

Pathways to Management and Leadership

Level 3: First Line Management

Unit 3005V1

Identifying Development Opportunities

Pathways to Management and Leadership

Unit 3005V1: Identifying Development Opportunities

Copyright © Chartered Management Institute, Management House, Cottingham Road, Corby, Northants, NN17 1TT.

First edition 2005

Revision author: Ian Favell
Series consultant: Merritt Associates
Consultants: Philip Cullen
Graham Hitchcock
Reginald Snell
Project Manager: Sid Verber
Editor: Lyn Ward
Page layout by: Decent Typesetting

Second edition 2008

Revision author: Ian Favell

Revised July 2013

British Library Cataloguing in Publication Data. A catalogue record for this title is available from the British Library.

ISBN: 0-85946-536-5

All rights reserved, save as set out below. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the written permission of the copyright holder except in accordance with the provisions of the Copyright, Designs and Patents Act 1988 or under the terms of a licence issued by the Copyright Licensing Agency Ltd, 90 Tottenham Court Road, London, England W1T 4LP.

Applications for the copyright holder's written permission to reproduce any part of this publication should be addressed to the publisher. Permissions may be sought directly from Chartered Management Institute in Corby, UK. Phone Publications on (+44) (0) 1536 207379, or e-mail publications@managers.org.uk for further information.

This publication is sold subject to the condition that it shall not, by way of trade or otherwise, be lent, re-sold, hired out, or otherwise circulated without the publisher's prior consent in any form of binding or cover other than that in which it is published and without a similar condition being imposed on the subsequent purchaser.

Approved centres may purchase a licence from the publisher, enabling PDF files of the publication to be printed or otherwise distributed solely within the centre for teacher and student use only according to the terms and conditions of the licence.

Further information on the licence is available from Chartered Management Institute. Phone (+44) (0) 1536 207379, or email publications@managers.org.uk.

Identifying Development Opportunities

SAMPLE MATERIAL

SAMPLE MATERIAL

Contents

About this workbook	7
The unit	7
The aims of this workbook	7
Syllabus coverage.....	8
Getting started	8
How to use the workbooks	9
Section 1 The need for team development	11
People: your greatest resource	11
The organisational framework.....	12
The benefits of training and development	19
A systematic approach.....	24
Identifying needs	25
Current and future needs	30
Taking the lead	35
Summary	36
Section 2 Meeting needs	37
Making plans.....	37
The experiential learning cycle	42
Summary	49
Section 3 Making plans	51
How to approach plans	51
Contributing to delivery and assessment	55
Active support: mentoring and coaching	61
Summary	67

Section 4	Managing performance	69
	Getting the focus	69
	Planning the action	72
	Implementation and review	76
	Monitoring, review and evaluation	78
	Constructive feedback	84
	Timing the feedback	90
	Summary	94
Section 5	Appraising performance	97
	The background to appraisal	97
	The essence of the appraisal interview.....	101
	Preparing for appraisals	102
	Appraisal interview skills and structure	107
	Ownership and honesty	109
	Planning for the future	111
	Recording the outcomes of appraisal	113
	Key principles of assessment	115
	Summary	117
Before you move on		119
	Preparing for assessment.....	119
	Reflecting on progress	121
	Planning your next steps	121
	The Management and Leadership Standards	122
Bibliography		123
Appendix 1:	The control loop	125
Appendix 2:	Expectancy theory	127

About this workbook

The unit

The main purpose of this workbook is to support you as you study for the Chartered Management Institute Level 3 – First Line Management, so it specifically focuses on the content of the syllabus for Unit 3005V1, *Identifying Development Opportunities*, and is about identifying the development opportunities of individuals and teams to meet team and organisational objectives.

This workbook provides underpinning knowledge and develops understanding to improve your skills as well as to prepare for future assessment. If you are studying towards the Level 3, then you will be assessed by your approved centre on 'your knowledge and understanding of' the following learning outcomes:

1. understand the factors involved in leading a team to achieve agreed objectives
2. understand the current competencies of individuals and teams
3. understand how to develop the competencies of individuals and teams.

