



Essential

Management Skills

Part 1 – Introduction & Making Things Happen!



Part 1 – Introduction & Making Things Happen!

Welcome to the course, it's great to have you on-board!

My name is Sean McPheat, founder of the company and management and leadership development trainer.

Our head offices are based in the Midlands where I have the privilege of working with some of the very best trainers in the UK.

We also provide coaching and consulting to a number of businesses around the world – Our clients have come from over 25 countries and we've helped over 50,000 managers from over 2,500 different companies.

Now I don't tell you this to impress you (well, maybe just a little bit!) but I say this to impress upon you that no matter whether you are looking for a bespoke training course run in-house, an open training course just for you, coaching, consulting or whatever!, with MTD Training (<http://www.m-t-d.co.uk>) you're in good hands.

Okay, with that out of the way, it's on with the show! During the next 5 sessions we are going to cover the TOP 5 activities and skills that set apart the VERY BEST managers and leaders from the rest of the pack.

When I say "manager" I am using this term to cover anyone with line management responsibility - it's a lot easier to say!

When I sat down to write this short course I wanted to make it as though I was actually there with you in your office right now or at your home if you have printed this off for some bedtime reading (but not in your bed if you know what I mean!)

Throughout the course I will be asking you to answer questions about yourself, your business and the dilemmas that you are facing at work.

The objective of this course is to get you to think about and to improve yourself, so please complete the exercises as we go through the course to get the best value out of it.

I'm also going to look at some different areas with you than the bog standard management skills areas.

How to complete each session of the course

The best way to complete each session is to grab yourself a coffee and a pen and find somewhere quiet where you will not be disturbed.

I may not be there with you in person but I will be reaching you as you read through each session.

And if you have printed off the session to read at home please feel free to pour yourself something a little stronger after a hard day at the office!

So with that in mind, shall we make a start?

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Phew!

Now that's out of the way, let's get on with the course!

Have a great course and I hope you get a lot out of it.

Sean

Sean McPheat
Managing Director
MTD Training
<http://www.m-t-d.co.uk>



So with that said and introductions out of the way onto PART 1....

Part 1 - The Top Managers Make Things Happen

Introduction

The difference between the majority of managers and those that have mega success is that if opportunities and success do not come their way, they make things happen.

On his expeditions the great Hannibal once said: "We will either find a way or make one".

And this is the thinking you must have to make it as a successful manager.

Indeed, please get away from the fact that you are a manager and start using the term leader instead!

Right up front, let me pose this question to you, and please answer it, don't just skip over this one!

Question

Rank on a scale of 1 to 10 with 1 being **ALL OF THE TIME**, how often you allow your business/department/company/team to just drift along?

Why did you give it that rating?

What could you do to improve your score and **MAKE THINGS HAPPEN?**

Think:

- How can we improve our sales from the information and performance data that we have got?
- How can we lower our cost base? Set a 5% target & brainstorm ideas.
- How can we improve the communications within the company/department/team?
- How can we be innovate? How do/can I generate get some new and fresh ideas? Think-tanks? Suggestions? Incentive Scheme? Meetings?
- How can I improve the skills of my workforce? Have I actually asked them what they need in order to do a better job?
- What can I do to be more in touch with my staff?

So that's your first piece of homework! How BIG is your thinking?

Do you think conceptually or are you too busy fighting fires and trying to put them out?

If you are fighting fires and concentrating on the day to day running of the business ask yourself why?

Is it REALLY your job?

If it is your job, what are your direct reports there for? THINK BIG! You should be setting direction, vision and a path for the way ahead.

You shouldn't be walking around the office with a fire blanket over your shoulder!

Are you a proactive or reactive leader?

I always remember hearing Margaret Barrett who was the Executive Vice President of Consumer Lending at the Bank of Montreal say that to win the race to the market you either need to be an innovator or a rapid follower.

That has always stuck in my mind because it is so true and both have their own set of pros and cons.

If you are an innovator (company A) you become known for being the "first to the market".

But you will have spent a great deal of capital, wasted time, effort and probably will have made a lot of mistakes along the way.

Instead, the rapid follower (company B) sees what company A is doing and modifies its approach accordingly with a lower cost base.

Company B will not have the kudos of being "the first" but it may have looked at Company A's product and made it better!

Question

Are you a proactive leader?

Do you innovate to stay ahead?

Do you anticipate problems, opportunities and new ways?

Or do you sit back, let things happen and then formulate a plan of attack?

What is the company line on this? Are you company A or company B?

In reality it may be a bit of both, but just take the time out to think about all of the change that has happened in the past and the change planned for the future; are you/have you been innovative or have you been following?

....and have you been successful?

Are you planning for success or for failure?

There are two ways to set goals and to plan.

Firstly you can move towards the things that you want or alternatively you can move away from the things that you do not want.

Sounds simplistic I know but just think about this for a moment. Are you trying to achieve a 20% market share or are you increasing your market share so that your competitors do not get a foothold in your industry even though it may be unprofitable for you to do so!

What plan have you got in place?

No matter whether you are a CEO, MD, Manager, Supervisor or Team Leader you should always have a plan of action of what you want and how you are going to get it.

The most effective managers have:

- A Business Plan
 - Where are we going and why?
- An Operating Plan
 - How we are going to get there?
- A Change Plan
 - How are we going to manage all of the change coming into the business?

