



HOW **YOU** CAN
MANAGE YOUR STAFF
MORE EFFECTIVELY

(And Pave Your Way To Your Next Promotion)

Practical strategies for managers to help
get the very best out of their team

Gina Gardiner



How YOU can Manage Your Staff More Effectively
(And Pave The Way To Your Next Promotion)

By

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ABOUT THIS BOOK

How You Can Manage Your Staff More Effectively (And Pave The Way To Your Next Promotion) offers lots of Practical strategies to help you get the very best out of your people as individuals and as a team.

Time, energy and money are all very precious resources and all three seem to be in short supply for most busy managers.

The book has relevance for experienced managers who want to share good practice and for aspiring leaders who want to develop and deepen their leadership skills.

The book covers a wide range of issues including:

- Developing strategic vision
- Creating a dream team
- Creating a 'can do' culture
- Effective delegation
- Holding people to account
- Developing a solutions approach
- The power of anticipation
- Giving positive feedback
- Having those 'hard conversations'
- Managing stress for you and your team
- Creating a good work-life balance

(And Pave The Way To Your Next Promotion)

Everything in the book has been tried and tested in a variety of organizations; it is a distillation of more than 30 years' experience of developing leadership at every level.

Its partner book, *Kick Start Your Career*, is designed for new initiates into the business world, graduates who are ambitious and want to create a successful career for themselves. It is a no-nonsense, jargon free manual full of practical ideas and strategies to support the development of leadership from day one.

ABOUT THE AUTHOR



With more than 30 years' experience in developing people and helping them to attain their full potential, Gina Gardiner has a proven track record in developing leadership and management skills at all levels, from training newly appointed graduates to supporting middle and senior managers.

She was recognized by Investors In People as creating an innovative and exemplary training programme for emerging and middle managers and by Ofsted as an "inspirational leader". Her experience includes "change management" and supporting organizational leaders in developing strategic vision and creating a "can do" culture. She is a master practitioner in neurolinguistic programming (NLP) and developing leadership has been at the heart of her life's work.

ABOUT GINA GARDINER ASSOCIATES

Creating tomorrow's leaders today... Gina Gardiner Associates was created to support the ongoing development of newly appointed graduates and their managers. After much research it became clear that graduate potential was often slow to be developed and all too frequently wasted.

Successful organizations put leadership and management training high on their priority list. They start as they mean to go on: from the moment their graduates join the graduate programme, leadership development begins.

Consider yourself and your organization:

- People are your most valuable resource. Are you making the most out of yours?
- Are you and your managers creating the best culture to maximize talent?
- Does your induction and development programme nurture the potential of the graduates you appoint?
- Are your new recruits up to speed quickly and ready to take a full and productive role in your organization? Or do they lack initiative and need to be spoon-fed?
- How well do you delegate and manage your time?

Gina Gardiner Associates offers a broad development programme for managers, helping them to maximize the potential of their graduates in the minimum amount of time.

We specialize in providing a comprehensive service for graduates who want to get ahead and want to do it quickly. Gina Gardiner Associates provides information, one-to-one executive mentoring and coaching and leadership training, developing professional awareness and the leadership and management skills that graduates need to climb the professional ladder and become the lifeblood of their organization.

FOREWORD

How YOU Can Manage Your Staff More Effectively (And Pave The Way To Your Next Promotion) was written in response to research undertaken with a variety of organizations.

My thanks to everyone who took part and gave so generously of their time.

The research focused on the development of leadership within organizations. Despite the wide range of businesses, it became clear that although the “widgets” were very different, the issues facing organizations were very much the same.

How YOU Can Manage Your Staff More Effectively (And Pave The Way To Your Next Promotion) and its partner book *Kick-Start Your Career* deal with the leadership issues identified through my research and offer practical solutions and an opportunity to share the excellent practice of highly successful organizations.

Kick-Start Your Career is designed to:

- Smooth the transition from the world of education, college or university to that of business.
- Help new entrants into the business world understand what “being professional” is all about. Avoiding the “spoon feed me” attitude and encouraging an attitude of responsibility and accountability.
- Give managers a platform to handle expectations and to encourage readers to analyze their own performance and welcome feedback.

How YOU Can Manage Your Staff More Effectively (And Pave The Way To Your Next Promotion) is designed to help you avoid disastrous and costly mistakes with your staff.

- Do you want to communicate effectively, establish high expectations from day one, delegate with ease and in doing so create a successful succession strategy for your organization?
- Is your time, money and energy valuable?
- Do you spend time dealing with problems generated with and by your staff?
- Do you care about the people you work with and want them to reach their full potential in the shortest time possible?