The content may also assist you with some aspects of Unit 3001V1, *Personal Development as a First Line Manager*, and Unit 3008V1, *Improving Team Performance*.

Two ideas explored in detail in the workbook for Unit 3002V1, *Resource Planning*, are very useful in this subject area, and brief summary extracts of those ideas are included as appendices to this workbook for reference.

The aims of this workbook

This workbook aims to help you learn how to:

- assist others with their development
- identify and provide development opportunities
- plan the work of your team
- lead your team to achieve those work plans
- monitor and record progress and success.

This workbook, then, is about helping you to lead and develop your team and the individuals within it, to meet objectives.

Syllabus coverage

The table below shows which sections of the workbook address each assessment criteria of the qualification syllabus.

Unit 3005V1: Identifying Development Opportunities Syllabus coverage	Addressed within section
1.1 Describe the principles underlying leadership of individuals and teams	1, 4, 5
1.2 Identify the links between individuals, teams and organisational objectives	1, 4, 5
1.3 Explain methods of communicating individual and team objectives	3, 4, 5
2.1 Describe methods of conducting individual and team competence reviews	4, 5
2.2 Identify the links between current competencies and the team and organisational objectives	1, 4, 5
2.3 Identify activities to support the development of current competencies of the team	1, 2, 3, 5
2.4 Explain the impact of current competencies on organisational objectives	1, 2, 3, 5
3.1 Identify development opportunities for individuals and teams	2, 3, 5
3.2 Describe methods of agreeing development opportunities with individuals and teams	2, 3, 4, 5
3.3 Describe processes to measure and review individual and team development objectives	1, 2, 4, 5

Getting started

In the workplace, everyone needs to know clearly what is expected of them, and how their work will be judged. As a first-line manager, you need to be involved in the planning of the work of the team. The plan may give rise to some development needs for the team as a whole, or specific people within the team.

Often, members of your team will need support to deal with an aspect of their job, and you may need to provide some training or development activity to improve or enhance their performance.

Planning and development are key activities in leading your team.

How to use the workbooks

The workbooks provide ideas from writers and thinkers in the management and leadership field. They offer opportunities for you to investigate and apply these ideas within your working environment and job-role.

Structure

Each workbook is divided into sections that together cover the knowledge and understanding required for that unit of the Level 3 in First Line Management. Each section starts with a clear set of objectives that identify the background knowledge to be covered, and the management skills in the workplace that enable you to demonstrate this knowledge. You do not have to complete the sections in the order they appear in the workbook, but you should try to cover them all to make sure that your work on the unit is complete. There are self-assessment questions at the end of each section that allow you to check your progress. You may want to discuss your answers to the self-assessment questions with your line manager or a colleague.

Activities

Throughout the workbooks there are activities for you to complete. These activities are designed to help you to develop yourself as a manager. Space is provided within the activities for you to enter your own thoughts or findings. Feedback is then provided to confirm your input or to offer more ideas for you to consider.

To get the best from the workbooks, you should try to complete each activity fully before moving on. However, if the answer is obvious to you because the issue is one you have encountered previously, then you might just note some bullet points that you can then compare quickly against the feedback. You may sometimes find it difficult to write your complete response to an activity in the space provided. Don't worry about this – just keep a separate notebook handy, which you can use and refer to as needed.

Try not to look at the feedback section before completing an activity. You might like to try covering up the feedback with a postcard or piece of paper while you are working through an activity.

Timings

Timings are suggested for each section and activity, although it is important that **you** decide how much time to spend on an activity. Some activities may occupy only a few moments' thought, while others may be of particular interest and so you might decide to spend half an hour or more exploring the issues. This is fine – the purpose of the activities is to help you reflect on what you are doing, and to help you identify ways of enhancing your effectiveness. It is always worth writing something though, even if it's brief – the act of writing will

reinforce your learning much more effectively than just referring to the feedback.

