

The Bristol Distinguished Address Series

Stop managing. Start achieving. Why management needs a makeover

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Chief Executive Officer, CMI

Jointly
organised
with:

The logo for Bristol Post, featuring the word 'Bristol' in a small blue font above the word 'Post' in a large, bold, blue font.The logo for BusinessWest, featuring a blue triangle pointing right above the word 'BusinessWest' in a blue font.

Federation of Small Businesses
The UK's Leading Business Organisation



**CHARTERED
ACCOUNTANTS
WEST OF ENGLAND**

**STOP
MANAGING.
START
ACHIEVING.**

Why management needs a makeover.



**ANN
FRANCKE**

CMgr CCMI FIC

- › 25+ Years in management:
P&G, Mars and FTSE 100
Executive Board positions with
Boots and Yell
- › MD Global Standards at BSI
- › Author of FT Guide to Good
Management, 2014
- › CEO of the Chartered
Management Institute

CHARTERED MANAGEMENT INSTITUTE

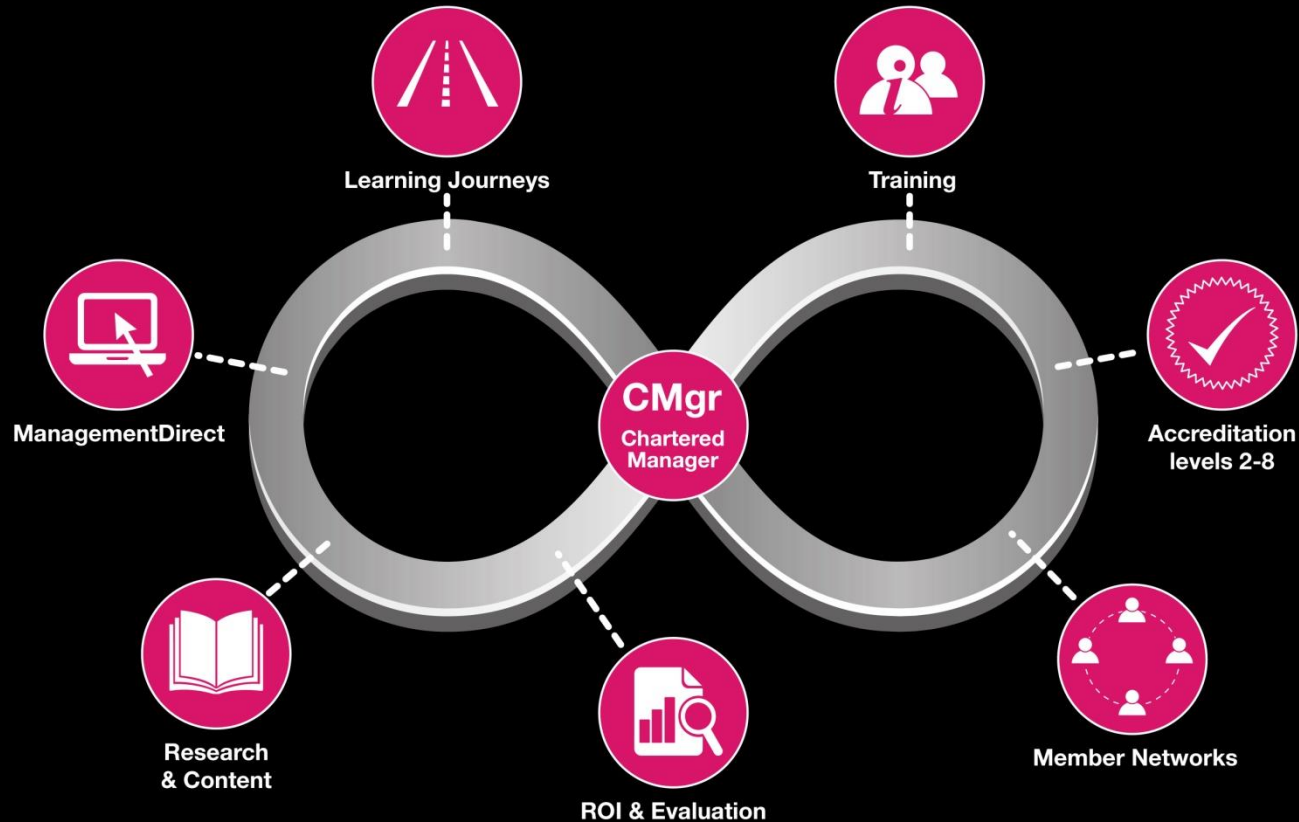
VISION

Better led and managed
organisations

MISSION

Increase the number and standard of
professionally qualified managers

A UNIQUE FRAMEWORK





STOP MANAGING. START ACHIEVING.

