

January 2009: The Management Edition

## Make this a Happy New Year for Your Operational Efficiency

**If you** want to start your New Year with a boost, then a great way to do this is to review your management - at all levels.

To help you, we have collated some of our best advice on day-to-day business management - at all levels. And we'll also highlight some of the most relevant courses coming up in the next two months.

And remember, any open course booking you make for any course in 2009 in January, we will give you an **EXTRA 10% discount**, on top of any Member discount. Don't lose this opportunity to invest in your business.

### Personal Power

Think of the different sources of power you have: the power of being in charge, the power to influence reward and punishment, the power to give or withhold information.

The greatest source of power is the power of your personality: that hard-to-define something we all have that makes people like us and respect us. Some people have more than others.

Here are four easy ways to cultivate your personal power:

1. **Listen more than you speak:** Take time to assess the situation.
2. **Ask Questions:** Good questions create more insight than statements.
3. **Focus on one thing:** Choose the most important aspect of a discussion and comment on that. Let others deal with the small fry.
4. **Cultivate the art of the silence:** Nothing has as much impact of a well-placed silence
5. **Stay optimistic:** People really do prefer optimists to pessimists - they make us more cheerful.

**Learn More:** [Managing Yourself](#), 23 January; [Basic Psychology for Business](#), 21-22 January; [Influencing & Persuading](#), 10 February; [Time Management](#), 21 January.

### Workload Allocation

Effective workload sharing among your team is an essential part of team or supervisory management.

When we sense the workload is not shared fairly we will start to divert some of our energy into re-dressing the balance, rather than doing our work.

And when we do not have a clear idea of what our manager expects of us, we start to lose confidence in their leadership.

A great solution is to draw up a simple Work Allocation Chart. Draw a grid and list all your team members along the top - including yourself. Down the side, list all of team's tasks in the next month or quarter, for example.

Now define work roles, such as:

- **L** for Leading
- **P** for Participating
- **E** for Expert assistance

- **S** for Sign off

In each cell of your grid, indicate how this person will contribute to that task. You will instantly see if anyone is over-loaded or under-worked.

This makes a great poster for the walls. Everyone can see what is expected of them and their colleagues.

**Learn More:** [Supervisory Management](#), 29 January; [Motivating your Staff through Training and Coaching](#), 4 February; [Managing Underperformance and Difficult Behaviour](#), 12 February.

### Five Favourite IT Courses coming up

<a href="#">Excel for Beginners</a>	12 February
<a href="#">Excel Advanced</a>	28 January
<a href="#">Word for Beginners</a>	29 January
<a href="#">Word Intermediate</a>	18 February
<a href="#">PowerPoint Advanced</a>	3 February

### ***“What Questions should I Ask?”***

This is one of the commonest questions that new senior managers and directors ask, as they start to spend more time managing the business, rather than their team.

This is particularly so with financial matters. Yet all directors and many senior managers have explicit responsibilities towards the financial management of their business. Some of a director’s responsibilities are set out in the law.

**First:** The simple answer is: **“Ask anything”** There is no such thing as a foolish question. If you don’t know, it doesn’t mean you are foolish, just not informed; and a principal part of your responsibility is to be informed.

**Second:** The next thing is to probe where things don’t make sense. Your intuition is a powerful tool, as long as you listen to it.

**Third:** Don’t be afraid to get into the details. If there is anything wrong, or anything important that nobody has noticed, this is where it is most likely to be.

**Learn More:** [Finance for Directors and Senior Managers](#), 5 February.

The [Leadership Programme for Directors and Senior Managers](#) is back following particular requests. The first one runs on 23 March and 23 April.

### Year-end is Approaching

If your business uses Sage 50, then we are laying on a special course just for you, in partnership with Sage experts, Delandale Solutions. Sage 50 Payroll Year End is available on a sign-up basis.

Call our office on 01892 836110 to reserve your place.

- Get your payroll year end right
- Understand your statutory forms
- Get your P14 and P35 forms submitted
- Set yourself up for the next tax year

## Be a Meetings Expert

When you become a manager, meetings can become a big part of your life. Here are seven top tips on being an expert at making meetings work for you.

1. **Read your papers in advance**  
Think about your point of view on each item and decide where you plan to contribute.
2. **Arrive on time**  
You'll feel calm when the meeting starts and make a good impression with colleagues.
3. **Note the names of attendees**  
If there are people you don't know, suggest introductions around the table and jot down the names for new faces.
4. **Be a people watcher**  
Watching faces, gestures and postures will give you insights into what people are thinking.
5. **Search for the perfect question**  
So much more valuable than the perfect answer - and harder to refute!
6. **When things get tough ...**  
Focus on the process, rather than the discussion. This lifts you above factions and makes you a solution-finder; not an arguer.
7. **Look for agreement**  
It's easy to spot where people disagree - look for people who do agree - especially the quiet participants. They may not agree on everything, but there may be a small thing you can all agree on. It's a start.

### Learn More:

[Meetings - Making them Work](#), 10 February.

[Management Essentials](#), 24 February.

[The Management Programme](#) starts again in the new year.

- At [Buxted Park](#), in East Sussex:  
5 February, 17 March, 1 April.
- At [Boys Hall](#), in Ashford:  
17 February, 20, March, 30 April