Scenarios

There are scenarios and examples throughout each workbook to illustrate key points in real workplace settings. The scenarios cover a wide range of employment sectors. As you work through, you might like to think of similar examples from your own experience.

Planning your work

The reading and reflection, scenarios and activities in each section of the workbooks are designed to take around two hours to complete (although some may take longer). This is a useful indicator of the minimum length of time that you should aim to set aside for a study session. Try to find a quiet place where you will not be interrupted and where you can keep your workbooks, notes and papers reasonably tidy. You may also like to think about the time of day when you work best – are you a 'morning person' who likes to get things done at the start of the day, or do you work better in the evening when there may be fewer disturbances?

Preparing for assessment

Further information on assessment is available in the Student Guide produced as part of the *Pathways to Management and Leadership* series. If you have any further questions about assessment procedures, it is important that you resolve these with your tutor or centre co-ordinator as soon as possible.

Further reading

Suggestions for further reading and links to management information are available via ManagementDirect through the Study Support section of the Institute's website at <http://mde.managers.org.uk/members>. Alternatively, email ask@managers.org.uk or telephone 01536 207400. You will also find titles for further reading in the Bibliography at the end of this workbook.

The CMI Management Library holds an extensive range of books and pamphlets for loan to members. A postal loan service is offered to members in the UK only. You will only pay your return postal charges. Go to www.managers.org.uk/library to review the collection and to place your requests.

Section 1 The need for team development

Learning outcomes (about 2 hours)

By the end of this section you should be able to:

- 1.1 Describe the principles underlying leadership of individuals and teams
- 1.2 Identify the links between individuals, teams and organisational objectives
- 2.2 Identify the links between current competencies and the team and organisational objectives
- 2.3 Identify activities to support the development of current competencies of the team
- 2.4 Explain the impact of current competencies on organisational objectives
- 3.3 Describe processes to measure and review individual and team development objectives.

People: your greatest resource

The most important resource available to any organisation is its people. They take up by far the greatest slice of an organisation's costs and they deliver its services. Without people, there is no organisation. The behaviour of some organisations shows they don't recognise this: they service their vehicles, and update the technology and equipment they use, but pay far less attention to the development needs of the people who work for them.

The fact is that any organisation needs all its productive resources – especially its people – to be in the optimum shape to deliver success. The promotion of relevant skills and attitudes in a wide range of areas is the key to this.

Promoting the skills and attitudes your organisation needs is not as complex and difficult as it might at first seem, and one of the aims of this workbook is to equip you with the knowledge and understanding that will help you to do this. Your role as a manager is crucial. You are the first point of contact for the people your organisation relies on for results.

In order to make a constructive and successful contribution, you will need to know about workplace processes such as the standard 'training cycle', and initiatives such as Investors in People. These underline the importance of making sure that all training and development is for the right purpose: to help deliver the organisation's objectives.

In the organisational framework, there is a chain that links vision, mission, objectives, strategy and tactics, and their implementation. It is as good a place as any to start an exploration of your role in the development of people, because it shows how their training and development fits into the drive for success at all levels.

The organisational framework

Appropriate training and development has a positive impact on the performance of the individuals in your team. This, in turn, affects the way your department works to achieve its part of the organisation's objectives. This positive effect carries on right up to the achievement of corporate goals and aims.

Who matters most?

The chief executive of a housing association knows that her organisation depends on giving effective service to a range of people: tenants, purchasers, members of the general public, and others. One day, she considered the question: 'Am I, the chief executive, more important to the success of the association than our receptionist?' She concluded that it depended on whether she was thinking about the short term or the long term.

Taking a view of the long term, the chief executive has a number of vital skills: for example, in:

- helping determine policy
- setting strategy
- clarifying the organisation's vision and the way forward.

