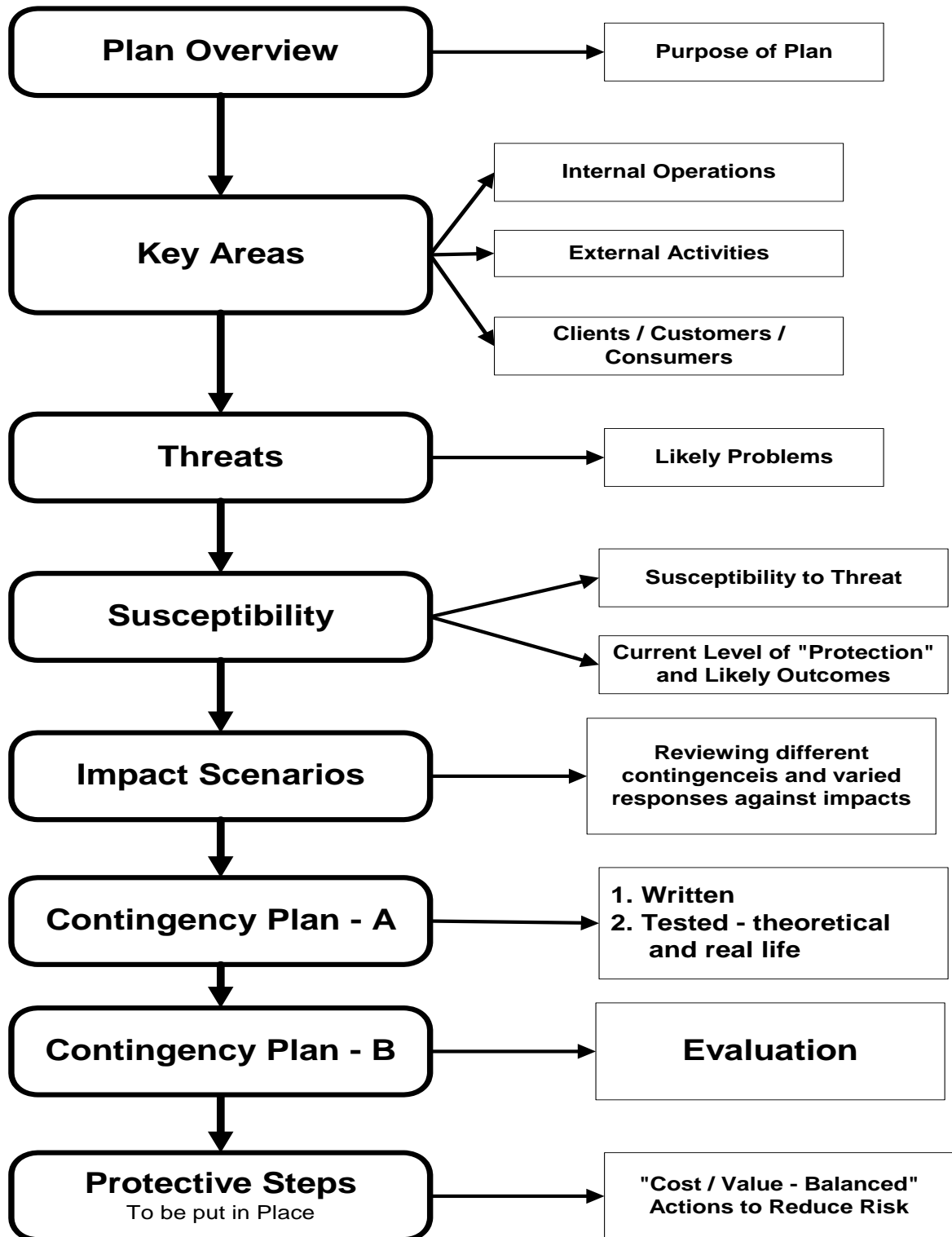


Contingency Planning

A Guide for Planning the Management of RISK Events or Outcomes

This flowchart provides a risk management strategy for contingency planning.

The Contingency Plan should address the following.



Consulting Skills

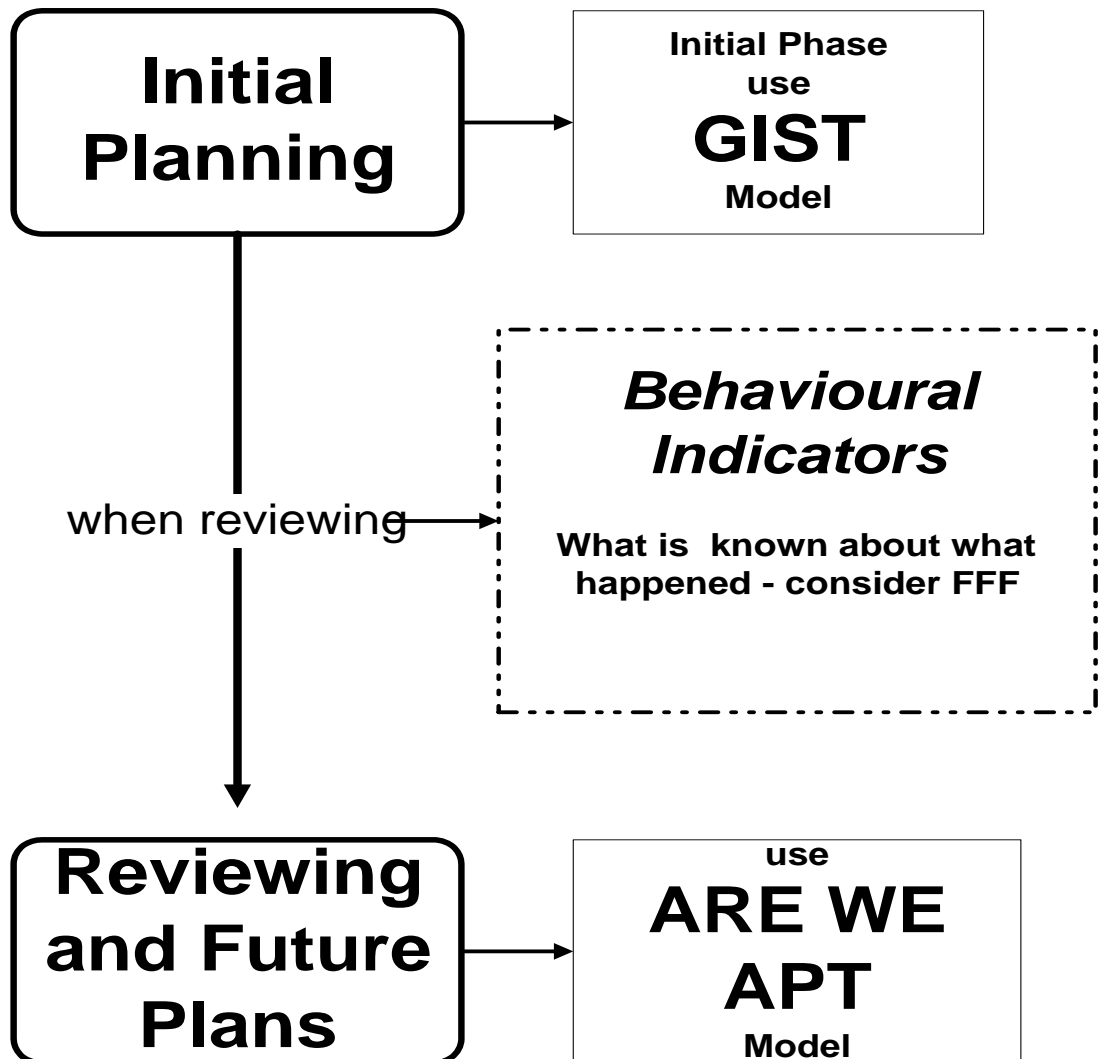
Guides to Action Planning and Reviewing Action

The following pages consist of flowcharts detailing the GIST and ARE WE APT Skills frameworks. These are:

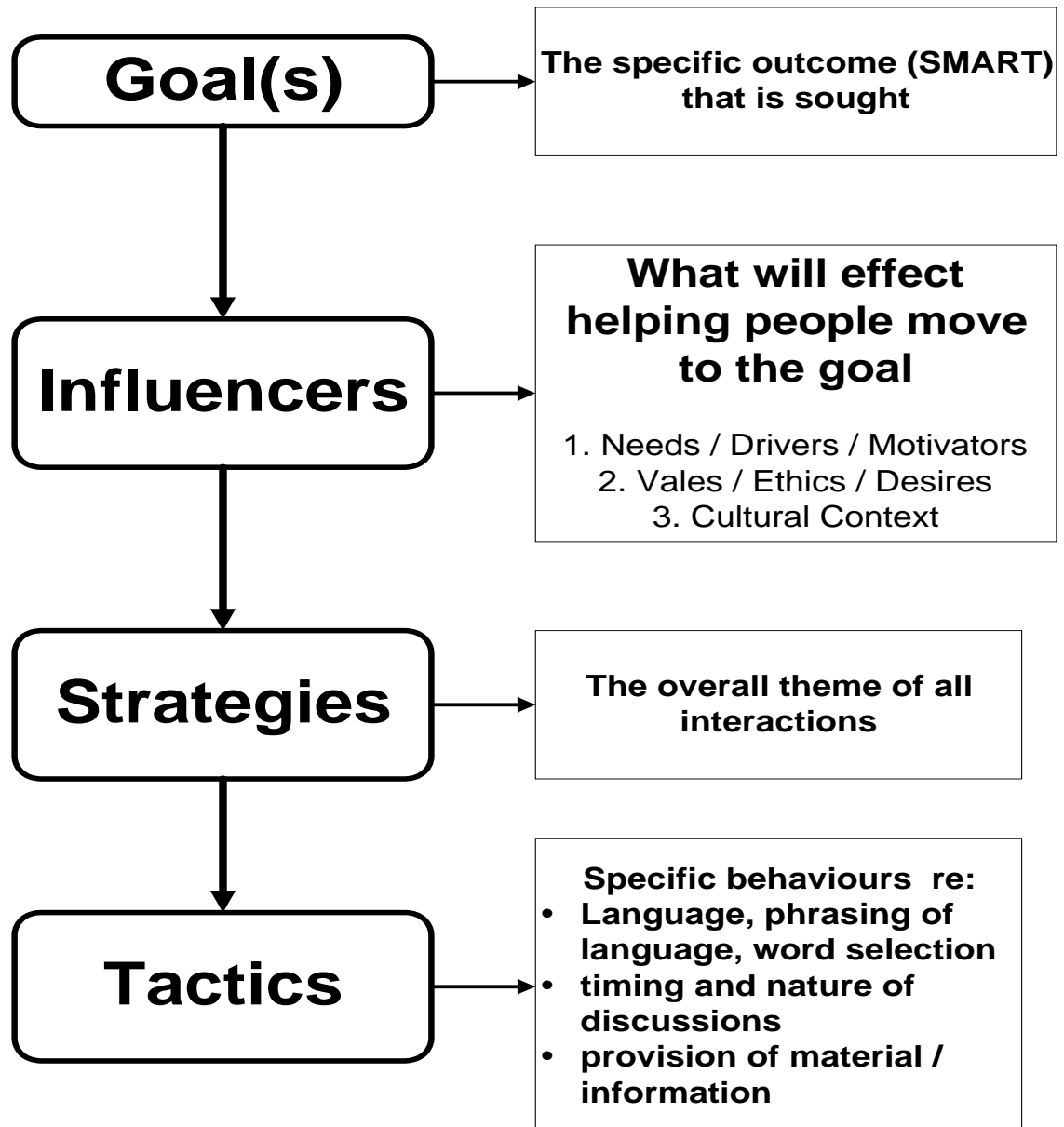
GIST - Designing the action plan

ARE WE APT - Reviewing action outcomes and planning next steps

Action Planning and Reviewing - the Overall Framework



The GIST Framework

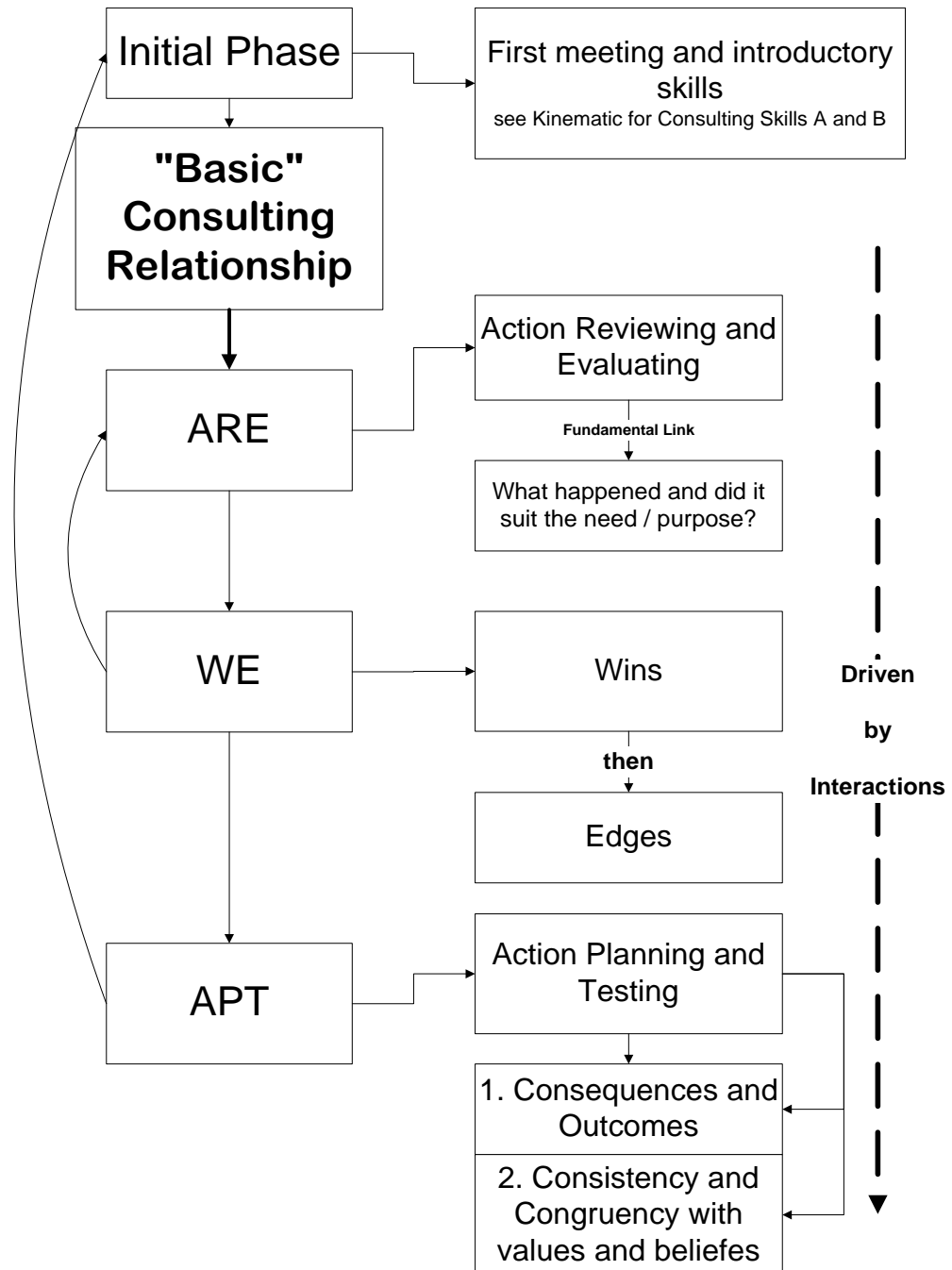


O O S E S

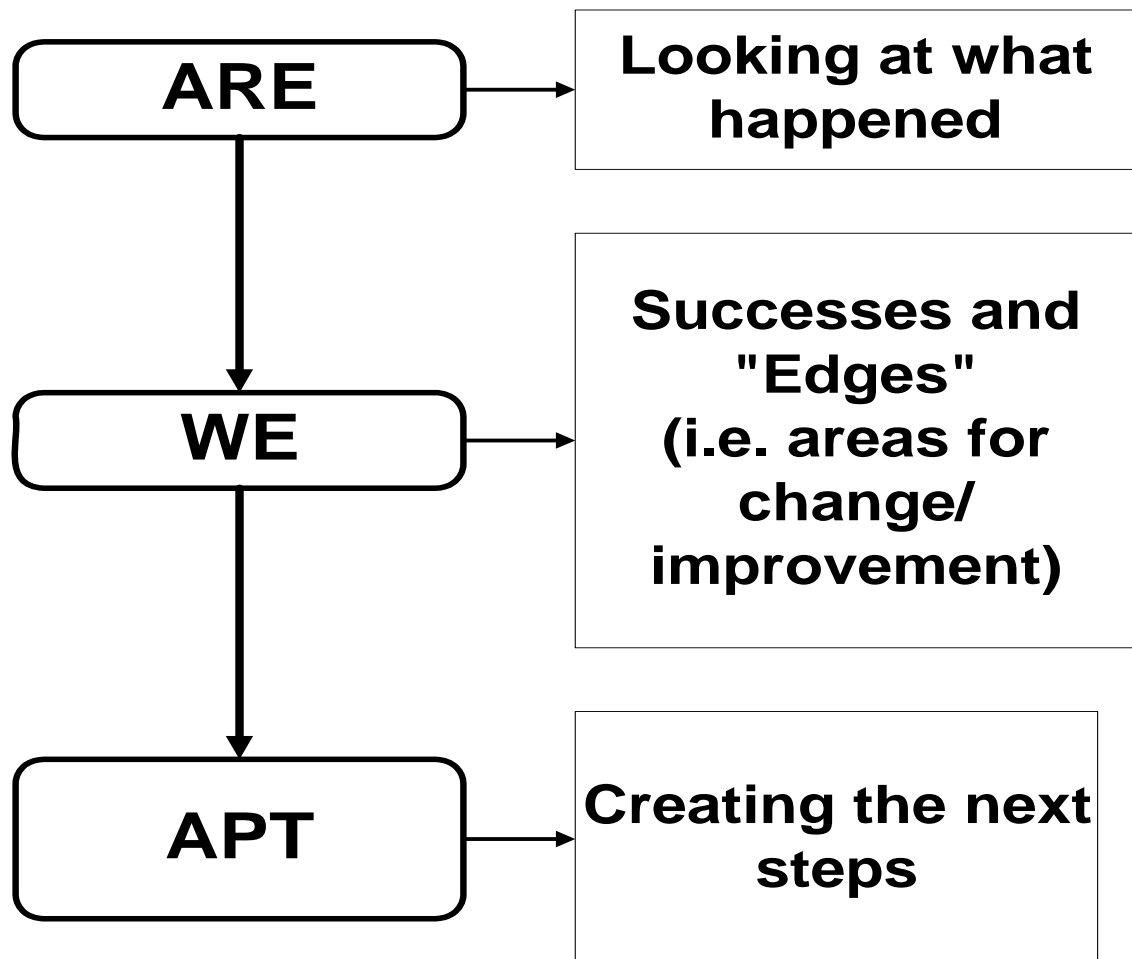
Fill in this table before you take any action.

Action Step	Options	Outcomes	Side Effects / Implications

The Consulting process in overview



The ARE WE APT Framework





FREE to all! But not for on-sell.

Consulting and Coaching Tools

These pages contain tools that I have found useful when running projects and/or advising clients.



Project Planner

Project Name : _____

Project Theme	Enter description here.			
Outcomes	What will be achieved? Provide measurable goals – quantifiable outcomes List Four or five			
Project Design				
Overall timeframes	Starting Date		Finishing Date	
Key Steps				
The step/action	What	How	Who	When – starting and finishing dates
Goals Set				
Process Reviewed				
Dates Set				
Action Steps (list individually)				
Evaluation				
Report Delivery				



FREE to all! But not for on-sell.

TRACE Task Planner

Task (describe)		
Resources		
Required		Available
Action Number	Action Description	Action Timeframe
Conclusion (what)		
Evaluation (how – results)		



FREE to all! But not for on-sell.

Client Forms

(tick box when each section is complete)

Professional Info

Client's Name: _____ family name

_____ given name(s)

Clients Position/Title : _____

Organisation Name: _____

Numbers: tel _____ fax _____

mobile _____ e-mail _____

Address: _____

_____ Postcode:

Client's Age: _____ Date of Birth _____

SERVICES being sought : _____

1. _____

2. _____

3. _____

Client's CONCERNS/FEARS: _____

1. _____

2. _____

3. _____

YOUR SOLUTIONS: _____

1. _____

2. _____

3. _____

THE BENEFITS YOU PROVIDE: _____

1. _____

2. _____

3. _____



FREE to all! But not for on-sell.