Of course there are going to be financial plans etc, but you as a manager should be concerned with these 3 reports no matter what business you are in, what team you are in or department.

You need to know the where, the how and the impact.

Question

So, the question I have to ask is "Do you have a plan?" Is it effective? Do you change it?

Taking Action

A plan is all well and good but are you actually carrying out that plan?

What is your progress?

Indeed, how often do you measure your progress and how do you quantify that measurement if it is an intangible benefit?

The most successful managers take action! AND BIG ACTION AT THAT! They don't mind if the OUTCOME doesn't go their way, they just modify their approach until the outcome DOES go their way.

That's the essence of a great leader - THEY NEVER GIVE IN!

This is a very important trait that I recommend that you foster it! Are you a quitter? Do you fail to follow things through? If you do, notice why?

Could someone else make sure that it is done? Remember, the TOP managers have a winning team around them - they don't have to do everything themselves they just....

HAVE TO MAKE SURE THAT EVERYTHING GETS DONE!

Question

So what actions are you taking right now to ensure your success and your teams' success?

What did you do last week to ensure this?

What are you planning to do next week to ensure this?

"Vision without action is a daydream, Action without vision is a nightmare" - Japanese Proverb

How to be a pioneer

We've covered a lot in this session and I hope that you have answered the questions as we have gone along?

If not on paper then in your mind at least.

We mentioned earlier about how to be an innovator or rapid follower.

I'd just like to talk about being a pioneer for a moment or two.

Think "pioneer" and you think of Mark Zuckerberg of "FACEBOOK", Bill Gates and "MICROSOFT", Larry Ellison and "ORACLE", Stelios and "EASYJET", John Dyson and "DYSON HOOVERS" or Richard Branson and "VIRGIN".

So if you want to be a pioneer, how do you go about it?

Well, let's put it this way, if we all had a sure fire way of knowing how to be a pioneer we would all be jetting off in our private planes down to our yachts in Monte Carlo!

In my opinion a pioneer has got to get unreasonable with the world and his business.

The pioneer is one who is willing to challenge the traditional way of doing things. You must operate outside the mainstream at times in order to be successful.

George Bernard Shaw had a great perspective on success.

He said "That there are only two kinds of men in the world. There are reasonable men and unreasonable men"

The reasonable man is the man who doesn't ever rock the boat, the guy who doesn't want to cause any trouble and wants no controversy.

But there is the unreasonable man who won't take it, who refuses to quit.

Shaw further believed that all human progress depends on the unreasonable man.

Question

Are you a reasonable manager? or are you an unreasonable manager?

Whichever one you are at the moment, if you want to become a pioneer become UNREASONABLE with all that you do and follow the road that is least travelled.

That is the mark of a TOP MANAGER!

I hope you enjoyed this session?

Next we will be talking about communication skills and why the TOP MANAGERS seem to have the knack of communicating what they want, when they want it and how they want it!

You'll learn their secrets in part 2!

To your success,
Sean McPheat

PART 2 – Great Communication Skills are part of the TOP Managers Armoury

Welcome to session 2! I'm glad you made it! I hope you enjoyed session 1?

This session is all about Communication Skills.

To be honest, if you haven't got excellent communication skills you are probably going to struggle as a manager.

I have seen so many TOP managers have great levels of knowledge and skills but they couldn't communicate what they know and what they wanted to a plank of wood!

I have also seen great communicators, the people's person, generate tremendous results even though they do not have a great level of knowledge and skill about what they are doing.

Either way, YOU need to have great communication skills because your WHOLE ROLE is about getting results through others.

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Essential Management Skills – Part 2

Why are excellent communication skills so important?

In your role as a manager you have gone past that stage in your career where you have had to roll your sleeves up and complete the "doing".

Well, in theory anyhow! In the real world you still have to muck in and do the do!

You've earned your stripes over the years no doubt, that's why you are where you are today.

Now is the time to step back and look at the direction that your company, team or department needs to be moving towards.

Now is the time to formulate strategy and plans.

Seeing as you will not be actually physically carrying out your plans you need to get others to carry them out for you.

You need to communicate your requirements in a motivating and empowering way that gets others to complete the tasks and activities to a high standard and within budgetary and time constraints.

You have a vision in your mind and you need to communicate this to everyone.

You are seen as someone who is very successful in your company and hence staff will be looking to you to set the example - they need to be impressed with the way that you come across as a leader, as a motivator, as a front man/woman, and as someone who can stand up and speak comfortably in front of others. Therefore, communication skills are vital to the TOP manager!

How effective are your communication skills?

Here is a quick way of assessing the effectiveness of your communication skills.

It will provide a starting point from which you can work from. Please answer the questions below:

- Can you make small talk easily?
- How comfortable do you feel when meeting people for the first time? Can you hold a conversation?
- If you had to speak in front of 50 people with 24 hours' notice would you feel okay about it?
- Can you express your opinion in an objective manner without getting angry?
- Can you hold motivating conversations? Do you find this easy?
- How well can you communicate bad news?
- How well do you manage conflict in the office?
- Can you communicate effectively with people at all levels?

Have a look at your answers and see if there are any patterns that emerge.

For example, you might be great at dealing with conflict and giving tough messages out but when it comes to motivating people you just don't know how to do this.

