


Leading Volunteers



Manager/Management






Management in business and organisations is the function that coordinates the efforts of people to accomplish goals and objectives using available resources efficiently and effectively




Management comprises:


- Planning
- Organising
- Filling roles




- Leading or directing, and
- Controlling an organisation or initiative to accomplish a goal






A Manager is the person responsible for planning and directing the work of a group of individuals, monitoring their work, and taking corrective action when necessary.



The skills needed for success in management roles in Guiding are:

- Team Building



- Questioning & Listening



- Coaching



- Supporting Leaders



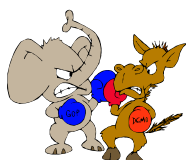
- Prioritising




- Problem Solving

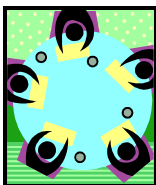


- Conflict Resolution




- Meeting Skills





Skills needed for a Manager:

- ✓ Team Building
- ✓ Listening & Questioning
- ✓ Coaching
- ✓ Supporting Leaders
- ✓ Prioritising
- ✓ Problem Solving
- ✓ Conflict Resolution
- ✓ Meeting Skills.

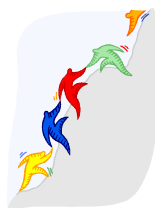


Team Building





What is a TEAM?



A group of people with a full set of complementary skills required to complete a task, job, or project





Team members:



- operate with a high degree of interdependence,



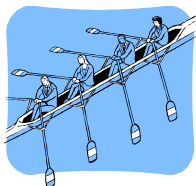

- share authority and responsibility for self-management,


- are accountable for the collective performance, and






- work toward a common goal and shared rewards

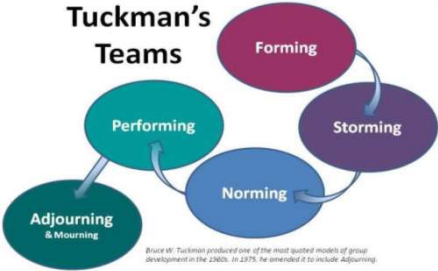



A team becomes more than just a collection of people when a strong sense of mutual commitment creates synergy, thus generating performance greater than the sum of the performance of its individual members




Tuckman's Teams




Bruce W. Tuckman produced one of the most quoted models of group development in the 1960s. In 1975, he amended it to include Adjourning.




Strategies for the Team Leader


1. Set clear expectations
2. Establish clear lines of communication
3. Manage conflict
4. Be responsible for the consequences
5. Celebrate achievements



Communication





Questioning/Listening





Open questions usually begin with words like:

- What?
- Who?
- Why?
- How?
- Where?
- When?
- Which?
- In which way?
- To what extent?

Closed questions usually begin with words like:



- Was?
- Did?
- Are?
- Were?
- Is?
- Could?
- Would?
- Do?
- How?



Rephrase questions to avoid beginning with

“Why?”,



as this may cause others to defend and justify their ideas or behaviour

“We have two ears and only one mouth to remind us that we should listen twice as much as speak” (Anon.)






Listening is the emotional and intellectual act of hearing what is communicated and responding to both the verbal and nonverbal message being sent.

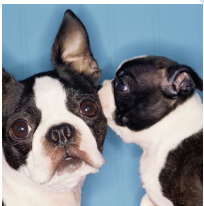

The Chinese word for listening incorporates five distinct components to convey what is meant by listening:

- Eyes
- Ears
- Heart
- You
- My undivided attention






People use four types of listening:

- Inactive
- Selective
- Active
- Reflective





*You cannot listen
with a mouth full of
words!*



Active listening involves the following:

- 👂 Demonstrating empathy
- 👂 Being non-judgmental
- 👂 Understanding and responding to non-verbal communication
- 👂 Understanding your own emotional filters which cause mental blocks
- 👂 Being prepared to listen
- 👂 Being motivated to listen
- 👂 Striving for accuracy





There are five steps we can take to develop active listening:


1. Listen to the content
2. Listen to the intent
3. Assess the speaker's non-verbal communication
4. Monitor your non-verbal communication and emotional 'filters'
5. Listen to the speaker with empathy and without judgment



Let's practice questioning and listening!



Powerful Questions lead to ownership of solving the problem.



Reflect – how was this for you?

Coaching




Skills needed for a Manager:

- ✍ Team Building
- ✍ Listening & Questioning
- ✍ Coaching
- ✍ Supporting Leaders
- ✍ Prioritising
- ✍ Problem Solving
- ✍ Conflict Resolution
- ✍ Meeting Skills.





Coaching is a training or development process via which an individual is supported while achieving a specific personal or professional competence result or goal





Goal.
Current **R**eality.
Options
 (or **O**bstacles).
Will
 (or **W**ay Forward).



Supporting Others

"there is nothing so unequal as the equal treatment of unequals"

Situational Approach To Leadership

Managerial Leadership Styles

SUPPORTIVE BEHAVIOR	SUPPORTING Praise, listen, and facilitate For people who have > High Competence > Variable Commitment	COACHING Direct and support For people who have > Some Competence > Some Commitment
	EMPOWERING Turn over responsibility for day-to-day decision-making For people who have > High Competence > High Commitment	DIRECTING Structure, control, and supervise For people who have > Low Competence > High Commitment
Low	High	

DIRECTIVE BEHAVIOR







Adapted from "Leadership and the One Minute Manager", Kenneth Blanchard 1000ventures.com



Prioritising



Basic Time Management protocols:



-  Create a daily/weekly to do list
-  List goals and set priorities – A, B, C ...
-  Do A's first
-  Handle each piece of paper only once
-  Don't procrastinate - Do it now!
-  Ask yourself - What is the best use of my time right now?





Problem Solving



The ultimate goal of problem-solving is to overcome obstacles and find a solution that best resolves the issue

P	roblems
O	ptions
O	utcomes
C	hoice
H	ow did it go

Conflict Resolution




Fight




Flight




Flow







- Active listening
- Appropriate questions
- Stay away from 'why' questions
- Do not ask 'what's wrong' because it makes the other person defensive because you have made a judgement on the situation



Keys to open communication

- Focus on the issue not the person
- Respond rather than react
- Develop the art of asking appropriate questions
- Identify early signs or clues of conflict
- Make appointments – avoid ambushes
- Be sensitive to, respect and value cultural differences
- Choose constructive not destructive outcomes





"I" Statement

When...

I feel...

And what I'd like is ...

Meeting Skills



Are you lonely?
Tired of working on your own?
Do you hate making decisions?
HOLD A MEETING!

You can –

- See people
- Show charts
- Feel important
- Point with a stick
- Eat food
- Impress your colleagues



All on company time!

MEETINGS
The practical alternative to work



Effective Meetings:

- 1: Begin with a Purpose
- 2: Encourage open discussion
- 3: Press for closure of topics being discussed
- 4: Summarise the main point/s
- 5: Keep a record