THE TIMEFRAMES YOU ARE MEETING: _____

1. _____
2. _____
3. _____

Client's Personal Info

INTERESTS _____

1. _____
2. _____
3. _____

HOBBIES _____

OTHER e.g. sports / arts / _____

1. _____
2. _____
3. _____

Family Details: Married / with Partner (if so, insert partner's name) _____

Children (if so, insert names) _____

1. _____
2. _____
3. _____

OTHER RELEVANT FAMILY INFORMATION _____

Relationship / Rapport Building

Questions/Comments about work : **write the answers below**

1. _____
2. _____
3. _____

Questions/Comments about interests : **write the answers below**

1. _____
2. _____
3. _____



FREE to all! But not for on-sell.

Questions/Comments about family : **write the answers below**

1. _____

2. _____

3. _____

Other Information : write the answers below

Most recent holiday _____

Most recent illness – who, current health _____

Most recent achievement – client, client's family,

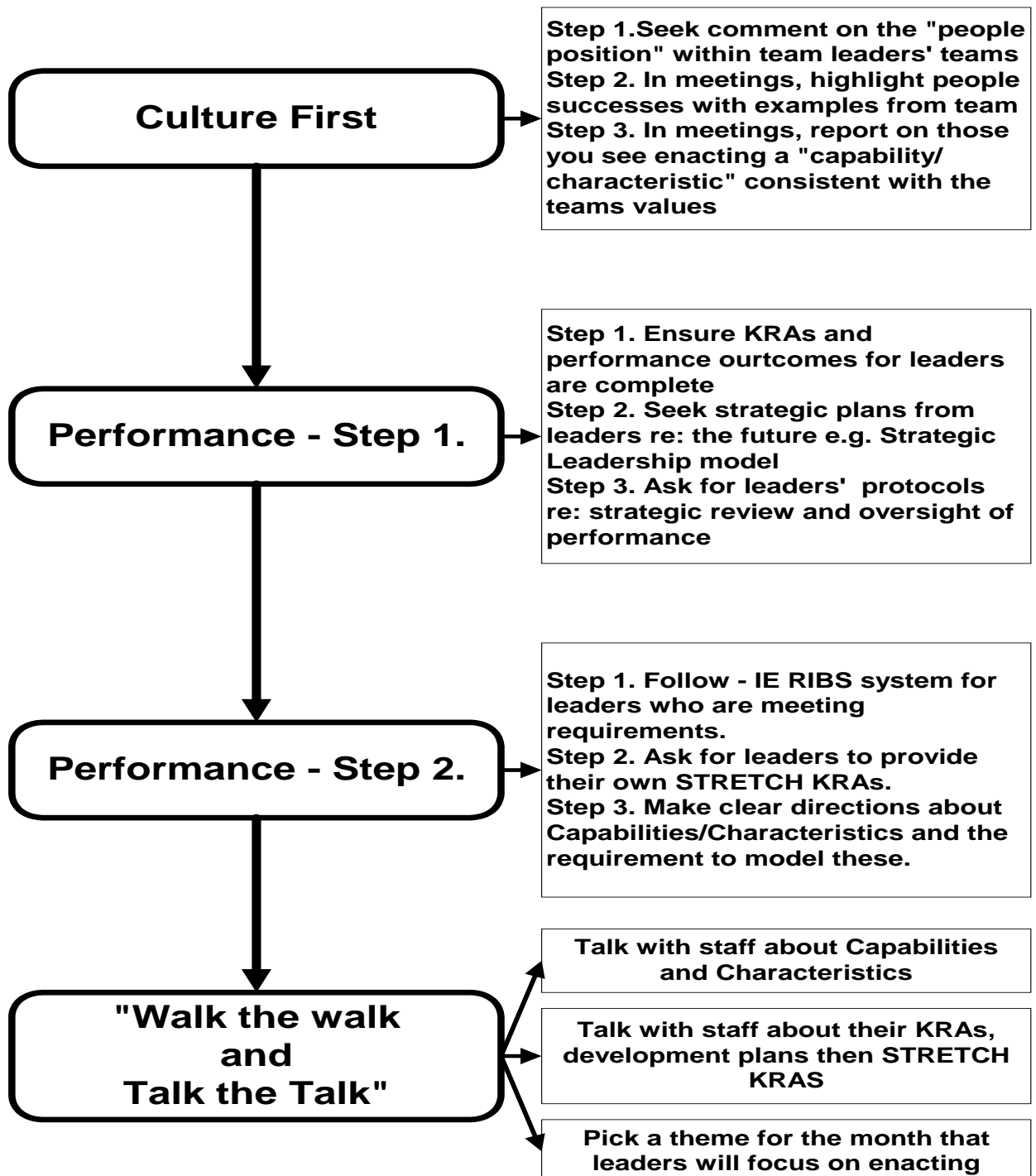


FREE to all! But not for on-sell.

Management Basics - 1

DRAWING THE LINE

This is a flowchart showing the key steps for enacting leadership.





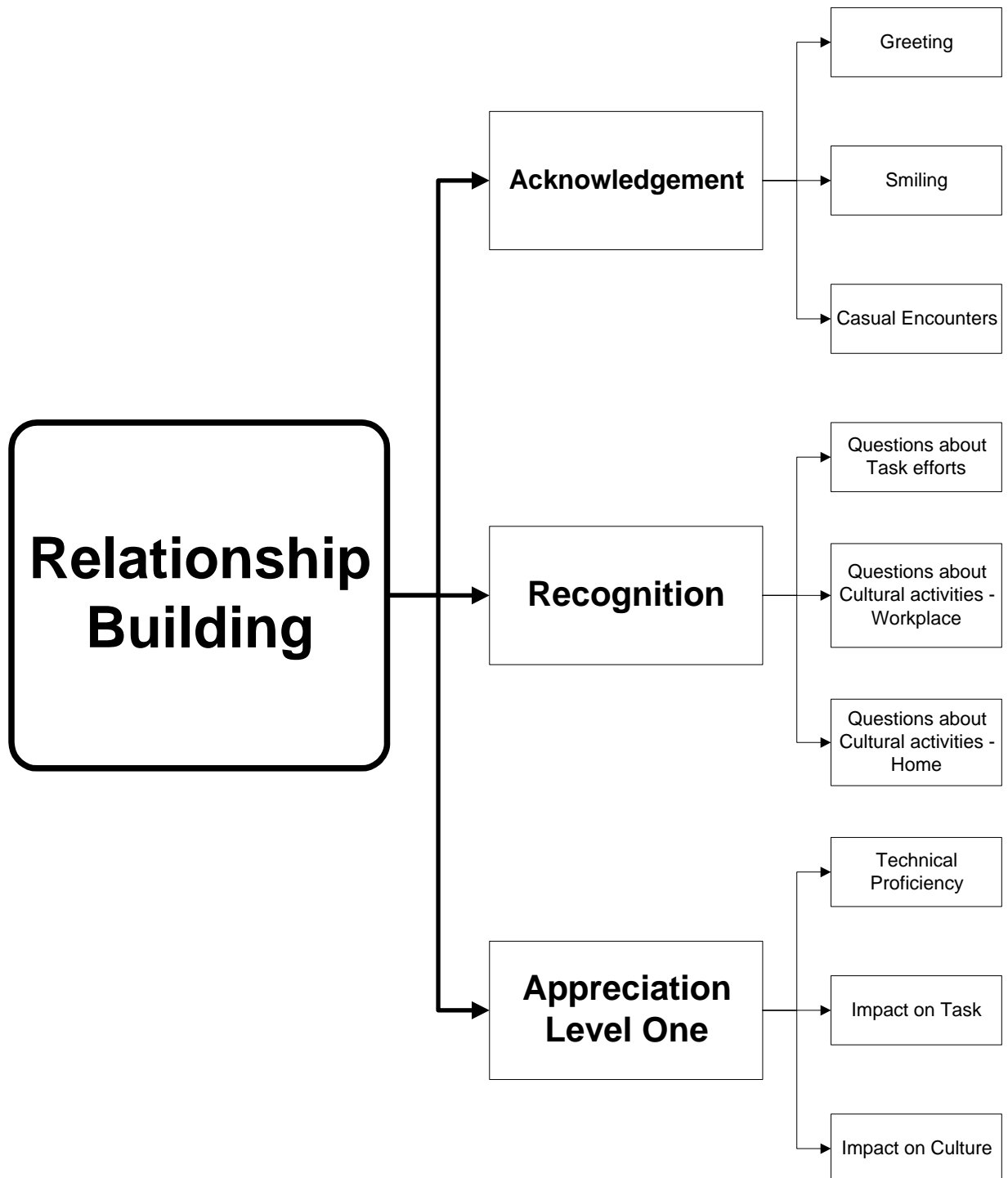
FREE to all! But not for on-sell.

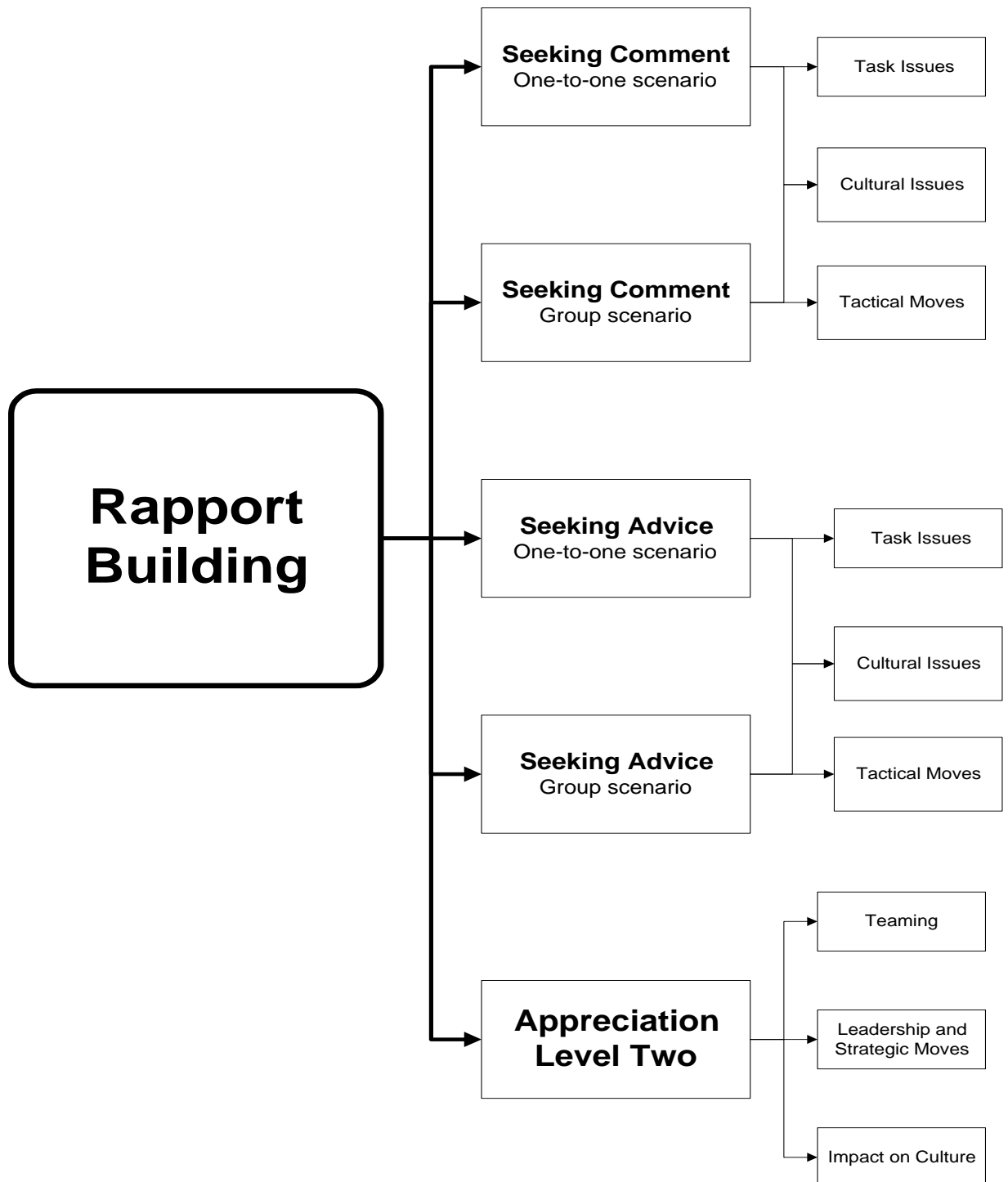
The key aspects of Enlisting a team member to your cause is to build the basis for an ongoing relationship and then establish an initial level of Rapport.

It is usually best to follow each phase as they appear in the following flowcharts i.e. build the relationship and then establish a stronger sense of rapport. Also, build the relationship with Acknowledgement followed by Recognition then Appreciation.

With regards to Acknowledgement, greeting and smiling should be carried out as a matter of course.

With Recognition and Appreciation, these should be conducted randomly and as appropriate. One model is to provide one “stroke” per week in the first instance, followed by two and then - as appropriate - ensuring a range of between five and 15 per month depending on the level of closeness of roles.



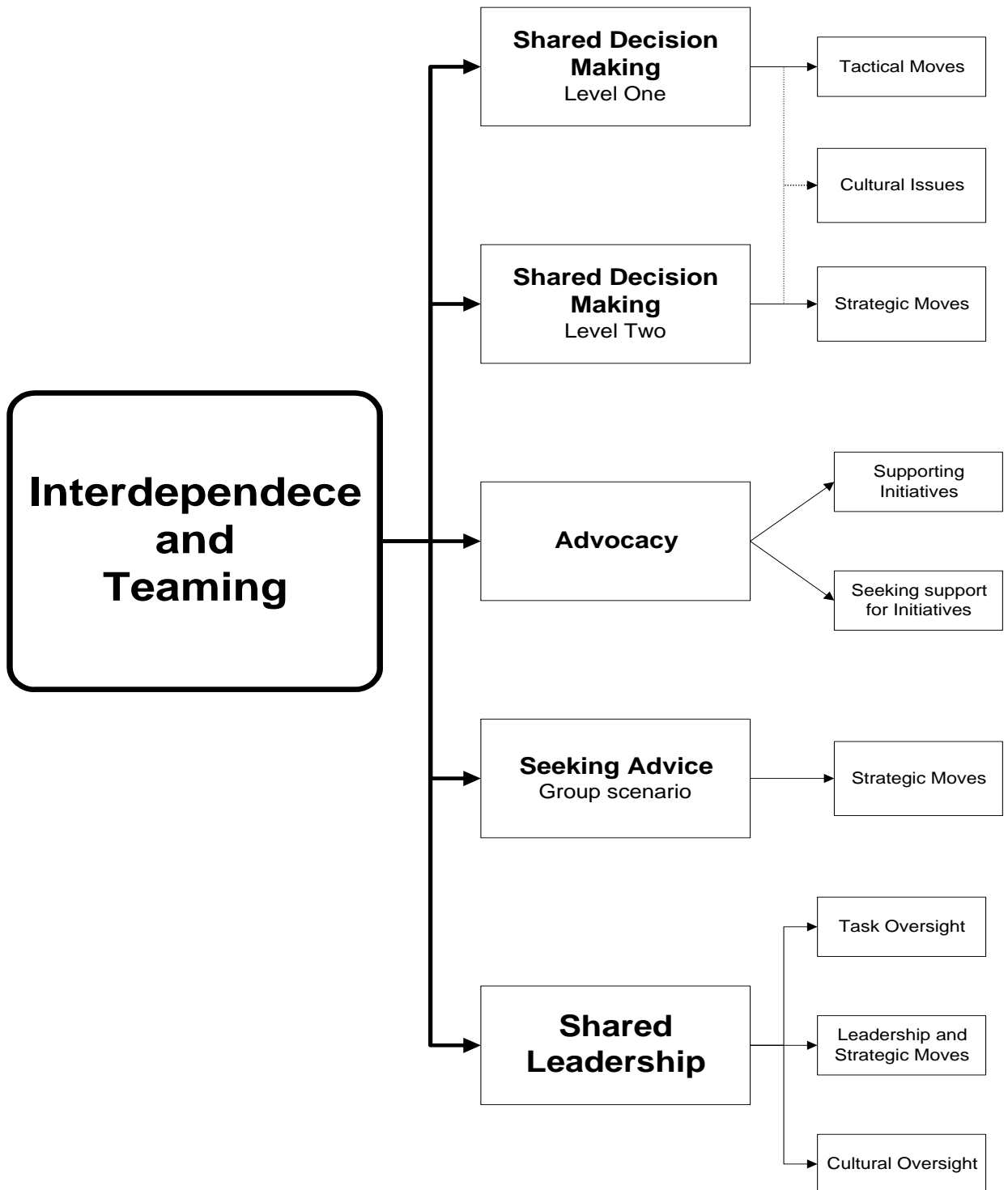




FREE to all! But not for on-sell.

The final chart provided here summarises the IT phase of interdependence and teaming. This is the ultimate stage of group development where leaders and the team establish a mutual recognition of the place of each.

In moving through these phases it is essential to invite participation, value input and share decisions appropriately. It still remains that the leader will need to make the final decisions on some issues balancing the input of all parties.





FREE to all! But not for on-sell.

Management Basics –2

**AS I CARE
hard cpr**

These flowcharts describe a process of People Development
AND Leading, Facilitating and Implementing Change.



FREE to all! But not for on-sell.

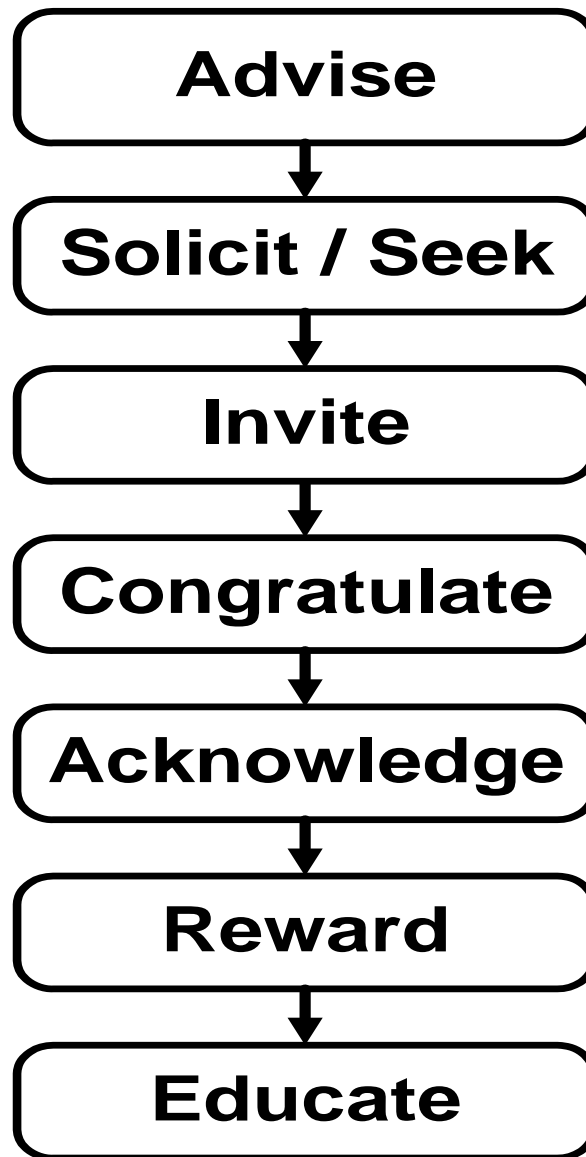
The following pages consist of flowcharts detailing the AS I CARE
- HARD CPR model for leading, facilitating and implementing
change. These are:

AS I CARE- The key style or approach.