- › Stop managing & leading badly
- › Start achieving through managing & leading well
- › Lets give ourselves a Management Makeover to move from bad to good in 5 easy steps

MANAGEMENT 2020

Good management practice for organisations

Purpose: What social benefits does the organisation exist to achieve and how are its leaders held accountable for these aims?

People: How does the organisation prepare managers and leaders at all levels?

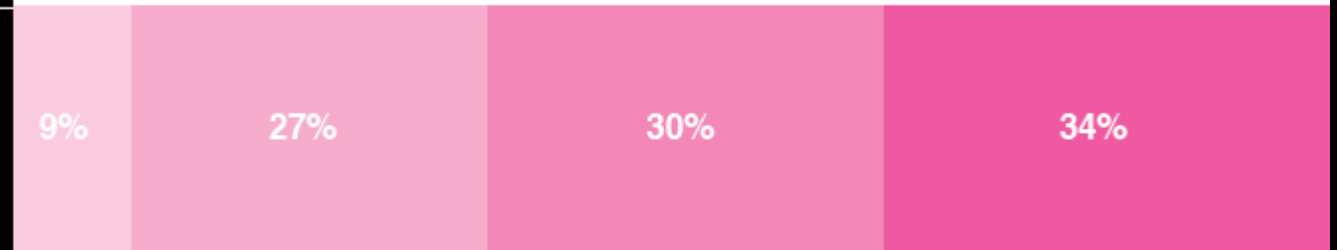
Potential: How does the organisation support the next generation of managers and leaders?