Essential Management Skills – Part 2

Or, you might feel comfortable when speaking in front of groups but haven't got a clue how to make small talk with just one person.

Have a think about these and jot down some ideas of what you can do to improve your skills in each area.

Learn how to communicate a vision and strategy

As a manager it is your role to map out a vision for others to follow whether that be for the whole company, your department or your team

But how do you communicate that vision effectively? Here are some tips:

- Use visual diagrams where possible. The old saying of "A picture tells a thousand words" is so true.
- Explain/illustrate where you are now and where you need to be so that your staff can build up a mental picture
- Sell the BENEFITS to your staff of why you are following this route of action.
- Sell the BENEFITS to your staff of "What's in it for them?"
- Anticipate questions up front. Sit down and put yourself in the shoes of a cynical staff member and brainstorm all of the tough questions that they could come out with.
- Map out answers to those questions in the bullet point above.
- Have supporting documentation, either a brochure or document that explains things fully. Staff will want to take it away and have a good study afterwards.
- Put a support structure in place where people can go to get their questions/concerns answered after the communication.

Follow the above tips and you will come across as a motivating and well-prepared manager!

Learn how to make effortless rapport from the cleaner all the way up to the chairman

Are you one of those people who meets someone new for the first time, you get past the "Hello" and then a tumbleweed breezes across the floor!

If so, you are not alone!

Meeting people for the first time and keeping that conversation going can be a very daunting task, but it needn't be the case.

If you understand all about other people and how they like to communicate and what they like to talk about, then meeting people for the first time can be an enjoyable experience.

Honestly! Here's how.

The problem with meeting new people or people who you do not know very well is that you tend to find that you put yourself under pressure to talk.

What should I talk about? What shall I say? How will I fill this silence in the conversation?

You enter into these meetings and encounters with ME ME ME on your mind!

Essential Management Skills – Part 2

You forget about communicating with the other person because you are too busy thinking of what to say!

In fact you don't end up communicating you just end up taking it in turns to talk!

Let me tell you something now that may shock you. The best conversationalists in this world are the best listeners.

In fact, the person who says the least is often the best communicator yet you are there wracking your brains thinking of things to say all of the time.

Here is a top tip:

BECOME AN EXPERT LISTENER

Let me explain why.

When you become an expert listener it means that the other person is doing most of the talking.

When you go into a situation where you are meeting someone for the first time go into that encounter with only one thing on your mind – THEM.

You must treat that person as they are the most important person in the world, because to them they are!

To build up rapport and to engage in a conversation ask questions and be intrigued about the other person not yourself.

So, what do you talk to the other person about? Well, like I said before, you don't! You let them do most of the talking and by doing this they will think that you walk on water and will in turn ask about you and that's when YOU talk!

So how do you engage the other person into talking?

To do this it is important to understand what other people like to talk to about.

Here is the TOP 5 in order:

1. THEMSELVES!

People love to talk about themselves.

It's a fact and I bet you are not an exception to that rule either!

Want to know how to build rapport with someone and to hold a conversation?

Get them to talk about their favourite subject – THEMSELVES!

- "What are YOU currently doing career wise?"
- "Do YOU enjoy it?"
- "Tell me about this....."
- "I hear YOU have been doing this....."

Essential Management Skills – Part 2

At a party:

"Hi, how do you know the "party host"?"

"I know him because we went to school together."

"What school was that?"

"Gosford Park"

"Did YOU enjoy it there? What did YOU study?"

Ask questions to get them to talk about themselves and then ask some more questions, and then some more!

He or she will love you for it!

2. THEIR OWN OPINIONS

Second only to talking about themselves, people love to air their opinions on anything and everything.

Ask these questions as well and your new friend could be talking for hours!

"What do you think of the way Manchester United have played this year?"

"What is your opinion on the strike?" "What do you think of XYZ programme?"

However, whatever you do, don't get into an argument if your opinions differ, unless of course you want to make a sharp exit!

3. OTHER PEOPLE

People love to talk about other people.

Some people call this gossip, others just call it talking about other people!

"What do you think of xyz person?"

"Hasn't xyz person got great interpersonal skills?" "Isn't xyz person a real laugh?"

4. THINGS

Next on the pecking order is talking about things.

No matter what it is, your friend will have an opinion on it. "I love YOUR car, how long have YOU had it?"

"What do YOU think of this widget?"

"I love YOUR jacket, where did you get it from?"

Essential Management Skills – Part 2**5. YOU!**

It's a horrible thing to say but the last thing people want to talk about is YOU!

Keep the conversation centred around the other person until they ask about you and then it is your turn.

To keep their full attention wait until they have finished talking about themselves and they have asked you a question.

Then you can talk.

When you do talk however, link it into what the other person has already said and you will really be making magical rapport.

ACTION PLAN

Here are my top tips for building effortless rapport!

1. Don't worry about what to say just go into each conversation with the other person in mind.
2. Listen and ask questions about the other person.
3. Then ask some more questions!
4. Think about "YOU" instead of "I"
5. Talk about the other persons favourite 5 subjects in order!
6. Don't talk about yourself until the other person asks
7. Have fun and don't take it too seriously!

Networking - why do it? are you doing it? are you any good at it?

Did you know that you can greatly enhance the performance of your team and your company through networking?