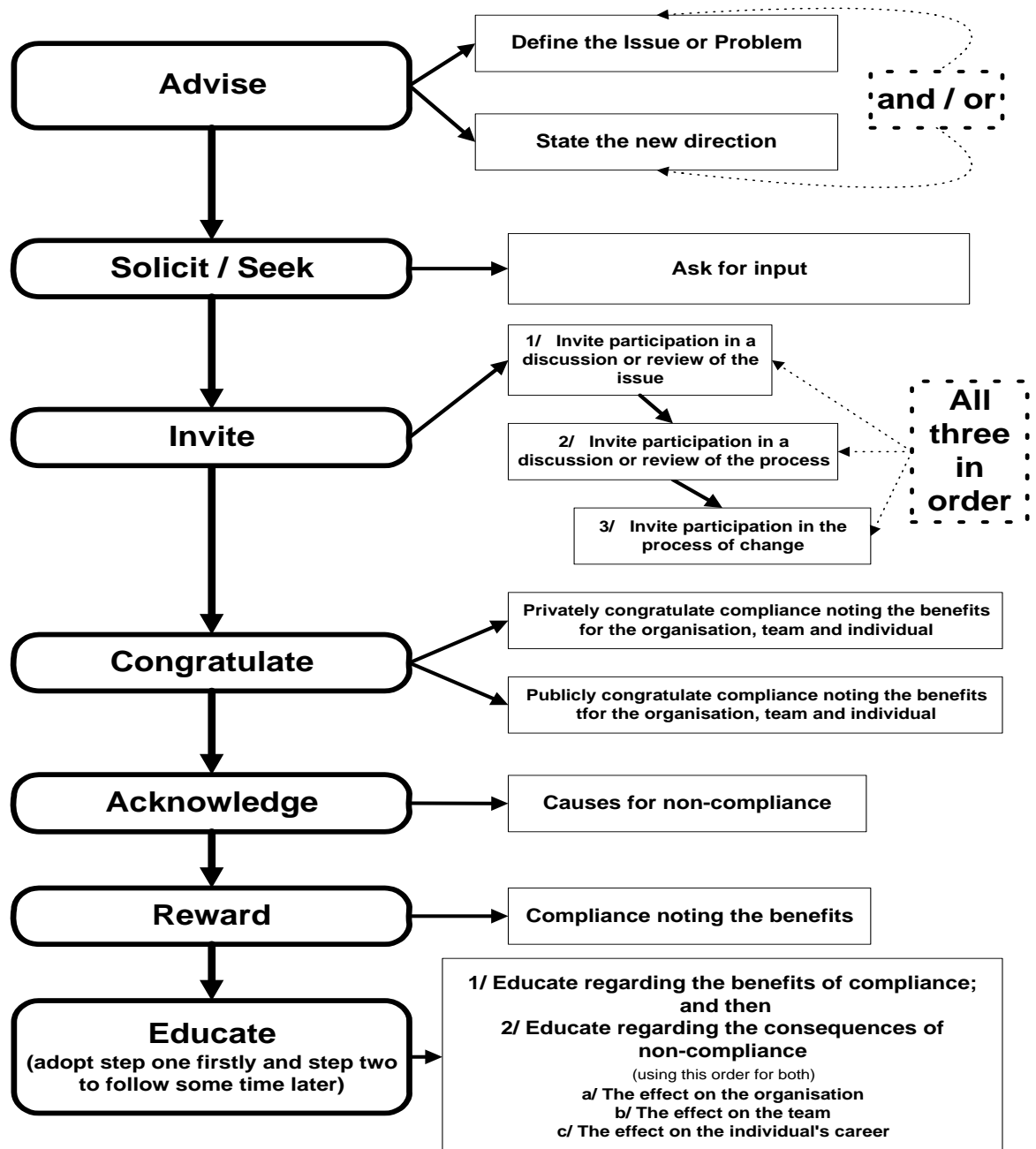
HARD CPR - The action steps for compliance.

Please note the critical point that these are underpinned by
Modelling as the essential ingredient. Leaders **MUST** enact what
they want.

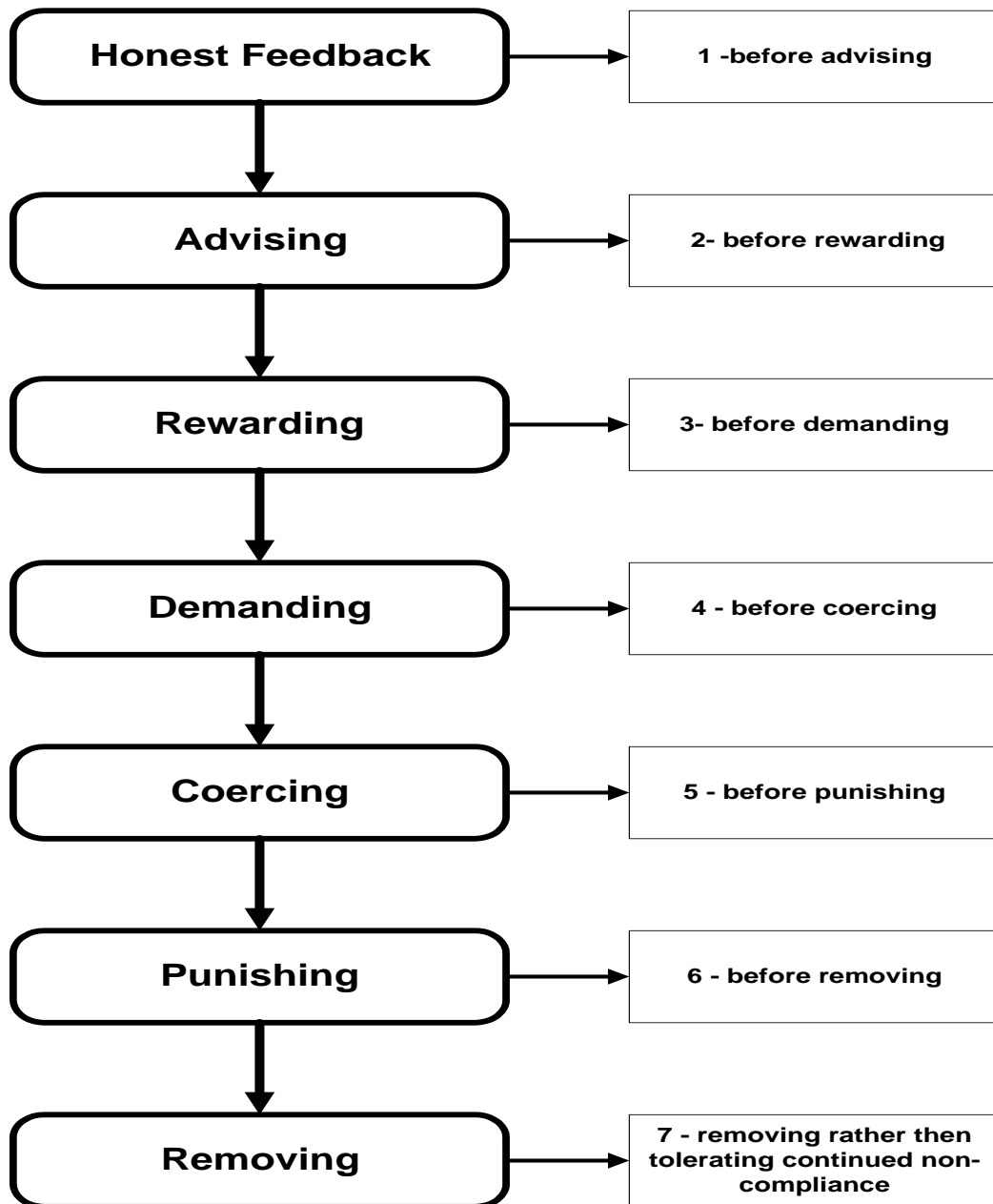
The first flowchart provides the overall AS I CARE picture.



The following page provides more detail on AS I CARE which is the way to lead and facilitate.



The following page provides the HARD CPR behaviours which implement change and should be followed in order.



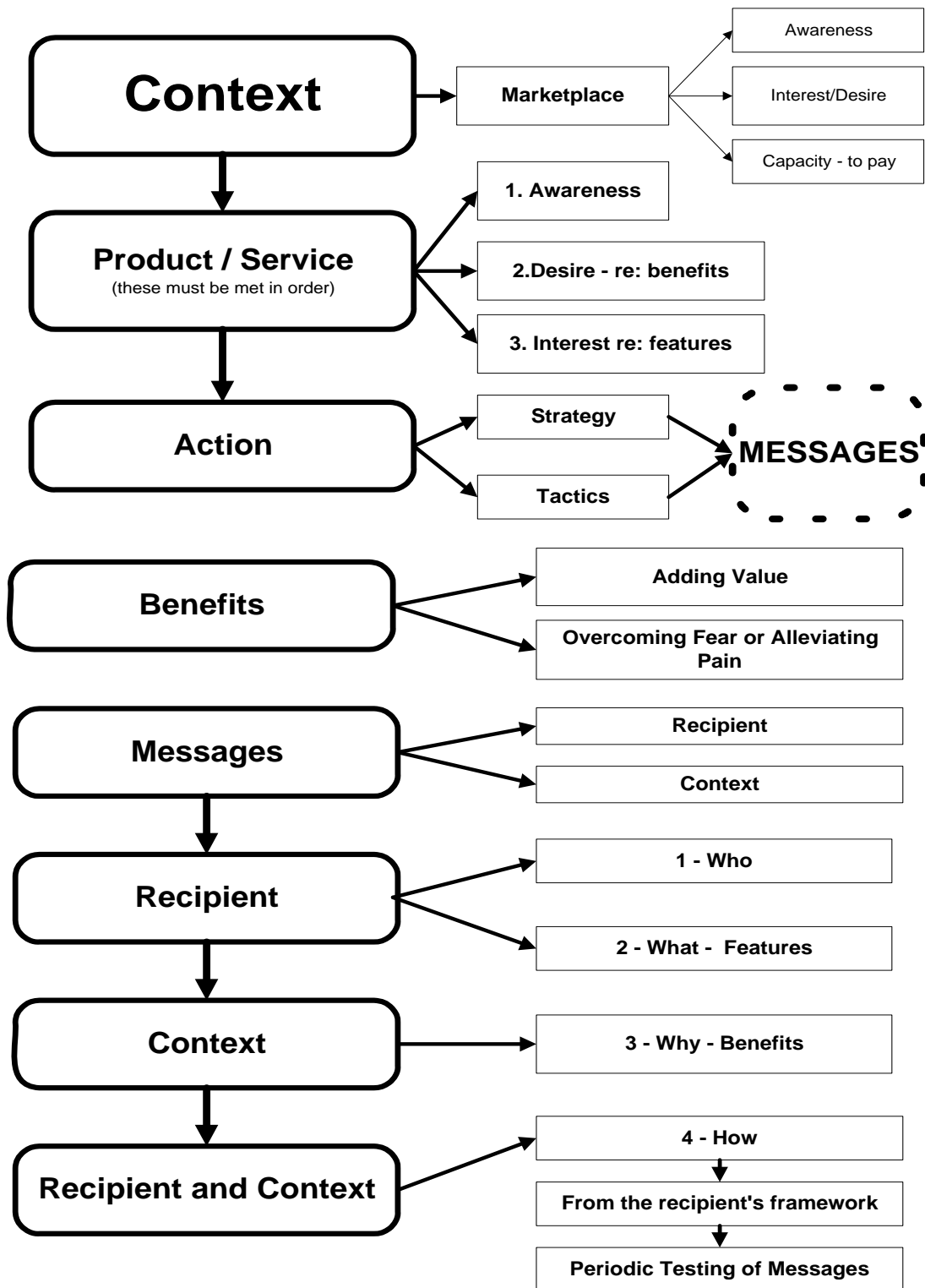


FREE to all! But not for on-sell.

Marketing - 1

A Marketing Process Flowchart

The following flowchart summarises the key indicators into questions and/or insights to consider.



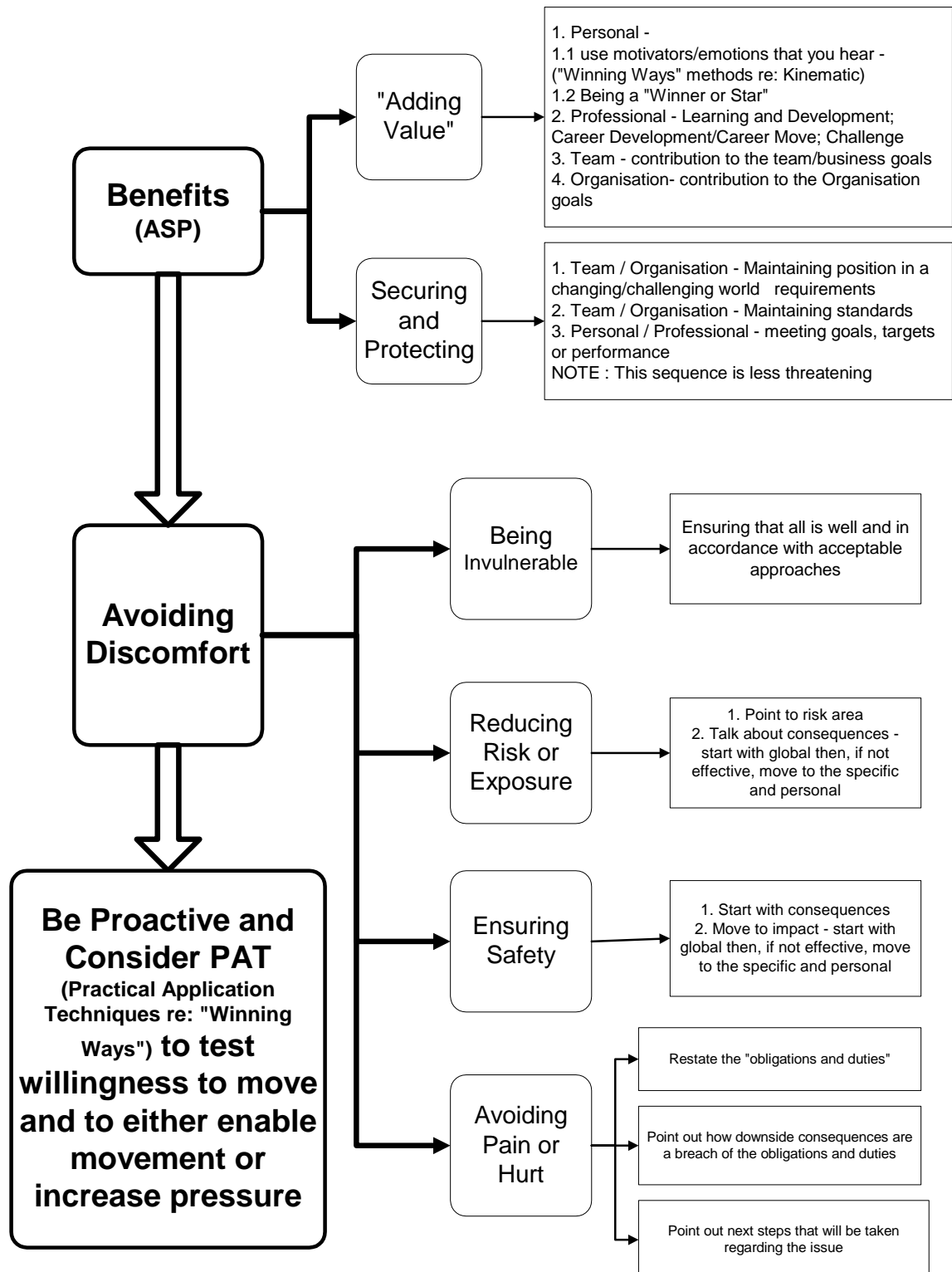


FREE to all! But not for on-sell.

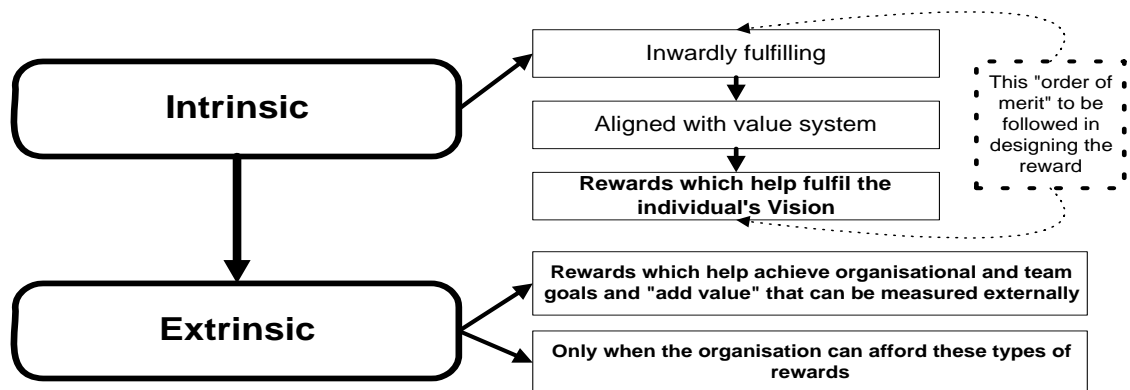
Marketing -2

“Bad” Way to Obtaining “Buy-In”

How to Get “Buy In” from Others – the “BAD” model.



IE Principles for Interaction to get “Buy In”



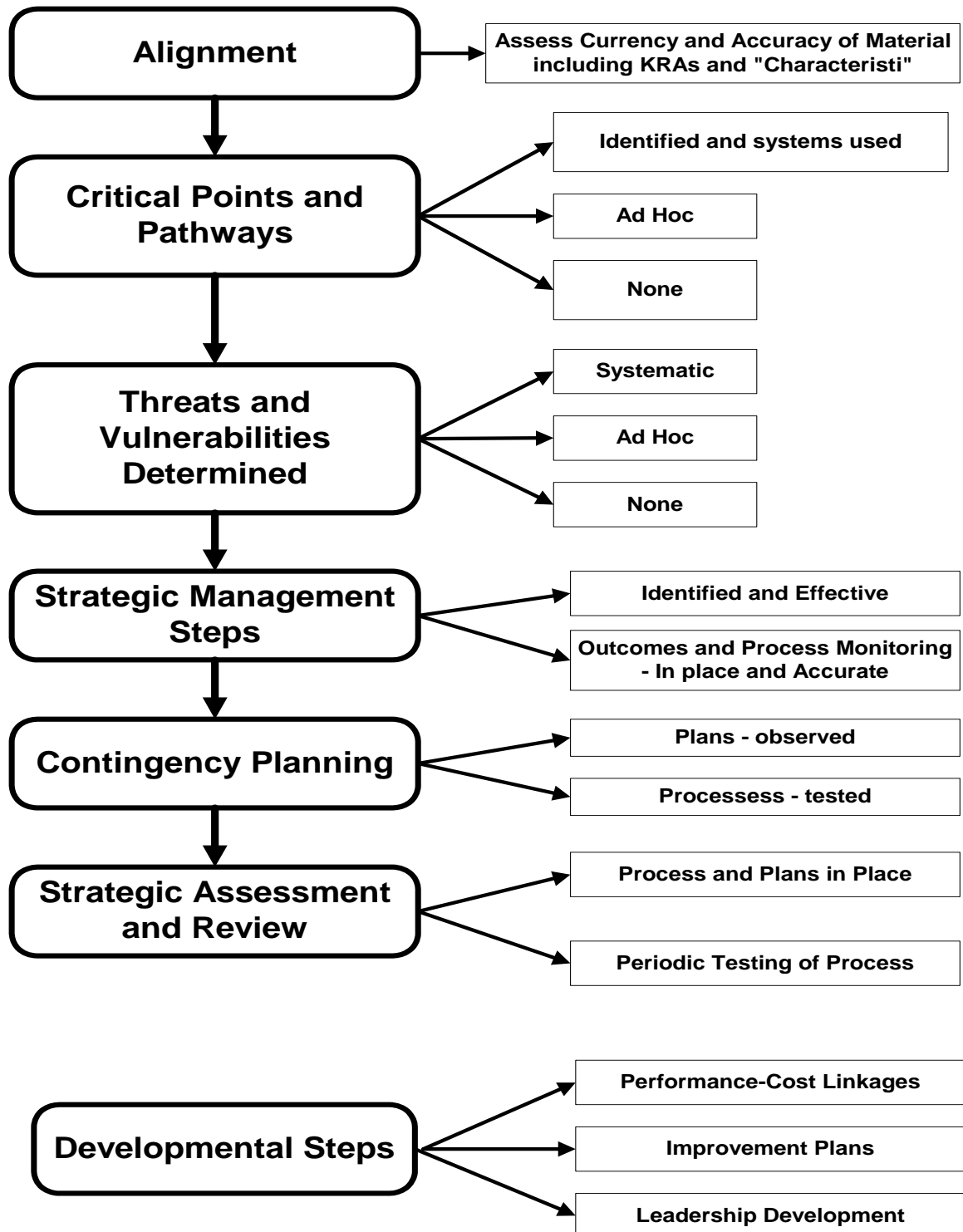


FREE to all! But not for on-sell.