HEADLINE SCORES – OVERALL AND PER SECTION

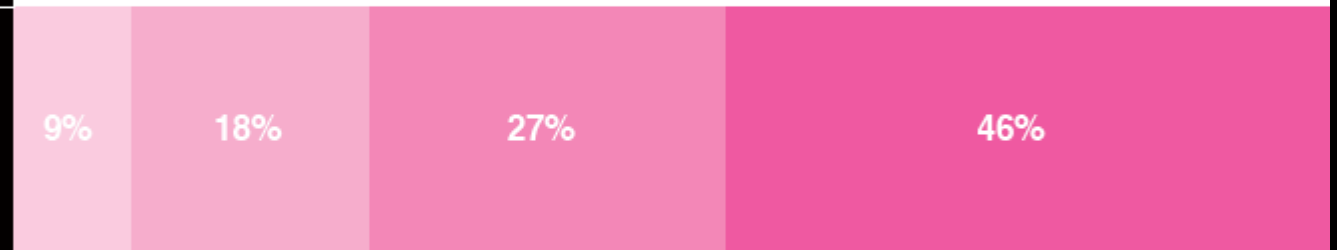
MEAN SCORE PER SECTION

N/A
 Not at all/poor
 Could do better
 Good/very good

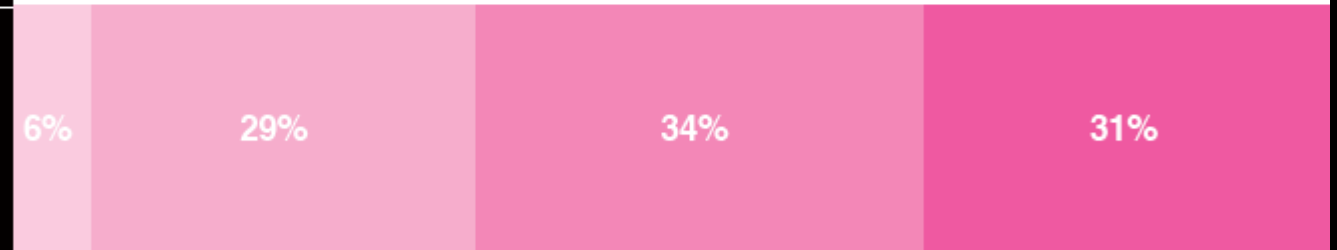
Overall 5.9



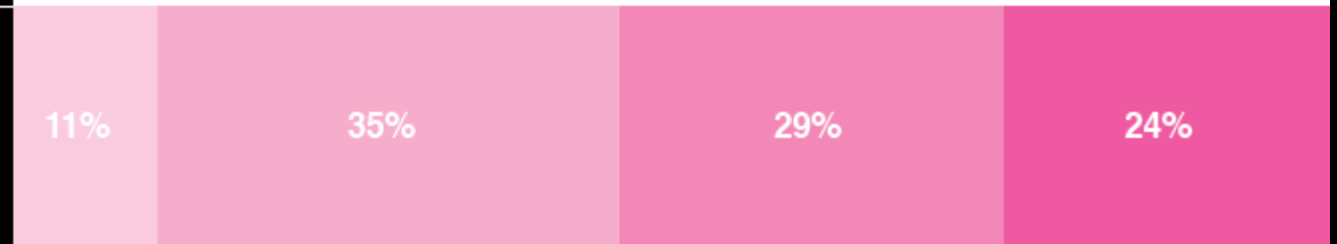
Purpose 6.8



People 5.8



Potential 5.2



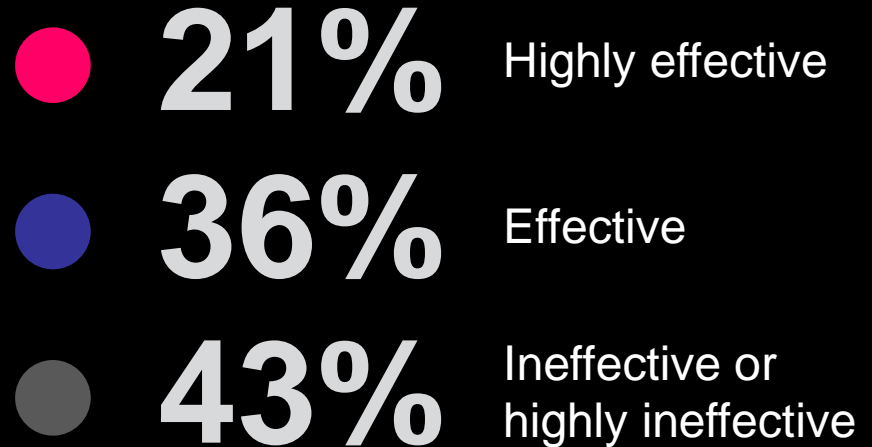
MANAGEMENT 2020 SHOWS

BETWEEN ONE HALF TO THREE
QUARTERS OF ORGANISATIONS
SAY THEY AREN'T GOOD
ENOUGH

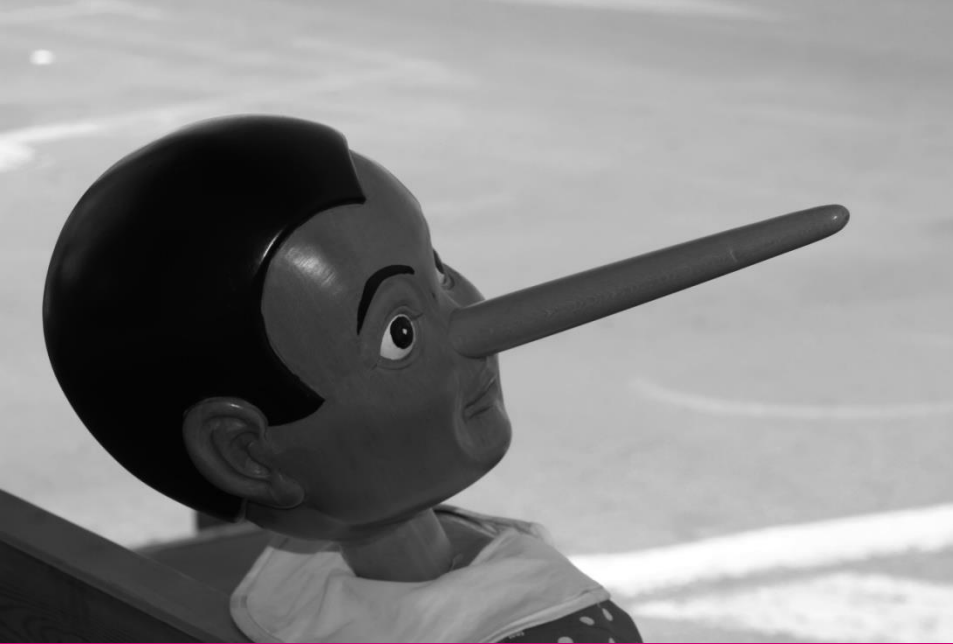
STOP MANAGING.