One of the things about networking is that there can be a lot of mystique attached to it. There is the idea that networking is something you do in a strict business setting where you exchange business cards, etc.

Actually, networking is simply building and developing relationships with other people - anywhere! Even if you don't think you have a network, you do - think of all the people you know, the people with whom you have worked, whom you have met at conferences, at dinner parties, etc. All of these people are part of your network already. And, you come into contact with people on a daily basis - any one of them can become part of your network.

Sales are frequently developed through the relationships we have created with other people. Networking functions provide the opportunity to expand our contact list, particularly when we create and nurture quality relationships. It is not enough to visit a networking group, talk to dozens of people and gather as many business cards possible. However, every networking function has tremendous potential for new business leads. Here are five strategies to make networking profitable:

1. Choose the right networking group or event.

The best results come from attending the appropriate networking events for your particular industry. This should include trade shows, conferences, and associations dedicated to your type of business.

For example, if your target market is a Fortune 500 company, it does not make sense to join a group whose primary membership consists of individual business owners. You can also participate in groups where your potential clients meet. A friend of mine helps people negotiate leases with their landlords. He joined the local franchise association because most franchisors lease their properties.

2. Focus on quality contacts versus quantity.

Most people have experienced the person who, while talking to you, keeps his eyes roving around the room, seeking his next victim. This individual is more interested in passing out and collecting business cards than establishing a relationship. My approach is to make between two and five new contacts at each networking meeting I attend. Focus on the quality of the connection and people will become much more trusting of you.

3. Make a positive first impression.

You have EXACTLY one opportunity to make a great first impression. Factors that influence this initial impact are your handshake, facial expressions, eye contact, interest in the other person and your overall attentiveness. Develop a great handshake, approach people with a natural, genuine smile and make good eye contact. Notice the colour of the other person's eyes as you introduce yourself.

Listen carefully to their name. If you don't hear them or understand exactly what they say, ask them to repeat it. Many people do not speak clearly or loudly enough and others are very nervous at networking events. Make a powerful impression by asking them what they do before talking about yourself or your business.

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As Stephen Covey states, “Seek first to understand and then to be understood.” Comment on their business, ask them to elaborate, or have them explain something in more detail. As they continue, make sure you listen intently to what they tell you. Once you have demonstrated interest in someone else, they will – in most cases – become more interested in you. When that occurs, follow the step outline in the next point.

4. Be able to clearly state what you do.

Develop a ten second introduction as well as a thirty second presentation. The introduction explains what you do and for whom. For example; “I work with boutique retailers to help them increase their sales and profits.”

This introduction should encourage the other person to ask for more information. When they do, you recite your thirty second presentation. “Bob Smith of High Profile Clothing wanted a program that would help his sales managers increase their sales

After working with them for six months we achieved a 21.5 percent increase in sales. Plus, sales of their premium line of ties have doubled in this time frame.” As you can see, this gives an example of your work and the typical results you have help your clients achieve. Each of these introductions needs to be well-rehearsed so you can recite them at any time and under any circumstance. You must be genuine, authentic, and as I recently heard a speaker say, “bone-dry honest.”

5. Follow up after the event.

In my experience, most people drop the ball here. Yet the follow-up is the most important aspect of networking. There are two specific strategies to follow:

First, immediately after the event – typically the next day – you should send a handwritten card to the people you met. Mention something from your conversation and express your interest to keep in contact. Always include a business card in your correspondence.

Next, within two weeks, contact that person and arrange to meet for coffee or lunch. This will give you the opportunity to learn more about their business, the challenges they face, and how you could potentially help them. This is NOT a sales call – it is a relationship building meeting.

Networking does product results.

The more people know about you and your business, and the more they trust you, the greater the likelihood they will either work with you or refer someone else to you.

My thanks to Aboodi Shabi (wonderfullife.com) & Kelley Robertson (robertsontraininggroup.com)

Public speaking techniques and tips

No communications section would be complete without some tips and techniques to deliver effective speeches!

Speaking in public, in front of groups and conducting presentations are commonly agreed as the least favourite activities that anyone can perform.

However, if we are well prepared, well equipped and well supported, you will find that speaking in public really can be quite enjoyable – honest!

Here are some ways to make public speaking an enjoyable experience both for yourself, as well as for your audience.

Here are some ways YOU can make speaking in public an enjoyable experience:

As much as possible/appropriate, include your audience

- You don't always have to be the talking head at a meeting. Prepare questions in advance that will encourage the audience to participate.
- Consider your audience in advance— Who are they? What might their histories and/or interests be?
- Prepare opportunities in your presentation/speech for audience participation.

Inject appropriate humour into your delivery

- It will do you good, enabling you to lighten up and release any tension. It will also enable the audience to loosen up, pay more attention, and receive you in a much more favourable way.

Share a little known fact

- Most audiences are especially grateful to hear something they haven't already heard before.
- One single piece of new information can make the time spent listening completely worth their while.
- If you can find one little known, yet especially relevant fact, you will have a captive audience.

Smile and the world smiles with you

- It's true!
- Others can sense your discomfort, and despite any earth shattering information you have to share, your audience is likely to discount your brilliance if the delivery of your key messages isn't clear and assertive.
- Instead remember to smile, make eye contact and believe your own words—and they will too.

