Time management

Line Manager Helper

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| --- | --- |
| My name |  |
| Date |  |

V1.0

# Welcome

Congratulations. You’ve a participant on a Time management programme. I’m sure you stand ready to support them to learn, apply their learning and achieve measurable results at work.

This helper offers you straight forward yet necessary things for you to do so that they, you and the organisation benefits. And that you will be an advocate for Robertson Training.

# The programme

Almost everyone knows deep down how to manage their time:

* Get priorities clear - and keep them in mind
* Plan the day - and stick to the plan
* Set realistic deadlines
* Look ahead to possible problems

This programme helps participants to ‘flick the switch’ and apply straightforward actions that deliver results. These are most obviously more time released to do other stuff. Stuff to help themselves, their team and their customers.

It gives participants a toolkit to lead their teams to ever improving results. Your participant has lots of fab support ingredients:

* Programme support materials such as the Results helper
* Everything DiSC® Manager profiling to help them action plan improvements to their management practice and get more from the people around them
* Interactive participant packs with the key programme knowledge
* Activity workshops to activate knowledge, discuss, problem solve develop skills and action plan
* Each workshop has the Robertson Training unique astronaut action planner to note, outcomes, reflections and actions
* One to one coaching from a CR colleague to focus on their progress and any challenges
* Follow up resources and activities you can access anytime.

## Signpost to programme information

There’s a welcome video for you, the participants and the coaches. That will give you useful insight to the programme and everyone’s role.

Here is the link to the programme’s dedicated webpage

Insert link

# What’s in it for me as line manager

It’s obvious that it’s in your interest to have them flourish and improve their results for you, their team and the business.

Your active interest in your participant is proven to be vital for their motivation and so their results.

## Results Helper

As part of the programme materials your participant will have a Results Helper. In it they will:

1. Have their action plan
2. Have weekly entries of what they have applied and the results they got
3. A final summary after three months of applying their training.

# Get active

As you’d expect, your role is to help your participant squeeze the most value from their involvement. You do this with:

## Support them

* Talk with them about their experiences
* Be curious about what they’re learning and applying
* Encourage them to share what they’re doing with their colleagues
* Encourage them when their actions challenge them
* Make sure they get opportunities to apply their learning

## Challenge them

* To apply their learning
* To go outside what’s comfortable to improve
* To share results
* Over excuses like ‘No time to apply’, ‘Not had the chance’, ‘Too busy’

## Quality feedback to them

* Feedback often and in timely manner. Better managers schedule time regularly with their team members to review results learning and next development actions
* Feedback positively about what you’ve seen and heard about their involvement and actions
* Challenge them with developmental feedback

# Focussing on results

* The business invested in this programme
* You invest because of time off the job and in the workplace actions
* The participant invests their time, energy and brain power to improve themselves

All of that needs a return on expectations

One of your roles is to keep your participant focused on getting results. We know that some benefits are tough to assess like improved confidence, greater affection for the company and a good feeling because the organisation cares.

There should be measurable criteria too. Let’s say each person saved on average just four minutes each day from applying their learning.

* That’s 3 days released time a year each.
* With 30 people that’s 90 days across Loreburn Housing Association.
* With 90 days resource you can add even more value to your tenants and other customers.

Keep your participant focused on building their results. Take an interest in their Results Helper as it fills with information.

They’ll submit their results after their follow up session. This is usually 3-months after their virtual sessions.

# To help you

In the next pages are useful questions for you to consider and some advice on feedback.

# Useful questions to promote discussion

* Tell me how you are getting on?
* What’s the biggest thing you’ve learned?
* What’s challenging?
* How might you implement that?
* What did you disagree with?
* What was a lightbulb moment?
* How will you assess that?
* How are your team learning about what you’re doing on the programme?
* What have you done that’s worth sharing with our other managers?

# Useful coaching questions

To help your participant GROW you should ask not tell. You want to raise their awareness of the situation and generate responsibility for the actions.

You want to compel people to think. Bill Ury, the global negotiation guru tells us that: “Statements generate resistance and questions generate answers.”

Example:

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| Statement | You need to go to HR and ask what courses they have that will help you. |
| Questions | What options do you have for improving that skill? |

## About goals

* What specifically do you want to achieve?
* What would it give you to achieve that?
* Tell me more about that particular issue?

### Probing the future

* What will be the benefits of . . . ?
* Can you see yourself doing that . . . ?

## About the reality

* How do you know that is the case?

### Challenging ideas

* What evidence do you have for that?
* How do you know that?

### Encouraging reflection

* Can you think why this is difficult for you?
* How could you improve the way you handle that next time?
* Can you think of any reason why this is a difficult area for you?
* How might you improve the way you handle that next time?

## Options

* What possibly might you do next?
* What options can you think of?
* Where might you find out more about that?
* Where might you find that out for sure?
* What would help you understand it better?
* How might you take some influence over that?
* Can you think of any other courses of action you could take?

### Option allies

* Who could have experiences that would be useful to you now?

### Getting real

* How do you see yourself achieving that?
* How can you make that happen?

### Affecting other people

* How would that affect other people?
* What would be the consequences of . . .?
* How would your colleagues\partner etc react?

## Will: action planning

* What would be a natural first action?
* What support do you need for that?
* Who might help you with that?
* How could you influence that?
* What would be the implications . . . ?

### Uncovering priorities

* What do you see as important?
* What would you like to do?

### Setting targets

* Have you a date for achieving this by?
* What sort of deadline have you got?
* Can we agree a time and review?

# The WIN feedback helper

The WIN feedback model is a helpful framework to build your feedback capability. It has its origins in Eastern Europe as a sports coaching model. It is popular because:

* It provides a common language for behaviour-based feedback
* It is the starting point for building a constructive feedback discussion
* It can be used not only to provide developmental and potentially difficult feedback, but to also give praise.

## The WIN 3-step process

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| --- | --- |
| What | Describe specifically the situation/behaviour/action |
| Impact | Describe the impact that this had. It can also be very powerful to add a feeling word in, that represents how it made you feel |
| Next steps | Make a suggestion or request as to what they can do differently/better and invite their response |

## Giving supportive feedback

An example of giving feedback using this structure could sound like:

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| What | What you did well in your update report was follow our team’s standards, used plain English throughout and provided logical recommendations. |
| Impact | It meant I needed little time to review it and I know it impressed the senior team. |
| Next steps | What I think you could do next time is make more use of formatting such as diagrams to help simplify your descriptions of processes. |

## Giving challenging feedback

An example of giving feedback using this structure could sound like:

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| --- | --- |
| What | What you did less well was respond with confidence to the team’s questions. |
| Impact | I felt the impact of your hesitant responses was that it undermined the quality of your research and recommendations. |
| Next steps | I believe you could do better next time by thinking through likely questions and your responses. Also, I’d suggest you repeat back each question before you answer. It means you can confirm your understanding and give yourself some thinking time. |

End