Individual Managers are not very good at it.

“
Nearly half of UK line managers are ineffective.”



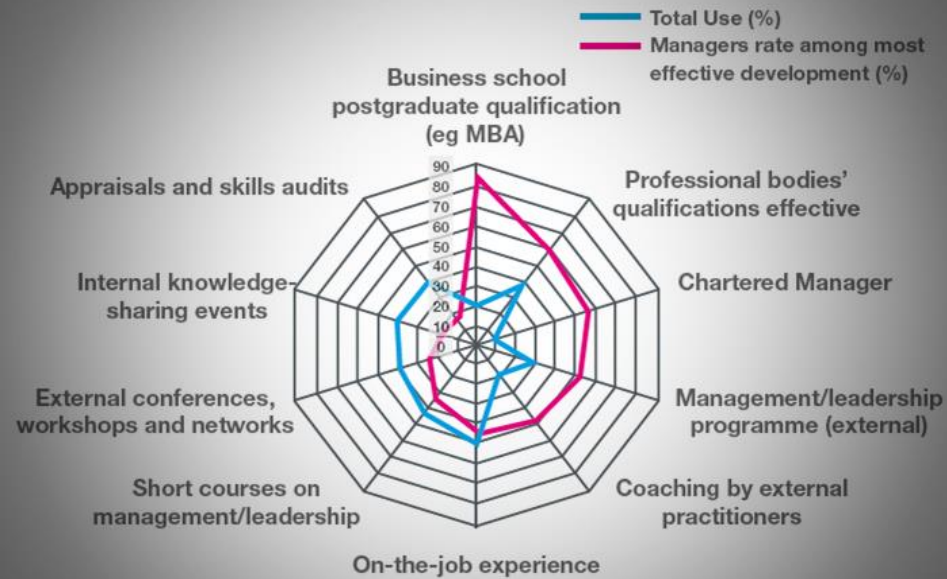
...How effective is your line manager?



**WE'RE NOT
VERY GOOD
AT IT.**

- › Over 1/3 tell a lie a day
- › 80% of UK employees think their manager sets a bad example
- › 72% of UK organisations say they lack good management & leadership
- › UK management ranks below US, Germany and Japan

- › Only 1 in 5 UK managers are trained
- › 2/3 of employers offer no training
- › Average manager waits 10 years
- › We fail to utilise what works