Essential Management Skills – Part 2

Keep it relevant

- To the extent possible, make sure your audience is the right audience for the information you are presenting.
- In other words, don't lecture on retirement options to a newly graduating class.
- Know beforehand what you want to say and practice until it comes naturally.
- This will enable you to spend more time relating to your audience, than trying to remember what comes next in your delivery.

Create fun visuals (as appropriate)

- Some individuals will retain more if they are able to see graphic representations of the information you plan to deliver.
- Consider which parts of your message can be presented visually, and remember to keep visuals simple, attractive, and large enough so everyone can see them.
- Any fun, relevant clipart or comic can also be a nice perk.

So, what are the qualities of a good speaker?

Here are a list of the qualities and characteristics of a good public speaker/presenter.

Make sure you include these points when you have to speak in public.

- They talk to us as though we are having a conversation
- They speak our language
- They look as though they are enjoying themselves.
- They inspire us to find out more about the subject
- They tell stories/use the human-interest angle
- Someone who conjures up pictures in our mind
- They don't talk for hours
- They let us know where we are going
- They look at us-not their notes
- They stress important points and pause to allow ideas to sink in
- The talk appears well prepared but has an air of spontaneity

The importance of body language

Don't forget your non-verbal action signals!

You will want to look confident even though you may not be on the inside.

Don't just stand there, with your arms by the side of you! ACT CONFIDENTLY and you will FEEL CONFIDENT!

Try it, it really works.

So, how do you act confidently?

With your posture – walk tall with your head up.

- Smile
- Maintain eye contact
- Handshake
- Move around
- Gestures
- Relax

Speak with confidence as well

People will believe what they see more than what they hear, but once you look confident, you have to sound the part too!

- Breathing
- Sound quality of your voice
- Pitch
- Speed
- Tone
- Pausing
- Listening
- Use confident words

14 Ways to overcome your STAGE FRIGHT!

1. Be well prepared. Rehearse several times
2. Co-operate with your body – rest, eat and sleep well beforehand
3. Dress in clothes that make you feel good
4. Take several deep breaths to relax your body
5. Concentrate on the messages you want to get over to your audience
6. Move around and release your nervous energy. Visualise yourself doing well
7. Remember that your audience want you to do well
8. Think of a similar occasion in the past when you did it before and did it well. Think about it for a moment.
9. Make no negative confessions - "I'm so nervous"
10. Put the situation into perspective
11. If you get nerves during your talk, move around or do something different to get into a different "state"
12. Pick out some friendly faces and make eye contact with them
13. If you make a mistake you make a mistake, laugh at it and the audience with laugh with you. Make a joke out of it.
14. The more you do it the better you will become. Practise makes perfect.

I hope you got a lot of value out of that session?

Enhancing your communication skills is a vital aspect of your personal and professional development.

Have a think about where your strengths are with regards to communicating and also what your weaker areas are.

What can you do to bridge the gap?

Next time we will be talking about how to understand other people – if you get my drift?

To your success,

Sean McPheat

PART 3 - Understanding others and how to motivate them

It's time for session 3 and the chance to get to know what makes other people tick and how to use this information to get the best out of them.

Let's jump straight in!

Sean

Contents

Do you understand what makes other people tick?

- Management Styles
- Learning Styles
- Values and beliefs
- How people process information

Motivating others

- Should you do it?
- Can you do it?
- Are you doing it?

Essential Management Skills – Part 3

Do you understand what makes other people tick?

They stand out a mile away don't they? What am I on about? Well, I'm on about the great motivators!

They seem to just effortlessly be able to motivate and get the best out of their teams without even trying!

How do they do this?

The answer lies in their ability to read other people and to be able to know what motivates them, what gets them out of bed every day and what their management styles and learning styles are.

And then the manager tailors the way he/she approaches them and communicates with each person differently.

So how do you understand what makes people tick?

Well, here are just a few of the criteria that make up someone else's world - entire books have been written about this subject, but here is a concise guide:

Other peoples values

This is all about standards and evaluations.

Values are our attractions or repulsion's in life. They are all about what is important and what is good or bad for us. Because values are about things that are important to us, they have a great impact on our motivation.

If one of your managers values security for example and you value adventure, you might not see eye to when it comes to implementing a new pay structure based upon commission alone!

Question

What do you value in life?

If your manager had to get the best out of you, how could they do this by knowing what you value in life?

Beliefs

A belief is a feeling of certainty of what something means to us. All human behaviour is belief driven. Beliefs are the presuppositions that we have about the way the world is.

Depending upon what they are they can either create or destroy our own personal power to do something.

Beliefs are essentially our on/off switch for our ability to do anything in the world.

There's an old saying that "Whether you believe you can or your cannot, you're absolutely right."

When communicating to someone it is important to elicit their beliefs of WHY they have done what they have done.

On the flip side, when motivating someone, you might also want to find out the disempowering beliefs that have stopped him or her from doing what they want to do.

Management Styles

Not everyone manages and leads the same way. Good job I say!

There are 6 main managerial styles that your managers can come under.

Let's have a brief look at them:

Coercive Style - The DO as I say manager

Authoritative Style - The FIRM but fair manager

Affiliative Style - Manager who likes to keep HARMONY in the team

Democratic Style - Seeks CONCENSUS before making decisions

Pacesetting Style - The FOLLOW ME I'll show you manager

Coaching Style - Approach based upon the PROFESSIONAL growth of employees

Now, there are no right or wrong managerial styles - let me make that clear.

