THE 5-MINUTE MANAGER

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The 5-Minute Manager

The 5-Minute-Manager -7 qualities that make for really Great Leadership

The 5-Minute-Manager - Interpersonal Skills

The 5-Minute-Manager - How to trust your Gut

The 5-Minute-Manager - What makes a great Manager?

The 5-Minute-Manager - How to train a Toxic boss

The 5-Minute Manager - How to introduce Psychological Safety

The 5-Minute Manager - How to improve your Management Communication

The 5-Minute Manager - How to change your Management Style

The 5-Minute Manager - How to do Planning and Time Management

The 5-Minute Manager - How to Engage your Team

The 5-Minute Manager - How to build Trust

The 5-Minute Manager - How to use your Body Language

The 5-Minute-Manager - How to use Persuasion

The 5-Minute-Manager - How to increase your Emotional Intelligence (EI)

The 5-Minute Manager - How to manage Discipline

The 5-Minute-Manager - How to terminate someone's Employment

The 5-Minute Manager - How to create a shared Team Vision

The 5-Minute Manager - How to improve Team Communication

The 5-Minute Manager - How to create a self-conscious Team

The 5-Minute Manager - How to develop Charisma

The 5-Minute Manager - How to gain Respect

The 5-Minute-Manager -7 qualities that make for really Great Leadership

Leadership - One of the most observed and least understood phenomena on earth. James Burns.

Great leadership is as elusive as it is important, here are seven qualities that I have recognised in the many great leaders that I have known.

1.   Leadership Style

Someone who is supportive, and forgiving has a positive, infectious attitude and an open-door policy. Someone who is easy to talk to, who provides challenging work, builds effective teams, has genuine empathy and practices open communication and active listening. A great leader cares about and develops their team, they are a role model, and their team members aim to emulate their style, a style that radiates positivity, charisma, and emotion, with an energy that infects those around them for the better. A great leadership style promotes engagement and makes people feel comfortable about approaching with questions, suggestions, and ideas, it is a style that fits the person's personality. It allows the person to focus more on exercising their strengths and achieving their goals.

2.   Charisma

To appear as charismatic and energise those around you, you need to demonstrate gusto, be curious, have a positive and upbeat attitude and communicate high expectations. Being viewed as charismatic is a powerful leadership tool, it encourages team members to trust in an ideology and beliefs. It brings about unquestioning acceptance and affection of the leader, it promotes team member obedience and emotional involvement with the leaders' goals, helping to create a shared vision of the future. We have a love of charismatic individuals, particularly since the explosion of mass media in the 1960s. Some of the most successful leaders in the world are known for their charisma.

3.   Confidence and Competence

We have a basic inability to distinguish between confidence and competence. Confidence is often disguised and falsely perceived as a leadership competency. Most people look at a confident person and assume the person is also competent, however, there is in fact no relationship between confidence and competence whatsoever. Competence is how good you are at something. Confidence is how good you think you are at something. Decades of research suggest that on virtually any dimension of ability, we tend to assume that our leaders are better than they actually are. While confidence is good to have, overconfident leaders, overrate their ability and job performance, and are more prone to reckless decisions because a common downfall is that they are immune to negative feedback.

4.   Skills

The most fundamental type required is 'Technical skills that are specific to the leader's job. Next, come Interpersonal skills - verbal and non-verbal. To succeed at a high level in life a great leader needs to have writing, speaking, presentation, communication, and body language skills. Then there are psychological skills which are perhaps the most important type of skills to have; the ability to show real concern for others and knowing how to show that concern in interactions with others is perhaps the most important – namely the psychological skill of emotional intelligence.

5.   Narcissism

A degree of narcissism (you might say a healthy degree) is not a bad thing; positive narcissism spurns positive arrogance, and positive arrogance is a great motivator. We all have an innate inability to resist the allure of narcissistic individuals, and most great leaders are a narcissist, in one shape or another. They can be the ones who know the best way to do everything (and must tell you about it in incredible detail), or they can be the ones that crave praise more than caffeine and can put the 'me' into meetings. They may be the ones with typically grandiose visions that tap into our own narcissism. According to Randall S Peterson, a professor at the London Business School who studies narcissists in the workplace "the most important thing to them is how they look and how they're seen."

6.   Delegates based on Strengths

Strengths are a person's natural talents, things you are born with (as against skills – which are learned). Great leaders understand that delegation involves assessing team members motives and strengths, satisfying their needs, and valuing them. Team members who are both managed and deployed according to their strengths and who are paired in the same way have substantially increased job satisfaction, achieved higher levels of professional growth, and produce superior, more positive outcomes. Great leaders know that delegating based on a person's strengths develops them, and that monitoring to see if the team member needs additional direction or support assists with progress.

7.   Empathy

To better grasp what we mean when we talk about empathy, we are referring to the type of empathy where we directly feel what others feel, where we imagine ourselves in others' shoes and where we imagine the world, or a situation, from someone else's point of view rather than our own. Then there is 'mind reading' - being good at reading others' emotions and body language. Great leaders effortlessly do these four things, they are naturally attuned to them. Global training giant Development Dimensions International (DDI) has studied leadership for 46 years. They assessed over 15,000 leaders from more than 300 organizations across 20 industries and 18 countries to determine which conversational skills have the highest impact on overall performance. The findings revealed that while skills such as 'encouraging involvement of others' and 'recognizing accomplishments' are important, empathy - rose to the top as the most critical driver of overall performance.

*Gender

The fact that so many leaders are male has much more to do with social factors (people's expectations, cultural norms, and opportunities) than actual gender differences in leadership potential, which are virtually non-existent. In fact, some studies have shown that women are slightly more effective as leaders on the job, but this may be because the standards for appointing women to leadership positions are higher than those for appointing men, which creates a surplus of incompetent men in leadership positions. The solution is not to get women to act more like men, but to select leaders based on their actual competence.

The 5-Minute-Manager - Interpersonal Skills
Daily stresses and the rush to get things done mean that we often fail to communicate clearly, diluting our ability to listen effectively and to influence and persuade.

There are eight interpersonal skills that have a big impact on people, and which can increase your management acumen. Being adept at these skills is an essential management quality that increases your social capital and promotes you as an understanding and supportive person. Here is an opportunity to quickly brush up on them to maintain an open and honest communication style.

1. Open Communication

Open communication means practising active listening and mutually beneficial honest communication. Active listening requires you to fully concentrate, understand, respond to, and then remember what is being said to you. You need to make a conscious effort to hear and understand the complete message being spoken, rather than just passively hearing the message of the speaker, it means reading between the lines and using:

2. Conflict Management

Conflict is inevitable and needs to be managed constructively and professionally. When appropriately harnessed it can be a very positive thing. Did you know that a clash of ideas can be the beginning of innovative thinking whilst being overly dominant with your ideas; is selfish and diminishes thinking. You must learn how to settle and decide between competing ideas by using both conflict and competitive thinking to your advantage.

"In surveys of European and American executives, fully 85 per cent of them acknowledged that they had issues or concerns at work that they were afraid to raise. Afraid of the conflict that would provoke, afraid to get embroiled in arguments that they did not know how to manage and felt that they were bound to lose. So how do we develop the skills that we need? Because it does take skill and practice, too. If we aren't going to be afraid of conflict, we have to see it as thinking, and then we have to get really good at it". Margaret Heffernan.

3. Trust

To build trust, the approach is to strike a balance between appearing as warm and competent so that you come across as credible and human. People are generally aware of your background, namely, the credentials that gained you your current position. With credibility established, it's now time to demonstrate some vulnerability and show that you are indeed a fallible human being. The combination of competence and warmth makes you seem more trustworthy.

4. Respect

Experienced managers know that respect isn't an entitlement linked to a job title, rather it is earned by:

·   Leading by example.

·   Being humble.

·   Showing commitment every single day.

·   Sharing your expectations of others.

·   Helping people succeed and advance.

·   Compromising.

5. Body Language

Nonverbal behaviour, or body language, is language, so you need to remind yourself that it is a form of communication. Your everyday body language is often what determines whether people like you or not, and when someone has made up their mind about you it's all but impossible to change, therefore, body language must be made to work for you. Here are five common mistakes you need to avoid:

·   Not having a firm handshake.

·   Not meeting someone's eyes.

·   Fussy hand gestures.

·   Crossing your arms.

·   Nodding too much.

6.   Persuasion

A primary management activity is the ability to persuade people to do things they either don't want to, have an unreasonable fear of or think they will fail at. The key to persuasion is motivation, when delegating a task consider:

·   Telling them that if you were doing the task this is how you would do it.

·   Telling them that you are less interested in the outcome of the task but rather that they have a go.

·   Talking about what they'll lose if they don't do the task.

7.   Charisma

Charisma is believed to be an innate personality trait that cannot be learned, you either have it, or you don't. However, a manager or team member that possesses gusto and alacrity is curious and always upbeat in front of others will be perceived as being charismatic. Putting forward a positive attitude also infects peoples thinking and feelings and this adds to the perception of charisma. In some workplaces, where the manager has charisma there is energy, a vibe, electricity, or vibrations in the air. This is the result of the manager exuding a positivity that infects the workplace to the extent that everyone possesses it. You can demonstrate charisma by:

·   Demonstrating gusto (showing great energy, enthusiasm and enjoyment when taking part in an activity)

·   Being totally focused on the present, in the moment.

·   Exuding positivity - the glass is always half full.

·   An attitude of getting things done and that no problem is insurmountable.

8.   Emotional Intelligence (EI)

Emotional intelligence is the ability to identify, assess, and control the emotions of yourself and others.

It is the ability to be able to identify and express feelings, perceive and evaluate others' emotions and use emotions to facilitate thinking. Daniel Goleman, the author of 'Emotional Intelligence,' researched models from 181 different job roles from 121 companies and discovered that 67 per cent of the competencies deemed essential for effective performance were 'emotional' competencies. We learn, develop, and practice our emotional intelligence skills through real experiences.

·   Become more self-aware by paying attention to how your emotions are affecting your decisions and actions.

·   Pay attention to managing strong emotions such as excitement, anger, frustration, and distress.

·   Improve your social skills by being 'curious', start a conversation by asking benign questions.

The 5-Minute-Manager - How to trust your Gut

Learning how your gut works, recognising patterns, and trusting your gut can help you make better decisions. "Trust your hunches. They're usually based on facts filed away just below the conscious level."

Introduction

This post describes how gut reactions work, the link with intuition and how experience and practising trusting your gut can help you make better decisions.

The old saying "trust your gut" refers to trusting your feelings, your intuition, trusting your inner voice, with the "gut reaction" or "gut feeling" being more profound than your conscious mind. Gut feeling is intuition, which can be a valuable tool in some circumstances. It seems gut feelings do mean something, and they can often help you make good decisions if you know how they work. Trusting your gut takes practice to get good at it. When people talk about having great intuition or being good decision-makers, it's because they've worked at honing their gut feeling skills.

What is your Gut?

Your brain is delicately linked to other body parts through your nervous system and chemical signals such as hormones and neurotransmitters. Some neuroscientists assert that the mind is comprised of the intertwined brain and body parts. This, then, helps explain why physical reactions frequently accompany intuitive feelings.

You may sometimes get an unusual feeling in the stomach, other times in the throat, and other times on the skin. Gut feeling is your ability to instantly understand something without needing to consider additional information or take time to think it over. It is your inner feeling about something.

Gut feelings often arise when dealing with scary situations. It can be difficult to precisely identify why someone makes you uneasy, for example, in a meeting with someone you find unsettling. What is most likely happening is that your subconscious picks up signals that your conscious senses are not. Those signals manifest themselves in your gut to let you know that something isn't quite right. A gut feeling can be a beneficial signal that sparks creative or entrepreneurial thinking.

How does a gut feeling work?

Gut feelings or intuitions come from patterns we've identified in our past experiences. Your subconscious mind continuously processes information that you are not consciously aware of, not only when you're asleep but also when you're awake. This helps explain the "aha" moments you experience when you see, feel, hear, or learn something that you already knew. The revelation of the obvious occurs **when your conscious mind finally learns something that your subconscious mind had already known.**

Gut feelings or intuitions occur when your brain makes a substantial match or mismatch between past experiences and current experiences. We notice patterns based on past experiences; we store these patterns and associated information as long-term memory and then retrieve the information when we see these patterns again in our everyday experience. These patterns we can envisage as rows of data being populated in a never-ending spreadsheet. In the left-hand columns are the patterns, the bits of information that we notice across similar situations. In the right-hand columns are other various bits of information - outcomes, expectancies, goals, and actions; we have learned things associated with those patterns. The next time we detect one of these patterns (or something similar), our brain finds it in the spreadsheet and delivers the corresponding outcome information to us.

Current research suggests that a brain is a predictive machine constantly comparing new experiences and against previously stored earlier experiences and, as a result, can predict what will happen next. Therefore, the

more experience you have in a particular field, the more accurate and reliable your intuitions will be. Gut feelings or intuitions, therefore, improve with experience, especially their breadth and depth.

The more years of experience you have under your belt, the more likely a solution will simply automatically materialise before you. The key is not to overthink it and just trust your gut.

Bruce Henderson, the founder of the Boston Consulting Group, may have put it best when, in 1977, he called intuition "the subconscious integration of all the experiences, conditioning, and knowledge of a lifetime, including the cultural and emotional biases of that lifetime."

Experience improves your gut feelings

To use and trust your gut feelings, you need practice. Our gut feelings are only as good as the patterns we draw them from. So, you need to have had sufficient experience noticing and changing patterns in order to have built up a spreadsheet that is accurate and extensive.

A poker player with years of experience and an amount of trial and error will have built up patterns as to what a winning hand looks like. So, when they peek at their cards and are struck by a feeling of joy, they would be wise to take that intuition seriously.

Both quantity and quality of practice in establishing patterns equate to the reliability of intuitions. The best form of practice, which most reliably leads to accurate intuitions, is known as deliberate practice. Deliberate practice isn't just repetition; it involves constant refinement based on feedback. It means noticing your gut feelings, thinking about them and the situation that has prompted them.

Then there is the cross-indexing system, which is the ability to see similar patterns in unconnected fields; this ability increases a person's intuitive skills from good to brilliant. The power of cross-indexing increases with the amount of material that can be cross-indexed. In general management, people with varied and diverse backgrounds will be more valuable probably and will learn faster because they'll recognise more patterns.

A survey conducted in May 2002 by executive search firm Christian & Timbers reveals that fully 45% of corporate executives now rely more on instinct than on facts and figures in running their businesses.

This means we're likely to have reliable gut feelings in certain situations and unreliable ones in others.

Case study – IT Infrastructure Manager

I have held the position of IT Infrastructure Manager several times, it's fair to say that I am very experienced in that field. I have seen many infrastructure outages like ATMs and Server farms being down that, in turn, cause significant business and service disruption, which is measured in minutes. As a result, the pressure to restore services as quickly as possible is enormous, as is the risk of making the situation worse.

These events are time-critical; they are an example of crisis management. I know from my own experience that as the years went by and my exposure to these events increased my gut feelings about the right solution definitely improved. What also improved was my ability to evaluate different advice and options that were presented, namely solutions, where I often decided based only on gut feel as other information was either unavailable or untested.