**WE'RE
ACCIDENTAL
MANAGERS.**

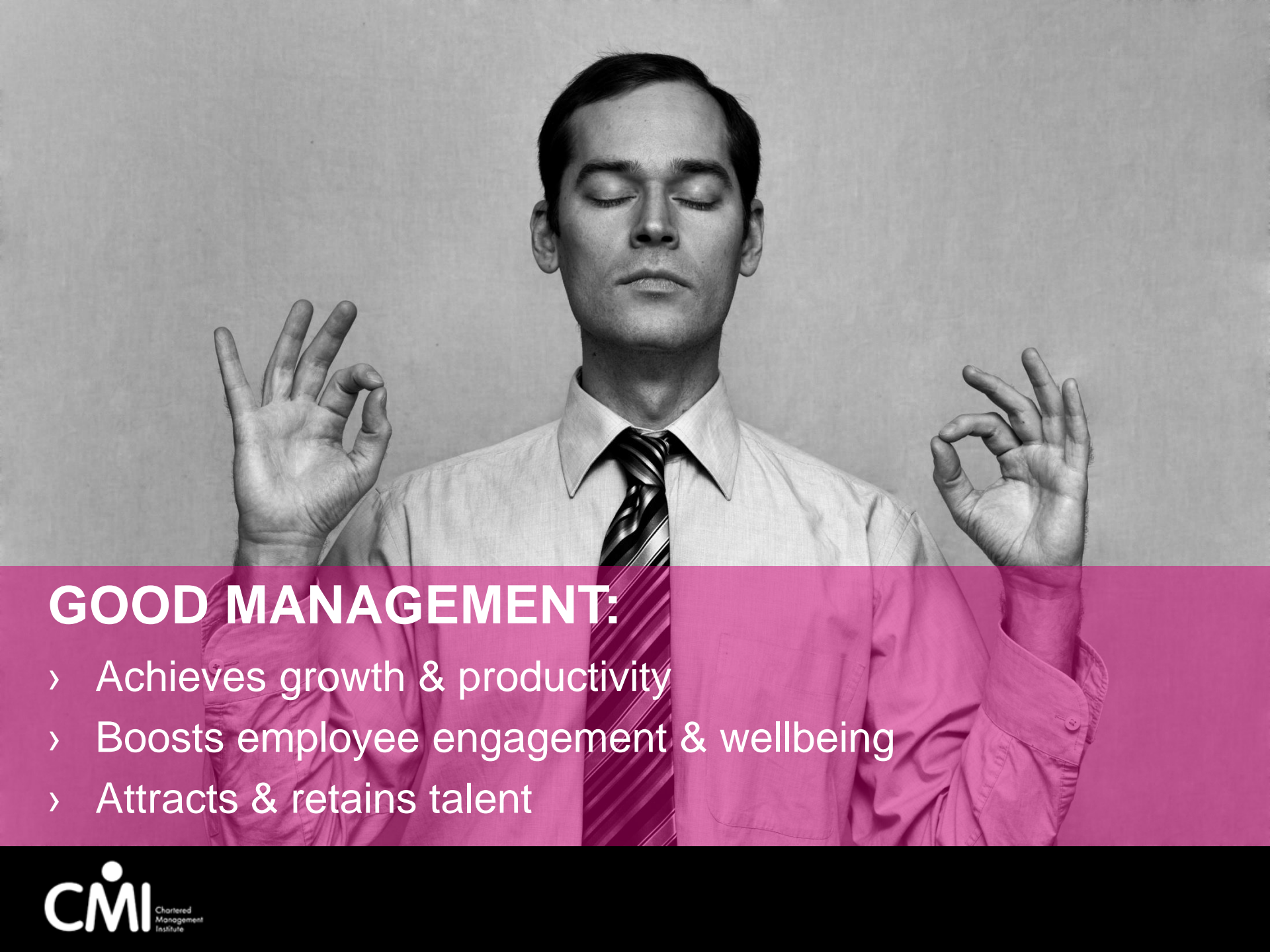
- › By 2020 we need over ½ million more GOOD Managers who can:
 - Partner
 - Network
 - Demonstrate agility
 - Manage performance & teams
 - Use technology smartly
- › However, these are currently the skills most managers lack





START ACHIEVING.

- › Stop managing badly or muddling through
- › Even more important now we have signs of growth
- › Start managing well
- › How to start **achieving**?



GOOD MANAGEMENT:

- › Achieves growth & productivity
- › Boosts employee engagement & wellbeing
- › Attracts & retains talent

GOOD MANAGEMENT GETS GROWTH & PRODUCTIVITY.

Investment in MLD
leads to:



The infographic features two large, upward-pointing pink arrows. The left arrow is labeled 'Organisational' and contains the text '23% Increase in performance'. The right arrow is labeled 'People' and contains the text '32% Increase in performance'. Above the arrows, the text 'Investment in MLD leads to:' is centered. The entire graphic is set against a black background.