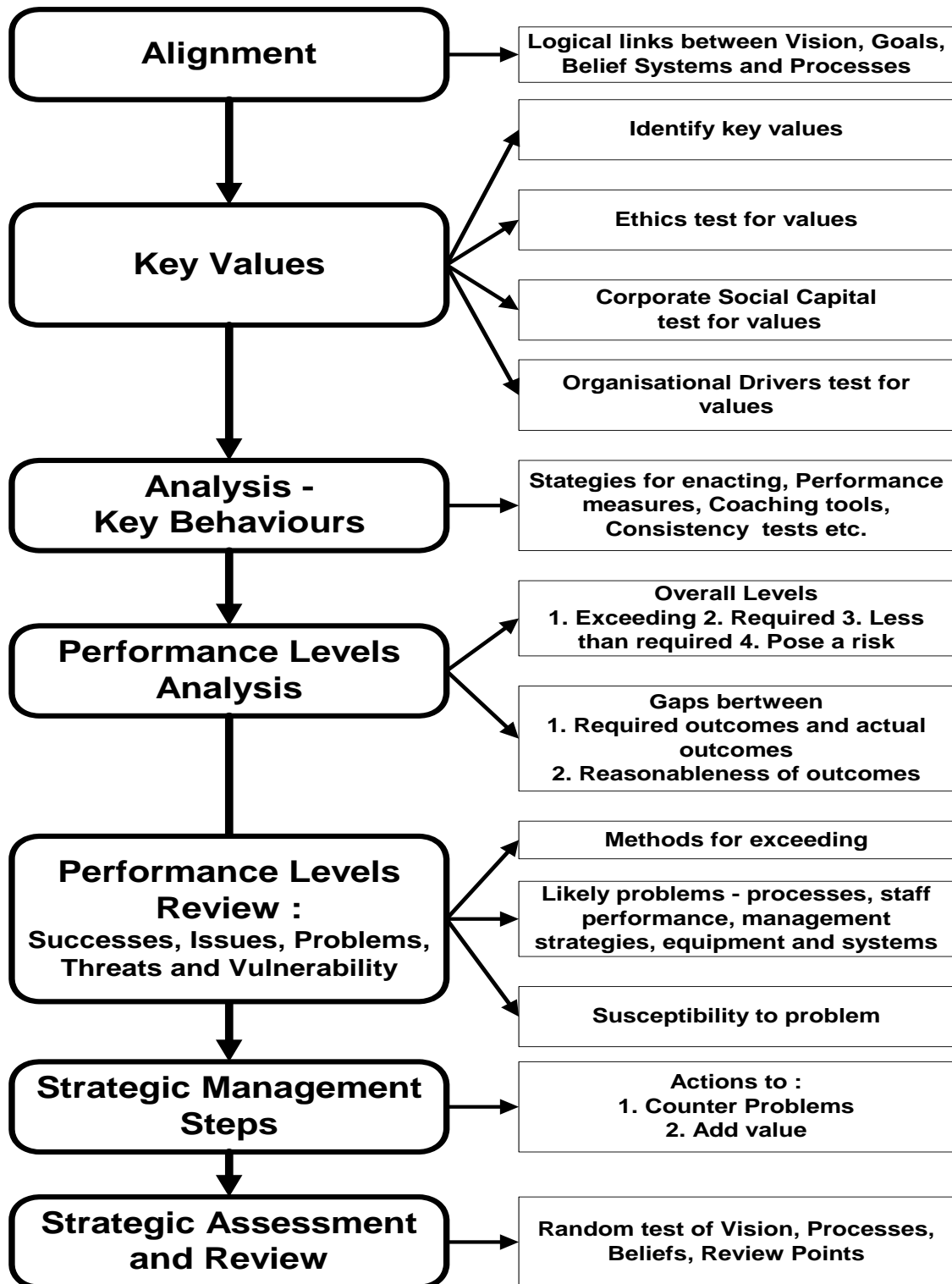
Performance Assurance

Guides to Reviewing TASK and Culture

The Performance Assurance Task Model



Performance Assurance Culture Model





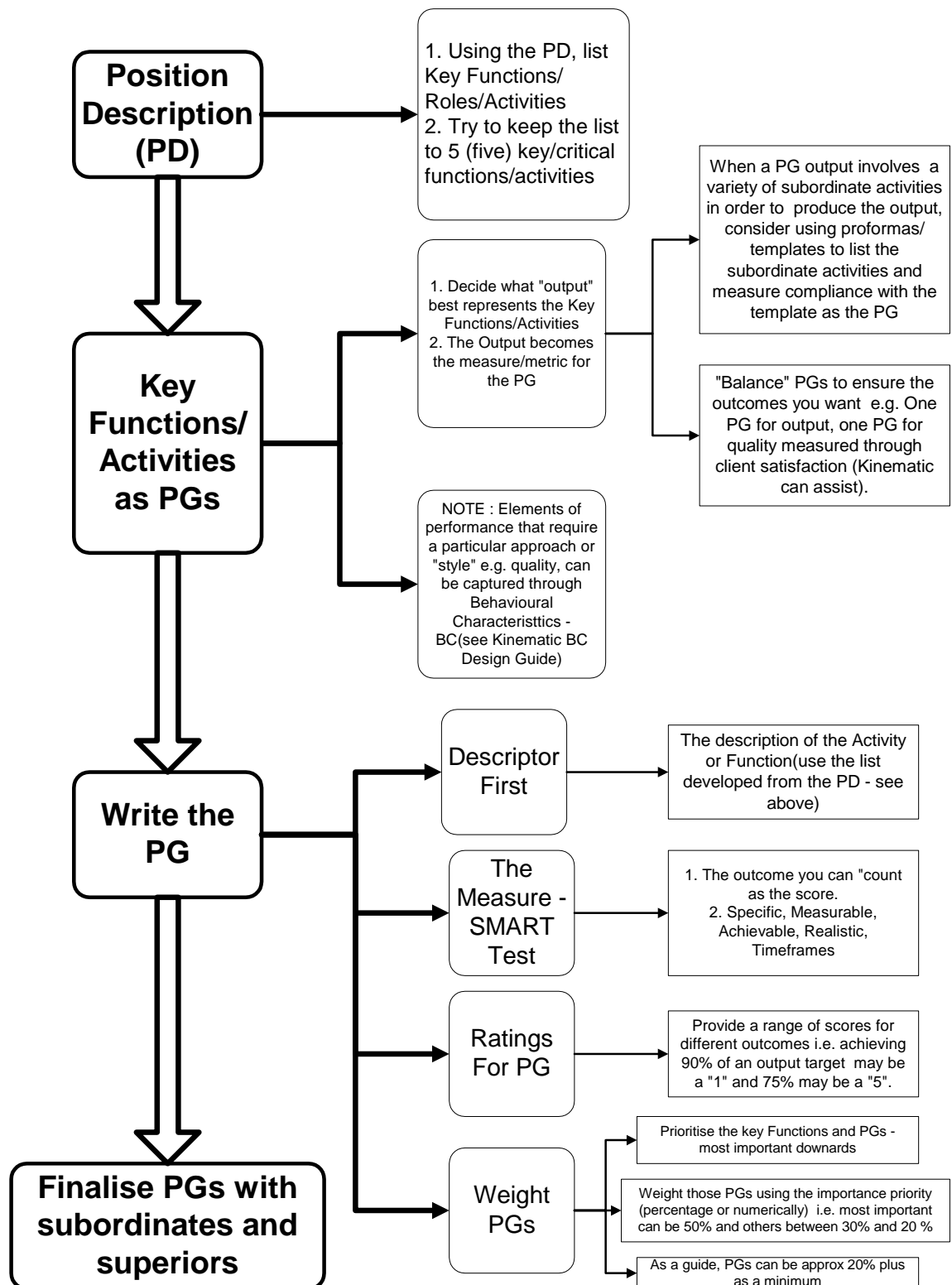
FREE to all! But not for on-sell.

Performance Management Tools

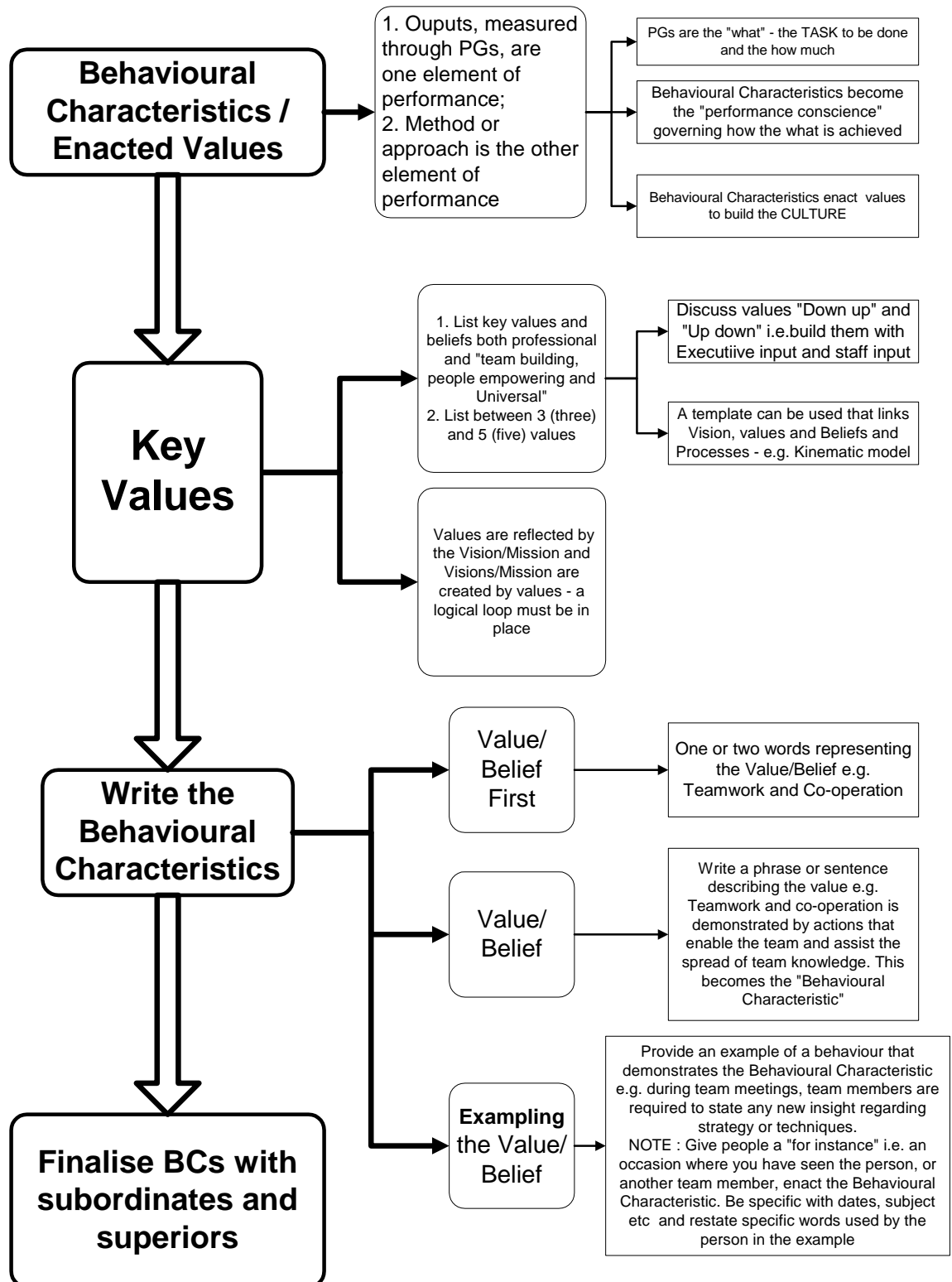
Design Guides

The “how to” design guides for writing Performance Goals – TASK -
and Behavioural Characteristics – CULTURE.

Performance Goals (PGs) Design Guide



Behavioural Characteristics (BC) Design Guide



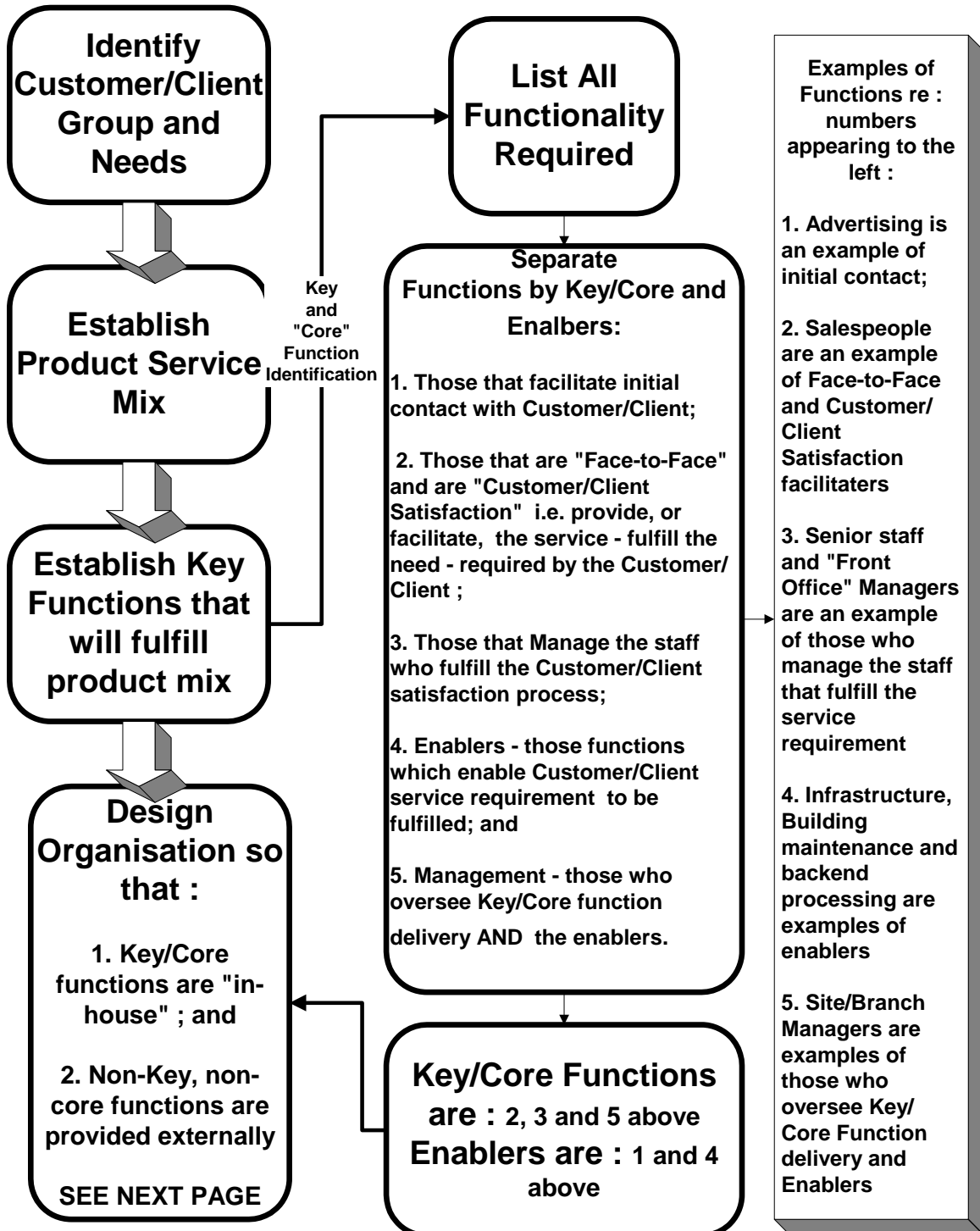


FREE to all! But not for on-sell.

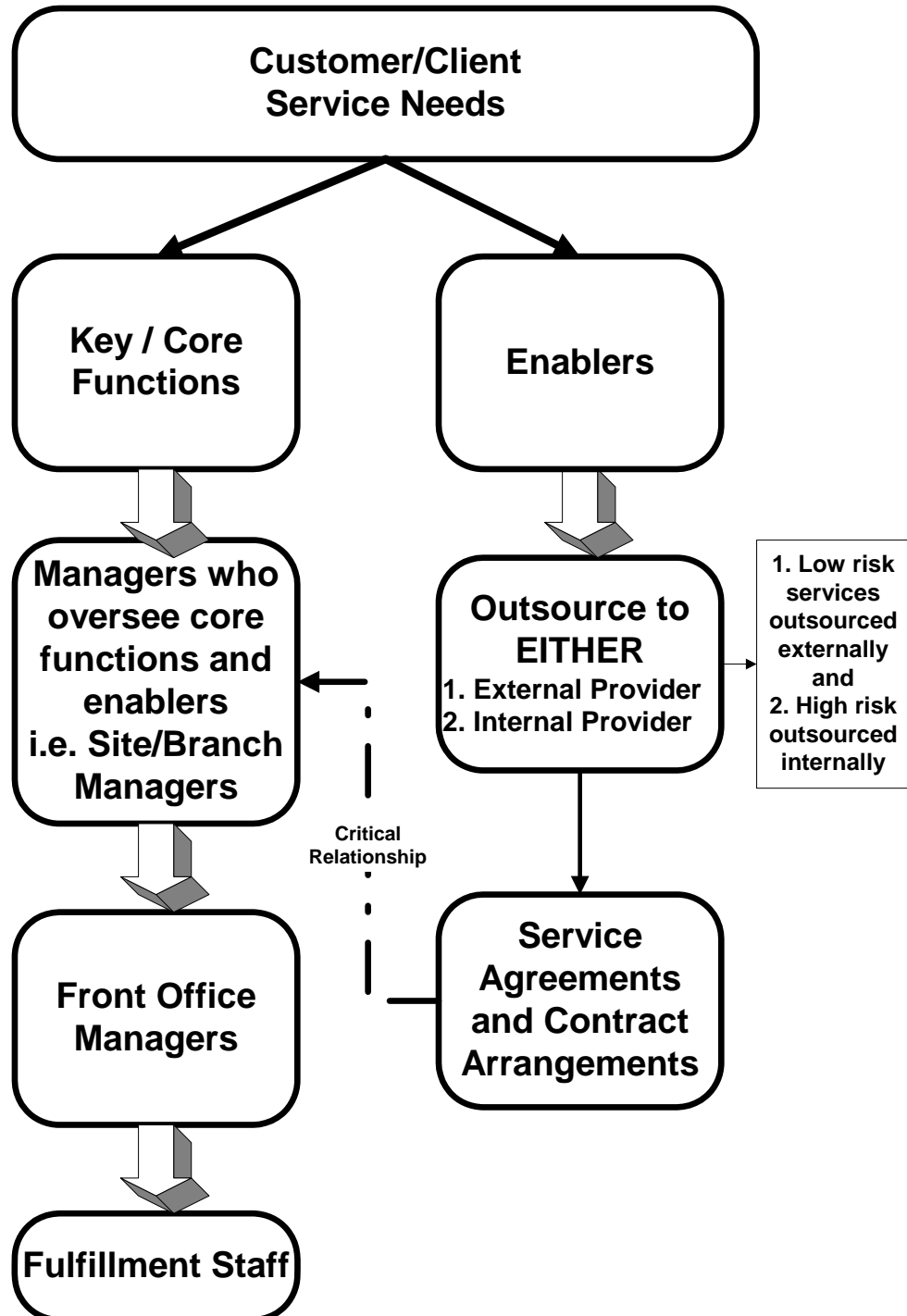
Organisational Design

Organisational Design Process

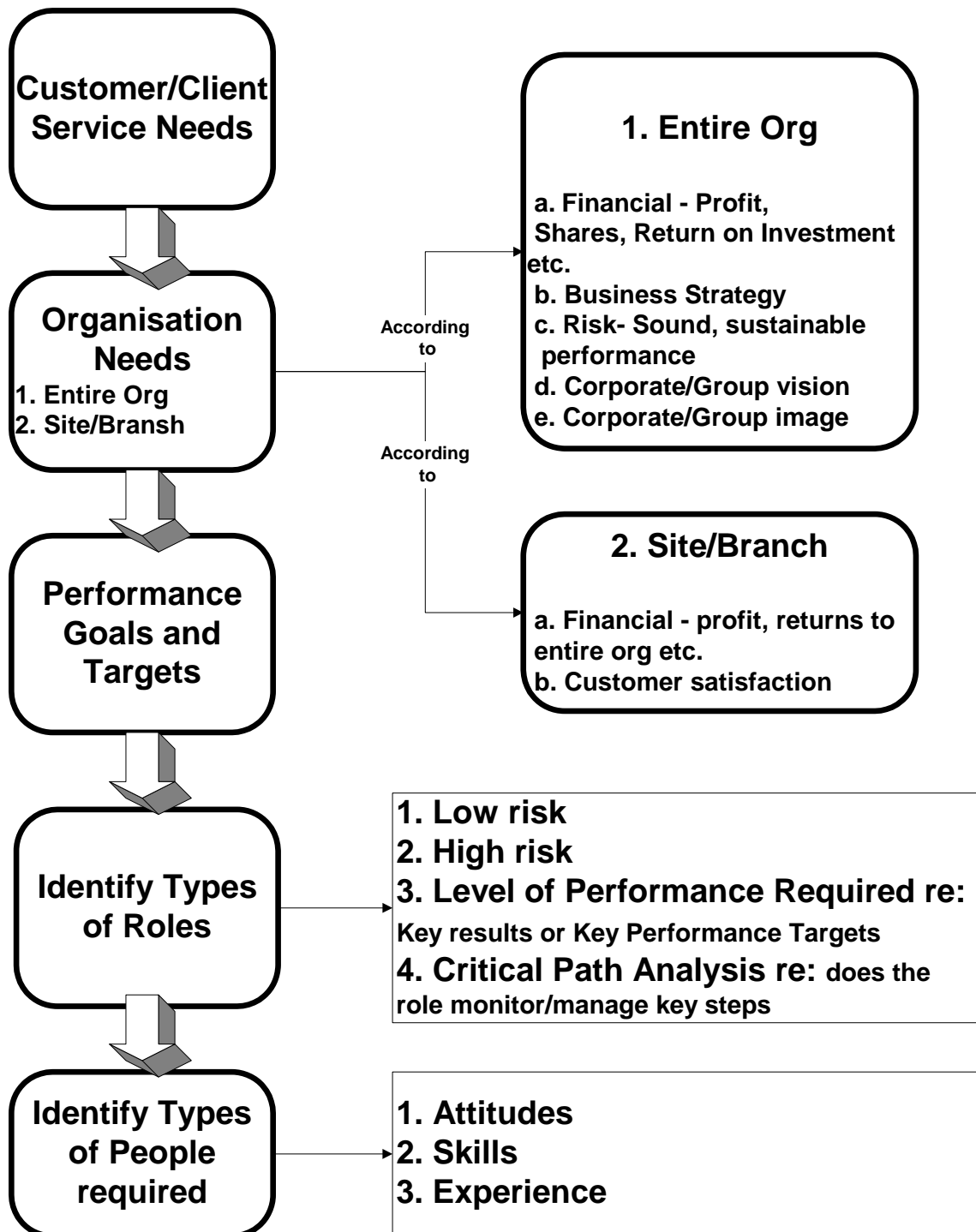
Phase One – Key Functionality by Customer/Client fulfillment