However, these are not the sorts of thing that are noticed by people on a day-to-day basis. So, although they are vital to the long-term success of the organisation, it may be able to do without them for a while, and it may be some time before any negative effects become apparent. Long-term vision is essential, but the immediate (short-term) success or failure of any organisation depends on the people who represent it to the public. It is their performance that is seen by the greatest number of people, and by which 'outsiders' will judge whether or not the organisation is effective.

Activity

Activity 1.1

(about 5 minutes)

What are your contact points with:

- your local council?

- your doctor's surgery?

- a local electrical retail organisation?

- a national chain of restaurants or cafes?

Feedback

Your answers probably mirror what most people would say. Your contact points with the local council are likely to be refuse collectors, social services staff, building inspectors, environmental health officers and/or teachers.

For the doctor's surgery, you probably noted the receptionist, and of course the doctor or practice nurse. (Note, though, that the surgery is quite likely to be judged by the performance of whoever answers the phone.)

Contact points at electrical retailers are not representatives from the board of directors or even the regional sales manager – they are the individuals you meet face to face when you want to buy a new DVD player, a flat-screen TV or some other appliance. The same is true for restaurants and cafes – it's the person who shows you to your table, waiters and waitresses, and even the car park attendant, with whom you have direct contact.

Ask anyone the name of the managing director of a national chain of shops and you'll probably get a blank look, because in terms of day-to-day activity, this person doesn't actually matter to the individual customer or, to a certain extent, to the staff either. What matters are the skills of the people with whom the shoppers do have contact, and these tend to be those 'on the ground', doing the job in the front line.

This example emphasises that the success of any organisation – manufacturing, retail, service or public sector – depends on everyone doing their job competently. This is where training and development come in. Chief executives will attend seminars

and residential courses, but the training and development needs of workers lower down the organisational hierarchy should not be neglected.

Like a well-oiled machine, a successful organisation needs everyone, working together and in their individual roles, to combine in order to deliver its aims and objectives. Any chain is only as strong as its weakest link, so there has to be equal treatment for all in terms of appropriate training and development.

Investors in People (IiP)

Investors in People is an initiative that has really taken root. It is a process whereby an organisation can invite accredited external assessors to assess their organisation against the national Investors in People Standards. If successful, the organisation receives the Investors in People award, in recognition of their achievement.

Developed in 1990 by a partnership of leading businesses and national organisations, the Standard helps organisations to improve performance and realise objectives through the management and development of their people. Since it was developed the Standard has been reviewed every three years to ensure that it remains relevant, accessible and attractive to all. Investors in People UK was formed in 1993 to take national ownership of the Standard, protect its integrity and ensure its successful promotion and development. (investorsinpeople.co.uk).

It provides the sort of formula that many organisations are seeking in their search for an effective approach to training and development.

Rosemary Thomson, in *Managing People* (2002), says:

Investors in People... was launched... in an attempt to persuade employers to take an interest in training and developing their employees. In order to qualify as Investors in People organisations have to:

make a public commitment from the top to develop all employees to achieve their business objectives

review regularly the training and development needs of all employees and take action to train and develop staff on recruitment and throughout their employment

evaluate their investment in training and development to assess achievement and improve future effectiveness.

She goes on to give the following examples.

For some organisations the good practice encouraged by Investors in People was already part of their policy;

companies such as Distillers and Vintners of Essex and Nissan Motor Manufacturing (UK) claimed that they only needed to make a few alterations to current practice in order to comply with Investors in People standards. Many others have failed to meet the very high standards demanded by the initiative.

In other words, many effective organisations already have systems and procedures in place that mirror the Investors in People standards.

If you are able to, you should at this point visit the Investors in People website, where they have full information about the IiP Standards, and some useful diagnostic tools that you can use to help to identify strengths and weaknesses in your operations.

The ten principles are based broadly around Deming’s Plan-Do-Check-Review cycle, and focus upon developing strategies, taking action to improve performance, and evaluating the impact of the performance.

Activity

Activity 1.2 (about 10 minutes)

Think about how your organisation matches up to the outline Investors in People approach. Look at the focal points listed below, and identify the systems and processes in place at your organisation that are likely to gain a positive assessment, and those that would not. Make notes in the table below.