23%
Increase
in performance

Organisational

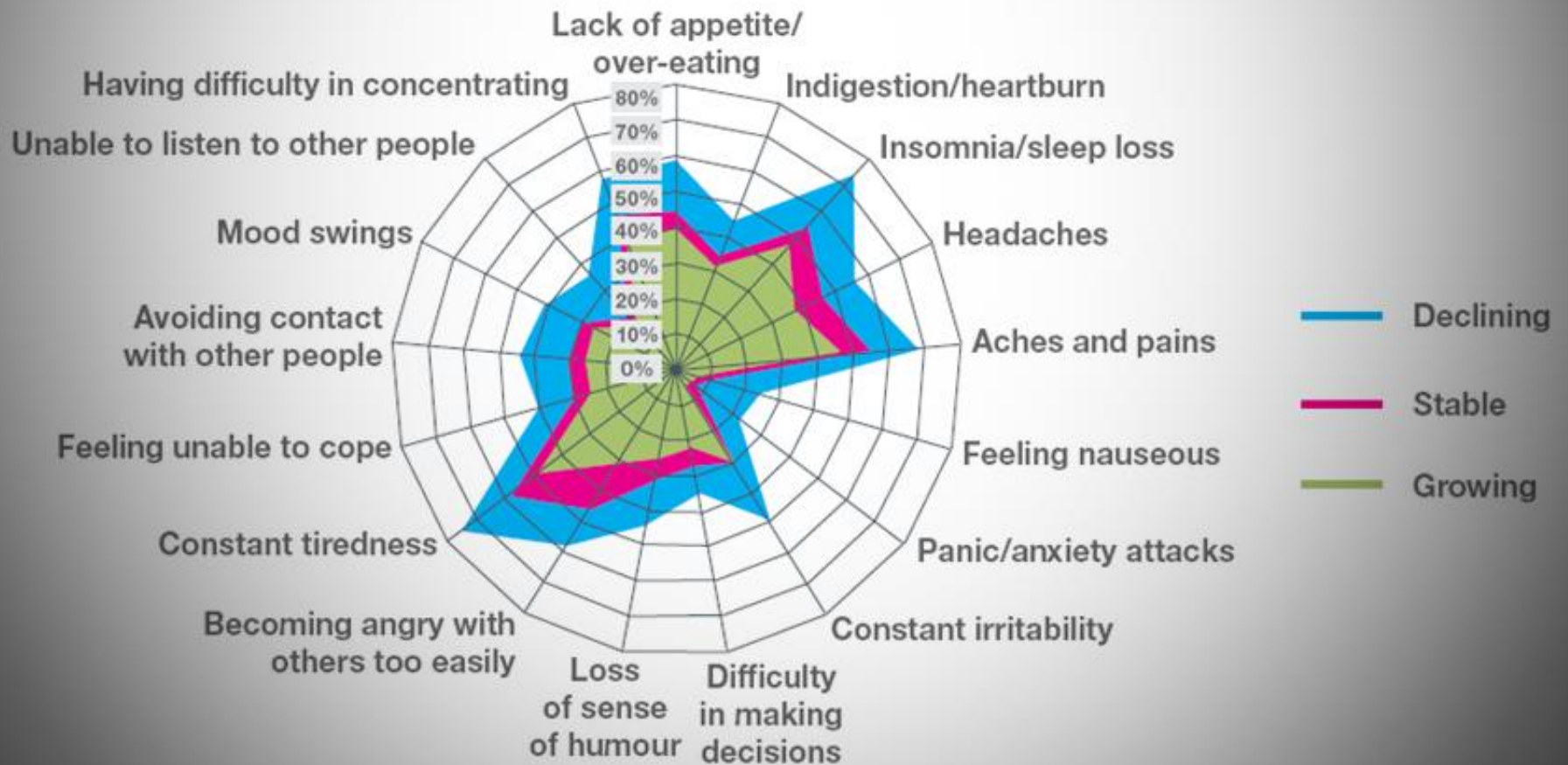
32%
Increase
in performance

People



**GOOD
MANAGEMENT
ATTRACTS &
RETAINS
TALENT.**

- › 9 out of 10 said it helps attract good people
- › 9 out of 10 said it improves performance
- › 9 out of 10 said it increases loyalty
- › 8 out of 10 experienced the 'Ripple Effect'



GOOD MANAGEMENT BOOSTS ENGAGEMENT & WELLBEING.

- › High Management Effectiveness = High Engagement > 80%
- › Good Management = Good Well Being

- › A small move (1 point on a 5 point scale) can make a big difference
- › 25% increase in workforce
- › 65% increase in capital
- › Management Makeover!



**STOP
MANAGING.
START
ACHIEVING.**



STOP MANAGING. START ACHIEVING – 5 EASY STEPS

1. Stop Excluding.
Start Including.
2. Stop Controlling.
Start Coaching.
3. Stop Confusing.
Start Clarifying.
4. Stop Resisting Change.
Start Embracing it.
5. Stop Competing.
Start Collaborating.



1: STOP EXCLUDING. START INCLUDING.

