



make me a better  
manager

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confidential feedback report

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Paul **Blake**

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## You've taken the first step to being a better manager

**Paul**, your confidential feedback report contains views and tips from your feedback group.

Some of the feedback you could predict; some will be a surprise. Whether it's positive or not, it all helps you improve as a manager.

### How to use your report

The Make Me a Better Manager feedback report contains five sections:

#### **Section 1 - Feedback from others**

- a graph showing how your feedback group has scored you on 16 core management behaviours. You will also see the average scores of other managers who have used Make Me a Better Manager

#### **Section 2 - Perception gap**

- a chart that shows where others rate you higher and lower than you rate yourself. It may highlight your hidden strengths or where you have more belief in some skills than other people

#### **Section 3 - Distribution**

- a table showing all the responses so you can see if everyone agrees or if there is a range of views about your management skills

#### **Section 4 - Development tips**

- your feedback group may have suggested things that you might stop, start or continue doing
- the group may have ideas for books, training courses and the names of colleagues who could help you
- our development tips on the three management skills that received the lowest scores from your feedback group

#### **Section 5 - Path to being a better manager**

- use this section to record your response to the feedback and to plan the actions which will help you to be a better manager

### **Next steps**

**Flick through the report straight away.** (Could you stop yourself anyway?)

Make Me a Better Manager is, in our opinion, the simplest start to being a better manager. It's online and automated, but it won't make you a better manager on its own!

We suggest that you find half an hour to read the report more slowly while filling out the 'Action plan', which is your map of how you will become a better manager.

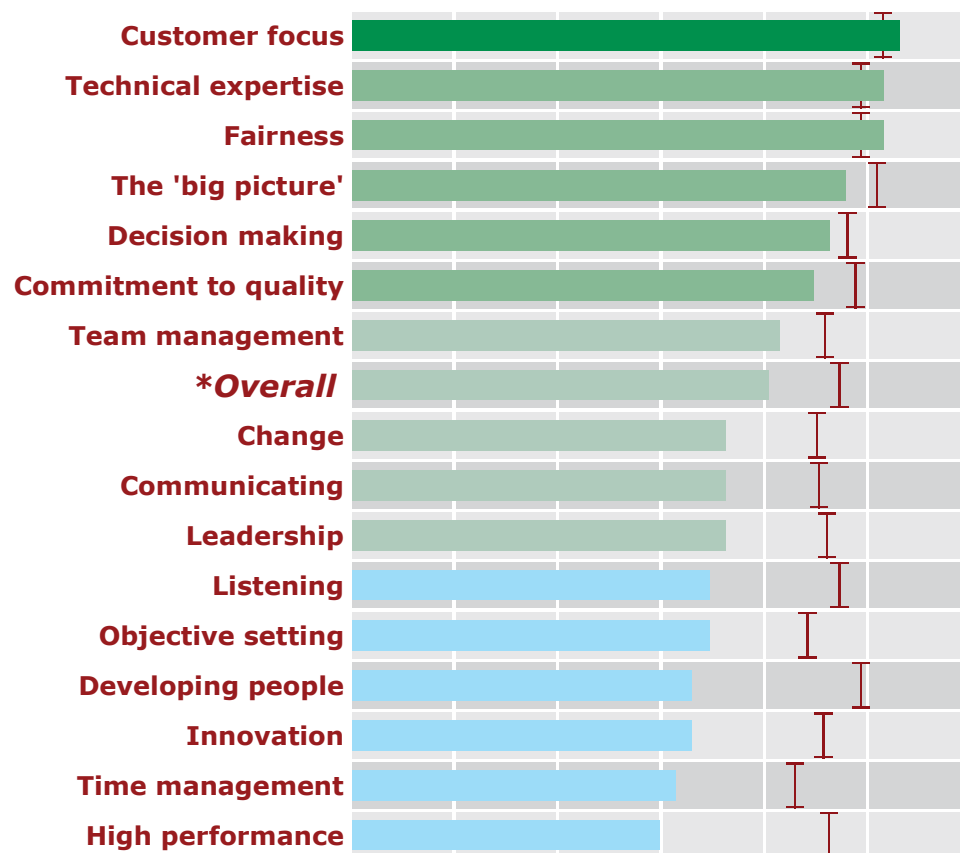
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## Feedback from others

The chart below shows the average score from your feedback group (excluding your own scores) on each of 16 core management behaviours. Your highest scores are at the top; your lowest at the bottom. The 'Overall' score (marked with an asterisk) is all the average scores combined.

The bar colours show how well you have done, from dark green (nearly always seen to behave well) to red (hardly ever seen to behave well). The colour code is given in the bar at the bottom of the chart.



Average score for managers using Make Me a Better Manager

### Next steps

Think about the results for all 16 questions. Are there any surprises – either pleasant or otherwise? Are you pleased or disappointed? Why might your scores be higher or lower than the average for other managers using Make Me a Better Manager?

Make a note of the things that seem to need improving in your 'Action plan' towards the end of the document.

This chart provides invaluable information but you should look at all the other pages in this report before completing your 'Action plan'.