Benefits of trusting your gut
When making business decisions

·   It can be a way to help you make effective decisions in unfamiliar, changing, or complex situations.

· Intuitions use subconscious energy, reducing the amount of conscious energy you need to apply when making decisions. As a result, your choices are based on a higher, deeper intelligence and wisdom gained from personal experiences making you more comfortable trusting yourself.

· Executives routinely rely on their intuitions to solve complex problems when logical methods won't do. The consensus is that the higher up on the corporate ladder you climb, the more you will need well-honed business instincts.

When you do not trust someone

· Conscious actions and words will rarely reveal someone who is being untruthful. However, body language can be a clue as this can be picked up by deeper primal parts of your brain.

· Lying is pretty difficult for most of us, although it seems to come naturally to some people. Body language can betray words being spoken by giving off micro-expressions that reveal an underlying truth. Consciously we may not realise that we have spotted them, but our gut does spot these subtle cues. So, if your gut says that someone is being deceptive or lying, then there is a good chance you are right.

When something is potentially immoral

· Business situations can raise the dilemma of what is profitable and what is right. Decisions such as making an investment or recruiting can all fall under this category. Moral judgements aren't easy to rationalise, and some things just don't have a good outcome, yet you have to choose between the best of sometimes – bad options. These are situations when all you can really do is trust your gut feeling.

When something feels right

· Intuition can be highly useful for driving creativity and innovative thinking to otherwise conservative business practices. Or sometimes when you are interviewing a candidate who doesn't tick all the boxes but feels right.

Ralph S. Larsen, chair, and CEO of Johnson & Johnson, explains the distinction: "Very often, people will do a brilliant job up through the middle management levels, where it's very heavily quantitative in terms of the decision-making. But then they reach senior management, where the problems get more complex and ambiguous, and we discover that their judgment or intuition is not what it should be. And when that happens, it's a problem; it's a **big** problem."

Case Study - Dr Joyce Diane Brothers

Dr Joyce Diane Brothers was an American psychologist who coined the phrase "Trust your hunches. They're usually based on facts filed away just below the conscious level." She became a famous television personality in 1955 for winning the top prize on the American game show The $64,000 Question. She won by trusting her hunches, her gut feelings when presented with multiple choice answers to questions. Often not knowing why she picked answers that just came to her as being correct and, as a result, got the right answer virtually every time.

You can see the gut feeling in action

Watch a Game Show (like The Chase) where contestants are presented with multiple choice answers to questions. The people who win most are those who go with their gut feeling, saying things like "B just stands out to me" or "C just came to mind". Then you will hear losers often say, "Oh – I thought it was A, that's the first thing I thought of". But they selected D instead, not going with their gut. In game shows, those contestants that go with their gut are right 99% of the time, even though they often say they know nothing about the question. It. is a perfect example of a pattern of information in long-term memory known to the subconscious but not the

conscious mind. I personally believe we remember (like a long video recording) everything we have ever seen or read and that it is all stored away, only accessible by our subconscious memory.

Why should you trust your gut?

Today we are so focused on analytical and rational thinking that intuition or gut feelings have largely fallen out of favour. Still, your emotional responses to things should not be ignored.

It's difficult to imagine that CEOs make essential decisions based purely on their intuition. Big decisions usually require deliberate and rational thinking. However, your emotions should not be ignored, being overridden by logic or ignored altogether. Your emotions are evaluations of what you have experienced, what you intrinsically know. They are a part of your internal information processing system.

It's easy to ignore your emotions, your intuitions, preferring instead to rely on good quantifiable data, but you can be unintentionally cutting off a precious source of information. Sometimes, we are so data-driven that we can't see the forest for the trees, and we ignore our insight. Presented with data and insight options, often the best way to go is just to trust your gut.

More than 40% of CEOs say they make decisions based on their gut feeling (or intuition) despite having access to troves of data, analytical tools, and experts at hand.

Conclusion

Intuitions or gut feelings occur when your brain makes a substantial match or mismatch between past experiences and current experiences. We form and notice memory patterns through the process of past experiences; we store these patterns and associated information in long-term memory and then retrieve the information when we see these patterns again in our everyday experience. To use and trust our gut feelings, we need practice. Our gut feelings are only as good as the patterns they are based upon. Therefore, we need to have had sufficient experience noticing and changing patterns to build up a spreadsheet that is accurate and extensive.

Being experienced in your field allows you to rely on your gut feelings more. If you have years of experience under your belt or you've performed extensive research to deal with a problem, the solution will automatically materialise before you. However, many companies and their executives find themselves in increasingly turbulent waters. Thanks to rapid technological advances, business models in some markets are changing seemingly overnight, and new competitors are emerging from everywhere. There is no way you could have the time to thoroughly analyse every one of the options or alternatives available to you, so you have to rely on your business judgment; you sometimes just need to rely on your gut.

The 5-Minute-Manager - What makes a great Manager?

People who are not in a management position simply do not understand how much effort, skill and knowledge is required to do the job and be a good manager at the same time. Whilst being a manager is by and large highly satisfying, it is not easy, it is filled with a huge variety of daily challenges and stresses and takes a particular type of person to do it well. So, thinking about this I decided to write out a list of all the things I could think of that a good manager does in any one day, it surprised me, and I think it will surprise you as well.

What it takes
Organizational awareness

· Understands and interprets the purpose of the business.

- Knows who the customers are

- Knows the stakeholders

- Understands and develops various, different relationships

- Is a chosen field subject matter expert

People management skills

- Understands that employees are the greatest asset and how you lead, motivate, and inspire them has a huge impact on the success of the business

- Leads followers by example

- Inspires others

- Supports and motivates

- Shows commitment and passion

- Is accountable

- Sets individual performance goals/KPIs, develops a plan to achieve the goals/KPIs

- Empowers team members so that they can achieve their goals

- Mentors, assesses performance, and adjusts

- Provides feedback and always give a reason why

- Has honesty and integrity

- Exudes positivity

- Knows how to effectively delegate

Manages one or more teams

- Talks to and gets to know team members

- Manages team members as individuals and accepts differences

- Works with team members to set a common goal

- Knows which people are needed and those that are not

- Understands an individual's team roles and strengths

- Has excellent listening and communication skills

- Builds good working relationships

- Brings people together to solve problems

- Builds trust within the team

- Collaborates bringing people together to do a range of activities

- Runs meetings

- Mentors and develops team members

Manages, Organizes and Plans

- Thinks tactically and strategically

- Is at least a month ahead of their team in terms of planning

- Has good time management skills, can effectively manage time and prioritize tasks

- Is a problem solver

- Uses various Work management tools like Email, Scheduler, Diary, Team, and Project Management

- Organizes own and others work

- Understands budgeting, basic accounting and financial management

- Is a good decision maker, knows the value of sleeping on it

- Arranges files and has a clean desk policy

- Manages unplanned work and surprises

- Uses various management techniques

- Establishes work procedures and processes

- Knows that you can't manage what you can't measure

- Establishes guidelines

Management Style

- Traditional, Progressive, or Transformational – always aiming to do better

- Knows about managing upwards, downwards, and sideways

- Has leadership skills

- Is consistent

- Is intelligent

· Is patient

· Is part psychologist

· Is an influencer, persuader, and a parent

Common descriptions of good managers:

· They provide leadership

· Is supportive and forgiving

· Motivates and has a positive attitude

· Has an open-door policy

· Is easy to talk to

· Provides challenging work

Common descriptions of poor managers:

· Incompetent

· Poor communicator

· Poor listener

· Rude, abrupt, arrogant, humiliating

· Shows no interest

Common reasons why people resign:

· Poor management

· Lack of advancement

· Insufficient remuneration

· Boredom, low job satisfaction

· Poor workplace culture, lack of respect

· Better opportunity

Common attributes of poor organizations:

· See their employees as units of labour, easily replaceable and not worth investing in.

· Inferior at training their mid-level managers, preferring instead to invest in leadership training for senior executives.

· Vests a lot of power in individual managers, allowing them to impose their form of control, rules, and regulations just as long as they achieve business goals imposed on them from above

· Managers are intimidating people in positions of power who are coercive, dictatorial, and distrusting.

A research study on American employees from Gallup found that 50% resign due to bad management. The study continues to show that having a 'bad' boss creates unhappiness in the office, adding stress and spreading negativity to their home life and families. Finally, workers feel like they're given little guidance as to what's expected of them.

What do employees want?

Today's new generation of employees unlike the Baby Boomers before them are vocal about what they want their workplace to look like, they will not accept the old-style methods of the traditional management model which they view as managing, administering, stifling, unreasonable and unwarranted. They want managers who recognize them for their efforts, who work in a collaborative, supportive and motivational manner.

They want a say in how the workplace is managed, where free-thinking, empowerment and service and community are put ahead of self-interest. Progressive management styles and High-Performance Teams are perfect for them, they fulfil their willingness and desire to work across teams, as well as their constant need for feedback, reinforcement, and praise for their being tech-savvy. No matter how they are viewed, the simple truth is that the new generation looks at work dramatically different than the generation that immediately preceded them.

The effects of different management styles

The Traditional Manager

These managers jobs are to plan, organize staff, direct and control. They are largely autocratic and sometimes viewed as intimidating and can rule with compulsion, force, control, and secrecy. They command respect through seniority and years of service and will in extreme circumstances use physical, psychological, and economic force. They set expectations for the employees below them who need to meet certain goals, but the manager receives the reward for achieving those goals. These managers also tend to experience a frequent turnover of employees, they do not always welcome new ideas and are often unaware of problems amongst their team members.

The Copycat Manager

These are managers who have received no supervisory or management training and who have been subjected to traditional managers as their management role models. Not knowing any better, they simply copy the traditional management style believing this is what the path to success looks like. These managers success, attitudes and approach to their employees is largely based upon their personalities. Some can be extremely effective whilst most are abnormal, they are the cause of much employee dissatisfaction.

The Reluctant Manager

There are two types, the first is the manager who is appointed based on seniority or years of service where capability can be irrelevant, it is simply a matter of who is next in line. The second are people who don't want to be a manager but accept or apply for a promotion for the pay or prestige. These people fundamentally lack any management potential, they are usually angry and frustrated as they have great difficulty in influencing and motivating others.

The Progressive Manager

These are managers who have adopted one of the newer management styles such as Servant, Democratic, Participative or Collaborative. Progressive managers have known for decades that the traditional, hierarchical pyramid model is outdated. It does not suit today's fast-moving environment, nor does it suit today's employees. Its rigidity cannot support agility, speed, or engagement, and then there is the troubling aspect of vesting of too much often-abusive power in managers over their employees. A progressive management style is marked by transparency and sharing information with employees where progressive leaders empower everyone. It is a leadership style that values sharing and collaboration.

The Transformational Manager

Transformational management is a progressive style with managers who are agile and who focus their efforts on pushing their team members to ever greater accomplishments through encouragement, pushing them regularly past their comfort zones and motivating them to raise their bar for achievements. They motivate their team members to do more than they thought was possible, they work alongside their employees, inspiring them to ever greater efforts by demonstrating their work ethic. Transformational managers set challenging expectations and typically achieve higher performance outcomes from their teams. They manage people as valuable individuals, identifying and developing their talents. They are role models who are respected and trusted and they build High-Performance Teams.

So, if you are a manager, congratulate yourself every day just for getting through your day. And if you are thinking about management, it is a great job to have, highly rewarding and satisfying but as you have seen there are many demands and a lot to do.

The 5-Minute-Manager - How to train a Toxic boss

I have worked with well over 100 managers and teams, including some of the most toxic managers you could ever imagine.

From my work reorganizing businesses and retraining managers, I have learnt that there are common reasons why some managers are toxic. The causes are simple in nature and are relatively easy to understand and can in many situations be corrected.

What are toxic behaviours:

· Blame you.

· Bully you.

· Undermine you.

· Humiliate you.

· Criticize you in public.

· Don't listen to you.

· Ignore you.

· Stress you.

· Look down on you.

- Praise people who are underperforming.

- Don't support, inspire, or motivate you.

- Think of you as a unit of labour, easily replaceable.

- Rude, condescending, belittling.

- Use you as a scapegoat.

Managers are toxic because:

- They were bullied as a child and know that bullying works.

- They don't know that they are toxic.

- They don't know how to manage.

- Their role model was toxic.

- They are using a traditional management style like being an autocrat.

- They don't like people.

- They are incompetent and are trying to hide it.

- They believe they are always right.

- They are scared to death of failing.

- They are fearful of looking stupid in front of others.

- They are scared of being caught out as a management fraud.

They became a manager because:

- They wanted more money.

- They wanted the title.

- They wanted to bully and boss others around.

- They want to be in control.

- Because they believe they are superior.

- They believe it's their right.

- They believe they are entitled.

- They have been with the organization long enough.

So, what can you do about these people. In my case I can be very upfront, frank, and direct about their behaviour and then put in place new behaviours. But you as an employee of a toxic boss can't do that, you have to approach it differently. Firstly, it's not your job to deal with these people or change their behaviours, it's the job of their superiors (who clearly are not doing their job). Secondly, if you have a toxic manager, you need to get away from them. Move to another department or team, resign if need be – the longer you are exposed to them the more damage they will do to you and trust me, they will damage you.

What I am offering here is a survival guide, but remember this is only a tactical, short-term solution, a strategic, long-term solution is what you need.

The most effective method is to influence a person to do something by prompting them to do the opposite. This works because *when a person feels pressured to act a certain way, they often resort to doing the opposite in order to assert their autonomy and control. One thing you can say about all toxic managers is that they need to be in control.*

Your objectives.

Let's be clear about your objectives before acting.

1. To influence your boss to do something you want, as against what they may want.

2. To start managing them without their knowing so that they can't damage you.

Different approaches you can use.
1.   Put them in a receptive frame of mind.

Always make them feel important.

-    Remind them that they are the manager and can do whatever they want.

o "You must have a lot of experience to be manager and decide on what gets done."

2. Make them feel that they are always right.

o "That's a great idea", "Wish I had thought of that", "That's why you're the manager".

2.   Become their favourite.

·   You want to come across as someone they should listen to, someone they want to associate with, someone they will favour.

·   To do this you need to come across as charismatic, try doing one or all of the following:

·   **Use people's names** when talking to them. This personalise what you say next and makes you come across as more appealing.

·   **Exude confidence**, don't be timid. Pretend you are in a play, playing the part of a confident person. Keep your head up, speak without hesitating.

·   **Make them feel special** by asking them about their feelings and interests.

·   **Make eye contact when you talk to them.** To do this and easily maintain a stare, look just above the top of their nose between their eyebrows – to them it appears as if you are looking straight into their

eyes. Looking into someone's eyes gives you an upper hand. Psychologically it puts you in a superior position and as soon as the other person looks away (which they will) you have won. At this point, propose whatever it is you want. (Each time you win will change the way they behave towards you in the future.)

- o "I just thought that ABC could be a better option".

· **Ask if they would be kind enough to do you a favour**, like leaving early, having a slightly longer lunch, reading something you have written to get their opinion. Anything will do, what's important is just getting them to do the favour. Once someone has done you a favour, they are highly likely to do it again.

