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Dear Member,

Welcome to your May Newsletter

As a manager and leader, it is important to reflect on how we come across. Are our words and actions being received in the way that they are intended? Are they being delivered in the best way to lead and motivate people?

Obviously performance and results are vital, but they are achieved by people, by well led and motivated people. Achieving results is a lot more than just being a process. How it is achieved is vital and having a good rapport with your people is beneficial.

Rapport is an outcome and not something that you do!

Occasionally I ask people to describe the traits of someone who has had a positive effect on them in their lives. Without exception the adjectives are words such as: caring, thoughtful, influential, supportive, listens, role model etc. Invariably words such as challenge and confront are raised indicating that this is not just a quest for soft and fluffy words but evidence that people value challenge if done in a way perceived as in their best interests.

All the various words highlight interpersonal skills that could easily fit under the definition of rapport. I find it useful to discuss with people that rapport is not something you do, instead it is an outcome made up of various constituent factors and it is those factors a good leader needs to nurture. A quote I recently heard is that it is "not so much what you do but who you are that is important."

Often people become leaders without any training and can think they have to change their personal approach and behaviour. In some respects, this may well be the case as they are no longer doing the job they were promoted from and need to apply a different skill set and perhaps mindset. What sometimes happens though is that people equate being a good leader with being about enforcement and asserting their will on others.

As indicated above, this is far from the truth. Leaders do not get good performance by demanding it, but by creating the environment where their followers feel valued, supported and motivated. The good performance will come from a willing workforce and not from a resentful group of people who are being autocratically dealt with.

It is important that new leaders feel confident in their skin and are supported in exploring how they can understand their own thoughts, behaviour and actions. So that they can authentically demonstrate positive values and develop an approach where staff feels valued. Now that is performance management!

What do you expect from your leader?
How can you help develop an effective environment for those you lead?
Why should people follow your lead?

CMI offer several ways of supporting leaders, not least of which are Management Direct with its wide range of resources to support ongoing development. Also the CMI mentoring scheme or the range of qualifications. Events and webinars may also interest you and are all outlined on the website. Also worthy of consideration is the prestigious Chartered Manager Award which I like to describe as helping with 3 Cs - Capability, Credibility and Confidence. Undertaking the award gives you a real opportunity to step back and think about what you do as a leader & manager and how you help enable change.

What are you doing for your CPD?
How could CMI help?

Within the North West region there are opportunities to network and increase your knowledge and understanding of today's management and leadership hot topics.

So why not join us by attending one or more of the events below? If you are constantly on the move, take a look at our [CMI regional events](#) across the UK, which you can register for as well.

We look forward to the possibility of extending a warm welcome to you at an event in the near future.

Please feel free to contact me - or join in the conversations at:

Twitter [@CMINorthWest](#) or LinkedIn [CMI North West](#)

Kind Regards

Paul Finnegan CMgr FCMI

Chair, North West Board

THE IMPORTANCE OF ORGANISATIONAL VALUES

Tuesday 6th June, 12:30pm - 4:30pm



**Room 4 Conference Centre, 58 Legh Street,
Golborne, Near Warrington, WA3 3PA**

This session will cover the rationale for building authentic values-driven leadership, share good practice examples of working with organisational values and introduce delegates to the Barrett Seven Levels of Consciousness model as a framework for leader and organisation culture development.

We will be joined by guest speaker **Jay Blithe**, Global Network Development Leader, Barrett Values Centre.

BOOK YOUR PLACE

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EVENTS

coming up soon in your area



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