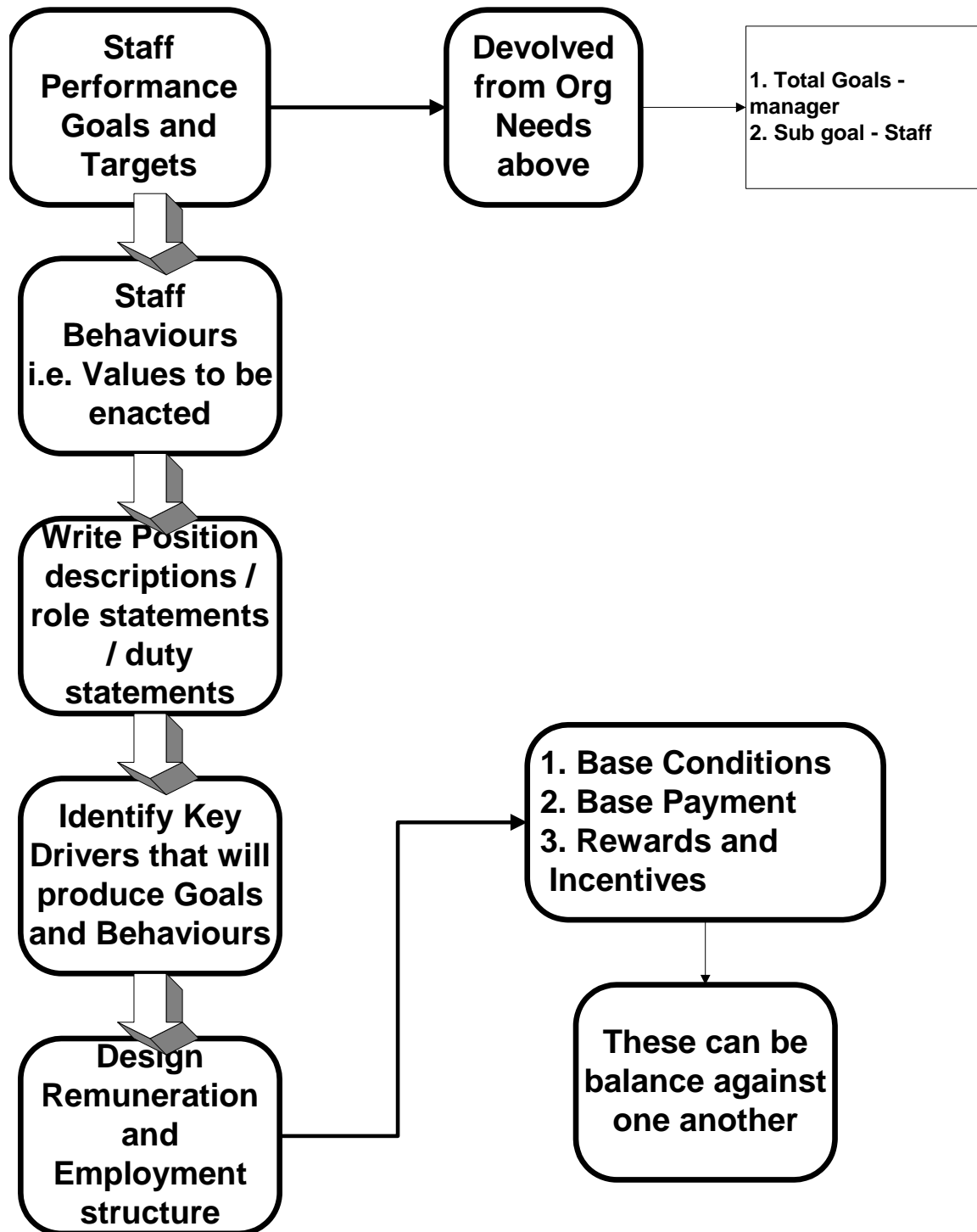
Phase Two – Org design by Key/Core and Enablers



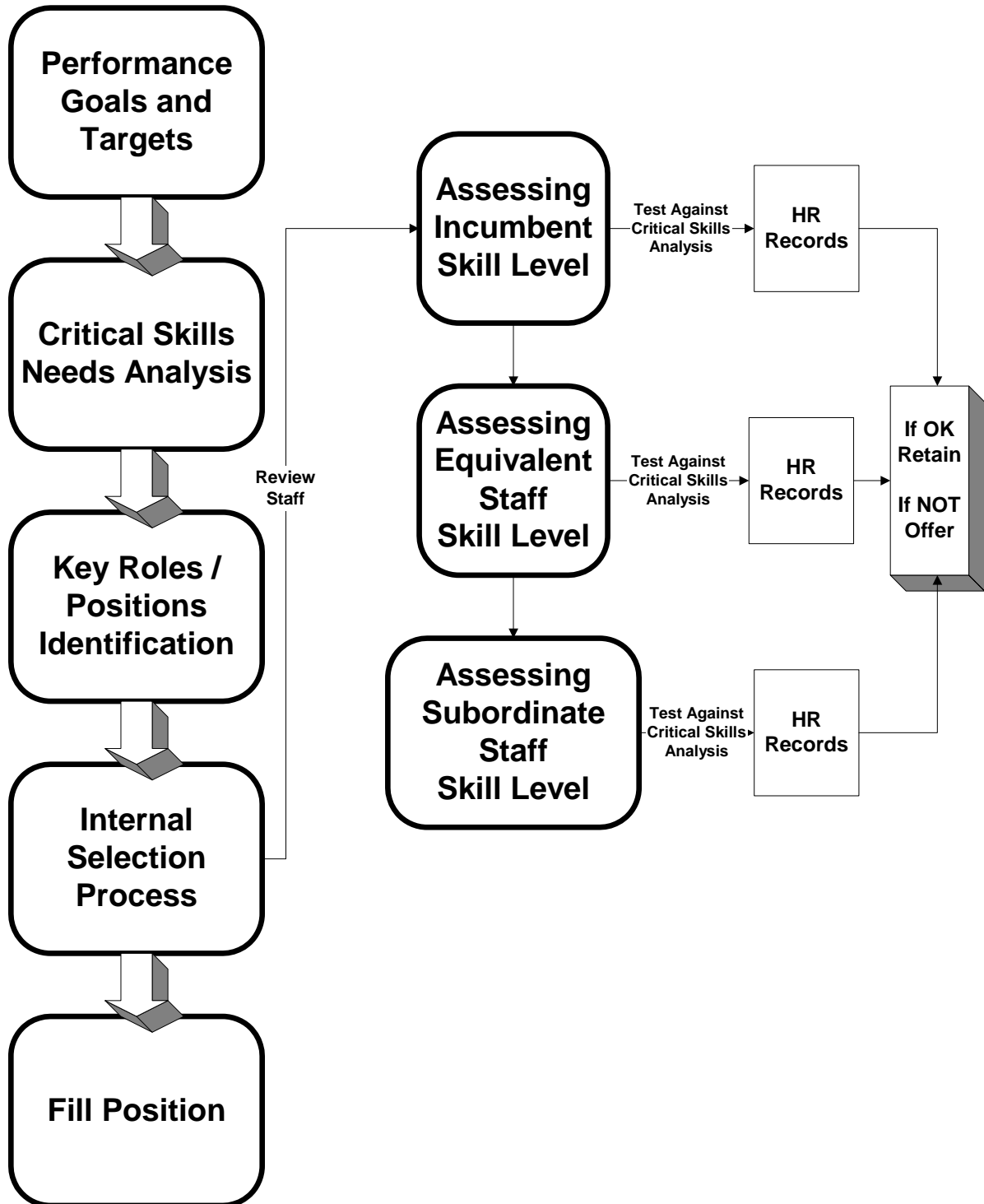
Phase Three – Establishing Performance and Staff Selection Criteria



Phase Four – Staffing Arrangements



Phase Five – Selecting Key Staff





FREE to all! But not for on-sell.

Organisational Development

**Organisational Performance Enhancement
(OPE)
Development and Training
Guide**



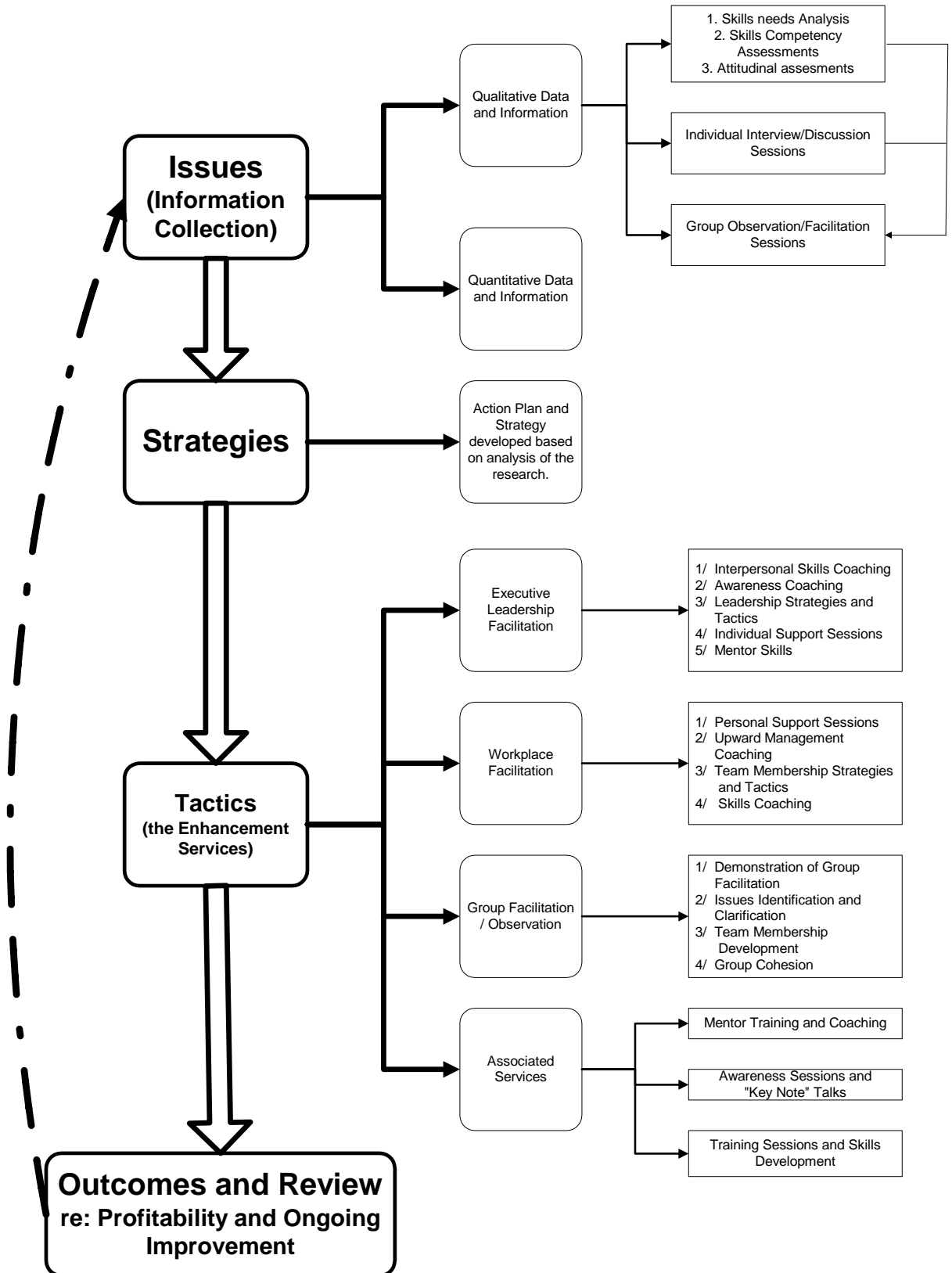
FREE to all! But not for on-sell.

The following chart provides a summary of the key organisational issues identified to date along with the strategies and tactics for addressing these and implementing the desired changes.

Specific OPE action steps appear in the OPE Action Plan Flowchart. This flowchart is based on the **IS / TO** - starting where an organisation IS and going TO where it wants to be - approach :

- Issues - identified in the information collection phase;
- Strategies - determined from the analysis and developed in the OPE framework;
- Tactics - the specific A+ and OKs services;
- Outcomes - determined by a review (this is where the approach completes a loop back to information gathering).

Organisational Issues Summarised	Strategies	Tactics
Organisational Vision and Direction	Alignment Plus (A+) Conceptual Framework Vision; Themes (Beliefs); Goals; and Processes - Action Steps	a/ Group Facilitation Sessions b/ Coaching Leadership in Team Skills etc. c / Promulgation of Vision by leaders
Staff Participation and Commitment	Staff involvement with A+ framework	a/ Training Mentors and staff in one-to-one delivery of A+ b/ Mentor Sessions with staff c/ Structuring for staff input
Organisational Culture	Initiation of new leadership style and cultural practices with an emphasis on modelling by organisational leaders.	Organisational Kinematic Services (OKs) : a/ Executive Leadership Facilitation b/ Workplace Facilitation (aka employee assistance program) c/ Group Facilitation d/ Associated Services such as "Key Note" talks etc
Training and Development	Providing full training solutions from "The Changing Role of Supervisor" through to "The Executive as Visionary Leader".	Organisational Kinematic Training (OKs) : a/ Mentor training b/ Vertically Integrated Coaching;





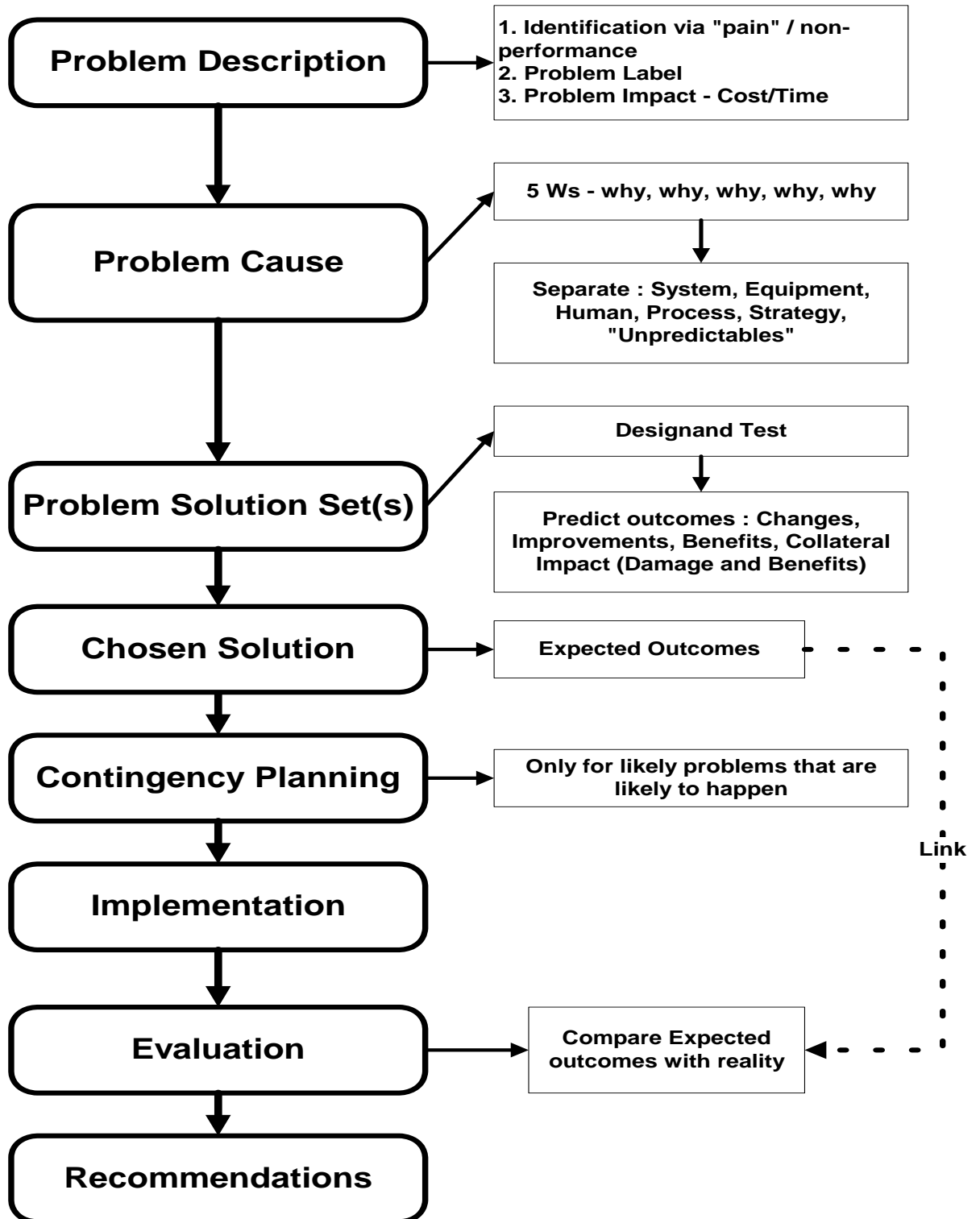
FREE to all! But not for on-sell.

PAST

Problem Analysis and Solution Technique

Strategies and tactics for “Putting Problems to the PAST”.