- o "Can I ask a favour please; can I have a longer lunch today?"

3. Talk about whatever it is you want (to get, to change, to be removed).

· Talk about the *opposite of what you w*ant, but don't go on about it, just raise it.

- o "I thought that doing XYZ might be a better outcome/result/make us/you look better. But I wouldn't really know which is why I'm asking what you think".

· Do some very subtle trash-talking about the thing you actually want. If you make your case too strong, slip in some minor criticism. Just throw it out there like you're thinking out loud.

· Don't argue too hard for the thing you don't actually want.

· Don't let them generalize. Always ask them to explain their reasoning for suggesting the choice they are arguing for.

· Repeat something until they really understand what you are saying.

· Down talk the desired behaviour. ("I would never pick that.")

· I don't think we should be allowed to do XYZ (XYZ is the opposite of what you want)

4. Ignore them.

This is risky behaviour but one worth trying. Simply ignore your manager, and don't follow any instructions. This behaviour is so outside of their mindset that they won't know how to handle it and may simply ignore you as a result.

Finally, if you can't change their behaviour, you must get away from them as quickly as you can.

The 5-Minute Manager - How to introduce Psychological Safety

This involves making changes to the way your team members behave, how they communicate and how they operate. It comprises understanding what psychological safety is, its introduction to the team, how it changes behaviours and team member communication and the role of team rules.

Professor Amy Edmondson coined the term 'Psychological Safety' in 1999 (Professor of Leadership and Management at the Harvard Business School) as a "shared belief held by team members that the team is safe for interpersonal risk-taking". It was identified as a critical factor in team learning and High-Performance Team development and performance. An all-inclusive and understanding environment is a breeding ground for new ideas. Team members feel they can put forward risky or innovative concepts because they know they will be taken seriously. Hostile business environments lead to the stagnation of creativity, poor work ethics, dogmatic policies, and low retention.

The concept of Psychological Safety is particularly relevant in the modern business world, which counts on teams to innovate and perform in a chaotic environment. Team members with no sense of Psychological Safety are unlikely to collaborate efficiently and effectively, and productivity will be hampered as a result. An atmosphere of Psychological Safety means that people are content and able to admit and discuss mistakes; a healthy, positive learning and high-performance environment is created.

Research confirms that higher levels of Psychological Safety led to more effective team learning and, in turn, higher team performance. Professor Edmondson demonstrated that in an environment of Psychological Safety, a cycle of learning is created; team members are more likely to ask questions and speak up to express issues and concerns, leading to the quicker identification of problems and search for solutions.

"When the workplace feels challenging but not threatening, team members' Oxytocin levels increase in their brains, eliciting trust and trust-making behaviour. This is a huge factor in team success." Source: Laura Delizonna, HBR.

Over time, this cycle leads to improved team performance. "In an internal study by Google (Project Aristotle), researchers concluded from quantitative and qualitative data that psychological safety had the biggest positive impact on team performance and was four times more significant than other factors such as individual performance, structure, clarity, or meaning. It turns out that it matters much less who is on a team, and much more how those people interact" Source: Google 2015. Simply put, psychological safety is much the same as trust.

In a workplace that can be volatile, uncertain, complex, and ambiguous - creating and maintaining a psychologically safe environment must become a managerial priority for those who want to keep up in the global competitive race.

If you create this sense of psychological safety within your team, you will see higher levels of engagement, increased motivation, more learning and development opportunities, and substantially better performance. You create an environment where team members are energised because they feel they can speak their minds, be truthful and take risks

Team Communication

"We are all reluctant to engage in behaviours that could negatively influence how others perceive our competence, awareness, and positivity. Although this kind of self-protection is a natural strategy in the workplace, it is detrimental to effective teamwork. On the flip side, the safer team members feel with one another, the more likely they are to admit mistakes, to partner, and to take on new roles." Source: Google 2015.

Psychological safety is a workplace, an environment where team members feel a sense of inclusion. It creates conditions that enable individuals to speak their minds, take moderate risks and stick their necks out without fear of having them cut off. These types of behaviour lead to market breakthroughs without fear of judgment or reprisal and facilitate effective collaboration and creativity. In simple terms, psychological safety supports the belief that you won't be punished when you make a mistake or make an honest comment.

"A team must have a culture of trust, cohesion, and psychological safety if it is to succeed. The absence of psychological safety can result in problems and conflict being hidden and going unreported, as team members don't feel that they can speak up. A team's ability to take risks, something that is particularly important for some kinds of teams (such as those with an objective to innovate), relies particularly on team members' need for psychological safety being met. Only after a level of trust and inclusion is established can a team engage in constructive conflict—essential if a team hopes to be honest and bold and hold each other accountable to their commitment to the team's objectives." *Source: Deloitte Insights.*

"It's not about being nice to each other or reducing performance standards, but rather about creating a culture of openness where teammates can share learnings, be direct, take risks, admit you "screwed up" and be willing to ask for help when you're in over your head. Unsurprisingly, in Google's top performing teams' people feel safe to speak up, collaborate and experiment together." Source: Google 2015.

"There's no team without trust", Paul Santagata, Head of Industry at Google.

"The research is now abundantly clear that psychological safety is a powerful differentiator of effective teams. The best teams are the ones that have trust and belief in each other," says Googles -Tom Brannan. "Team members who don't feel safe will keep their problems to themselves and be unwilling to share information. This lack of openness may slow a business down, preventing it from responding as agilely as it might, as collaboration and communication become impaired, and individuals are reluctant to share the problems and opportunities they see. At its worst, senior managers can be left unaware of problems until they become so serious that an external regulator or government body is forced to step in." Source: Deloitte Insights.

To innovate together, team members need to feel they can talk openly and candidly to each other without fear of judgement or reprisals. Such climates are described as "psychologically safe" environments. The belief that the team is safe for interpersonal risk-taking. That one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes.

Team rules

Establishing clear ground rules gives a team its cultural and psychologically safe baseline. It is a fundamental step in team development. In the case of a new team, rules also help remove the inevitable confusion and anxiety that usually exists as new team members get to know each other.

Establishing team rules is a simple way to negotiate and establish team behaviours and practices, both in general and temporarily say, for a project. Team rules increase psychological safety and reduce potential conflict among team members by:

· Aligning relationships on appropriate and inappropriate behaviours.

· Making team values explicit.

· Creating a cultural baseline.

· Not assigning blame.

· Allowing legitimate measures in case of non-compliance.

· Preventing a sense of inequity and injustice from developing within the team.

Team rules are a behavioural framework, an agreement a team makes around the behaviours it will or will not accept. It includes team behaviours and values, decision-making rules, coordinating and communicating, framing expectations such as no assignment of blame in case of failure, dealing with issues, accepting diversity, taking risks, asking for help, mutual support, and accepting diversity appreciation. For example, if you agree upon honesty as a behaviour in a team rules framework, you prioritise being honest above most other things. If everyone agrees with each other that the team will be 'supportive', then it's much easier to reward supportive behaviour. At the same time, if someone in the team isn't being supportive, it's much easier for anyone to say, "we said we were going to be supportive, and I felt you weren't when you did XYZ". This removes the personal attack and is much easier to manage and deliver.

When everybody in the team feels safe to speak up about mistakes or issues, the team will learn faster and move quicker to higher levels of performance.

Summary

1.   **Psychological Safety**. – A shared belief held by team members that the team is safe for interpersonal risk-taking. An atmosphere of Psychological Safety means that people are content and able to admit and discuss mistakes; a healthy, positive learning and high-performance environment is created. Arrange a team Workshop to introduce Psychological Safety as a team practice.

2.   **Team Communication**. - We are all reluctant to engage in behaviours that could negatively influence how others perceive our competence, awareness, and positivity. Psychological safety is a workplace, an environment where team members feel a sense of inclusion. It creates conditions that enable individuals to speak their minds, take moderate risks and stick their necks out without fear of having them cut off.

3.   **Team rules.** - The establishment of clear ground rules gives a team its cultural baseline. It is a fundamental step in team development. Establishing team rules is a simple way to negotiate and establish team behaviours and practices, both in general and temporarily say, for a project. Team rules increase psychological safety and reduce potential conflict among team members. Establishing team rules is a simple way to negotiate and establish team behaviours and practices.

The 5-Minute Manager - How to improve your Management Communication

It's important to take notice of how you communicate. Here is how to have a professional conversation without wasting your time, without getting bored, and without offending somebody.

We've all had really great conversations. We've had them before. We know what it's like. The kind of conversation where you walk away feeling engaged and inspired, or where you feel like you've made a real connection, or you've been perfectly understood. There is no reason why most of your conversations can't be like that.

1.   **Don't multitask.** And I don't mean just set down your cell phone or your tablet or your car keys or whatever is in your hand. I mean, be present. Be in that moment. Don't think about your argument you had with your boss. Don't think about what you're going to have for dinner. If you want to get out of the conversation, get out of the conversation, but don't be half in it and half out of it.

2.   **Use open-ended questions.** Start your questions with who, what, when, where why or how. If you put in a complicated question, you're going to get a simple answer. If I ask you, "Were you terrified?" you're going to respond to the most powerful word in that sentence, which is "terrified," and the answer is "Yes, I was" or "No, I wasn't." "Were you angry?" "Yes, I was very angry." Let them describe it. They're the ones that know. Try asking

them things like, "What was that like?" "How did that feel?" Because then they might have to stop for a moment and think about it, and you're going to get a much more interesting response.

3.   **Go with the flow**. That means thoughts will come into your mind and you need to let them go out of your mind.

4.   **Don't equate your experience with theirs.** If they're talking about having lost a family member, don't start talking about the time you lost a family member. If they're talking about the trouble they're having at work, don't tell them about how much you hate your job. It's not the same. It is never the same. All experiences are individual. And, more importantly, it is not about you. You don't need to take that moment to prove how amazing you are or how much you've suffered.

5.   **Try not to repeat yourself**. It's condescending, and it's really boring, and we tend to do it a lot. Especially in work conversations or in conversations with our kids, we have a point to make, so we just keep rephrasing it over and over. Don't do that.

6.   **Stay out of the weeds**. Frankly, people don't care about the years, the names, the dates, all those details that you're struggling to come up with in your mind. They don't care. What they care about is you. They care about what you're like, what you have in common. So, forget the details. Leave them out.

7.   **Listen**. I cannot tell you how many really important people have said that listening is perhaps the most, the number one most important skill that you can develop.

The 5-Minute Manager - How to change your Management Style

It's important to understand how your current management style influences the way you think, feel, speak, and act. Your management style has a significant impact on the way you and your team operate, the right management style promotes team member engagement and makes your team members feel more comfortable approaching you with questions, suggestions, and ideas.

The right management style substantially increases your management confidence and lowers your stress levels. When you have a management style that fits your personality, your objectives, your team, and your business, not only can you focus more on exercising your strengths and achieving your goals but doing so becomes far easier.

Your Current Management Style

Imagine that your team members are completing the survey below – how do you think you would rate? Your answers to these questions directly reflect your current management style.

1.   I would recommend my manager to others.

2.   My manager assigns stretch opportunities to help me develop in my career.

3.   My manager communicates clear goals for our team.

4.   My manager gives me actionable feedback on a regular basis.

5.   My manager provides the autonomy I need to do my job (i.e., does not "micro-manage" by getting involved in detail that should be handled at other levels).

6.   My manager consistently shows consideration for me as a person.

7.   My manager keeps the team focused on priorities, even when it's difficult (e.g., declining or deprioritizing other projects).

8.   My manager regularly shares relevant information from their manager and senior leadership.

9.   My manager has had a meaningful discussion with me about my career development in the past six months.

10. My manager has the technical expertise (e.g., technical judgment in Tech, selling in Sales, accounting in Finance) required to manage me effectively.

11. The actions of my manager show they value the perspective I bring to the team, even if it is different from their own.

12. My manager makes tough decisions effectively (e.g., decisions involving multiple teams, competing priorities).

13. My manager effectively collaborates across boundaries (e.g., team, organizational).

Source: Google Oxygen Project.

Your Management Style dictates things like:

1.   How successful you are and how much you achieve.

2.   Your approach to others.

3.   Your stress levels.

4.   If you are admired and respected.

5.   If your team members want to be like you.

6.   How you respond in a crisis.

7.   How you relate to your team members.

8.   Always being on time.

9.   Arriving early for work.

10. Staying back late.

11. How you give presentations.

12. How you run a meeting.

13. Being organised.

14. Your approach to mentoring and counselling.

15. How your email is managed.

16. Being controlling, and authoritarian.

By default, your current management style is a copy of your first or a previous manager which you typically copy for better or for worse. Most often it is the latter, as the style will almost certainly be traditional, meaning it has many negative consequences.

People leave managers, not companies.

The High-Performance Management Style

A high-performance management style is a progressive style, it is a personalised statement of the work persona you want to project. High-performance managers develop teamwork, they know they need to spend time with their teams, talk to them, and understand them and what they care for individually. A high-performance management style motivates others to do more than they thought possible. Managers using this style set challenging expectations for their team members who are managed as individuals, identifying, and developing their strengths. High-performance managers are supportive, provide mentoring and are role models who are respected and trusted. Team members emulate this style, a style that aims to radiate positivity, charisma and an energy that infects team members. These are the key advantages of the high-performance management style:

1. It is excellent for rapidly changing business environments.

2. It promotes growth.

3. It builds and manages high-performance teams.

4. It suits a both a management and leadership position.

5. It significantly boosts self-confidence, team productivity and innovation.

Self-esteem, ability, skills, strengths, and innate intelligence all impact how your team works. You can have the best team in the world but if your management style is poor, it will reflect in your team's performance. A high-performance management style needs to achieve what you want, empowering you and your team members and creating greater job satisfaction for all.

It is important to create a style that suits you and gets the best out of your team because after all, how you manage them can make or break your business. Your style influences how your team maintains itself and how it performs in reaching its goals. When creating a new management style, how others will perceive it and react to you is what is important.

List your Behaviours

Have a look again at the survey questions above and make a list of current management *behaviours* where you are falling down, that is, things that are negative about your current style. Also, identify good behaviours, your strengths, and things you are just good at and list these as well.

To develop a high-performance management style, the secret is to minimize your current negative behaviours and substitute them with high-performance behaviours.

Next, look at the high-performance behaviours listed below, and select those that are 'most important to you, the ones you would like to adopt.

High-Performance Behaviours

1. Considerate towards the needs and development of team members.

2. Develop team members to successively higher levels of potential.

3. Practise 'management by walking around.

4. Expect higher performance outcomes.

5. Establish open communication.

6. Being fair and reasonable, open, and honest.

7. Being respected, ethical and trusted.

8. Accepting individual differences.

9. Inspiring.

10. Actively listen.

11. Share information.

12. Manage conflict.

13. Promote innovation.

14. Have charisma.

15. Use emotional intelligence.

16. A good influencer and collaborative.

17. Empower team members and not micromanage.

18. Supportive, providing tools, training, and advice.

19. Have an open-door policy.

Create a new Style

Using the lists of behaviours, construct a string of keywords, then turn that string into a series of sentences that describe how you 'want to manage. Next, merge the sentences into one paragraph that describes a new style. Keep reworking the paragraph until you arrive at something you feel comfortable with. The trick is to create a short paragraph or one or two sentences that you can easily memorise.