How YOU Can Manage Your Staff More Effectively (And Pave The Way To Your Next Promotion) offers lots of practical strategies for managers to help you get the very best out of your people both as individuals and as a team. Everything in the book has been tried and tested in a variety of organizations; it is a distillation of more than 30 years' experience of developing leadership at every level. Its particular focus is that of maximizing the leadership potential of individuals and of teams.

The book works at a number of levels: as an introduction of principles to emerging leaders and as support for existing managers. It can be used as the template for a departmental or organizational approach to making the most of your human resource.

How YOU Can Manage The Performance Of Your Staff (And Pave The Way To Your Next Promotion) offers a comprehensive approach to maximizing the potential of your staff. Each chapter will work as an isolated unit for those who choose to dip in for something

(And Pave The Way To Your Next Promotion)

specific. You will find a number of themes run consistently throughout the book.

Graduate Solutions provides one-to-one leadership coaching and mentoring for individuals. We also deliver training for individuals, teams, departments and organizations on themes covered in either book. We are happy to customize our training packages to meet your specific needs.

For more information about Gina Gardiner Associates visit www.ginagardinerassociates.co.uk

For more information on individual coaching and team training, please contact us at: info@ginagardinerassociates.co.uk

Best wishes

Gina Gardiner

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Introduction

Welcome to How YOU Can Manage Your Staff More Effectively (And Pave The Way To Your Next Promotion). This book has been created for anyone who manages people and is keen to get the most out of their team. It is designed to be read in conjunction with its partner book *Kick Start Your Career*.

The book does not attempt to teach grandparents to suck eggs, but offers tried and tested principles, strategies and ideas that have been proven to work.

How YOU Can Manage Your Staff More Effectively (And Pave The Way To Your Next Promotion) offers lots of practical strategies for managers to help you save time, energy, stress, aggravation and money.

Time, energy and money are all very precious resources and all three are in very short supply for most busy managers. All too often managers find themselves constantly reacting to situations. *How YOU Can Manage Your Staff More Effectively (And Pave The Way To Your Next Promotion)* offers a management strategy that will leave you time to create a strategic direction for your team and develop a proactive approach. The benefits are a much more efficient use of everyone's time and a far better use of your resources.

You can use the book when you are facing specific issues – perhaps if you have trouble delegating or you are facing one of those “difficult conversations”. The principles outlined in the book will underpin ongoing and sustained individual and team development. It will help you develop your team's potential so they learn how to use the power of anticipation, to manage change and help you prepare for succession planning.

It has relevance for experienced managers who want to share good practice and for aspiring leaders who want to develop and deepen their leadership skills.

How YOU Can Manage Your Staff More Effectively (And Pave The Way To Your Next Promotion) will stand alone, but you will find it useful in conjunction with its companion book, *Kick-Start Your Career*.

Kick-Start Your Career is designed for new initiates into the business world, graduates who are ambitious and want to create a successful career for themselves. It is a no-nonsense, jargon-free manual full of practical ideas and strategies to support the development of leadership. Everything in the book has been tried and tested in a variety of organizations. It is a distillation of more than 30 years' experience of developing leadership at every level.

No one starts out as an expert, it takes a positive, open attitude and lots of work to develop the wide range of skills required to be a great leader. As with all things, the more you put into the process the more you will get out of it.

Kick-Start Your Career is useful for those preparing to start a new job with your organization or as part of your induction programme. The book is also a helpful "How To" guide for staff tackling a new skill, such as giving presentations or chairing a meeting.

How YOU Can Manage Your Staff More Effectively (And Pave The Way To Your Next Promotion) covers similar themes but from the manager's perspective. It also looks at the strategic elements of leadership, including the creation of a strategic vision, developing a "can do" culture and how to be effective in making the most of the potential of your team

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If you are keen to develop or enhance your ability to lead and manage others, to create a strategic vision which is shared by others and to ensure the success of your team or department, you will find this book helpful. It considers the tricky art of delegation, having the “hard conversations” and managing workload. The book is based on years of successful leadership and significant experience of training, coaching and mentoring, facilitating and empowering others.

Throughout the book you will find examples of questions you may find useful. Please dip into them and use them as you feel appropriate within the context of your organization. They are not intended as a script but to trigger your own thinking and to save you time.

If you would like to discuss any of the strategies or issues covered in the book, please contact gina@ginagardinerassociates.co.uk