But you will have a preferred and natural style that you use most often.

And every situation requires a different approach and style!

For example, if you hear a fire alarm you as a manager will not make a committee decision as to what to do! (DEMOCRATIC STYLE)

Instead you'll use a COERCIVE STYLE - "Let's get out of here NOW!"

Essential Management Skills – Part 3

I'm not going to go into the ins and outs of each managerial style in this email course but what I would like you to start to do is categorise your managers and staff into the 6 main styles and then say to yourself:

Question

"How can I get the best out of this person now that I know the way he/she likes to manage? What work can I give them? How can I communicate more effectively with them?"

Okay - now onto learning styles...

Preferred learning style

In short this is how your staff prefer to learn new things.

When coaching and managing it is vital to understand what makes others tick and their preferred styles of learning.

Think of a time when you have had to assemble a wardrobe or set up a VCR – How did you do it?

Did you:

- Go full steam ahead, ignore the instructions and go for it? Or
- Did you take your time and read the instructions and go about it in a methodical manner?

Think of a time at school when you learned the most out of a lesson –

Was it:

- When you sat listening to the teacher explain the theory? Or
- When you did an experiment and found out for yourself?

You see, we ALL have different preferred ways of learning. We all learn in different ways.

Do you know what your direct reports preferred learning styles are?

Do you communicate and give them pieces of work that will play to their strengths or improve upon their weaknesses?

Do they like to sit back and evaluate things before making a decision or to learn?

Or do they like to roll their sleeves up and get on with it?

Question

Think about your members of staff and what their learning styles are? Are you making the most out of them?

How your staff think

You can recognise the thinking process of a person by listening to the verbal indicators that they use in everyday speech and then using this information to tailor the way that you communicate to them.

Remember, people like people who are like themselves! People think in 3 main ways:

1. In Pictures (VISUAL)
2. They Hear Sounds (AUDITORY)
3. They Get A Feeling (KINAESTHETIC)

For example if we meet someone who makes decisions because "It looks right" and uses mainly visual words when talking, we will find it easier to communicate to and explain things to that person if we show him/her a diagram or by painting them a picture in his mind's eye.

If someone else makes a decision by "it feels right" then we want to talk about how he/she will feel when communicating to them.

Listen out for the words that people use when talking because they will actually tell you how they think by the vocabulary that they use.

Here are some examples:

VISUAL PEOPLE USE THE FOLLOWING WORDS:

See, Look, View, Appear, Show, Dawn, Reveal, Envision, Illuminate, Imagine, Clear, Foggy, Focussed, Hazy

AUDITORY PEOPLE USE:

Hear, Listen, Sounds, Make music, Harmonise, Tune in/out, Be all ears, Rings a bell, Silence, Be heard, Resonate, Deaf, Mellifluous, Dissonance

KINAESTHETIC PEOPLE USE:

Feel, Touch, Grasp, Get hold of, Slip through, Catch on, Tap into, Make contact, Throw out, Turn around, Hard, Unfeeling, Concrete, Get a handle

Motivating Others

So, is it your job to motivate your team?

Well, your job is to ENSURE that they ARE motivated whether you actually do the motivating yourself or not.

You have got to make sure that the team get on as a whole and that they are rowing in the same direction!

This means motivating them yourself and getting fellow team mates to motivate them also.

In addition to this there has also got to be an element of self-motivation in there as well.

How well do you ensure that your staff understand themselves?

Do they know their own motivations and values?

Do they know how to use this knowledge?

Your role as a manager is to professionally develop your staff so that they have the drive and purpose to be self-motivated to achieve their own goals as well as the organisations.

I'll be showing you some tools to be able to do this in the next session which is all about understanding yourself!

To your success,

Sean McPheat

PART 4

- Personal improvement, understanding yourself & your self-image

In this session we move on to looking after #1.

YOU!

We are going to look at your personal improvement, techniques to understand yourself a bit better and also your self-image.

We have got lots to cover so let's get ready to rumble!

Sean

Contents

Your personal improvement plan

Do you understand yourself? Your motivations? Your values? Your standards?

Learn how to minimise your weaknesses and improve upon them

Don't be afraid to make mistakes!

Learn how beat stress once and for all!

What is your self-image telling others?

Your Personal Improvement Plan

Could you please dig out your personal improvement plan for me before we start this session - thanks.

What do you mean you don't have one!?

Come on, dust it off and let's get on with it.....

It's what? At the bottom of your drawer gathering dust? "What personal improvement plan?" you ask!

Okay okay - I'll let you off, but let me ask you this question:

Why are you focussing on everyone else's development apart from your own?

I know I made a joke of the above scenario but 80% of the managers that I meet do not have Personal Improvement Plan in place.

I find this staggering!

Just because you are a manager doesn't mean that you are at the end of the personal development road.

Instead it means that you are actually starting out again but at a completely different level.

In fact, if you do not focus on your personal and professional development you are more than likely going to struggle now that you are playing at a completely different level with a new set of players and rules!

You need it more now than you have ever done in the past. So now is the time to step back and put the wheels in motion and to create one!

