

## ManagementKnow – Client Guide

### What is ManagementKnow?

ManagementKnow is a management diagnostic assessment and the front end of a developmental programme designed to identify areas of good practice in management and to improve performance standards through targeted coaching and training.

ManagementKnow comprises a series of Situational Judgement Test (SJT) questions which operate as a diagnostic tool to identify areas of management capability. The results of the diagnostic offer a comprehensive set of findings illustrating areas of developmental need and demonstrate management capability and good practice.

The diagnostic tool can lead to a targeted development and coaching programme for managers to enhance their management skills and behaviour, to drive up management capability.

There are presently two sophisticated diagnostic assessment programmes:

- Perform
- Engage

These programmes are designed to assess managers' likely behaviours relating to performance management and employee engagement in various situations

The programmes have been aligned to the National Occupational Standards for Management and Leadership (NOS) and draw on research from CMI's comprehensive knowledge base of good management practice.

Fundamentally, these programmes not only assess managers' knowledge and capacity for good management practice, but provide an indication of likely good practice in a variety of situations. For example, whilst some managers may recognise good practice concepts in isolation, they may not always apply them appropriately in particular situations. Therefore, ManagementKnow is designed to assess understanding and application of good practice across a variety of situations.

The types of questions managers will be asked to consider relate to a number of different situations. They are not only asked to make a judgment about what action they would take in these situations, but also how confident they are in their judgment.

### So how does it work?

The ManagementKnow programme is run on a monthly cycle, starting on the first working day of each calendar month and ending on the last working day. In order to join a cycle, simply complete the 'User Registration Template' supplied and return the form at least 5 working days before the start of the next cycle.

Each manager is provided with a unique log-in, normally their email address, and a randomly generated password, which we will supply. These details are typically sent to the manager directly via email on the administration day of the cycle.

It is recommended that participants allow sufficient time, preferably in isolation or a quiet area where it is possible to concentrate. While there is no time limit for completion of the assessment, it will take approximately 40 minutes to complete each assessment. A short demographic survey will precede the assessment for research purposes and will remain anonymous and confidential.

If you are planning to deploy ManagementKnow, we recommend a clear and transparent communication strategy is implemented internally to avoid any misunderstanding as to the nature of the programme. We can help with communicating the right approach to meet your business objectives and to provide a beneficial outcome for participants.

## **Can I get support during the cycle?**

If you have any questions along the way, we will be on hand to help. You should arrange for one or two people to coordinate the running of the assessments. If there are questions or issues you or the participants might have, please contact our Client Services team.

## **Delivery of the results**

Once the assessment period is complete, the results of the assessment will be analysed.

Upon completion of the analysis you will be provided with assessment results, which include:

- A Data Summary of the assessment results and any recommendations
- A Usage Report (detailing participants' status of test completion)
- A Company Report for each assessment programme taken (a high level view of group averages across topics)
- A Management Report for each assessment programme taken (which includes all the participant results)
- An Employee Report for each participant

We will provide guidance on best practice in communication of results back to the participants.

If you have other reporting and analysis requirements, those can be discussed.

## **Coaching and personal development**

Following the assessment data summary, which is normally presented to your senior management team, we will offer a range of coaching and training solutions in order to address any developmental needs. Full details of these additional training and coaching services are available separately.

## **Tangible benefits**

ManagementKnow is designed to identify and facilitate demonstrable improvements towards management excellence. Establishing a cycle of assessment and re-assessment provides details of the change in attainment - not only can you see each individual's progress, you can also see the overall improvements within your organisation resulting from the provision of follow-up training and coaching development.

## **Summary**

In summary, the process is as follows:

- 1) Agree nominated participants and complete username templates
- 2) Brief participants on ManagementKnow and the process
- 3) Assessment cycle opens
- 4) E-mail invitations with usernames and passwords are sent to participants
- 5) Perform and/or Engage administered on-line
- 6) Cycle closes
- 7) Results analysis
- 8) Results are presented back to participating organisations

Thank you very much for taking part in ManagementKnow.

## **APPENDIX – PERFORM AND ENGAGE: TOPICS COVERED**

## **PERFORM**

Perform covers key aspects of performance management, from how managers should set direction and objectives and gain buy-in from staff, to accurately assessing their own teams and managing performance, behaviour and career development. By using Perform to assess your managers, you will be able to test how well they are likely to manage the performance of your employees, helping them to achieve business goals and reach their full potential.

### **Topics Assessed**

**A. Setting Objectives** – identifying stretching but achievable targets for individuals and for teams to provide a focus for performance improvement and future quality standards.

**B. Monitoring Performance** – obtaining and interpreting meaningful information on individual and team performance to guide performance and improvement decisions.

**C. Coaching for Improved Performance** – adopting a facilitative style to providing support for individuals in their development of both the competence and confidence that they need to perform well.

**D. Feedback and Improvement** – providing information on actions or behaviours in such a way that the individuals are likely to adjust their future actions or behaviours to achieve a better result.

**E. Building Teams**- actively helping members of a team to develop agreed processes and understanding, so that the team delivers better results than would otherwise be achieved by the group of individuals acting independently.

**F. Appraising Performance** – providing a fair and impartial review of an individual's performance over a period, identifying contributions, achievement of objectives and areas for future development.

**G. Dealing with Poor Performance** – clarifying the gap between expected and actual performance, establishing the reasons for poor performance and identifying actions to ensure future performance improvement.

**H. Recognising and Rewarding** – identifying when individual or team efforts, contributions and achievements have been of a good standard and ensuring that this is rewarded in a meaningful way.

## ENGAGE

Engage assesses managers on the core competencies essential for engagement. It focuses on your managers' ability to communicate and share information and how they involve their teams in the decision making process. The module also looks at how managers are likely to motivate others, assesses their ability to facilitate change and provide direction, build relationships and ensure that their teams understand the organisation's goals and objectives, as well as how their roles contribute to business achievement.

### Topics Assessed

**A. Vision and Purpose** – creating a clear and attractive image of a future state for an organisation, service or product that employees can both relate to, and feel motivated to work towards achieving.

**B. Broadening Perspectives** – helping employees to understand the broader context in which the business operates e.g. changes in markets and customer expectations, competitive pressures or overall economic situation.

**C. Involving Others** – actively seeking the support, ideas and contributions of employees when making decisions; encouraging participation and buy-in.

**D. Building Relationships** – helping employees to appreciate and value different contributions and perspectives of both individuals and the various functions within an organisation.

**E. Aligning Contributions** – helping employees to understand how the way that they do their job impacts the product or service experience for the customer and influences the achievement of the organisation's goals.

**F. Motivating Others** – causing employees to feel that they want to make a greater effort or a broader contribution than their job description actually requires them to make.

**G. Leading the Values** – setting a positive behavioural and ethical example for employees; showing that the way that things are done and the behaviours of managers and staff are important.