Example Style

"I am an enthusiastic CIO who is open and honest, fair, and reasonable, someone who mentors, motivates, empowers, and provides feedback. I develop my people to achieve more than they thought possible and to become professional in their chosen field."

Limiting your management style to one or two sentences is important as it is easier to remember and later recite. Reciting it repeatedly makes it become second nature, i.e., a habit. As the new style becomes more integrated into your daily thinking, it moves from your conscious awareness into your subconscious, where it operates on "automatic pilot", executing without any conscious effort and with a sense of confidence and calm. This is how it works and changes the way you think, feel, speak, and act.

Practice, Practice, Practice

The secret to getting your new management style to take root and change the way you think, feel, speak and act is repetition and the timing of the repetition. As with learning anything new, repetition is the key as it psychologically changes your subconscious, influencing how your conscious mind works. It will take a few weeks for your new way of thinking, speaking, and acting to take root and take over, but it will happen, and you will change. Perseverance is required. Continually practising and reciting your new style to yourself will influence the way you lead. Here are the best times to practice reciting your new style:

1. In the shower.
2. On your way to and from work.
3. Before you answer an email.
4. Before you have a 1:1 conversation.
5. On your way to a meeting or waiting for one to start.
6. During meetings and conversations before speaking.
7. Before giving a presentation.

As a suggestion, whilst you are practising, pause for a moment before you speak, and use the pause to recite your new style. No rule says you must immediately blurt out a response or answer to someone. Pausing also makes you look more statesmanlike; people will notice it and respect and admire it. Then, speak slowly, and aim to match your words and tone with your new style.

You can test if your new style is working by noticing people's reactions to your conversations and the observations and comments they make. Look at people's faces and eyes for a reaction and listen to their words in response to what you have said. If you are doing well, when a team member is asked to come and see you, they will run to your office - in a positive way.

Your management style is contagious, the central finding of EI research is that emotions are contagious, attitude and energy 'infect' a workplace for better or worse. Accordingly, your team members will emulate your style and they will in turn be influenced by it. I was often described as having 'energy' that radiated and infected everyone around me, it was only because even in the face of adversity, my management style made me remain positive and confident and as a result so did my team members making them feel supported.

Team members will copy the pace you set, the sense of urgency you create, even your work habits like arrival and departure times. They will copy your behaviours, your ways of thinking, the way you delegate, how you deliver on commitments and the trust you give.

Your management style directly affects your confidence, performance, productivity, and respect. It improves your team's morale and retention. Engaged team members are motivated and supported making them more productive. Disengaged team members are more likely to be unsupported, causing frustration and disruption.

The 5-Minute Manager - How to do Planning and Time Management

Planning and time management is the process of organizing and planning how to divide your time between specific tasks. It enables you to work smarter, not harder - so that you get more done in less time, especially when your time is tight, and pressures or stresses are high.

Good planning and time management enables you to complete more in a shorter period, makes you more productive and efficient, lowers your stress and anxiety, and helps you procrastinate less and produce a higher quality of work, getting more of your important work done in a day.

Make a task list

This stops you from feeling overwhelmed by the amount of work you must do. It stops you from missing deadlines or forgetting something important. A task list is a prioritized list of all the tasks you need to carry out, it lists everything you have to do, with the most critical tasks at the top and the least important at the bottom. This means all your tasks are written down in one place, so you don't forget anything.

A task list is essential if you're going to control your workload; using a task list effectively, you'll be much better organized and more reliable, and you will experience less stress. Prioritizing means spending your time on high-value or the most critical tasks first; helping you to meet your deadlines making you more productive and a better manager

· Write down all the tasks that you need to complete. Break down larger tasks into smaller steps or sub-tasks. (Ideally, these should take no longer than 1-2 hours to complete each.)

· Run through all the tasks and allocate a priority. (Use High, Medium, and Low or Mandatory, Highly Desirable, Nice to have) based on when the task is due.

· If too many tasks have a high priority, run through the list again and demote the less important ones. Once you have done this, rewrite the list in priority order again.

Always spend 30 minutes at the end of the day organizing tasks on your list for the next day. It is fastest to use a simple pad and pen to make your list; otherwise, use a word processor, spreadsheet, scheduling, or teamwork software.

Use for small projects

Task lists can help you get and stay on top of important projects and piles of tasks or decisions. When working on a project, there are many tasks to do and many people to do them - staying on top of this can seem daunting.

For a project, structure your list by team member, writing out tasks and deadlines for every person on the project. As you write out your tasks, check your team task list to see what's due that day. Task lists are for when you have a small number of tasks (say 10- 20) that you need to complete. When you have more extensive tasks lists, you need to move to a task scheduling App like MS Project, designed to manage larger and more complex task lists and projects.

Create a daily schedule—and stick with it

Don't start your day without a task list. Putting everything on paper will prevent you from lying awake at night tossing and turning over the tasks running through your head. Instead, your subconscious goes to work on your plans while you are asleep, which means you can wake up in the morning with new insights for the workday. If you can't do it the day before, make sure you write out your task list first thing in the morning. You'll find that

the time you spend creating a task list (a clear plan) is nothing compared to the time you'll lose jumping between tasks when you lack such a plan.

Prioritize wisely

As you organize your task list, prioritization is critical for successful time management at work. Start by eliminating tasks that you shouldn't be performing in the first place. Then identify the three or four most important tasks and do those first—that way, you make sure you finish the essentials. Evaluate your task list and make sure you have organized it based on the importance of a task rather than its urgency. Important responsibilities support the achievement of your goals, whereas urgent responsibilities require immediate attention and are associated with the achievement of someone else's goals. We tend to let the urgent dominate when we should focus on activities that support our business goals.

Group similar tasks together

Save yourself time and mental energy by completing all of one type of task before moving on to the next. For example, create separate chunks of time for answering emails, making phone calls, filing, and so on. Don't answer emails and messages as they come in, as doing so is a distraction - which is an inefficient use of time. Turn off your phone and email notifications to eliminate the temptation to check at unappointed times.

Multi-task a maximum of three tasks

When working alone, aim to focus on the task at hand and no more than two other tasks or projects simultaneously. You will need to keep some time available for when team members come to see you. It can be tempting to multi-task more than three tasks at a time, but you're just shooting yourself in the foot when you attempt to do so. You lose time and decrease productivity when switching tasks.

Learn to say no

You cannot manage your work if you can't say No. Only you know how much work you must do and how much time you have available. Declining a request to focus on more important tasks is exactly what you should be doing. And if you take on a task that is going nowhere, consider letting it go. Rather than doing a lot of tasks that yield little or no value, complete fewer tasks that create more value. Use the 80/20 rule—80% of your output comes from 20% of your inputs and focus on those tasks that produce the most value. Finally, if you can't say no, delegate it.

Actions

1. Start your day with a clear intention of what you want to do.

2. Set specific goals (What needs to be done.)

3. Focus on high-value tasks.

4. Make a task list.

5. Prioritize and regularly review your task list.

6. Plan for tomorrow and use deadlines.

7. Keep a weekly and monthly calendar.

8. Try to minimize interruptions, but at the same time allow for distractions.

9.   Aim not to multitask.

10.   Review your day at the end of your day.

Summary

1.   **Make a task list**. - This stops you from feeling overwhelmed by the amount of work you must do. It stops you from missing deadlines or forgetting something important. Always spend 30 minutes at the end of the day organizing tasks on your list for the next day.

2.   **Use for small projects**. - Task lists can help you get and stay on top of important projects and piles of tasks or decisions. When working on a project, there are many tasks to do and many people to do them - staying on top of this can seem daunting.

3.   **Create a daily schedule—and stick with it**. - You'll find that the time you spend creating a clear plan is nothing compared to the time you'll lose jumping between tasks when you lack such a plan.

4.   **Prioritize wisely**. - As you organize your task list, prioritization is critical for successful time management at work. Start by eliminating tasks that you shouldn't be performing in the first place. Then identify the three or four most important tasks and do those first.

5.   **Group similar tasks together**. - Save yourself time and mental energy by completing all of one type of task before moving on to the next.

6.   **Multi-task a maximum of three tasks**. - When working alone, aim to focus on the task at hand and no more than two other tasks or projects simultaneously.

7.   **Learn to say no**. - You cannot manage your work if you can't say No. Only you know how much work you must do and how much time you have available. Declining a request to focus on more important tasks is exactly what you should be doing.

The 5-Minute Manager - How to Engage your Team

Team member engagement is the degree to which a team member feels connected to their job. Engaged team members are far more productive than disengaged team members. (Disengaged team members feel no real connection to their jobs and tend to do the bare minimum.)

The objective is to have a team of highly engaged team members, and that is what this step is all about. Team member engagement is accomplished by giving feedback, providing autonomy and empowerment, by doing Weekly Check-Ins and Quarterly Mentoring.

Engaged team members produce superior results, are more productive, loyal and stay at an organisation longer, and team member engagement links to better business outcomes. Based on over 50 years of team member engagement research, Gallup has shown that engaged team members produce better business outcomes than others - across industry, company size and nationality, and in good economic times and bad.

·   Engaged team members are highly involved in and enthusiastic about their work and workplace. They are psychological "owners" who drive high performance and innovation and move the organisation forward.

·   Non-engaged team members are psychologically unattached to their work and their company because their engagement needs are not being met; they're putting in time but not energy or passion - into their work.

· Actively disengaged team members are unhappy at work; they are resentful that their needs aren't being met and act out their unhappiness accordingly. Every day, these team members potentially undermine what their engaged co-workers accomplish.

Gallup research has shown that engagement creates a positive feedback loop. People who are engaged are more successful, and success helps people engage in their work. Strengths-oriented teams improve engagement and team cohesion; thus, they have less turnover -creating conditions that will enhance the likelihood of success. Researchers have developed various definitions of team member engagement and created categories to describe and distinguish its differing levels.

Although the concepts of team member engagement and job satisfaction are somewhat interrelated, they are not synonymous. Job satisfaction has more to do with whether the team member is personally happy than with whether the team member is actively involved in advancing organizational goals. Team member engagement is the emotional commitment the team member has to the organization and its goals.

Team members' emotional commitment means engaged team members care about their work and their organisation, identify with its vision and purpose, use discretionary effort, and are enthusiastic about it. They are committed to their work and workplace. Their level of psychological investment is a measure of the strength and mental and emotional connection they feel toward their workplace. This means an engaged supervisor works overtime when needed, and an engaged clerk keeps the store clean.

Engaged employees lead to better business outcomes. In fact, according to Towers Perrin research, companies with engaged team members have 6% higher net profit margins, and according to Kenexa research, engaged companies have five times higher shareholder returns over five years.

Engaged and disengaged team members

Gallup distinguishes between employees who are "actively engaged" (loyal and productive), "not engaged" (average performers) and "actively disengaged" (ROAD warriors or "retired on active duty").

Disengaged team members feel no real connection to their jobs and tend to do the bare minimum. Disengagement can show in several ways, a 9-to-5 clock mentality or a tendency to seal oneself off from other team members. It becomes most noticeable when someone who's ordinarily outgoing and enthusiastic seems to fall by the wayside and has nothing positive to contribute. They may resent their jobs, tend to gripe to co-workers and drag down office morale.

Researchers at Kenexa High-Performance Institute looked at 840,000 responses on team member engagement from companies in the U.S. and Britain and found that after two years in a job, 57 per cent of the respondents were disengaged.

Engaged team members are highly focused and intensely involved in their work. They are enthusiastic with a sense of urgency. Engaged behaviour is persistent, proactive, and adaptive in ways that expand the job roles as necessary. Engaged team members go beyond job descriptions in, for example, service delivery or innovation; they feel focused with a sense of urgency and concentrate on how they approach what they do; satisfied team members, in contrast, feel pleasant, content, and gratified.

Team members who receive daily feedback from their managers are 3 x more likely to be fully engaged.

Higher levels of engagement affect business outcomes such as. 41% lower absenteeism, 24% lower turnover, 17% higher productivity, *and* 21% higher profitability.

Engagement levels are significantly influenced by the team members' manager (through job assignments, trust, recognition, day-to-day communications, and so on.)

Effect on productivity

Most managers understand that team member engagement directly affects an organisation's profitability. According to Gallup, just 33 per cent of American workers are engaged by their jobs. Fifty-two per cent say they're "just showing up," and 17 per cent describe themselves as "actively disengaged" therefore, most managers have a lot of work to do to unlock the full potential of their teams.

Engagement can be affected by social cohesion, feeling supported by one's manager, information sharing, a team vision, communication, and trust. Team members want to feel valued and respected, know that their work is meaningful, and their ideas are heard. Highly engaged team members are more productive and committed to the organisations in which they work.

"Team member engagement has emerged as a critical driver of business success in today's competitive marketplace. High levels of engagement promote talent retention, foster customer loyalty and improve organizational performance and stakeholder value." Source: SHRM.

The role of managers

"Google manager research revealed that one of the most important behaviours of their best managers was that they were effective coaches. This is seen in other professions, as well. For example, in sports, many former athletes can tell stories about how a coach changed their life by identifying strengths, unlocking their potential, and encouraging them to persevere. Managers can be effective coaches by focusing on the individual needs of each team member. It is also important for managers to be able to flex their coaching styles - for example, the needs of individual team members may require them to be a "teaching" coach, where the manager passes along expertise to achieve something or a "facilitating coach" where the manager asks questions and listens instead of telling or giving answers." Source: Google Project Oxygen.

· "Have regular 1:1s with your team members and be fully present and focused on the team member.

· Be aware of your mindset and that of the team member.

· Practice active listening and ask open-ended questions to facilitate the team member's insight (questions that start with "what" and "how" encourage expansive thinking).

· Provide specific and timely feedback.

· Balance positive (motivational) and negative (constructive) feedback and understand the unique strengths and development areas of each team member." Source: Google Project Oxygen.

Team member engagement increases dramatically when the daily experiences of team members include positive relationships with their manager. Team members want relationships, particularly with a manager who can coach them to the next level. Managers drive team member engagement. Between regular meetings, weekly check-ins and touch bases, managers see the full spectrum of work their team is working on. The manager is the one who sets expectations, highlights opportunities, improves collaboration, and often distributes the workload. This can only happen successfully when the manager is involved in and engaged with their team.

People want purpose and meaning from their jobs. They want to be recognised for what they are good at and what makes them unique. This is what drives employee engagement.

"One of the critical high-performance leadership functions is team member engagement; this is because your most valuable assets are your team members. Disengaged team members feel miserable while at work, and that misery follows them home, compounding their stress and negatively affecting their overall well-being. Team member engagement should be a manager's primary role responsibility."

If you have the materials and equipment you need to do your job right, you'll care more about the fate of your organisation. You are naturally inclined toward success at some things, and by adding skills, knowledge, and practice, you'll be much better at them. High-performance managers need to build genuine relationships with their team members. The best managers understand that each team member is different and that each has various successes and challenges. Knowing their team members as people first, these managers accommodate their team members' uniqueness while managing them toward high performance.