The PAST Model



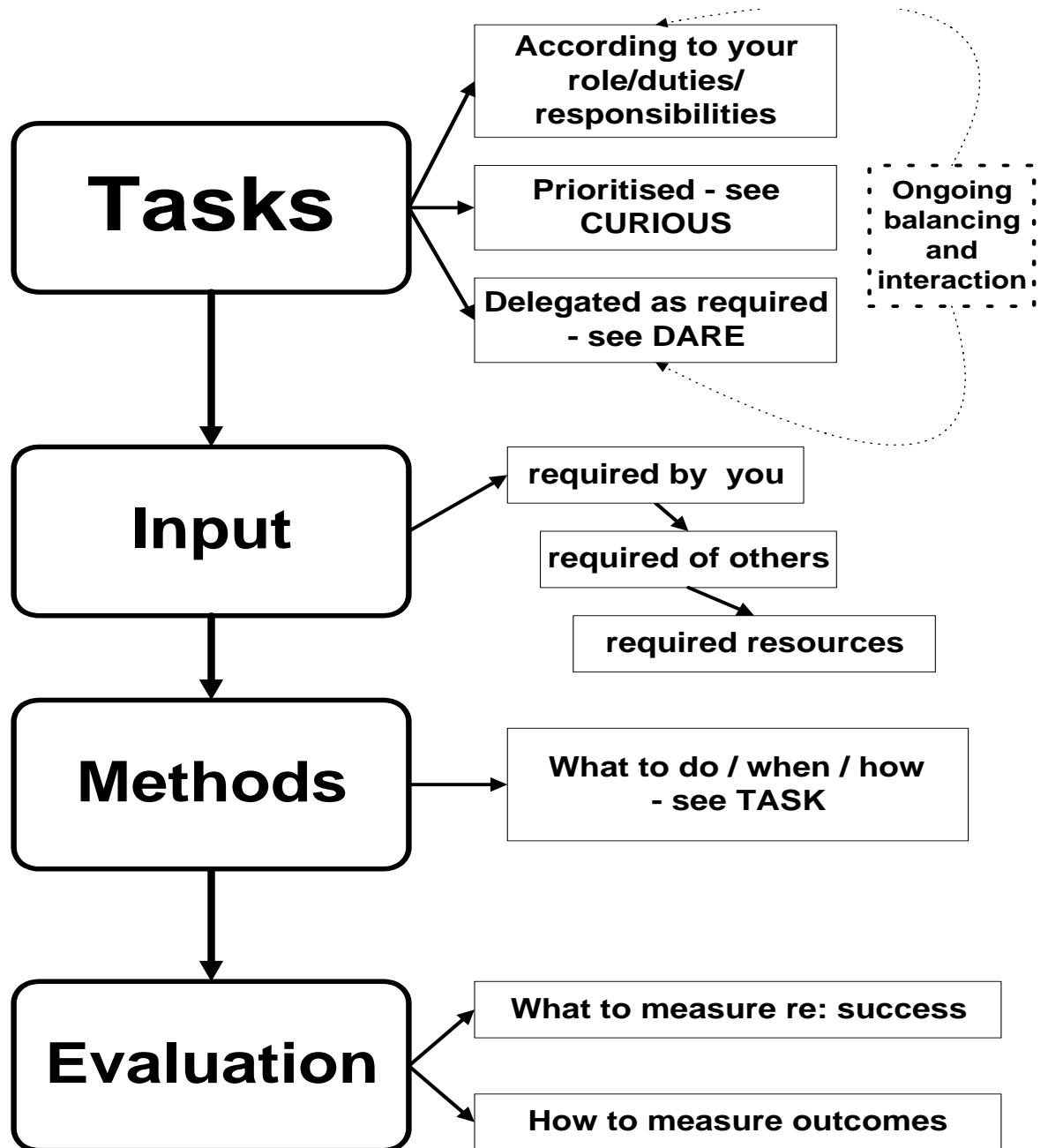


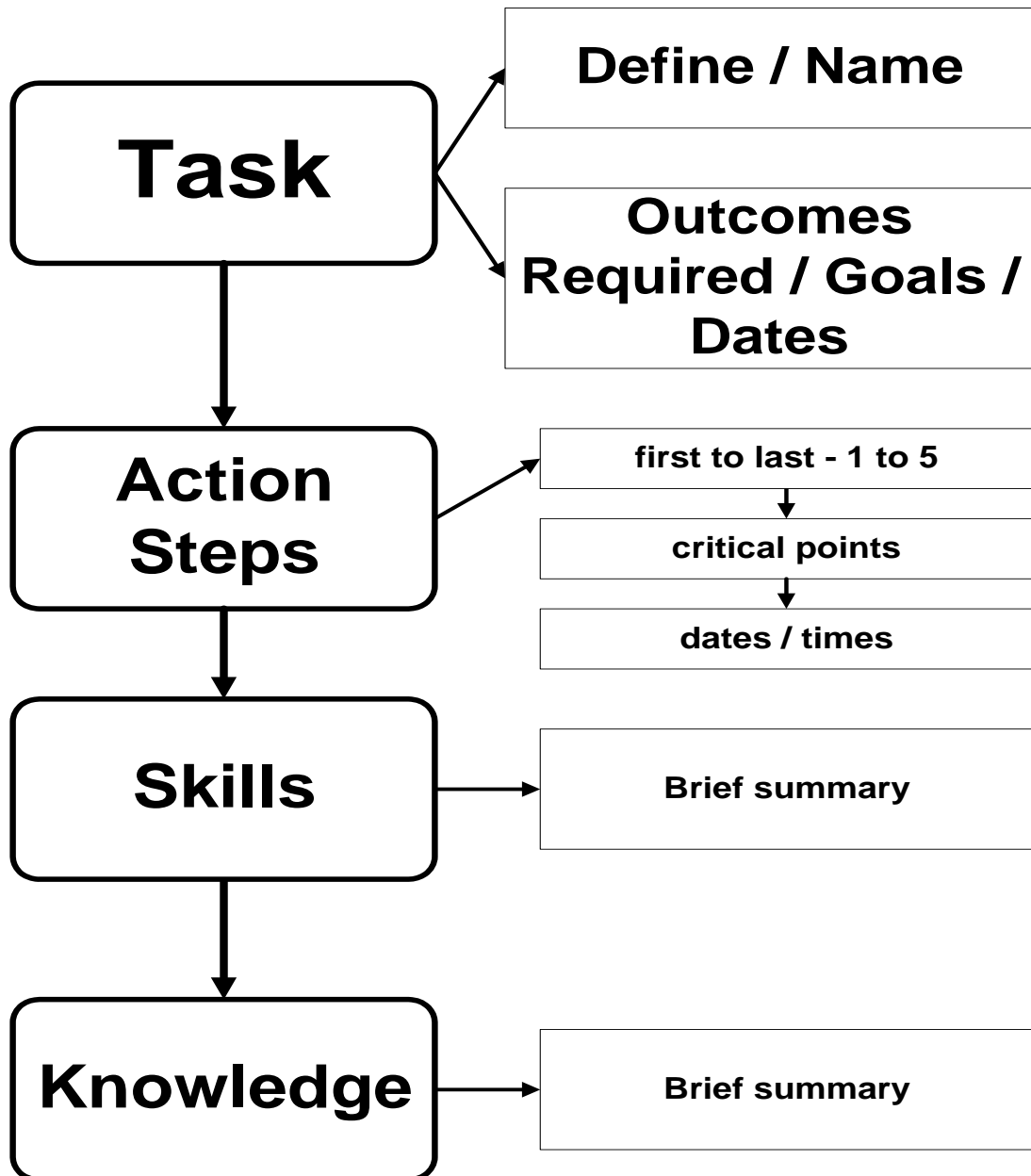
FREE to all! But not for on-sell.

Strategic Performance Tools

The following pages consist of flowcharts detailing the TIME TOOLS strategies and planning tools. These are:

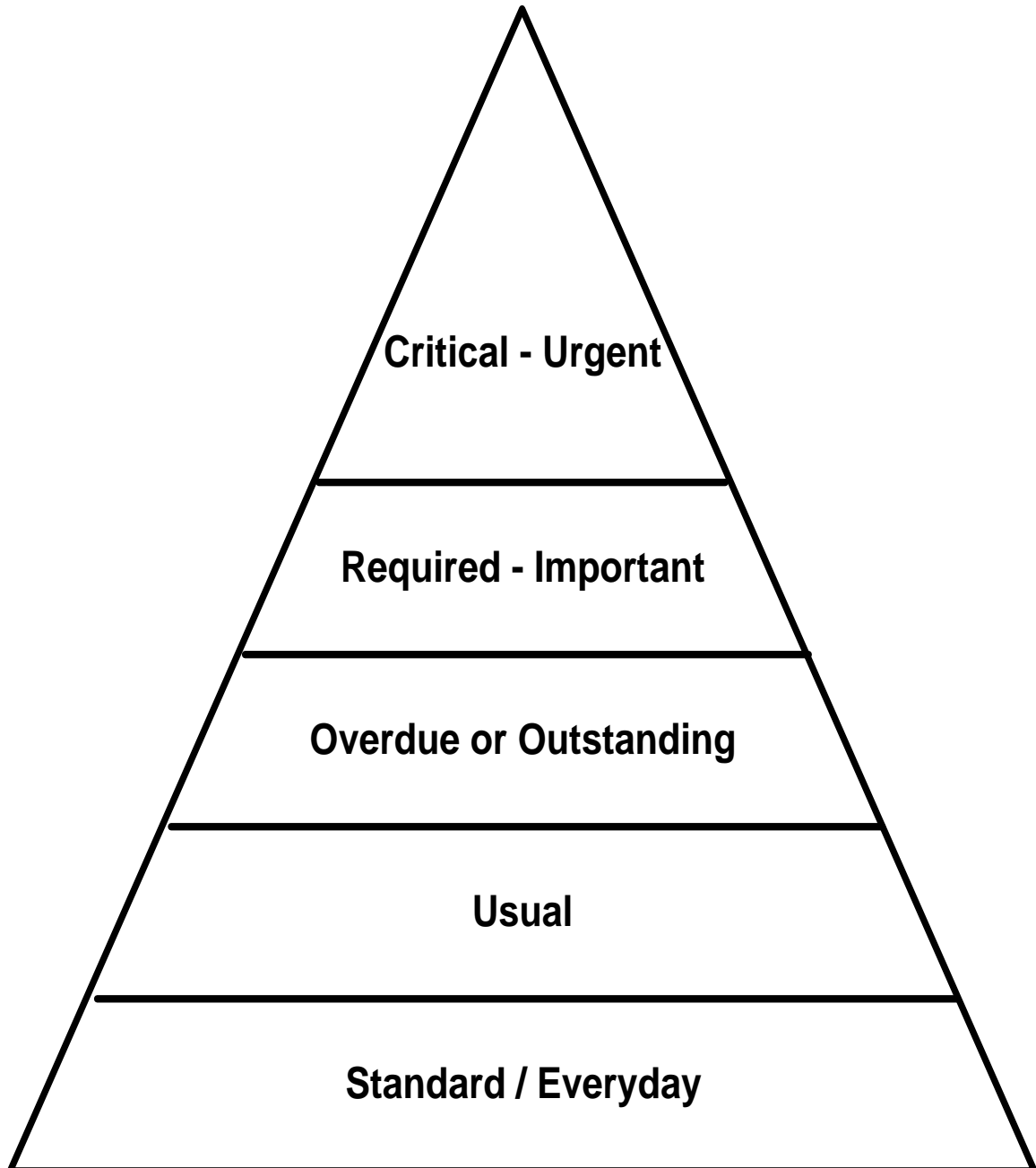
- TIME - an overall Tasks Management strategy plan;
- TASK - a Task Action plan;
- CURIOUS - for prioritising time;
- ASK – A selecting staff for duties; and
- DARE - a delegation strategy and action plan.



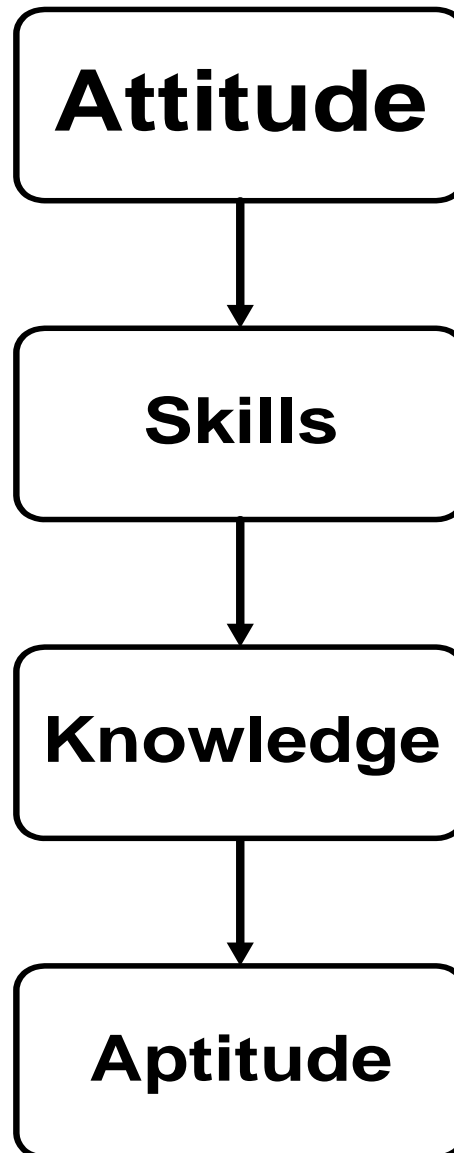


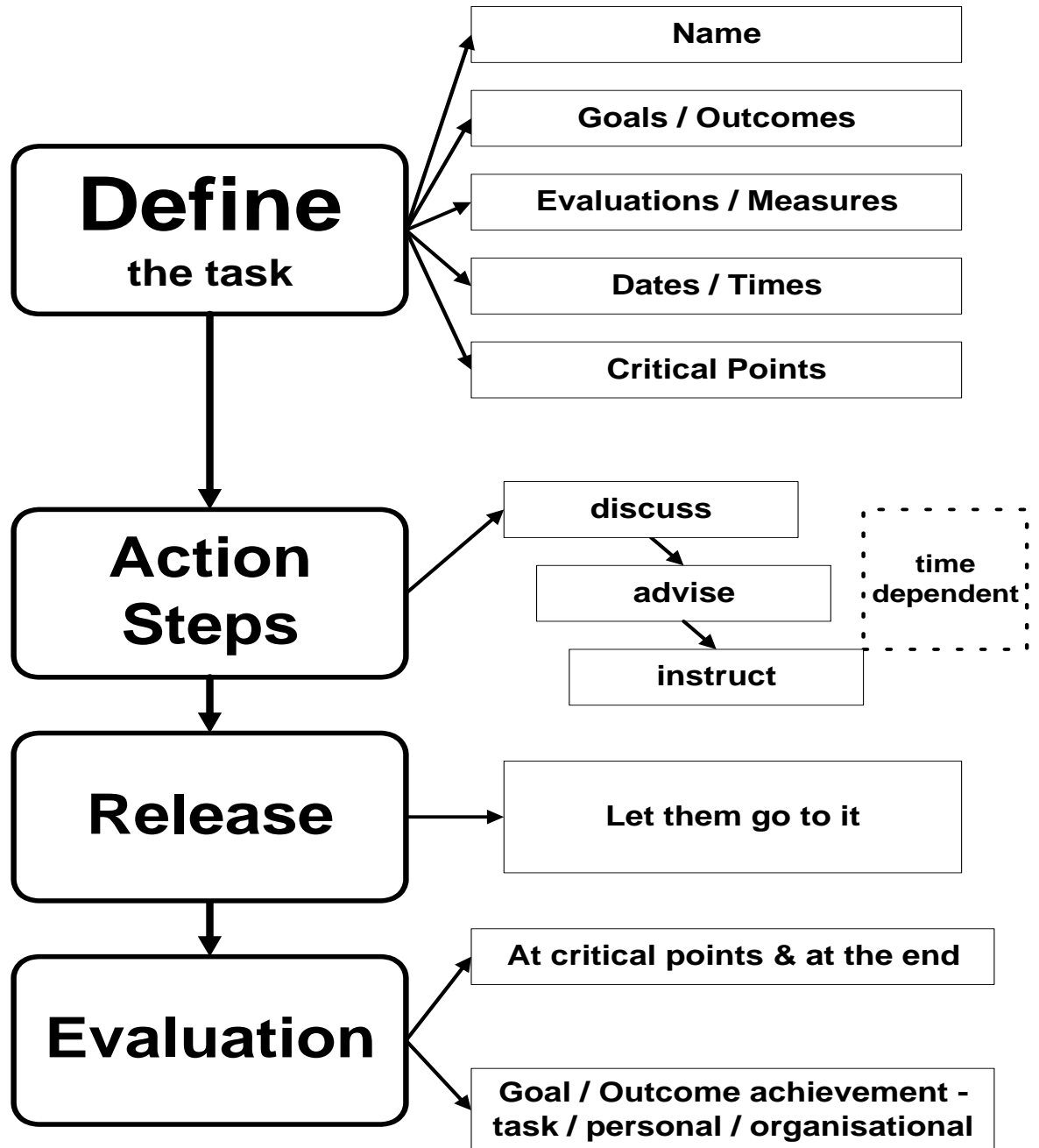
Curious

for prioritising



Before you dare, select the right person ASK - A







FREE to all! But not for on-sell.

Relationships

The Aims and Trust Model



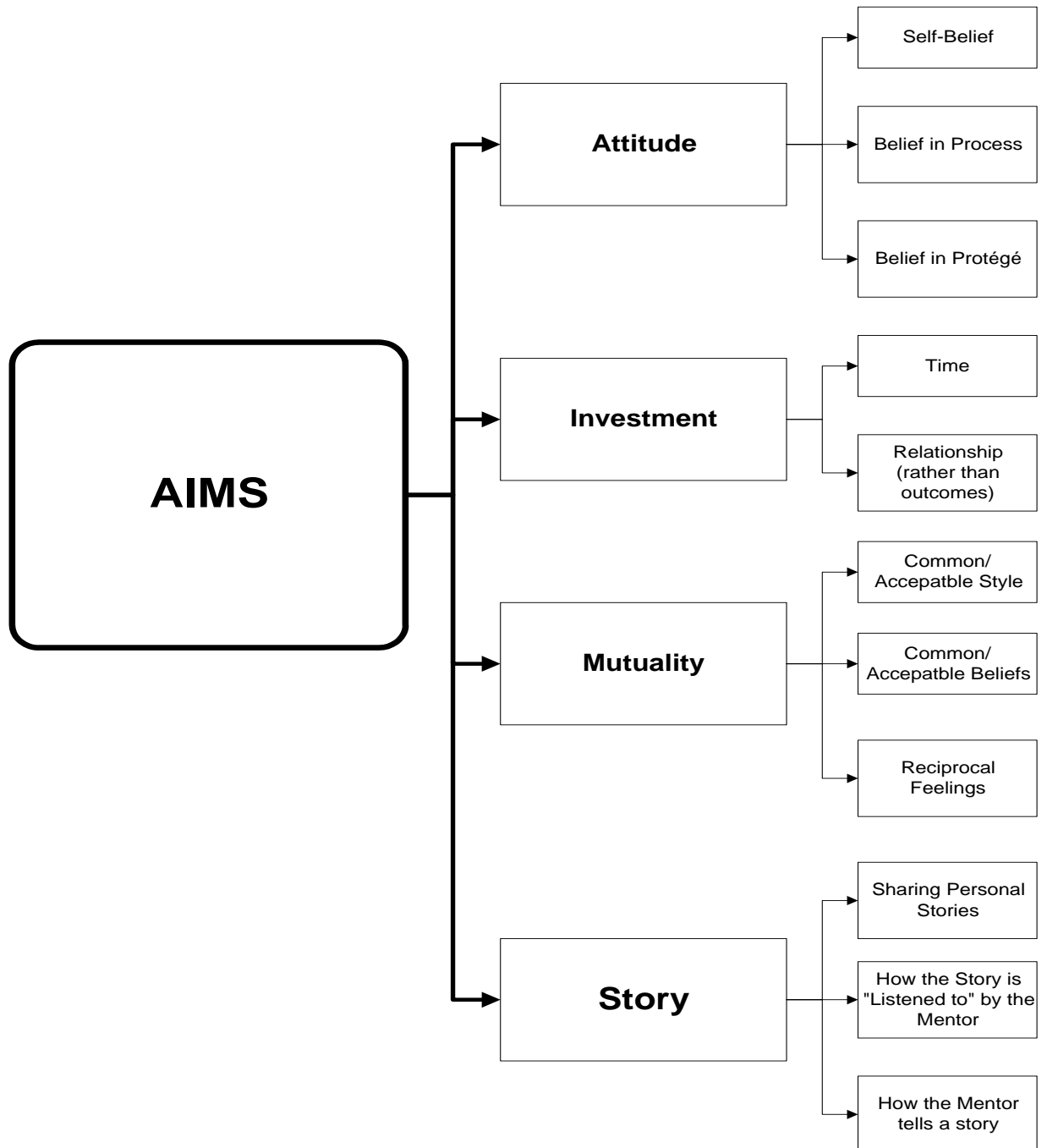
FREE to all! But not for on-sell.