- › Get diverse
- › Get ethical
- › Get authentic & happy

- › Diversity is a business issue
- not just a PC issue!
- › Set gender targets for
boards & executives
- › Transparency: Publish % of
women in organisation &
what they are paid vs. men
- › Sponsor a female in another
division:
 - Ensure networking
opportunities
 - Encourage promotions



**GET
DIVERSE.**



GET ETHICAL.

- › CMI & Moral DNA show that ethics pays!
- › Don't leave your ethics at the door
- › Link your organisation's principles & values to personal principles & values
- › Develop an ethical framework for decision-making

- › Only 1 in 5 bring their best selves to work
- › Report Card Syndrome
- › Happy staff are 12% more productive
- › Positive culture is #1 ask from young people
 - Appreciate
 - Be curious
 - Celebrate failure



**GET
HAPPY.**



2: STOP CONTROLLING. START COACHING.

- › People Style is most important
- › Start coaching
- › Reform performance reviews



START COACHING.

- › Growing organisations: empowering & trusting management styles
- › Declining firms: bureaucratic management styles
- › Job satisfaction: 28% vs. 67%
- › Coaching & mentoring top young person request
- › The Great Google Experiment: #1 Quality?

- › Little & often: weekly & concise - not once a year
- › Employees want recognition, respect, autonomy & trust
- › DO:
 - Listen
 - Ask Questions
 - Ask for feedback
- › DON'T:
 - Interrupt
 - Talk a lot
 - Dictate



COACHING HOW-TO.

WWW.MANAGERS.ORG.UK/ACHIEVE

A screenshot of a web browser displaying the CMI Achieve website. The browser's address bar shows 'www.managers.org.uk/achieve'. The page features a large hero image with a pink sky and silhouettes of two people climbing a rocky mountain, with one person helping the other. The text 'CMI Achieve' is overlaid on the image. Below the image, there is a welcome message, a description of the program, and two call-to-action buttons for becoming a mentee or a mentor.

← → ↻ 🏠 www.managers.org.uk/achieve ☆ ☰

CMI Achieve

CMI Achieve

Welcome to CMI Achieve - the CMI's exciting new mentoring programme launching in 2014.

What is CMI Achieve?

CMI Achieve is a mentoring programme, designed to provide practical support to managers and leaders at all levels of their management career.

CMI Achieve is unique in that its focus will be entirely on improving management and leadership skills. Through CMI Achieve, more experienced managers and leaders share their skills and experiences to help others further develop their management skills. Mentoring provides the opportunity for a learning experience for both mentor and mentee and elevates knowledge-sharing to a practical level.

Interested in becoming a Mentor?

By giving just one hour per month over a nine month period, as a Mentor on our programme you can provide a high level of support and guidance which will enhance the effectiveness of the mentee

CLICK HERE to find out more and register as a Mentee

Looking for Management Mentoring support?

Mentoring can support you in improving your skills, 'know-how' and performance not to mention your network quickly and effectively.

CLICK HERE to find out more and register as a Mentor



3: STOP CONFUSING. START CLARIFYING.

- › Clear communication most requested skill
- › Lack of clarity & confusing objectives = bad management
- › Communication - KISS
 - Avoid jargon
 - The 10 year old test
 - Check understanding
- › Set a performance culture
 - Be clear about who make which decision
 - Ambiguity is the enemy of good management!
- › Set SMART, clear objectives linked to strategy

- › 9/10 organisations go through annual change
- › $\frac{3}{4}$ employees see it as negative & don't do it well
- › Get agile & embrace change
- › Change brings opportunities and flexibility
- › Change = clear communication & people skills, not project management!



**4: STOP
RESISTING
CHANGE.
START
EMBRACING IT.**



CHANGE MANAGEMENT HOW-TO.

- › Communicate and collaborate
- › Focus on a shared goals & aligned interests
- › Encourage political awareness & positive peer pressure
- › Be prepared to change course

Management 2.0:

- › Partnerships & collaborations
- › Collaboration produces results
 - Supply chain
 - Open source
 - Silicon Roundabout



**5: STOP
COMPETING.
START
COLLABORATING.**



MANAGEMENT 2.0: COLLABORATION HOW-TO.