Do you understand yourself? Your motivations? Your values? Your standards?

How well do you understand yourself?

In the last session we talked about managerial styles, how people learn best and what their preferred way of thinking is, but what is yours?

Have you taken a managerial styles questionnaire to find out? Have you taken a learning styles inventory?

Are you aware of whether you think in pictures, sounds or feelings? Do you know what you value the most in life?

What are your attractions? What are your repulsions?

What motivates you? Why are you in the job that you do?

What is your managerial style in times of conflict?

To strive forward it is always prudent to take current stock of where you are now.

Essential Management Skills – Part 4

Learn how to minimise your weaknesses and improve upon them

Everyone likes to do the things that they are good at. However, it's a different kettle of fish when we have to do things that we are not so good at!

Let's concentrate on improving your weaknesses and get you an action plan to improve those areas of your working life.

Improving your weaknesses

I'd like you to write out below the top 3 weaknesses that you have got.

1.

2.

3.

These can be skills, knowledge - you name it!

Any area of your working or personal life (if it is affecting your time at work) where you feel "inadequate" or "unfulfilled".

These weaknesses are in your skills and the things that you are not so good at.

Ask yourself – "If I improved these areas/skills I would have a lot more chance of success in all that I do?"

Some of them could be – Communication skills, your appearance, networking, listening etc.

What I want you to do now is to focus in on what you need to do in order to improve each area.

What will you need to do? Who can help you? What resources do you need? When will you start? Write these out.

For each improvement I would also like you to write out:

How each improvement would increase your confidence? How it will make you feel?
What do you need to do to make it happen? Who can help you? When will you start?

Don't be afraid to make mistakes!

The great Managers are not afraid of making mistakes! Learn from the past! Never, ever, beat yourself up about what has happened in the past or some of the mistakes that you have made.

I know that's easier said than done.

One major contributor to one's confidence levels to do a good job has been the experiences and events that have happened in the past.

Two people can go through the same experience yet one is confident and the other is not. Why is this?

Well, it's how you use what has happened in you past.

The people with high confidence levels, people like myself, learn from experiences in the past rather than dwell and get down by them.

There are no failures only outcomes! Failure is an opportunity. It is an opportunity to learn from your mistakes and to take stock of your situation.

I don't even like to use the term failure. Whatever you do in life there are inputs and outputs. There are no failures, just outcomes. A former Boss of mine said:

"If you are not making any mistakes, you are not actually doing anything"

This is perfectly true and I have used this phrase with every person that I have lead in the workplace.

I have always encouraged my staff to try new ways of working and learning from the experience.

The real winners in life DO make mistakes.

Winners however, learn from them whereas losers usually give up when the going gets tough.

I failed my driving test 3 times before I passed.

Each time I failed, I learned the lessons where I had gone wrong and made sure that I didn't make them again.

Sure, I didn't repeat the same mistake twice – I just found other ways of failing the test!

There was a lesson to be learned about life though. Every time the Test instructor said that I had failed, I felt so low it was unbelievable but I was determined to pass the test.

I turned up for each test wiser and more knowledgeable.

The fourth test resulted in the Test Instructor stating that "It was the best piece of driving they had seen in a long time".

Essential Management Skills – Part 4

Just think, if due to my demoralisation, I never retook that test over and over again, that "Best piece of driving" would never had taken place and I wouldn't have had the opportunity to drive the BMW's, the Audi's I have owned in the past and the Porsche that I drive today.

In your quest for success, no matter what it is, you will make mistakes along the way.

It will help you to overcome these setbacks if you acknowledge from the outset that you will make mistakes and it is all part of the learning experience.

It's an old cliché but a good one:

"There are many battles that are won or lost, but it is the side that wins the War in the end that are the victors"

THE FEAR OF FAILURE

People's fear of success stems from their terror of failure.

They sacrifice the possibility of achievement, wealth and fame rather than risk making any mistakes.

Many opt out and avoid failure by doing nothing.

Too many people emphasise their weaknesses rather than their strengths.

They program themselves negatively to expect failure rather than positively to expect success.

If you start to imagine all of the reasons why you simply cannot succeed, then you will not even have the strength to try.

We all have the natural aversion to being embarrassed when things go wrong or to be made a fool of in the presence of others.

This holds people back and causes them to, dare I say it.... PROCRASTINATE. When success comes within their reach, fears of the unfamiliar prompt losers to cling to their comfortable old self-defeating ways.

They stay within their comfort zone.

Successful people push straight through these fears and move even closer to their goals and on to bigger and better things.

They break out of their comfort zones and develop new ones. Here are some step by step guidelines to learn from the past:

- Appreciate what has happened
- Write down what you could have done differently
- If you have to go through something like that again what would you change in your attitude and what would you change in the tasks that you completed
- Teach others about your experiences so they learn from what you did
- Forget about it and move on to the next outcome!
- Learn how to beat stress once and for all!

Being a manager is a stressful job!

Been there, done that and lost my hair over it! ;-)

But it needn't have been the case, if only I had known at the time of how to control it.

So how can you manager your stress levels? Here are my top 3 tips!

1. Be Organised

If you are leaving tasks open ended or failing to follow through this will have a massive impact upon your stress levels. You need completion in these areas, write down what is outstanding and either do them or bin them on a regular basis.