· High-performance managers try to get to know their team members and help them feel comfortable discussing any work-related subject. They trust trained team members to take authority over decisions in their assigned jobs. High-performance leadership gives team members room to be creative, look to the future, and find new, creative solutions to old problems. Team members on the leadership track will also be prepared to become high-performance managers through mentorship and training.

· How much of your time do you spend working on your team member relationships? Building strong professional relationships and an environment of trust and respect takes time and effort, but it pays huge dividends in performance.

Most managers don't know how to make their team members' conversations meaningful, so sometimes their actions may be interpreted as micromanaging without providing the right tools and direction.

· The goal of engagement is the professional and personal growth and development of the team member.

· People who are engaged are more successful, and success helps people engage in their work.

But mere transactions between managers and team members are not enough to maximise engagement. Team members need communication from their managers about their roles and responsibilities and what happens outside of work. An effective workplace is psychologically safe enough to experiment in, question, share information, and support one another - but none of this can happen if team members do not feel engaged.

Middle managers play a crucial role in team member engagement, creating a respectful and trusting relationship with their direct reports, communicating organisational values, and setting expectations for the organisation's day-to-day business. Studies show that people leave managers, not companies, and ensuring managers actively participate in and managing team member engagement is essential. According to a 2017 Dale Carnegie study, "Just 26% of managers surveyed say that team member engagement is a very important part of what they think about, plan, and do every day. Another 42% say they work on it frequently, and the rest only occasionally, rarely or never."

Engagement replaces annual performance appraisals

The key reason for dropping annual appraisals is that engagement more closely follows the natural work cycle. When rapid innovation is a source of competitive advantage, as it is now in many companies and industries, that means future needs are continually changing. Because organisations won't necessarily want employees to keep doing the same things, it doesn't make sense to hang on to a system built mainly to assess and hold people accountable for past or current practices

As Susan Peters, GE's head of human resources, has pointed out, businesses no longer have clear annual cycles. Instead, projects are short-term and tend to change along the way, so employees' goals and tasks can't be plotted out a year in advance with much accuracy. In the words of one Deloitte manager: "The conversations are more holistic. They're about goals and strengths, not just about past performance." Trust people, not policies. Reward candour and throw away the standard playbook.

While team members need to be held accountable for their results, most people perform best when given tools to succeed and coaching to improve performance. Companies that have re-engineered their performance

review processes and eliminated ratings have found substantial improvements in engagement and performance.

Shifting away from annual performance appraisals toward a process of continuous coaching and development (Weekly check-ins and Quarterly coaching) requires a new role for managers. Ideally, conversations between managers and team members occur when projects finish, milestones are reached, challenges pop up, and so forth, allowing people to solve problems in current performance while also developing skills for the future.

At most companies, managers take the lead in setting near-term goals, and employees drive career conversations throughout the year.

Deloitte implemented a more informal "check-in" process that takes place throughout the year, with employees receiving feedback on what they're working on at any given moment. Managers were giving people instant feedback, tying it to individuals' goals.

Regular conversations about performance and development change the focus to building the workforce your organisation needs to be competitive today and years from now. Business researcher Josh Bersin estimates that about 70% of multinational companies are moving toward this model, even if they haven't arrived quite yet.

Moving away from the traditional focus on individual accountability (the annual appraisal) makes it easier to foster and evaluate teamwork especially given that the move toward team-based work often conflicts with individual appraisals and rewards. Now that the labour market has tightened and keeping good people is once again critical, many companies have been trying to eliminate "dissatisfiers" that drive team members away. Naturally, annual reviews are on that list since the process is widely reviled, and the focus on numerical ratings interferes with people's learning. Replacing this system with feedback delivered right after client engagements and project completions helps managers do better coaching and allows subordinates to process and apply the advice more effectively.

Engagement promotes feedback

A key reason team members feel disengaged is because of a lack of a manager's feedback. Team members are usually eager to share feedback with their managers and do so in the hopes of driving positive change in their workplace. However, team members feel that all too often, their feedback goes unheard and does not result in meaningful change. The bottom line? Managers aren't listening, and team members are taking notice.

Team members want to share feedback to improve the workplace.

·   Most team members (78 per cent) say they're eager to take company surveys, and more than a third (38 per cent) say company surveys are the preferred method for sharing feedback.

·   And yet, 50 per cent of respondents said they received no surveys from their manager in the past year.

Failure to act leads to employee dissatisfaction.

·   Nearly half of respondents (45 per cent) and 40 per cent of executives don't believe their feedback leads to meaningful change.

·   Forty-one per cent of all poll respondents, and 53 per cent of Millennials, say they are looking for a new job.

Employers lack the tools to analyse the data and drive change.

·   Ninety-eight per cent of respondents say they always, usually, or sometimes provide responses to open-ended survey questions.

· When companies receive thousands of team members' responses, it invites the question, what's being done with the data?

· These are the most time-consuming parts of surveys for team members to complete and are challenging for HR leaders to analyse, especially at an enterprise scale. Yet, the responses to these open-ended questions have the greatest potential to reveal insights that can drive meaningful change.

Engagement means giving autonomy and empowerment

Team members who do not have autonomy or empowerment require external motivation, whereas team members who do possess autonomy and empowerment do not. Autonomy and empowerment are critical attributes of high-performing teams; without them, you have frustrated team members who are constantly reminded that they're not trusted to make even small decisions let alone the bigger ones; this saps motivation and leads to resentment.

1.   Worst scenario.

Do your team members make decisions on their own? Or do you have the final say on every or most decisions? If you fall into the latter, you're hindering your team's ability to get results. If every decision must go through you, this slows workflow often with your team's work grinding to a halt. Furthermore, not allowing team members to make decisions demonstrates a lack of trust. You're telling them that you doubt their abilities to make the right choices.

2.   Strengths-based autonomy and empowerment.

Providing autonomy and empowerment means understanding the strengths and skills that each team member has. For example, it means recognising that somebody in the team may understand risk analysis better than you. As a result, they're best placed to make decisions related to project risk, and it follows that you should implement this line of thinking throughout the team. If somebody has the skills needed to make decisions, allow them to do so. This extra accountability acts as a motivator and confidence builder. You're letting people do the jobs you pay them to do, which always leads to better results.

You will never have achieved high-performance leadership if you do not give up some control. As your team formation changes due to the introduction of high-performance practices, then according to the Tuckman model of team development, team behaviour is at first leadership determined. However, as it reaches the high-performance stage, behaviour is self-determined, and leadership is increasingly shared. Managers must be willing to relinquish power as the team seeks to exercise self-determination; otherwise, their strengths and skills are squandered, and they become disempowered and disengaged.

Engagement means having an open-door policy

There are only three reasons to have your office door closed:

· To tell team members to keep away from you, which you never want to do.

· To do urgent work to the extent that you cannot handle an interruption.

· To have a private conversation.

· I consider options 2 and 3 as the only valid options, and I am somewhat averse to option 3, as there should be no need for private conversations in a high-performance work environment.

Leaving your office door open always is a way of publicly and privately stating that you want people to approach you, give you unsolicited feedback or drop in for a chat. You must always be approachable; any barrier you put

up is a roadblock to communicating with you; a closed door also is a way of telling team members that they are less than you, that is, they do not command the same value as you.

Even an open-door policy is no guarantee that team members and others will come to see you; many will not come due to various reasons such as shyness, busyness, intimidation of your office and so on.

   You can't be passive about promoting communication — an open-door policy is literally the least you can do.

Your office is a barrier, with the typical office layout involving your desk being in the middle of your office and a chair close to the doorway for guests. Your chair is a seat of power between the wall and the desk. This layout creates a physical barrier between you and your team members. A person's office is often viewed as personal or even hostile territory, creating a psychological aversion to crossing through the door. The office setup supports lines of authority which usually flow downwards from the manager to the team member and not freely back.

You need to consider how you use your office:

·   When feasible, I positioned my desk sideways, or so it faced a wall; this way, any team member or guest who entered to talk with me was sitting in front of me with no barriers.

·   If you can, have a separate side table, immediately move to it as someone enters, inviting them to join you there.

·   If you do not have a side table, push your chair backwards and towards the end of your desk, removing yourself from the centre of power.

·   Do not use oversized executive style chairs (despite their imposing look, they are usually the most uncomfortable and harmful for your back); instead, use a simple, small, typist chair – they are designed for comfort and are great for your back and promote good posture, plus they are on wheels and are quick and easy to move.

·   A typist chair also sends out a loud message that you do not see yourself as the 'big boss'; instead, you are just like whoever has come to see you – you are on their level.

Engagement means being in contact with remote team members

Consider communication with team members who work remotely; the best way to keep in touch is by having frequent face time meetings (and six-monthly in-person meetings). When managers understand the importance of their relationship with their remote team members, they begin to individualise their approach to helping these team members achieve higher performance and encourage collaboration and teamwork.

High-performance managers need to understand that remote team members' expectations are different from office workers' expectations, especially if remote team members feel isolated, which can result in as much as a 21% drop in performance. High-performance managers can't manage the modern remote workforce using a traditional management approach. Here are three ways to defeat isolation and increase engagement.

1.   Defeat negative misperceptions of remote team members.

A negative misperception of remote team members is that they are less productive and collaborative than office employees. High-performance managers recognise that most remote team members are mostly 25% more productive than their in-office colleagues.

2. Know your team members.

High-performance managers need to take the time to understand their remote team members, especially how they prefer to communicate and to discover how they think and respond to specific kinds of workplace situations.

3. How to manage remote team members

- · Identify your remote team members' strengths (natural talents), so you know how they work best.

- · Who do they prefer to work with most often?

- · Which of their working partnerships produces the best results?

Most important of all, however, is that, in general, remote team members require a higher level of trust with their manager, and the best way to do this is to.

- · Make sure the remote team member understands your expectations of them and their work. Set clear expectations indicating your attention to, understanding of and respect for their job role.

- · Provide support, equipment, and information. It is extremely frustrating when held back by inadequate resources and support. You must ensure that remote team members have the materials, equipment, and information they need to do their job. Connect remote team members to colleagues doing similar work and ensure that remote team members are a part of team meetings to foster a sense of connectedness and belonging.

Weekly check-ins

Weekly check-in sessions are a vital part of the team member-manager relationship. It's where team members get individualised attention, and the manager can provide mentoring. It provides you with a management tool to develop your team members to their fullest potential. This is a free-form meeting for all the pressing work issues, ideas and frustrations that do not fit neatly into status reports, emails, and other less personal and intimate mechanisms. It means weekly status or progress reports can be dispensed with.

Regular Check-Ins help you stay in the loop, alerting you to potential problems early so that you can step, correct, or influence events before things go out of control. A general aim is to understand each other's work and personal situation and out-of-work stresses and obligations. The overall objective is to build a supportive and trusted relationship and discuss and influence your team members toward improved 'work performance' with positive outcomes. It is also the opportunity to:

- · Motivate team members to continue a behaviour that increases their effectiveness.

- · Stop a behaviour that reduces their effectiveness, especially if it turns them into a problem team member.

Giving this kind of feedback consistently and well establishes and strengthens trust. The more trust and rapport you can build, the more readily your team members will accept and act on future feedback, creating a pattern of learning and growth. It is important to have genuine conversations about performance, with the intent of getting a team member to improve, whatever their role or level of responsibility. All feedback is an opportunity to improve.

Summary

1. **Feedback** - provide feedback, actively listen to team members, and give positive recognition, especially when taking on a leadership role.

2. **Autonomy and Empowerment** - provide team members with complete autonomy over their work and empower them to make decisions. Give them the amount of authority they need to complete the task without checking back with you on every detail.

3. **Open Door policy** - have an open-door policy making yourself 100% available to team members.

4. **Remote team members** – have regular check-ins with them and get to know their preferred working style.

5. **Weekly Check-In meetings** - start weekly team member check-ins and have a standing agenda focussing on current activities and issues. Establish an environment where team members are comfortable expressing their ideas.

The 5-Minute Manager - How to build Trust

The definition of trust is confidence in one another's reliability, commitment, and dependability. Do not underestimate the importance of trust in being a high-performance manager.

The moment team members start to doubt you or each other is the moment that "all is lost." This is another reason why psychological safety is so critical. It ensures that team members feel comfortable enough to express their points of view, resulting in a collaborative environment that doesn't punish them for expressing ideas.

Think about how to build trust and commitment in a team -- first, you must model trust by delivering on your commitments and building trust through individualization. To build trust, the approach is to strike a balance between appearing as warm and competent so that you come across as credible and human. Team members are generally aware of your background, namely, the credentials that gained you your current position. With credibility established, it's now time to demonstrate some vulnerability and show that you are indeed a fallible human being. The combination of competence and warmth makes you seem more trustworthy.

Trust means being transparent to be open, and honest in the way you speak and act. To encourage these qualities in your team, you must demonstrate them yourself. Transparent leadership means you have nothing to hide; this builds trust with your team members. Team members know what direction you're leading them in and what your intentions are; therefore, you need to be honest about the risks and potential issues attached to each task or project. Share the full scale of risks, issues and challenges and encourage team members to develop their ideas. Listen to the ideas they contribute, and over time, you'll develop their trust. Trust and commitment mean team members will collaborate effectively on difficult projects:

·   Commitment is the flip side of trust. (You give me a commitment; I trust you will do it).

·   To earn trust, you must demonstrate trust.

·   Trust means making yourself vulnerable.

·   Trust must be accompanied by accountability.

·   Trust someone until you have evidence that you can't.

·   Set your expectations of someone based on trust.

· Learn to trust your intuition. (If something doesn't sound or feel right, it probably isn't).

Counsellors often employ one of three tactics when meeting a new client, they spill their coffee, drop their pad, or embarrass themselves somehow to show they are fallible. By making yourself vulnerable, it is possible to build trust quickly. You must demonstrate your credibility before exhibiting vulnerability; otherwise, it doesn't work.

At your next team member check-In, embarrass yourself slightly; forget where you put your pad, spill your coffee, or simply drop your pen and have difficulty finding it. When you do this, comment, "It's a dreadful thing to be human", showing that you are just like everyone else.

Sometimes we accidentally say or do the wrong thing and can lose the trust we have built up; here is a quick solution for recovering lost trust:

· Act quickly.

· Be candid.

· Accept responsibility.

· Apologise.

· Outline a remedy.

· Don't blame.

The 5-Minute Manager - How to use your Body Language

Much of our communication happens through nonverbal cues such as body language, facial expressions, and eye contact.

So, you need to think about these as a form of communication. Your everyday body language is often what determines whether people like you or not, and when someone has made up their mind about you, it's all but impossible to change; therefore, body language must be made to work for you. Here are some body language tips:

· **When you're listening to someone**. You should be actively listening and paying attention to their body language. You should also be conscious of your own to ensure you're sending appropriate cues to others.

· **A firm handshake.** A firm handshake makes an essential first impression. A firm grip displays confidence and establishes you as someone to be taken seriously.