The following pages consist of flowcharts detailing the AIMS and TRUST Relationship Charts

AIMS - the themes for the Mentor/Protégé relationship; and

TRUST - the approach and actions that build and foster the relationship

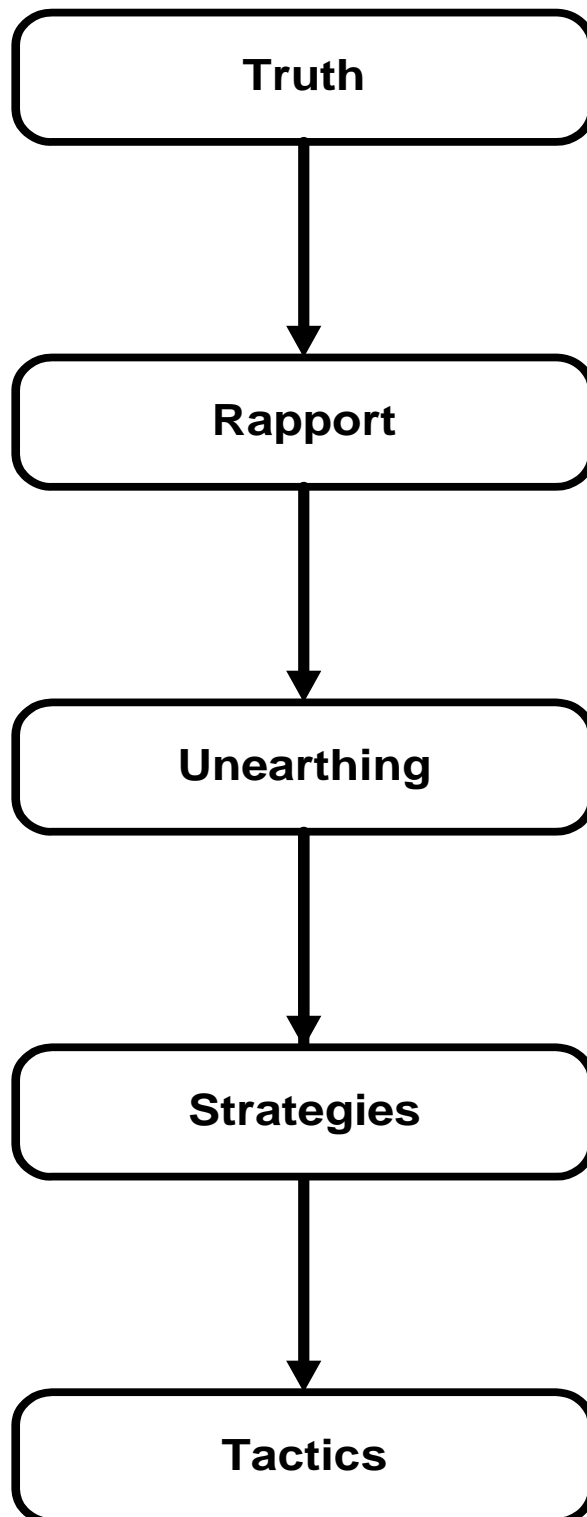
The first flowchart provides the AIMS themes.

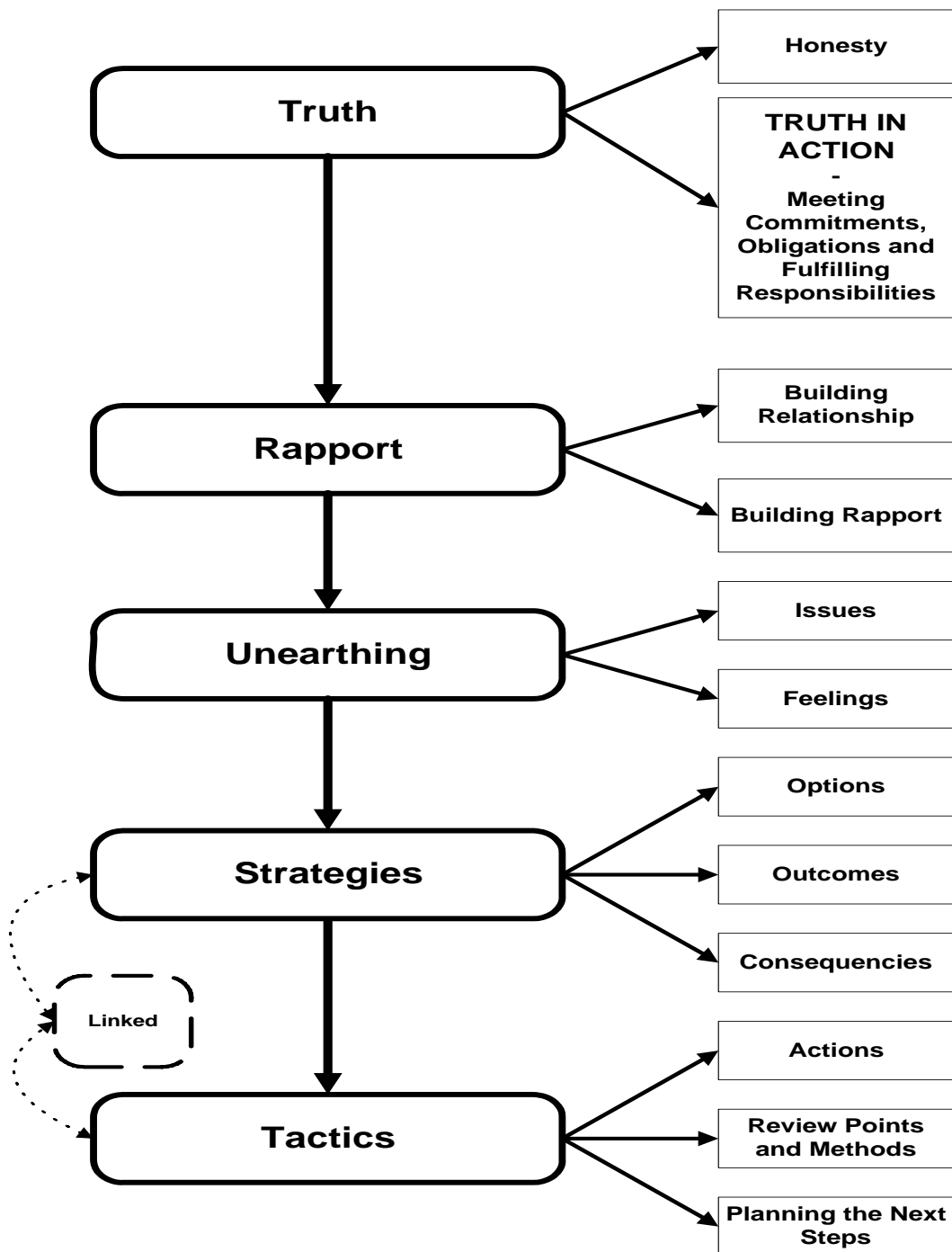




FREE to all! But not for on-sell.

These second and third flowcharts explain the TRUST concepts and behaviours.







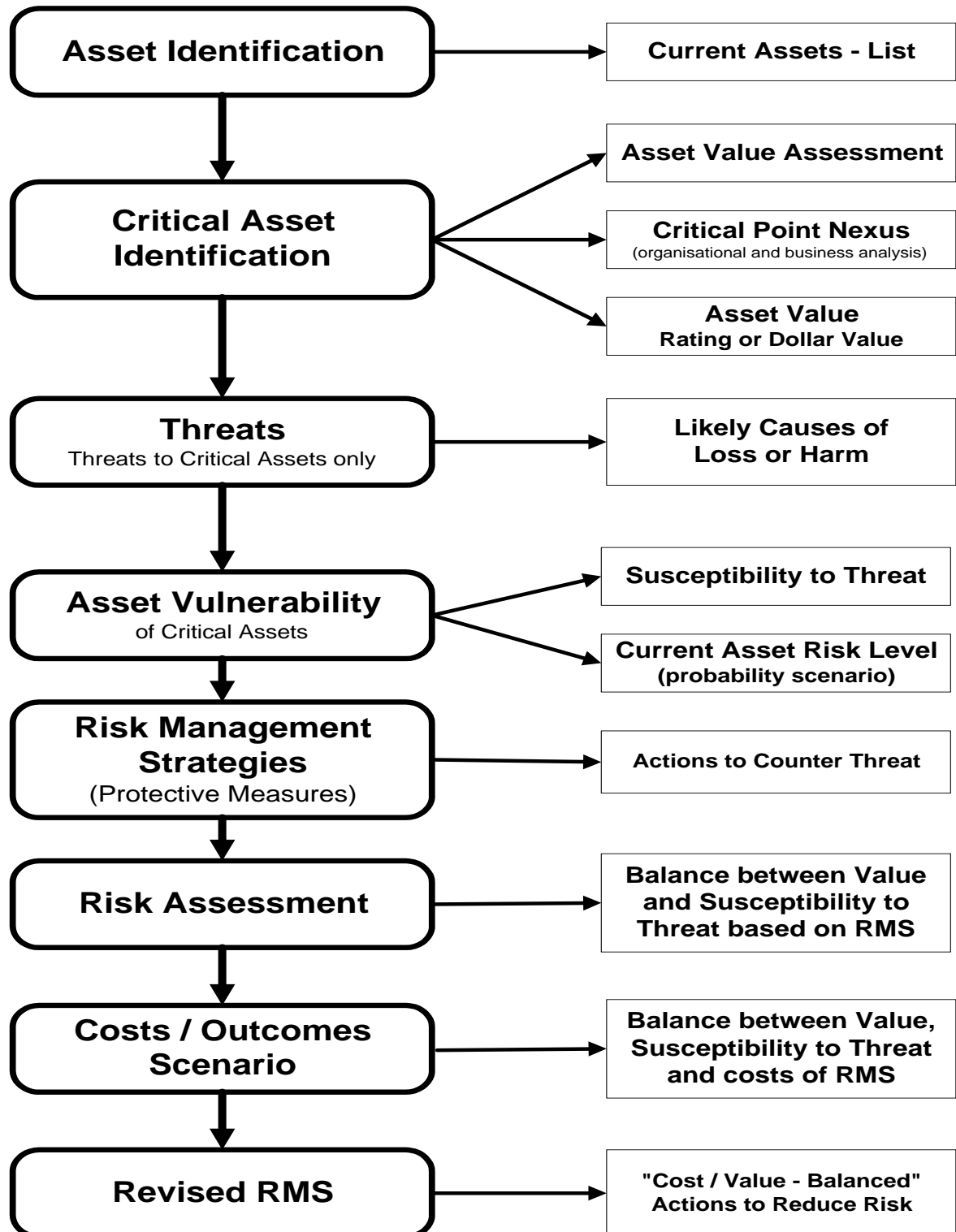
FREE to all! But not for on-sell.

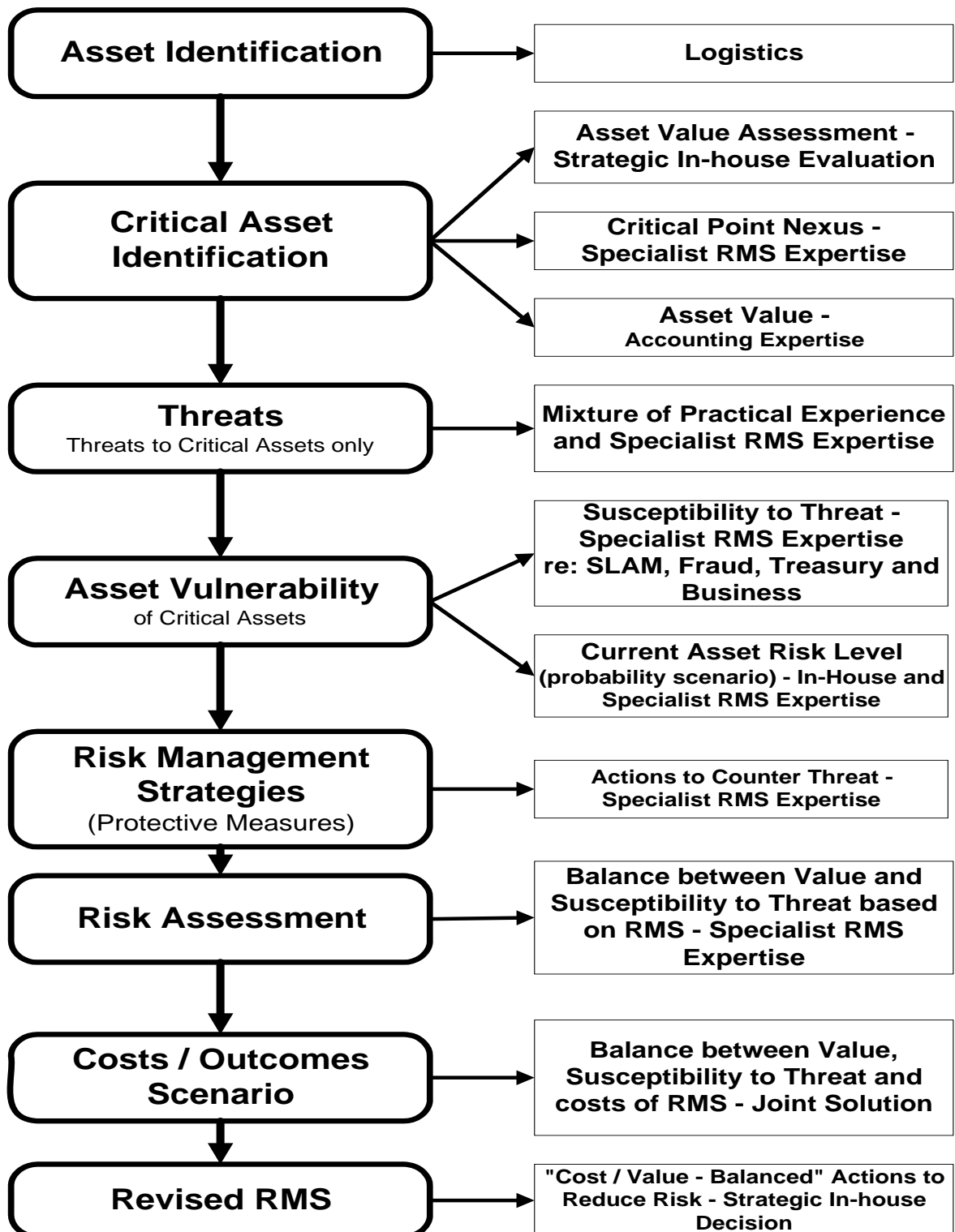
Risk Management 1

Assets Risk Management

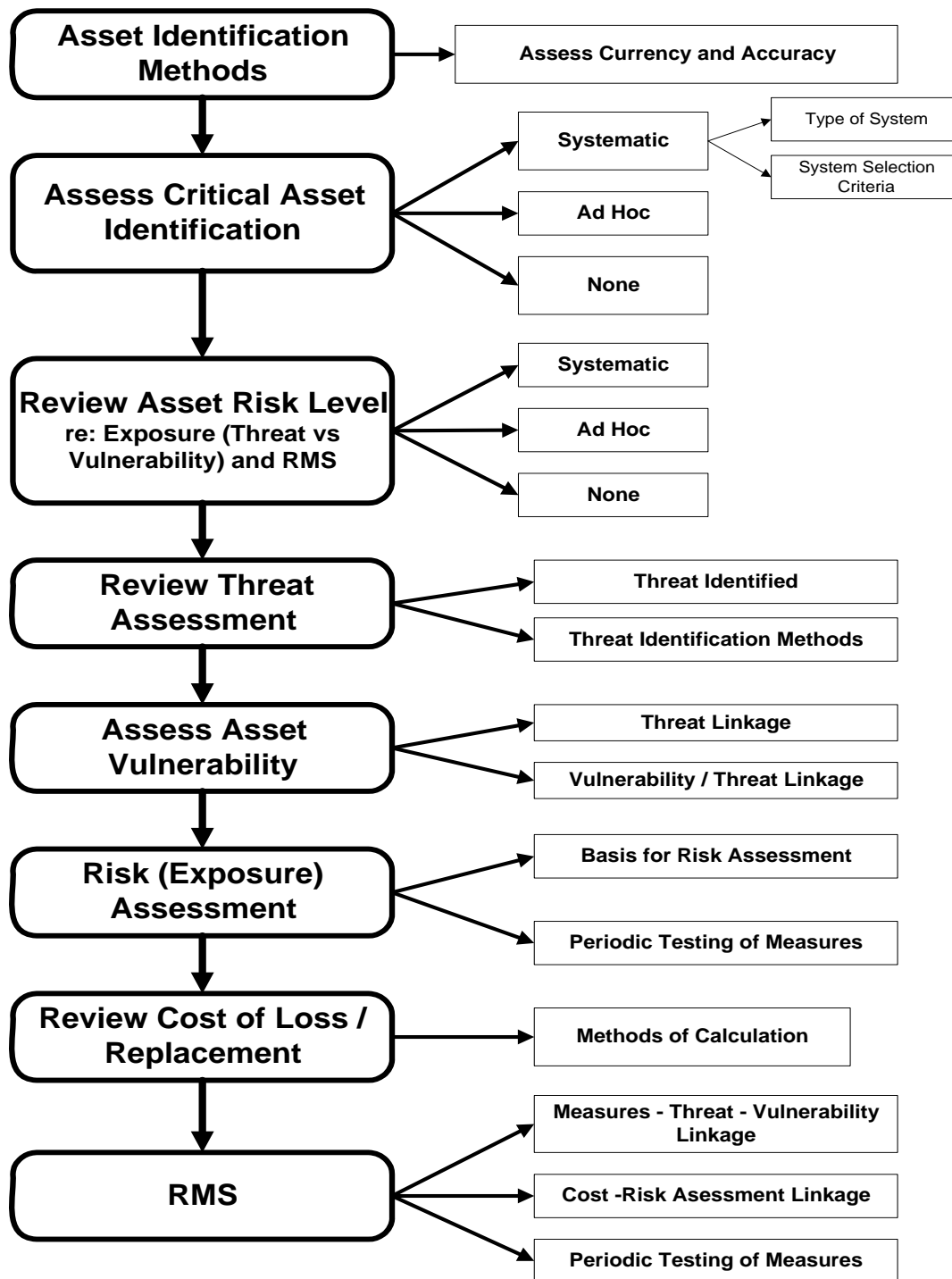
“A risk introduction and explanation strategy”

The following pages consist of flowcharts outlining the ARM concepts.





The final chart provided here summarises the audit process.





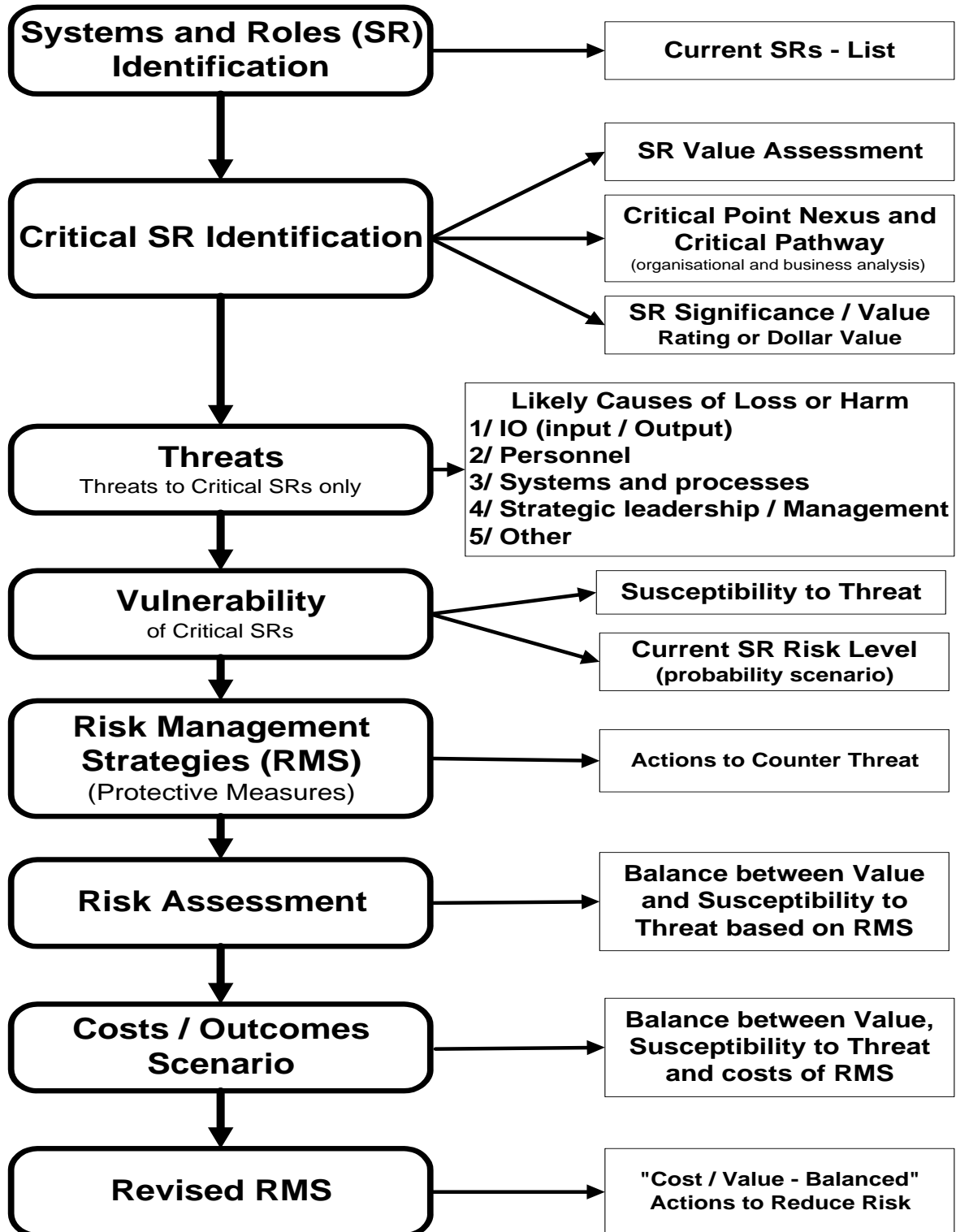
FREE to all! But not for on-sell.