2. Exercise

You need to get away from it all and have a regular exercise program. Even if this is just a walk around the park, you need to take some of your frustration out on the treadmill, on the punch bag or simply strolling around the park and taking in the fresh air can make you feel fantastic.

3. Relaxation and Rest

Mental stress is caused by an overuse or misuse of the mind. For instance, if you perform intense mental work many hours a day, or if you work long hours on the computer, it can cause an imbalance in Prana Vata, the mind-body operator concerned with brain activity, energy and the mind.

To address this make sure you get a good night's sleep, have a regular massage, try aromatherapy, meditation or just go to a ball game!

Anything where you can just switch off, even if it is just for an hour or so.

What is your self-image telling others?

The way that you look and act has an impact on how you are treated and perceived by others.

Like it or loathe it we are a looks dominated society so as someone at the top it is important to focus on the image that you want to portray to others.

Someone once said:

"If you treated your friends, the way you treat yourself, would you have any?"

Your first task is to write down the image that you would like to come across to others by the way that you dress, act, grooming etc. Write this down on a piece of paper.

Pretend that you are a member of your peer group at work answering questions about you!

Answer the following as that person:

- Do you command respect and authority?
- What image do you portray by the way that he/she dresses?
- Do you take pride in his/her personal appearance?
- Do you wear the same clothes all of the time?
- Do you come across as confident?

I'd also like you to be brave and ask some of your peers and friends these questions as well.

After all of that, I'd like you to write down any specific actions that you need to take to bridge the gap between the image that you want to portray and the image that others have of you.

Next time we will be looking at ways to make sure that you succeed in your role and the advice that you receive from others.

To your success,

Sean McPheat

PART 5

- Seeking good counsel and giving yourself the best chance of success

Well, I cannot hear the fat lady singing just yet, but she is certainly clearing her throat!

In this final part of the course I am going to cover what support you need to put in place to ensure your success.

If you take a look at the Richard Branson's and Donald Trumps of this world, they are only as good as the people around them. They have a team in place to help, support and initiative action.

So let's make a start!

Sean

Contents

The value of seeking good counsel

Who is in your mastermind team?

Who coaches # 1?

Getting results through others

Your overall success plan

The value of seeking good counsel

Every TOP manager is where he or she is today because of the decisions they have made in the past and the potential of the decisions and impact they will have in the future.

But do they do it all on their own? The answer is NO!

All of the most effective executives and senior managers that I have come across all have a support structure in place to ensure their own success.

These include:

- Recruiting the best staff to work for you
- Hiring a coach
- Having a large network of other professionals
- Holding mastermind think-tank sessions
- Having a mentor
- Having the very best lawyers, accountants and advisers
- Having a right hand man/woman
- Reading self-help books
- Learning new skills to stay ahead
- Training and development

Questions

What support structure have you got in place?

Where can you go to get a different point of view on the issues that you are facing?

Who can you turn to, to act as a sounding board for your ideas? Don't do this alone!

Who is in your mastermind team?

I mentioned above about the value of having a support structure in place.

One activity I recommend that you follow is to have a mastermind team.

So, what is one of these?

Well, a mastermind team is a group of likeminded individuals who can bounce around ideas and offer help to one another.

The team does not have to be made up of your own staff, but obviously it can, moreover this team could be made up of professionals from different industries, different outlooks - you name it.

The objective of the team is to meet on a regular basis, say once per month where you can share ideas, the problems you are facing and gain a different perspective on things.

If your premises are surrounded by other businesses, call them up and see if they would be willing to participate.

Who coaches # 1?

Just because you are a manager does not mean you know it all. Having said that I have a met quite a number of Executives and Managers who thought that they did! ;-)

Needless to say, they didn't last very long!

Even though I am regarded as one of the most successful coaches around, I still have a coach whom I have regular sessions with each month.

Why?

Because, even though I am at the top of my profession I want to get better and better and better.

It's as simple as that. The day that you start resting on your Laurels you are doomed and you will start to regress.

Have you got a coach or a mentor?

If you have, I am sure you will agree with me that it is one of the most enlightening and rewarding experiences you can ever go through.

If you haven't, isn't it about time that you started?

Getting results through others

.....and talking about getting results, to be successful you will need to get results through other people.

You cannot do it all on your own.

And these people need to be QUALITY people or those that have the potential to be something special in the future.

Questions

How do you recruit and attract the best people?

How do you ensure that these people remain within your team - what's in it for them?

How do you develop the people around you?

On a scale of 1-10 (10 being the best) how would you rate the effectiveness of your team?

- How could you make it even better?
- What do you need?
- Who can help you?

Your Overall Success Plan

"And now the end is near and so I face the final curtain....."

I never was any good at singing "MY WAY"!

I hope you have enjoyed the last 5 sessions and that this email course has given you some good pointers and tips.

You can never cover everything in just sessions but I hope it gave you a good introductory insight into yourself.

So what now?

Well, one option for you is to do nothing, say thanks very much for the course and continue with the same work, the same problems and the same way of life back in the office.

Or....

You can ACT upon what I have covered in this course and make some changes and take action!

You owe it to yourself to be the VERY BEST that you can be. You are where you are because you like a challenge, now take the ultimate challenge and improve yourself way beyond what you thought was possible.

Take care and god bless

Sean McPheat