· **Not meeting someone's eyes**. A failure to look a team member directly in the eyes makes you seem shifty and untrustworthy. But too much eye contact can put some people off. If you want to hold someone's gaze, look at the point just above their nose between their eyes. To the other person, it appears as if you are looking directly into their eyes, and you can maintain the gaze for as long as you want. (A good negotiation tactic).

· **Fussy hand gestures**. Your hands can be used to enhance words. But don't fuss, as this can make you look nervous, distracted, bored or rude.

· **Crossing your arms**. This says you are on the defensive; it's a sign of disinterest, being closed off and unapproachable.

· **Nodding too much.** You can't be taken seriously if you nod too much. Even when agreeing with what's being said, nodding can be off-putting. It is, however, a very good active listening cue, but you need to be subtle.

"If you struggle to meet new people or join in the conversation at social gatherings, it might be that your body language is sending the message for others to stay away. Here is how to improve your body language to appear more approachable:

· **Smile**. Although it is possible to overdo smiling, generally, it is better to smile versus frown. Try to find things that genuinely make you happy or laugh, and your smile will come across as natural rather than forced.

· **Be accessible**. If you are constantly on your phone or buried in a newspaper, people will feel like they are interrupting you. Make sure that you are accessible and open to communication from others.

· **Avoid blocks**. Similarly, ensure you aren't using objects to shield yourself from team members. At a party, hold your drink at your side instead of close to your chest. Keeping objects between you and others makes you appear guarded and closed.

· **Keep your head up**. It is hard for others to know how to approach you if your head is constantly down; they need to see your face to feel like you want to get to know them. Keep your head level when walking, meeting people, and during social situations.

· **Use eye contact**. When you do end up talking with someone, be sure to maintain eye contact. A good rule is about 60% of the time, you should look in the other person's eyes. Avoiding eye contact makes you appear untrustworthy or disinterested. If direct eye contact feels hard, try looking at the spot between their eyes. They won't be able to tell the difference.

· **Avoid nervous habits**. Even though you might be nervous, avoid the habits accompanying the feeling. Stop touching your face or playing with your hair. Don't fidget with your pen or the change in your pocket. Keep your hands relaxed at your sides or use them to gesture when making conversation.

· **Mirror, the other person**. Use this technique sparingly when appropriate. If you are in conversation with another person, mirror their body language to make them feel more comfortable; make some of the same movements as they do. Don't overdo this strategy, or it will become obvious what you are doing.

· **Nod during conversations**. When listening to team members, nod to show that you are paying attention and that you are interested. Doing so reinforces for the team members that you want to be involved in the conversation. One way to take the focus off yourself during a conversation is to plan to share what you've heard with someone else afterwards. This will cause you to stay focused, ask questions, and summarize to ensure you understand.

· **Be Positive**. Beyond body language, always be positive. Say nice things about team members instead of mean things. Approach team members and include those who seem to be left out. Be a positive person, and you will attract other positive people to you."* Source: Arlin Cuncic, VeryWell Mind, 2020.*

The 5-Minute-Manager - How to use Persuasion

Persuasion is an art, not a science. We all know someone who can get us to do anything, an ability we all crave. Having had a career in Change Management, I have had to, on many occasions, convince people and teams of wholesale and often dramatic changes that need to be made.

Over the years, based on pure experience and trial and error, I have arrived at a set of principles that have always worked well for me and can work well for you.

As a Change Manager, I had to learn how to persuade people to do things they both did and absolutely did not want to do; these were changes in techniques, behaviours and even the knowledge they used. The strongest influencer I found is a reasoned argument or pitch that is based on facts or experience (your experience is hard to argue with if you have credibility, people will accept what your experience has to say). But I also learned that other factors were also important, like my use of language (not what I said but how I said it, the tone of my voice and the emphasis and pauses I used). I was lucky to have had six years doing talk-back radio, which taught me how to use my voice to great effect and how to use it to persuade and influence listeners.

Mastering effective influencing skills or the art of persuasion increases your self-esteem gained through self-expression and being persuasive is an important professional skill of high-performance leadership.

To get your manager to have confidence in your ideas and career potential, you need to persuade them. No matter how much you want them to understand your work's depth, knowledge, and expertise, your managers are not studying for a test. By shifting your focus from educating to influencing, you can build the credibility you need to get where you're trying to go.

High-performance leadership activity is the ability to easily persuade people to do things they either don't want to, have an unreasonable fear of, or think they will fail at. The key to persuasion is motivation when delegating a task to consider, for example, telling the team member that if you were doing the task, this is how you would do it. Below are equally effective different methods to motivate team members and others; consider each and find the method that best suits you or mix and match from each to form your method.

1. Use motivation.

· Telling a team member that if you were doing the task, this is how you would do it.

· Telling them that you are not interested in the outcome of the task but only that they have a go.

· Talking about what they'll lose if they don't do the task.

· Drawing on their past actions as examples of their ability to do the task.

· Telling them that nearly everyone is doing it or soon will be.

· Asking for a 100 when you only want 10.

· Discuss the counterargument before they do, that is, the pros and cons of doing the task.

2. Use positivity.

· **Make your words powerful**. Your pitch needs to be full of words that elicit a response. You can do this easily by framing your statements around key phrases. For example, "car accident" is a phrase that makes you think of many different types of vehicle collisions. But if you're trying to persuade someone to buy car insurance, you won't say that there are thousands of car accidents daily. Instead, you'll say that there are thousands of car-related deaths daily.

· **Dress up, but don't talk down.** Nice clothes go a long way in helping you maintain confidence, even if no one is around to see you. Be careful, though, that being well-dressed can result in you looking better than people who are above you.

· **Focus on the future.** Speaking in a future tense establishes confidence best done by using the word will. Phrases like "We will" and "Then we'll do this" will get the team member used to the idea that this will happen.

· **Speak their language.** Finishing a team member's sentence is bad. This is because you're inserting your own "speak" into their independent thoughts. So instead, listen closely to how the person talks and watch how they carry themselves.

· **Be a master of timing**. This goes along with getting to know the team member you're pitching to. Study them and find out the best time to talk to them. For example, some busy people are swamped at the beginning of the week and check out mentally on Friday. This means that Thursday may be the best time to approach a team member you need to persuade.

· **Repeat what they say**. Prove that you are listening to and acknowledging the thoughts and feelings of the team member you're talking to. You can affirm their stance by simply saying, "If I understand you correctly, you're saying that you find this important because of XY and Z. I understand that and think AB and C."

· **Preferred communication**. Study the team member and determine how they prefer to communicate. Simply asking them if they like to talk on the phone instead of email goes a long way, just as long as you give them some options.

· **Individual thinking vs. Group thinking.** To quickly identify if someone thinks better individually or in a group, ask: Do you prefer studying alone or in a group? Then ask, how do you like to relax – by reading a book by yourself or meeting friends?

· **Auditory vs. Visual thinking**. Does the team member think primarily in words or images? For example, draw them a picture or just explain. Auditory thinkers will tend to use verbs such as hear, listen, and explain. Visual thinkers are likelier to describe a situation using see, look, and watch.

3. Use Roger Dooley's adaptation method.

· Talk about needs they didn't know they had.

· Share a story.

· Learn to adapt to their personalities.

· Establish common ground with your manager and team members

· Use a personal note.

· Be upfront with your request.

· Use guilt to your advantage.

· Use the right words.

· Focus on what the manager and team members will gain.

· Remind them they can always say no.

4. Use Robert Cialdini's six principles of persuasion.

· **Reciprocity**. A common social norm, reciprocity, involves our obligation to return favours done by others. Thus, when I do something for you, you feel compelled to do something for me.

· **Authority**. Something as simple as informing your audience of your credentials before you speak, for example, increases the odds you will persuade the audience.

· **Social proof.** Managers and team members are more likely to say yes when they see others doing the same thing - social proof is not all bad.

· **Consistency**. If you ask your manager and team members to state their priorities and goals and then align your proposals with that in mind, you make it harder for them to say no.

· **Scarcity**. Have you noticed that Amazon tells people there are only a certain number of products left? That's scarcity at play. You want what is in short supply. This desire increases as you anticipate the regret you might have if you miss out by not acting fast enough. So, if you want somebody to want what you have, you must make that object scarce, even if that object is yourself.

5. Use Dale Carnegie's (the persuasion guru) method.

· The only way to get the best of an argument is to avoid one.

· Show respect for the other person's opinions. Never say, "You're wrong."

· If you are wrong, admit it quickly and emphatically.

· Begin in a friendly way.

· Get the other person to say "yes, yes" immediately.

· Let the other person do a great deal of the talking.

· Let the other person feel that the idea is his or hers.

· Try honestly to see things from the other person's point of view.

· Be sympathetic to the other person's ideas and desires.

· Appeal to the nobler motives.

· Dramatize your ideas.

· Throwdown a challenge.

6. Use my seven principles of persuasion.
Over the years, based on experience and trial and error, I arrived at this set of principles that have always worked well for me; here they are:

· **Use clear language**. If you can't explain your point of view to a 10-year-old such that they can explain it to another adult, then it's too complicated. The art of persuasion lies in simplifying something down to its core and speaking slowly, constantly pausing every 30 seconds.

· **Base your argument on facts or your experience**. Base your argument on facts or your experience; this makes it easy to explain your reasoning for things which is critical.

·   **Match the other person's voice and body language with your own.** How they talk (softly, loudly), even their body language, should be matched effectively. If they like to talk with their hands, that means their ideal form of communication is active, so it is helpful for you to do the same.

·   **Express your opinion reluctantly and use persuasive words**. You want the other person to believe in you. You have all the answers, but how did you get there? Talk about what you used to believe and what you believe in now; by doing this, you control the conversation and convince the other person that this will work for them. Use the five most persuasive words in the English language: You, Because, Free, Instantly, and New.

·   **Get your timing right and be persistent.** Everyone can be persuaded, given your timing and context is right. Keep selling your message, do not let up. The person who keeps asking for what they want, and keeps demonstrating value, is ultimately the most persuasive.

·   **Pay genuine compliments**. Compliment people sincerely and often for things they aren't typically complimented for; it's the easiest thing you can do to persuade others.

·   **Be honest and energetic**. Sometimes the most effective way to persuade somebody is by telling them the truth about something, especially if others are reluctant. Some people drain our energy, while others increase it. The most persuasive people know how to transfer their energy to others; they know how to motivate. Sometimes all it takes is eye contact, laughter, excitement in verbal responses, or active listening.

Use this shortlist.

The next time you feel you need to persuade a manager or team member or delegate a difficult task, prepare what you are going to say and how you are going to say it by remembering these points:

·   Clear language and speak slowly.

·   Use facts or your experience.

·   Match the other person's voice.

·   Express your opinion reluctantly.

·   Get your timing right.

·   Pay genuine compliments.

·   Be honest and energetic.

The 5-Minute-Manager - How to increase your Emotional Intelligence (EI)

Emotional Intelligence is the ability to identify, assess, and control the emotions of yourself and others. It is the ability to be able to identify and express feelings, perceive and evaluate others' emotions and use emotions to facilitate thinking.

It is extremely difficult to be a good communicator, to inspire others, coach, be a role model, and know yourself if you aren't emotionally intelligent. Daniel Goleman, the author of 'Emotional Intelligence,' researched people from 181 different job roles from 121 companies and discovered that 67 per cent of the competencies deemed essential for effective performance were 'emotional' competencies. We learn, develop, and practice our emotional intelligence skills through real experiences.

"Emotional intelligence is how well a manager connects to their team members and is an often-overlooked management skill. Psychology Today defines emotional intelligence as the ability to spot and manage your own emotions while still understanding others' feelings. In the past, the ability to empathize with team members wasn't seen as a prerequisite to being a good manager. Progressive management styles have since realized that a team member's mental well-being is as important as their physical well-being. "Managers who display emotional intelligence also display high levels of self-awareness, a trait that helps them to understand how their emotions impact those around them. They also show self-regulation. The human mind can handle several emotions at once but separating one from another is a skill not many have. This trait makes a manager able to handle challenging situations more confidently." Source: Top 15 Management Skills, Lifehack.org.

All these traits stem from empathy, and that's a skill that you can practice. Listening and talking with your team members can help you to develop deep compassion for their individual conditions. Moreover, research has found that emotional intelligence is crucial for effective, progressive leadership. "Emotional Intelligence involves the ability to monitor one's own and other's feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and actions." *Source: Emotions and Interpersonal communication.*

High-performance managers can easily make a difference by taking decisions according to team members' emotions. Inspirational, motivation and individualized consideration are components of high-performance leadership correlated with the ability to monitor emotions and the ability to manage emotions. So, it is important to improve emotional intelligence to be an effective High-Performance Manager. Findings suggest that managers higher on EI are more likely to achieve business outcomes and be considered effective leaders by their team members.

High-performance managers make use of EI as follows.

·   Not being afraid of expressing feelings clearly and directly. Letting their feelings lead to positive choices that benefit the whole team.

·   Having thoughts that are not dominated by negative emotions like fear, worry, hopelessness, and victimization. Instead of asking, "why me?" they develop self-awareness by asking, "Why does this issue keep coming up over and over?"

·   By being great at communicating not just through words but by being able to listen intently and read body language.

·   Balancing emotions and decisions with reason, logic, and reality. Assessing a situation from all angles before making a final call.

·   Not being motivated by power, wealth, status, fame, or approval. Instead of being humble and acting with moral authority.

·   Do not internalize failure. Rather speaking about the good, the bad, and the ugly openly because everything is a learning opportunity.

·   Probing team members' emotions in any given situation to understand their feelings and why. This is key for understanding how to respond appropriately rather than just impulsively reacting.

To develop or improve your EI, this is what you need to do.

·   Become more self-aware by noticing how your emotions affect your decisions and actions. Pay attention to managing strong emotions such as excitement, anger, frustration, and distress.

·   Improve your social skills by being 'curious'; start a conversation by asking benign questions like: "That's an amazing tie, where did you get it?", "Those are fabulous shoes; where did you buy them?"

· Focus on being more empathetic by using active listening to look for 'emotional' cues and words.

· Work on motivating yourself to do things you don't like, such as starting difficult tasks as early as possible. It's most often a lack of confidence and self-doubt that stops you from doing such things. Breaking a difficult task into smaller chunks and just doing a bit simultaneously builds confidence and teaches your resistance.

· Have empathy, meaning that you understand and share in the emotions of others. This communication skill is important in both team and one-on-one settings. In both cases, you must understand team members' emotions and select an appropriate response. For example, if a team member is angry, empathy can help you diffuse their emotion. At the same time, understanding when a team member is feeling positive and enthusiastic can help you get support for your ideas and projects. Put yourself in your team members' shoes. People are drawn to empathy; it's an attractive quality to have in building successful relationships at work. Empathy is something any manager can develop. It is all about thinking of other people's circumstances, understanding their current state of mental health, and knowing that their emotions are every bit as real as yours. This helps you develop perspective and opens you up to helping others.

· Manage your emotions better than most. Reasonable people, the ones who maintain control over their emotions, are the people who can sustain psychologically safe workplaces. In these settings, productivity is high, and top performers flock to these organizations and rarely leave them. Self-control is a skill high-performance managers must learn to be present, calm, and focused during times of stress.

