



Essential Management Skills

Part 1 - Introduction & Making Things Happen!

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

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?

Course Contents

Part 1 - Introduction & "Making things happen!"

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PART 1
Making things happen
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Are you a proactive or reactive leader?
Are you planning for success or failure?
Taking action!
How to be a pioneer

Part 2 - "Great Communication Skills are part of the TOP Managers Armoury"

Contents:

Introduction to the session
Why are excellent communication skills so important?
How effective are your communication skills?
Learn how to communicate a vision and strategy
Learn how to make effortless rapport from the cleaner all the way up to the chairman
Networking - why do it? are you doing it? are you any good at it?
Public speaking techniques and tips

Part 3 - "Understanding others, motivating and being positive"

Contents:

Introduction to the session
Do you understand what makes other people tick?
What about your team?
Looking out for the signals from other people and learn how to understand their world
Motivating others - should YOU do it? can you do it? are you doing it?
How to have a positive mental attitude no matter what!

Part 4 - "Personal improvement, understanding yourself & yourself image"

Contents:

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Your personal improvement plan
Do you understand yourself? Your motivations? Your values? Your standards?
Learn how to play to and maximise your strengths
Learn how to minimise your weaknesses and improve upon them
Learn how to overcome your fears
Learn how beat stress once and for all!
What is your self image telling others?
Your personal appearance Master Plan

Part 5 - "Seeking good counsel and giving yourself the best chance of success"

Contents:

Introduction to the session

The value of seeking good counsel

Who is in your mastermind team?

Who coaches # 1?

Getting results through others

Using think tanks, support and feedback for success

How to fulfill your needs

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 McPheat

Managing Director

MTD Training

<https://www.mtdtraining.com>

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 innovative? 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!

About MTD



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Sean McPheat is the **Chief Executive Officer** of the multi-award winning **MTD Training Group**.

Founded in 2001 and having trained hundreds of thousands of staff since, MTD specialise in management and leadership development and also sales effectiveness programmes.

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