Our strategies: Business Learning & Development People Management Leadership & Management	Taking Action: Management Effectiveness Recognition & reward Involvement & empowerment Learning & development	Evaluating Impact: Performance measurement Continuous improvement

Feedback

It may not be easy to form an opinion based on a brief outline of the Investors in People principles, but you were probably able to identify some gaps that need to be addressed. Here are some examples.

- *Does your top management have a clear vision and purpose, supported by performance improvement processes?*
- *Is everyone clear about what their contribution (through their work and their approach) is to the organisation's successful achievement of its goals and objectives?*
- *Is there a system – probably some form of appraisal scheme – where people's performance and contribution can be discussed, and the training and development that they need to make their contribution more efficient, effective or safe are identified with them?*
- *Are these needs formed into training and development plans for individuals, groups, departments and the whole organisation, taking into account available resources?*
- *Does the training and development actually happen, once it has been agreed and prioritised?*
- *Is there some form of evaluation to assess whether the training and development achieved what it set out to in contributing to the organisation's goals?*

The manager's role and responsibility

So, what is your part in all this? Well, it's right at the heart of the matter. The ultimate success of your organisation depends on you and your colleagues making an effective contribution.

Activity**Activity 1.3****(about 10 minutes)**

Take your own job description and see what it says about training or development (it may not use exactly those words, but might talk about activities such as coaching, induction and support instead). Now answer the questions below.

What specifically does it indicate about your part in the training and development of others?

What responsibility do other people have for any training and development of your team?

Feedback

Naturally, job descriptions vary, but in most managers' roles there is a specified responsibility for developing and training the people in the team – and probably the team itself too – to raise and maintain standards and output.

Others will be involved, certainly, but if you think that it is all down to someone else, like:

- *the training manager and their department*
- *HR or personnel*
- *the employees themselves*
- *your boss*

then think again!

One difficulty is that job descriptions sometimes make no clear reference to these or similar points (especially when they have not been updated for some time). In such a situation, you may be unlucky enough to hear the age-old cry, 'I'm not doing that because it isn't in my job description.'

This throwback to the days of inflexible working practices and tight lines of demarcation has no place in today's modern organisational environment. That is why the National Occupational Standards for Management and Leadership emphasise that a manager's role includes the development of the team and the individuals in it.

Another issue can be the blurred use of the two different words – *training* and *development*. The manager's role is generally more about developing people than it is about training them, although both can apply. There is a growing bank of materials that can be used for training. As it says in the introduction to *Ready Made Activities for Developing Your Staff* (Taylor and Bishop):

All managers and supervisors are trainers, of course, by definition. Most, though, would see the training they do as mainly one-to-one coaching or mentoring.

Activity

Activity 1.4

(about 5 minutes)

Write down your ideas about the differences between *training* and *development*. Start by trying to define each term individually and then draw conclusions about the key differences.

Training is...

Development is...

The key differences are...

Feedback

The differences can be hard to untangle, but you may have focused on the way that each is delivered or managed.

Among other things, training can often take a traditional approach in which it:

- *is linked to courses with a start and an end.. 'the training course starts on Monday and ends on Thursday'*
- *deals with a topic or a skill that is to be passed on to an individual or group that needs it*
- *is done by one person to another... 'I trained her/him'*
- *needs a trainer to pass on knowledge and techniques (you can learn on your own and could be self-taught, but it is difficult to be self-trained)*
- *can relate more to 'hard' skills, such as task activity, than to the 'soft' skills of personal issues, attitudes and attributes (although of course 'soft' skills areas are also used significantly in some sectors)*
- *can centre on theoretical knowledge and understanding*
- *is prepared (by the trainer) as a series of inputs to meet set objectives laid down by an 'expert'.*

Development, on the other hand, is usually:

- *a continuous process – it started when you were born and will go on for as long as you do*
- *something that comes from and is managed by people for themselves, once it gets going*