· Respond instead of reacting. So often, we react when faced with an emotionally charged situation. We get defensive or act out in fear about something that triggers us. High-EI managers understand the root cause of their negative emotions and reactions, so they can respond, not react, with confidence and self-control. By modelling an appropriate and effective response rather than letting emotions get the best of them, managers with EI set the example for others to follow as a cultural trait.

· Being open to feedback. High-performance managers ask peers and respected team members, "How am I doing?" then they listen to the feedback to become more self-aware. The key is acting on the feedback you receive. This shows team members you are listening to what they have to say. This sets the tone that if they come to you with issues, questions, or concerns, they will be heard and taken seriously.

Summary

1. **How to increase respect**. - High-performance managers know that respect isn't an entitlement linked to a job title; rather, it is earned.

2. **How to build trust.** - Trust means being transparent to be open, and honest in the way you speak and act. To encourage these qualities in your team, you must demonstrate them yourself. Transparent leadership means you have nothing to hide; this builds trust with your team members.

3. **How to use your body language**. - A great deal of our communication happens through nonverbal cues such as body language, facial expressions, and eye contact. So, you need to think about it as a form of communication. Your everyday body language is often what determines whether people like you or not, and when someone has made up their mind about you, it's all but impossible to change; therefore, body language must be made to work for you.

4. **How to use persuasion**. - Persuasion is an art, not a science. We all know someone who can get us to do anything, an ability we all crave. Having had a career in Change Management, I have had to, on many occasions, convince people and teams of wholesale and often dramatic changes that need to be made. High-performance leadership activity is the ability to easily persuade people to do things they either don't want to, have an unreasonable fear of, or think they will fail at. The key to persuasion is motivation when delegating a task to consider, for example, telling the team member that if you were doing the task, this is how you would do it.

5. **How to develop charisma**. - Charisma was once believed to be an innate personality trait, a gift that certain individuals possess that gives them the capacity to do extraordinary things. The thinking was that it could not be learned, you either have it, or you don't; however, this is not true. When a high-performance leader displays gusto and alacrity, is curious and always upbeat, this makes them charismatic. Doing these four things puts forward a positive attitude which infects team members thinking and feelings and can extend to the whole workplace. Communicating high expectations to team members and exhibiting confidence in their abilities to meet the expectations, in turn, increases your charisma.

6. **How to increase your emotional intelligence (EI)**. - Emotional Intelligence is the ability to identify, assess, and control the emotions of yourself and others. It is the ability to be able to identify and express feelings, perceive and evaluate others' emotions and use emotions to facilitate thinking.

The 5-Minute Manager - How to manage Discipline

As unpleasant as it is, eventually, one day, you will need to discipline a team member about their behaviour, language, appearance, or many other things.

Discipline differs from giving feedback because it doesn't always relate to team members' work. For example, you can provide feedback on how someone answers the phone, but handling problems with timekeeping or personal grooming needs a different approach.

Managing discipline means setting minimum acceptable standards of behaviour as laid out in policies and guidelines. It is all about following a fair and reasonable process to deal with poor performance or misconduct. A disciplinary process needs to be carefully carried out as a team member may lose their job. Disciplinary actions usually result due to underperformance.

What is underperformance?

Team member underperformance describes a team member's unsatisfactory performance, behaviour, attitude, or misconduct that is inconsistent with or contrary to organisational expectations, policies, or procedures.

Underperformance can be exhibited in numerous ways (behaviour, language, appearance) and can range in severity. Accordingly, the approach taken when handling underperformance can vary and must be determined on a case-by-case basis. For example, if a salesperson were underperforming, you would need to prove that targets were set, that they were communicated, and that performance has fallen short of the mark. Common types of underperformances.

· Attitude problems (rudeness, arrogance) and non-compliance. Disregard for organisational policies, procedures, rules, and regulations.

· Unsatisfactory work performance. A failure to achieve performance standards required of a job.

· Unacceptable relations with other team members. Behaviour is hostile or inappropriate, use of offensive language, being dishonest, intimidating other team members, and harassment.

Establish clear rules for team members

· Having clear, documented employment policies is imperative; team members must know what is expected of them and what is acceptable and unacceptable.

· Presentation and dress codes are a common problem, especially when your team members are younger. Be clear about what is acceptable.

· Behaviour rules include how everyone integrates, how customers are treated and the appropriate use of language. Put in writing what is acceptable.

· Productivity and work ethic involves how much you expect a team member to do and specific duties and standards for a job, including laziness and tardiness.

· Mobile phone usage deserves noting on its own. Be specific about what is acceptable usage and what is unacceptable.

· Illegal behaviour, such as theft, illicit drug use, intoxication, or violence, is grounds for immediate termination, whether you use a progressive discipline process or not.

Don't assume people know that they should sweep the floors if there's no work to do. Don't assume they know they can't turn up to work late every day. Document it all and, have them read it, have them sign the document so that you have proof that they have understood what is expected of them.

Progressive disciplinary process

Discipline methods are based on achieving a goal or standard, and that not meeting it puts disciplinary actions into effect. You can approach that in a punitive or rehabilitative way. It comes down to what you think will work best for your business and what you are comfortable doing.

Progressive discipline is when you increase the severity of your actions when someone fails to correct an issue. It's a common approach because it protects employers from legal action. This generally takes a punitive approach, but it can also be rehabilitative. Training and performance improvement actions are less about fixating on the problem and using the threat of termination as an outcome but are more about viewing the team member as valuable and worth investing in.

· **Step 1 - Verbal warning**. A meeting is held with the team member, the unacceptable behaviour is outlined, and a verbal warning is given.

· **Step 2 - Written warning**. If the behaviour continues, then a second meeting is held. The team member is provided with a written description of the unacceptable behaviour and what they are to stop doing. The written warning also describes what will happen next if the behaviour does not change. This warning is signed by the manager and the team member concerned. A copy is given to the team member, and a copy is placed onto their HR file. You may choose to issue more than one written warning before moving to the next step.

· **Step 3 - Performance Management Plan**. If the unacceptable behaviour continues you may move straight to the next step. This is a rehabilitative approach. A Performance Management Plan (PMP) is documented with things the team member must do. This time, however, the actions are about training, learning, and education against changes in behaviour. The plan also includes check-in points, measurable goals, and steps to help the team member achieve the goals.

· **Step 4 - Final warning**. Another meeting is held, and the team member is told all the instances that the unacceptable behaviour has occurred, including verbal and written warnings. The manager informs the team member that this is now a final warning, and if changes do not happen as outlined in the last document provided, the team member's employment will be terminated. At this meeting, a third party, usually a Human Resource representative is present to witness the meeting; this is essential.

· **Step 5 - Termination**. If the problem continues, the team member is invited to a meeting with the manager and the third-party witness. The team member is informed that as their behaviour has not sufficiently changed that their employment is being terminated.

The 5-Minute-Manager - How to terminate someone's Employment

There will come a time when you need to remove a team member for unacceptable performance or behaviour; this is a difficult thing to do; it is an unpleasant thing to do, but it is something you need to be prepared for.

When you do need to remove a team member, it is sometimes easier than you may think because the person concerned often recognises that they are not keeping up with or performing like their colleagues. Sometimes they may be having trouble adapting to a changing environment. It is usually a relief for these people when they are removed from their current situation as it relieves anxiety and stress. But it is not always a relief; in fact, it can be a shock.

Approach - Do you want to become a professional?

Do you want to become a professional? It is a valuable technique for managing people by telling a team member that you expect them to act professionally, asking them if they want to become a professional, and describing what that entails to make an informed decision. If they say Yes, you give them a second chance, document the discussion, and copy them and Human Resources. If it doesn't work out, you may need to provide them with one final opportunity; else, you have what you need to terminate their employment. Being a professional means subscribing to professional standards, for example.

· **Having a professional attitude**. Being upwardly supportive. Not participating in secret or negative conversations. Arriving at work on time and staying until the day's work is complete. Putting in extra time when required.

· **Demonstrating professional maturity**. Producing quality work. Acknowledging mistakes without shifting blame. Owning up to issues and presenting solutions. Being predictive about problems, acting before they occur to avoid them.

· **Managing time and workspace**. Maintaining a diary for appointments and deadlines, regularly checking to stay on schedule with meetings and tasks. Using smart email management techniques. Organising a workspace so that it's clean and files are organised.

· **Practising leadership skills**. Making presentations, being a business liaison contact, and joining a professional society. Being up to date with industry changes by attending seminars and reading professional publications.

· **Communicating professionally**. Being aware of body language, eye contact and a handshake. Speaking clearly and practising active listening.

You can decide on your definition of professional standards and use that to manage your team and to manage someone out. This gives you specific criteria against which you can assess the team member and explain your reasoning for letting them go.

The people you don't want

These team members are not comfortable with the concept of being a professional. They are usually the cowboys who ignore instructions and things like process and do as they please. Then there are terrorists; they actively look for situations they can make worse for the pure warped pleasure of it. As a word of caution, you must ask yourself, "Do some people behave in a certain way because of the current workplace culture?" If you suspect this might be the case, you must assume they can change. Only you can judge. Then there are team members who are just plain lazy and disinterested no matter what the culture. Don't waste your time with these people; manage them out as fast as you can.

1. **Unprofessional.**

Some people are not interested in becoming a professional; they choose not to change their behaviours. There is no room for this attitude in your team. Team members need to decide upfront if they are interested in being developed into professionals. Personal biases and prejudices, for example, cannot be part of a professional persona, nor is there room for personal issues.

2. **Job perks.**

These people are more interested in the job's perks than they are in the job. These people, believing they are highly valuable, come to you demanding or strongly suggesting at least that it's in everyone's best interest to expand their remuneration package. They want to receive more flexible working hours, paid overtime, a personal use Uber account, to bring their dog to work, want company paid life insurance, and the list goes on. What is good about these people is they declare their real agenda to you, which makes them easily identified as people you don't want. The best team members are in it for the job, work, and experience, not just perks.

"If you have people in your team who, despite coaching and conversations, still cannot see the positives in their role (no matter how much potential they show or how long they've been in your organization), remove them. It's time to move on. Similarly, employees should avoid negative colleagues." Andrew May. Performance Coach.

3. **Hostage takers.**

A staff member that holds you hostage: These are team members who, due to their many years of service, are the only team members left with specific business knowledge making them a highly valuable resource, and they know it. Steps need to be taken in these situations to document what they know (which is extremely difficult) and train others. Often team members of this type believe that they are indispensable and, therefore, can do as they please. They ignore management directions, carry out unauthorised work, are often lazy and even go as far as to turn up for work when it suits them.

Discuss with these team members what your expectations are and what specific behaviour of theirs is unprofessional, and that there is no room for them in your team. Then document the discussion and copy them and Human Resources as part of a potential 'Performance Management plan' to manage them out. Be warned that often, these team members call your bluff, believing you won't do it.

Actions

No matter how sound the reasoning, terminating a team member's employment is an unpleasant experience; try following these points.

1.   Write out in bullet point form the professionalism points the team member is not meeting, that is, the reasons for letting them go.

2.   Write a bullet point script that you will follow as your discussion points. This makes the conversation easier to execute, keeps you on point and not distracted from the duty you need to perform.

Sample script.

4.   We are meeting today to discuss your ongoing unacceptable performance.

5.   I am not happy with your performance as it is not meeting the professional standards, I have outlined to you.

6.   Specifically, these are the professional standards you are not meeting.

7. This is a first (or final) warning that you must meet these standards or terminate your employment.

8. This discussion today will be documented, and a copy will be sent to you and Human Resources.

9. We will meet again in two weeks to discuss the situation then, or; I am terminating your employment as of now and require you to collect your personal belongings and leave the premises. A final salary payment will be paid to you within x days.

10. Do not answer any questions if you have terminated their employment.

11. Do discuss questions only if you are giving a warning.

12. Stick to your bullet point script, remembering that it is not a negotiation.

13. Do not accept interruptions or questions; if this happens, reply that you will discuss questions when you have finished.

Always have a Human Resource or another third-party present to witness the discussion; they do not participate in the discussion; they only listen.

The 5-Minute Manager - How to create a shared Team Vision

Ordinary teams respond to a mandate from outside their team, making them entirely internally focused, whereas high-performance teams define their own team vision.

In an ordinary team, the manager is the backbone and functions as the support system for teamwork and collaboration. In a ship analogy, managers are the people with their eyes on the horizon; managers are the ones reading the map. The manager of an ordinary team plots the course and shows team members how to get there. However, this does not apply to high-performance teams where the whole team reads the map and determines the team's direction. Without a clear purpose or team vision, a team will wander, uncertain about what is important. The team vision exercise allows you to work together, sharing honest views, feelings, and opinions that you may not otherwise share. This is because the conversation around setting a team vision allows you to express what you like about the team and what you do not like.

Common problems experienced by ordinary teams:

1. No common goal or purpose.

2. Mixed understanding of why the team exists.

3. Different views as to what success looks like.

4. No sharing of views, opinions, fears, gripes, and frustrations.

Most teams exist with little understanding of why they exist and what their actual purpose is in terms of how they contribute to the larger organization. Therefore, a team needs to define a meaningful, measurable goal or team vision, something that acts as a target and gives direction to all the team's activities. Such a vision needs to consider likely changes in the organisation's business environment, competitors' movements, and the future behaviours of consumers, combined with the team's aspirations. It needs to answer the question of why the team exists. People can't work at their highest standard if they are unsure of what they are working towards.

The absence of a clear and well-communicated team vision means a team will fail to align itself for mutual success. Without a common vision, team members may go off in different directions, not knowing why they are working together. This leads to everyone forming different views as to what success looks like. A common team

vision, on the other hand, acts as an initiator to discussing and developing common ways of working, like adopting new processes and developing guidelines.

High-performance teams define their team vision; they always have a clear view of where they're going and their purpose - clarity on why they exist. Reasons why a team vision is necessary:

1.   It's crucial to the success of a team. One highly rated manager at Google explained that "having a compelling team vision is crucial to the success of your team, as it allows all of you to stay focused and move forward in the same direction. Conversely, not having a vision can dramatically hurt your team through lack of focus and a commensurate lack of momentum."

2.   A clear team vision means that everyone on the team knows where they're going if they're on track, and what success looks like.

3.   It helps teams decide what to work on. A clear team vision helps teams make trade-offs and prioritize. Managers should tie back to the team vision when communicating decisions.

A team consists of individuals with individual motivations; a team vision unifies these varying agendas giving the team a single, shared purpose. This is one of the key steps in creating high-performing teams. It's about taking a group of talented people and turning them into a team that works for each other and the organization. The team members become individually and jointly accountable for achieving the team vision; they accept mutual accountability for the team outcomes, whether success or failure. It becomes a matter of one for all, all for one.

When the team sets a clear team vision, it communicates what role each team member plays in achieving this objective. When the vision the team aims to reach is not defined, it leads to confusion and wastes effort and time.

The team vision needs to be strong enough to inspire, and it needs to be realistic enough so team members believe it can be achieved. A compelling team vision describes, *'This is what we'll achieve, and this is how we'll achieve it*. The team vision is the reason the team exists, its

vision, mission, goals, or aspirations. It provides a purpose for the team members to rally around and shapes both the team's strategy and tactics. A clear team vision gives team members an anchor for their commitment to the team. Consequently, it should be framed in such a way that encourages team member buy-in. It has long been accepted that an effective team vision must be clear and challenging but achievable. Recent thinking also highlights the importance of the team vision being ethically aligned.