- › Ensure teams are based on competencies not structure
- › Encourage teams to make a commitment to each other
- › Keep commitments dynamic not static
- › Experiment with agile techniques
- › Celebrate failures

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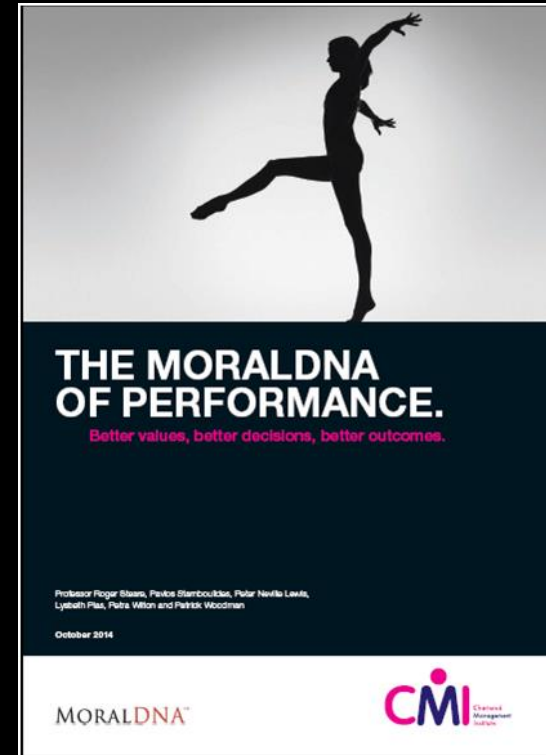
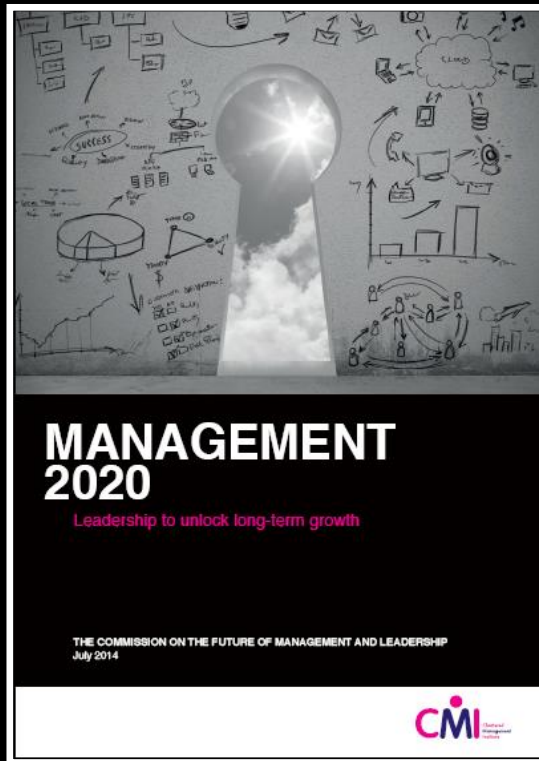


MANAGEMENT MAKEOVER: 5 EASY STEPS.

WILL THE SKILLS MAKE A DIFFERENCE?

DO THEY HELP BUILD SUSTAINABLE ORGANISATIONS?

CMI REPORTS CONFIRM: YES!



- Purpose
- People
- Potential

Better Ethics = Better Business

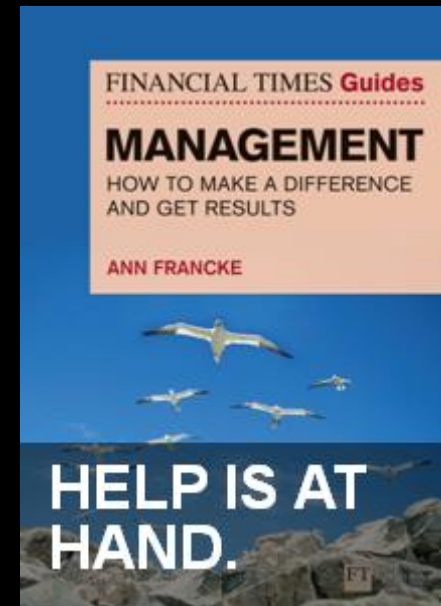
NEXT STEPS

1. Download our reports and use our Benchmarking Tool:

www.managers.org.uk/management2020

2. Join the Chartered Management Institute

3. Read the Financial Times
Guide to Management



QUESTIONS?