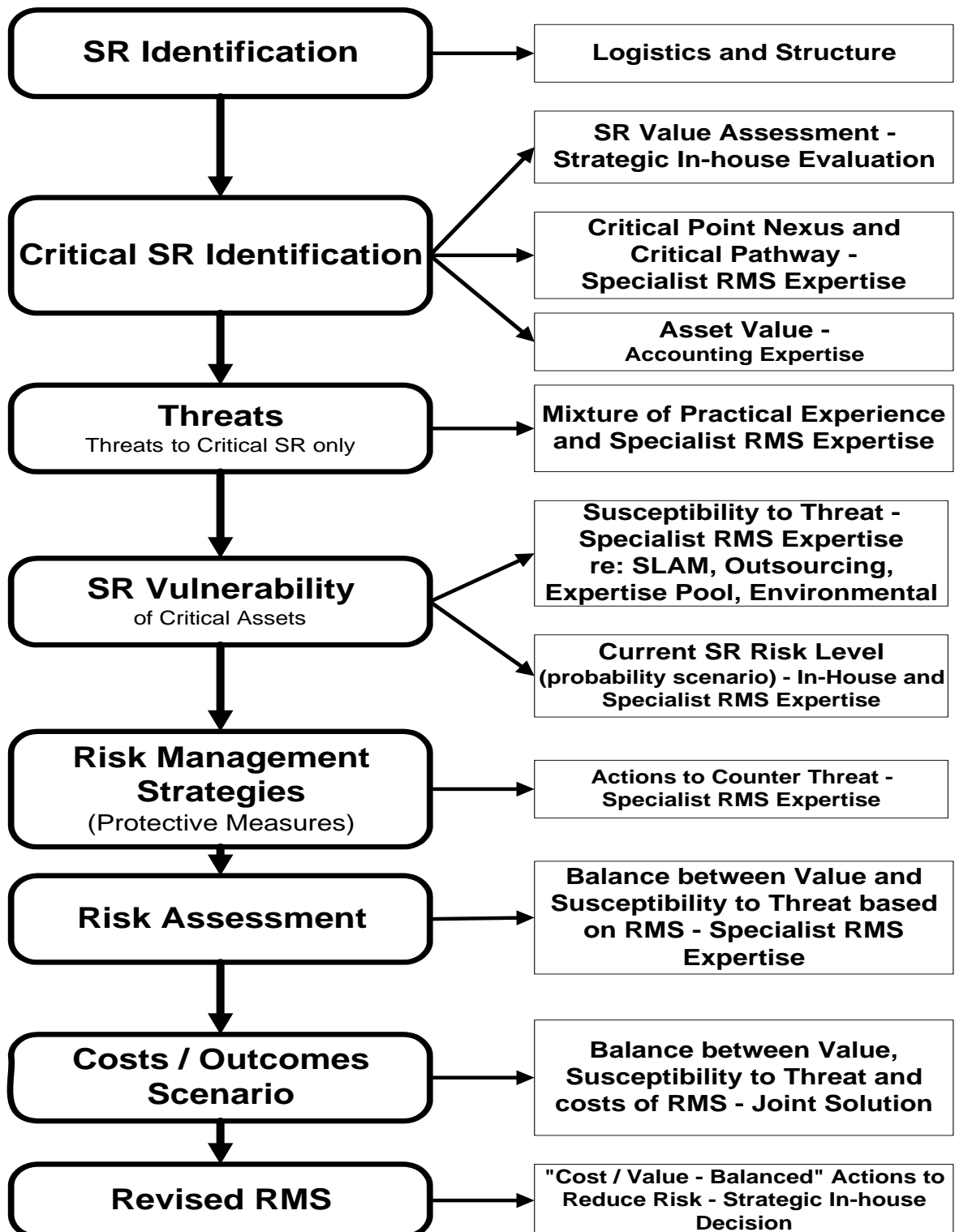
Risk Management 2

Financial Services Risk Management

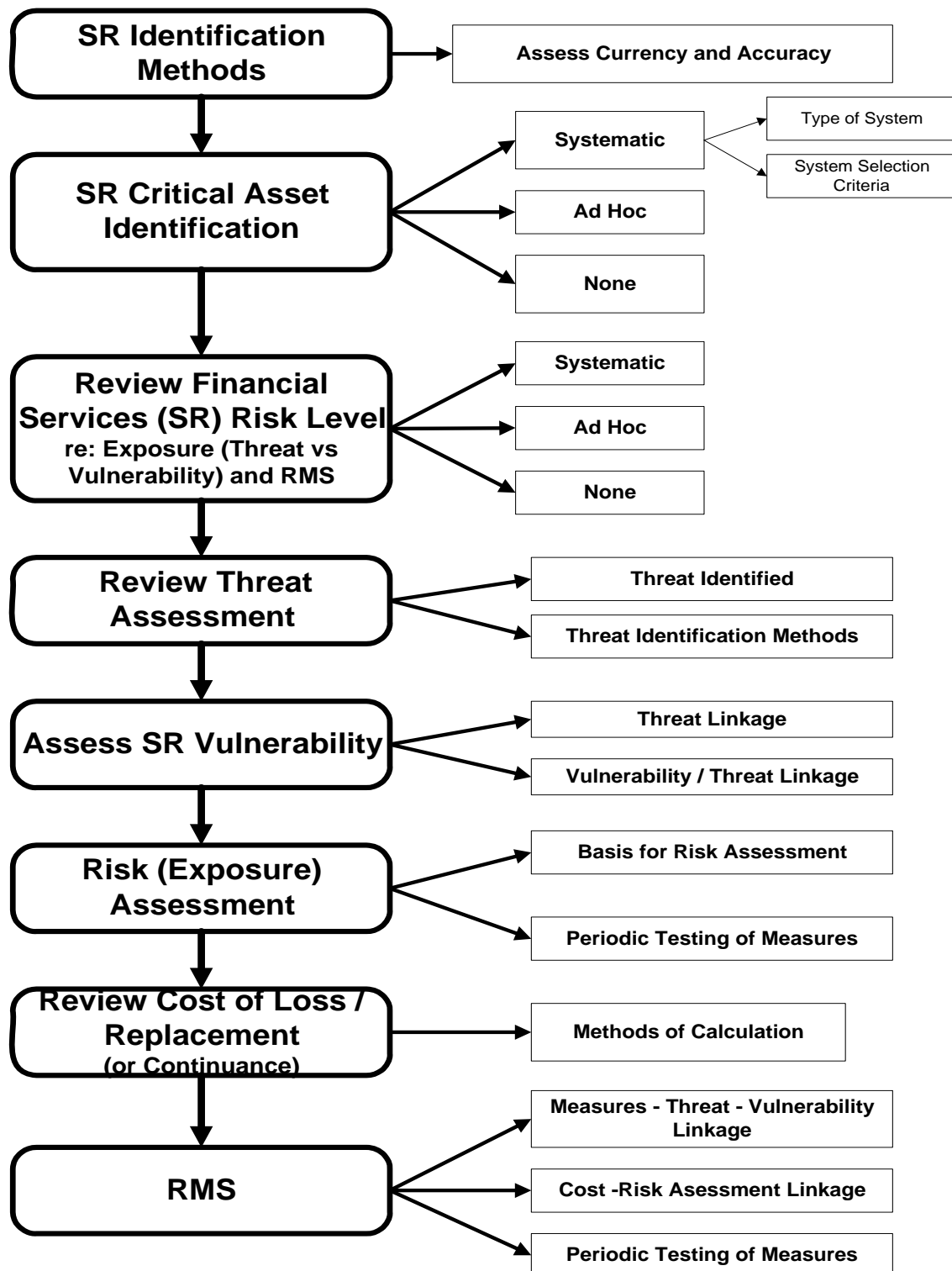
A Financial Services risk introduction and explanation strategy – the context in which Financial Services risk management exists.

The first two flowcharts provide the overall picture with each stage of a systematic approach to evaluating assets, their worth, the potential for problems based on exposure to threats and the risk management measures in place and that are worth putting in place.





The final chart provided here summarises the FSRM audit process with key indicators into questions and/or insights to consider.





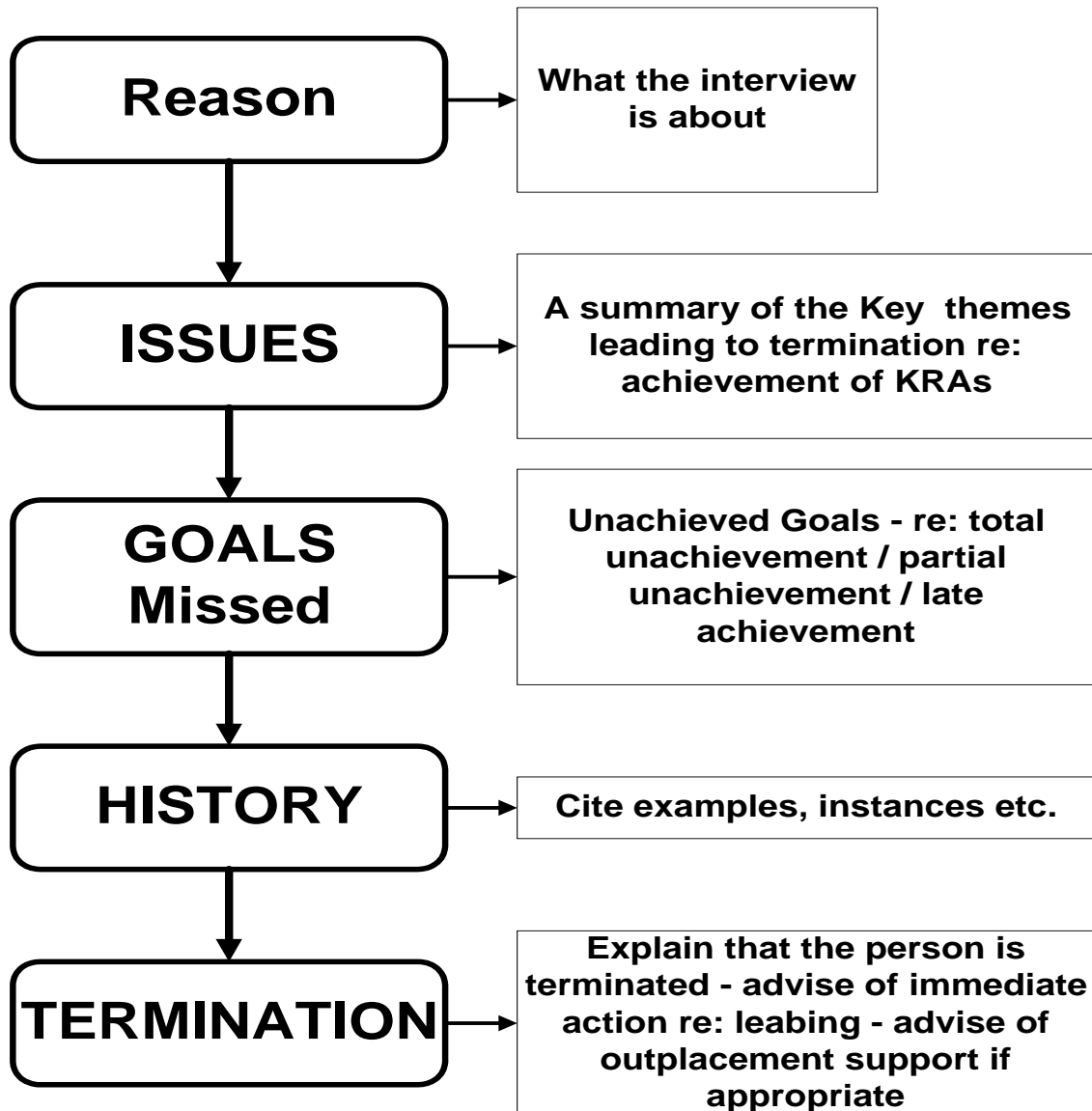
FREE to all! But not for on-sell.

Termination

The RIGHT Exit Conversation Guide

This is a guide for how to conduct an exit/termination interview.

State the following when in the termination discussion.





FREE to all! But not for on-sell.

RIGHT Proformas

Roles / PD	
The title of the position and a brief description of the role and responsibilities	

Skills / Competencies / “Attitudinals” required summary	
Four Key Areas	An outline of the Requirements of the Role

KRAs not yet achieved



FREE to all! But not for on-sell.

Provide details as per the following			
KRA	When Reviewed	Outcome – distance from achievement <small>(insert details of measure used)</small>	Comments

Comments
Any important remarks you need to make

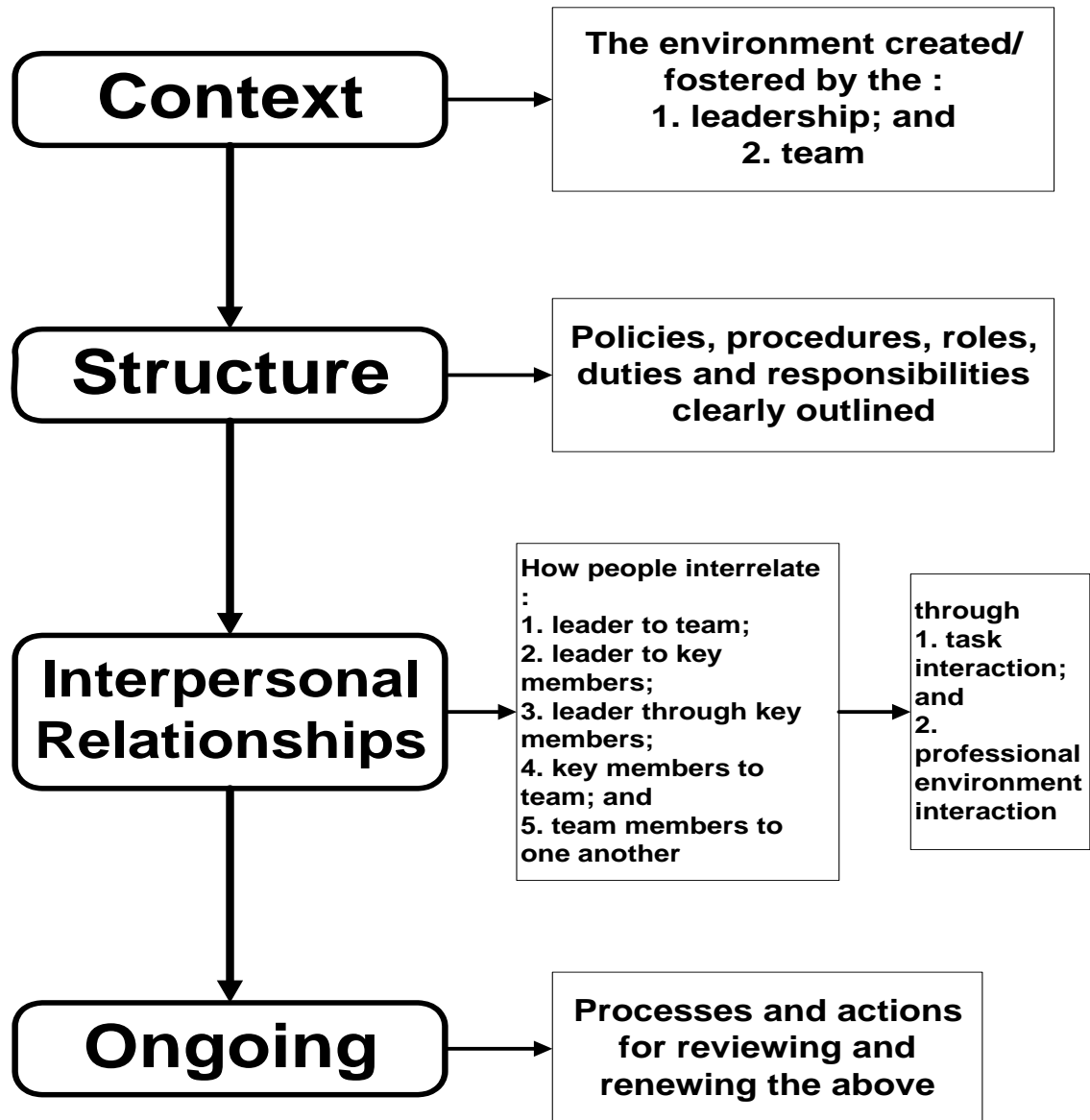
Termination Instructions
Steps to be taken by both parties



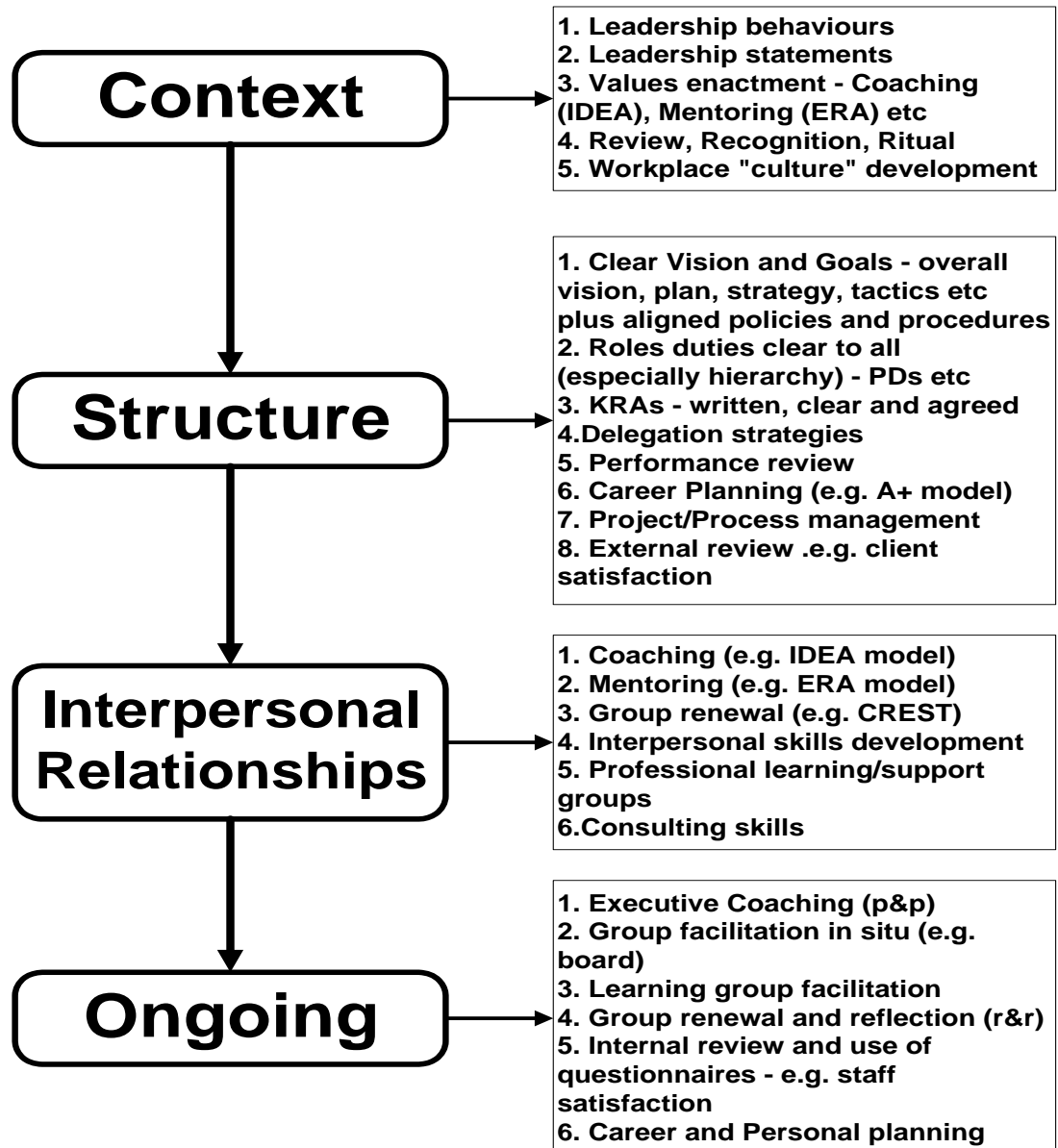
FREE to all! But not for on-sell.

Workplace Context

**A Guide to Understanding the
Workplace and its Key
Aspects/Elements**



Key Activities





FREE to all! But not for on-sell.

This is the end of The Good Management Guide(s)

Good Luck