A team should understand and be able to articulate the team vision; they should frequently refer to it, define it vigorously with stakeholders and explore its implications. It is important to make the team vision short, meaningful, and memorable to reinforce its importance.

Most organizations have a mission statement which is the corporate objective. The mission is usually set by a Chief Executive Officer - the team vision is a subset of this. The team vision should clearly state what a department, business unit or team does to help the organization achieve its mission; it should highlight the work goals which inherently imply their reason for the team's existence. The measure of the team vision is that all work contributes to the team vision achievement. The team vision creation process is psychologically important in that the team agrees on shared values and targets. They are giving meaning to their existence, which has a significant and positive impact on job satisfaction and personal feelings of being a contributor, not just a worker.

Creating a team vision allows each of you to subconsciously work together, sharing honest views, feelings, and opinions that you may not otherwise share. This is because the conversation around setting a team vision allows you to express what you like about the team; what you do not like. It also helps start the process of open and honest communication. It allows you to agree on shared values and targets and give meaning to the team's existence, which has a significant and positive impact on job satisfaction and personal feelings of being a contributor, not just a worker.

The team vision is important as it aims to direct and motivate team members and their staff. It directs all actions and acts as a measure of success after a task is completed. Creating a team vision as a team, aside from creating the goal itself, also has several important team-building aspects:

1.   Everyone on the team knows the team vision becomes committed to it and has a stake in it. When each team member and staff buy into the team vision and how their specific role contributes to it, productivity increases.

2.   If team members understand and believe in the team vision, the team achieves better results as it gives team members extra motivation to push that little bit more when dealing with difficult situations. They'll also put their interests aside to achieve the organization's goals.

3.   A good team vision stimulates teams on both emotional and intellectual levels. It challenges and excites them, which inspires them to work towards it.

Team Vision Exercise

Break into groups and answer these questions:

1.   What is the purpose of the team?

2.   Why does the team exist?

3.   What would be missing if the team did not exist?

4.   Who are the beneficiaries of the team's activities, and who are its stakeholders?

5.   Where does the money come from to pay the team's salaries?

Using the answers to the questions:

1.   Create a list of keywords that describe the team's operation, purpose, and outputs.

2.   Add keywords that describe the teams' stakeholders and beneficiaries.

3.   Next, merge all of the keywords into one or two sentences that describe a team's common goal - the team vision. A test of the vision is that all teamwork is consistent with it.

Examples.

1.   Alphabet Mission: "Organize the world's information and make it universally accessible and useful."

-   A team within Alphabet could have a team vision of "We provide quality and timely information."

2.   Southwest Airlines Mission: "Dedication to the highest quality of customer service delivered with a sense of warmth, friendliness, individual pride, and company spirit."

-   A team vision could be" Our friendly and supportive customer service will exceed your expectations."

3.   IKEA Mission: "Offer a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them."

- A department within IKEA might have a team vision statement of "We build low-cost home furnishings that you will love."

Come back together as a team.

1. Present the Team Vision that you have created.

2. Discuss what has been presented and merge the suggestions into one Team Vision the whole team will support.

The 5-Minute Manager - How to improve Team Communication

This involves making changes to the way team members communicate. It is based upon Psychological Safety, something that fundamentally changes communication behaviours.

Open Communication

If you want to create chaos where confusion runs rampant, and production is low, have a team that does not know how to communicate. We all know that poor communication is at the root of all problems.

What is required is open communication which means practising mutually beneficial and honest discussions. This doesn't just refer to discussions during meetings or other work activities but also to keeping others appraised on important matters, sharing fears, and seeking counselling from others.

Open communication means being able to speak your mind, being listened to and respecting your point of view.

Open communication is a higher form of communication-based on trust and mutual respect. Team members must be able to voice gripes, complaints, praises, predictions, concerns and especially fears as long as they do so positively. Team members should never refer to an individual team member as the cause of a problem (the concept of never laying blame) but rather only refer to a broken process or function, which is nearly always the actual cause of any problem. Teams need encouragement to indulge in communication to discover improved ways of reaching the team's vision and resolving differences through collaborative problem-solving and sharing of experiences. It is also important to know that misunderstandings can be a good thing because they prevent groupthink and spurn innovation.

All meetings must have open and honest communication where team members explain progress or setbacks and frustrations and disappointments, and suggestions for improvements in the way the team works. When there is tension in the team -bad air – this must be allowed to escape, which only happens through sponsored dialogue. Team members must openly communicate everything—good and bad—if there is to be open and honest communication. It is a matter of not what you say but how you say it.

Team members need to accept critical feedback and provide constructive input to others. Feedback should answer questions, provide solutions, or help strengthen the task or project at hand. You cannot have a high-performance team without strong relationships and genuine communication. These traits are essential for high-performance teams because, without honest communication and the strength of the relationships that follow, it becomes near impossible to fix problems with performance. Strong and open relationships allow team members to talk honestly about successes and failures areas for improvement and without fear of animosity.

How to practice Open Communication

1. It is a matter of not what you say but how you say it.

2. Accept critical feedback and provide constructive input to others.

3.   Allow everyone to voice gripes, complaints, praises, predictions, concerns and especially fears as long as they do so in a positive manner.

4.   Never refer to an individual team member as the cause of a problem - never lay blame. Refer only to a broken process or function, which is nearly always the actual cause of any problem.

5.   Accept that misunderstandings can be a good thing because they prevent groupthink and spurn innovation.

6.   Allow everyone to explain setbacks and frustrations and disappointments, and suggestions for improvements in the way the team works.

Psychological Safety - Being able to safely speak your mind

We are all reluctant to engage in behaviours that could negatively influence how others perceive our competence, awareness, and positivity. Although this kind of self-protection is a natural strategy in the workplace, it is detrimental to effective teamwork. On the flip side, the safer team members feel with one another, the more likely they are to admit mistakes, partner, and take on new roles.

Being able to speak your mind is not as easy as it might sound. Many of us, especially depending on our workplace situations, feel that we cannot speak up about what we truly think. We do not speak up for fear or ridicule, humiliation, not being respected, not being taken seriously, being held back by our position or status and a feeling that we will not be listened to. All of these things hold us back. They are aspects of workplace culture barriers, meaning that these are the things that need to change if we are to feel confident about speaking our minds.

To overcome these barriers, a team must adopt what is known as psychological safety – "a shared belief held by team members that the team is safe for interpersonal risk-taking". It is the ability to present oneself and act without fear of negative consequences for self-image, status, or career. In psychologically safe teams, team members feel accepted and respected.
Low psychological safety is a foot on the brakes when someone wants to say something controversial, resulting in apathy or anxiety. High psychological safety equates to taking your foot off the brakes and putting your foot on the accelerator, allowing everyone to speak their mind safely. This puts teams into a learning zone where workplace well-being is high and performance is high.

Psychological safety is a critical factor in team learning and high-performance team development. It is a workplace, an environment where team members feel a sense of inclusion which creates conditions that enable individuals to speak their minds, take moderate risks and stick their necks out without fear of having it cut off. An all-inclusive and understanding environment is a breeding ground for new ideas. Team members feel they can put forward risky or innovative concepts because they know they will be taken seriously. Hostile business environments lead to the stagnation of creativity, poor work ethics, dogmatic policies, and low retention. It is particularly relevant in the modern business world, which counts on teams to innovate and perform in a chaotic environment. Team members who have no sense of psychological safety are unlikely to collaborate efficiently and effectively, and productivity will be hampered as a result.

An atmosphere of psychological safety means that people are content and able to admit and discuss mistakes; a healthy, positive learning and high-performance environment is created with team members more likely to ask questions and speak up to express issues and concerns, leading to quicker identification of problems and search for solutions.

When a team creates a sense of psychological safety, it will see higher levels of engagement, increased motivation, more learning and development opportunities, and substantially better performance. Team members become more energised because they feel they can be truthful and take risks. These types of behaviour lead to market breakthroughs without fear of judgment or reprisal and facilitate effective collaboration and creativity. In simple terms, psychological safety supports the belief that you won't be punished when you make a mistake or make an honest comment.

Psychological safety is a workplace environment where team members feel a sense of inclusion which creates conditions that enable individuals to speak their minds take moderate risks, and stick their necks out without fear of having them cut off.

The research is now abundantly clear that psychological safety is a powerful differentiator of teams. The best teams are the ones that have trust and belief in each other. Team members who don't feel safe will keep their problems to themselves and be unwilling to share information. This lack of openness may slow a business down, preventing it from responding as agilely as it might, as collaboration and communication become impaired, and individuals are reluctant to share the problems and opportunities they see. At its worst, senior managers can be left unaware of problems until they become so serious that an external regulator or government body is forced to step in.

High-performance teams do not allow grudges to build up and destroy team morale; they also replace blame with curiosity and autopsy. If team members sense that blame or criticism is being assigned, this leads to defensiveness and then to disengagement. High performance is about having team members settle and decide between competing ideas noting that no team can progress until all team members believe they have a voice that is heard. Conflict arises from differences when individuals come together in teams; their differences in power, values and attitudes contribute to the creation of conflict.

How to practice Psychological Safety

1.   Allow everyone to speak their mind in safety.

2.   Never ridicule, humiliate, or show a lack of respect to anyone.

3.   Take seriously what someone is saying.

4.   Never assign blame, only criticise a lack of process or a bad procedure.

5.   Make everyone feel that it is safe for personal risk-taking.

6.   Make everyone feel that there are no negative consequences for self-image, status, or career based on what they say.

Team Communication Exercise
Break into groups and answer the following questions:

1.   What is open communication, and how do you practice it?

2.   What is psychological safety, and how does it work in practice?

3.   Why is it good to be frank, direct, open, and honest?

4.   What are the benefits of looking into someone's eyes?

The 5-Minute Manager - How to create a self-conscious Team
This introduces the concept and practice of Mutual Accountability. It is a higher form of high-performance team behaviour.
Mutual Accountability

When teams apply this discipline, it is near impossible for any one team member to fail.

Mutual accountability is another foundation stone of a high-performance team. It means that team members accept that they are accountable 'to each other', which guarantees better performance and teamwork. The objective is for the team to think "team performance first" and "individual success second". As a result, individuals become focused on creating a memorable collective performance rather than thinking simply about personal achievements. All team members are expected to volunteer their time and effort to assist others for the sake of the common good. Accordingly, all team members need to take a constructive interest and participate in all team activities as and when required (Master Plan).

Mutual accountability reinforces everyone's role in sharing knowledge, ideas, experiences, and perspectives to make the team a better-performing unit. Mutual accountability brings about increased effectiveness in working together. Team members recognise that collective performance is dependent on the effective collaboration of themselves with other team members. Rather than working and thinking individually and trying to protect their own space, a team high in mutual accountability has team members who are regularly asking themselves and each other, "how can we better work together to get the most out of each other and the whole team?"

Mutual accountability means team members equally share in the teams' outcomes when the collective responsibility of the team works towards generating collective results, achieving success, or suffering a failure. This is irrespective of whether a single team member was responsible for a success or a failure. Mutual accountability implies an implicit acknowledgement of the joint accountability of all team members towards achieving the Team Vision or some other initiative, such as a task or a project, in addition to their individual obligations in their specific roles. An important measure is how accountable team members are to each other, meaning that team members accept that everyone's successes or failures fall on their shoulders.

Team Consciousness Exercise
Discuss these questions:

1. Is "team performance first" and "individual success second" a true statement?

2. In what areas are commitments given to each other?

3. Should the team hold everyone accountable for their commitments?

4. Will the team create a Master Plan?

5. Do team members share concerns and risks.

6. Does the team celebrate successes?

Discuss adopting these behaviours:

1. We place the team's needs before our own.

2. We give commitments to each other, and we honour them.

3. We use a Master Plan.

4. We celebrate successes.

The 5-Minute Manager - How to develop Charisma

Charisma was once believed to be an innate personality trait, a gift that certain individuals possess that gives them the capacity to do extraordinary things. The thinking was that it could not be learned, you either have it, or you don't.

However, this is not true. When a high-performance leader displays gusto and alacrity, is curious and always upbeat, this makes them charismatic. Doing these four things puts forward a positive attitude which infects team members thinking and feelings and can extend to the whole workplace. By communicating high expectations to team members and exhibiting confidence in their abilities to meet the expectations, this in turn increases your charisma.

In workplaces where the manager has charisma, there is energy, a vibe, electricity, or vibrations in the air.

Being viewed as charismatic is a powerful management tool; it encourages team members to trust in your ideology and your beliefs. It brings about unquestioning acceptance and affection of you as a leader; it promotes team member obedience and emotional involvement with your goals helping to create a shared vision of the future.

You can become charismatic by:

· Demonstrating gusto (showing great energy, enthusiasm and enjoyment when taking part in an activity)

· Demonstrating alacrity (doing an activity with speed and eagerness).

· Being curious.

· Being positive and upbeat.

· Communicating high expectations.

· Showing confidence in team members' abilities.

· Using active listening.

· Sparingly giving praise.

· Taking responsibility for when things go wrong.

· Providing constructive criticism to team members.

· Your whiteboard is always covered in something new.

· You can test if your charisma is working by:

    o Team members feel energised, motivated, feel good after speaking with or just being near you.

    o Your speech or presence creates a sense of positivity in others.

    o A team member runs to your office.

The 5-Minute Manager - How to gain Respect

High-performance managers know that respect isn't an entitlement linked to a job title; rather, it is earned. To increase team members, trust in you, act as follows.

·   Lead by example. Demonstrate the qualities and characteristics you expect from the team members you manage. You must exhibit the traits you want team members to adopt, such as honesty, creativity, being forthright, and industriousness.

·   Be humble. No one cares about where you went to school or past successes. Egotists are boring and turn people off; they need to get over themselves and do it quickly. Avoid conversations that entail self-promotion; they are obvious and damage your reputation.

·   Know when to initiate communication and respond. In a team setting, allowing team members to speak without interruption means you are being professional and respectful. Communicating respectfully means using your time and someone else's time wisely, asking clear questions, and responding fully to any questions you've been asked.

·   Show commitment every single day. Get into the trenches with your team members and get your hands dirty as often as possible. Work longer and harder than they do. Get out of your office and visit their workplaces. Talk to them, get to know their names so you can address them personally, ask them how things are going, ask what their top three issues are and follow up.

·   Share your expectations. Team members want to know what your expectations are of them; that way, they can work to meet or exceed them.

·   Help people succeed and advance. Help team members gain exposure and give them opportunities for development and advancement. Be a mentor, focus on those team members who are bright, hardworking, dedicated, reliable and creative, and have skill sets that you don't or those who show potential. Mentor team members by delegating work that uses their strengths and initiating support programs that allow them to learn a new skill or certification.

·   Compromise. This is not a weakness; in fact, nothing could be further from the truth. A manager who can compromise comes across as caring and someone who puts others before themselves and appreciates understanding a differing point of view.