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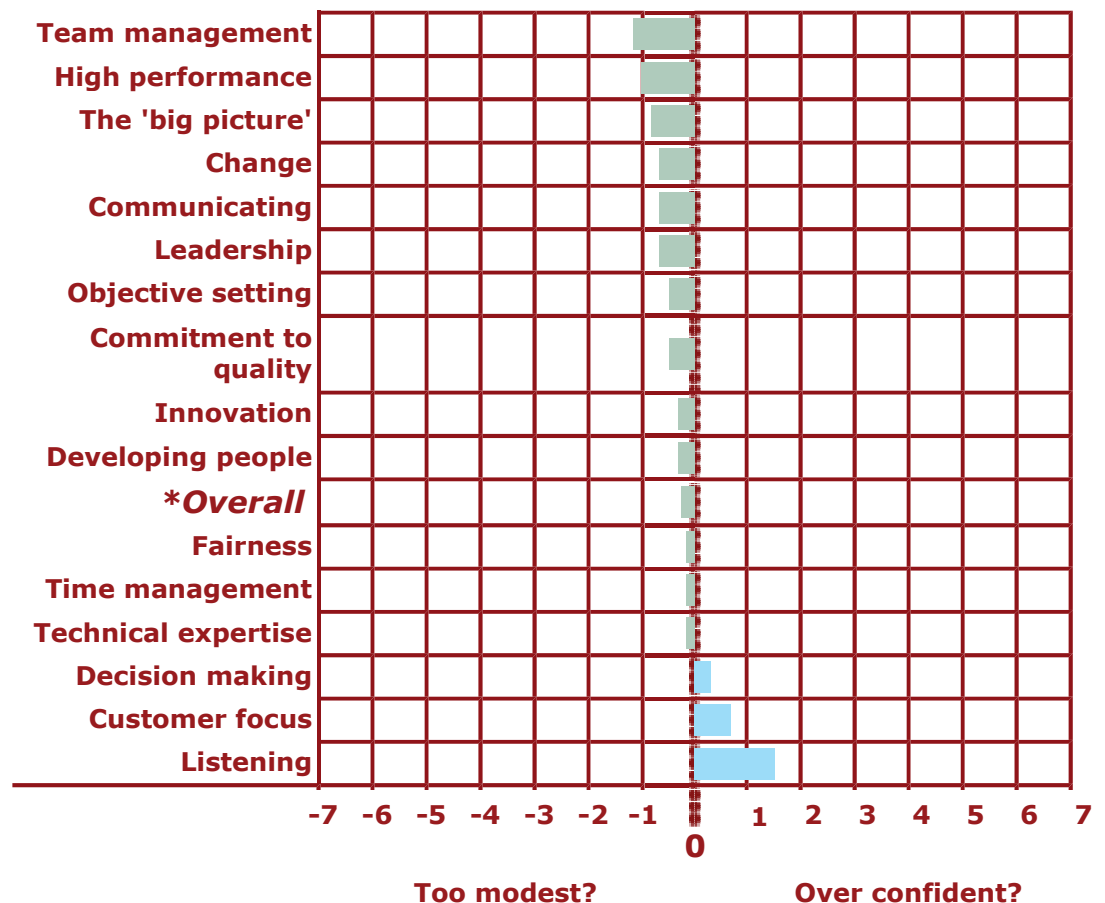
## Perception gap

The chart below compares how you scored yourself with the average score from your feedback group for each core management behaviour. There is also a bar (called 'Overall' and marked with an asterisk) that shows the comparison for all the questions combined.

You can see how big the gaps are from the scale at the bottom.

Bars to the left of the centre line are where you rated yourself lower than other people did. For those questions think about whether you are being too modest and under-rating yourself.

Bars to the right of the centre line are where you rated yourself higher than others did. Why do you think this is? Is it because people don't appreciate what you do or because you don't get across what you do well enough.



### Next steps

Make a note in the 'Action plan' section of those management behaviours where the gap between your own score and that of others is more than one (1) on the scale at the bottom of the graph. Compare these with those areas that the chart on the previous page suggests you need to improve. Are they the same or different?

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## Distribution

This table shows the distribution of responses from your feedback group to each of the 16 core management behaviours but not your own scores.

In most cases, you will find that the responses all fit into two or three adjoining boxes, which means that your behaviour on that issue appears similar to everyone in your feedback group.

	hardly if ever (under 10% of the time)	rarely (10% to 30% of the time)	sometimes (31% to 50% of the time)	frequently (51% to 70% of the time)	usually (71% to 90% of the time)	nearly always (at least 91% of the time)	can't say
<b>*Overall</b>		3	30	29	28	6	
<b>Leadership</b>			3	2	1		
<b>Team management</b>			1	3	2		
<b>Fairness</b>			1		2	3	
<b>Decision making</b>				2	4		
<b>Communicating</b>			3	2	1		
<b>Listening</b>			3	3			
<b>Developing people</b>		2	1	2	1		
<b>Time management</b>			5	1			
<b>Technical expertise</b>					5	1	
<b>Innovation</b>			4	2			
<b>Objective setting</b>			3	3			
<b>High performance</b>		1	4	1			
<b>The 'big picture'</b>				1	5		
<b>Change</b>			2	4			
<b>Commitment to quality</b>				3	3		
<b>Customer focus</b>					4	2	

### Next steps

Look at the questions where the distribution is more widely spread or even where there seems to be two different groups, one generally favourable and one unfavourable. Ask yourself why some people see you differently. Do you behave differently with different groups? Add your answer to this question to the notes you have already made in the 'Action plan' section.

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## Development tips

On the pages which follow is a list of all the suggestions made by your feedback group about things you might stop, start or continue doing and their suggestions for things (e.g. books, training courses, the names of colleagues) that they think might help you.

### Next steps

Study the suggestions carefully – they could be your fastest way to improve as a manager.

You will probably have reached some conclusions about areas for improvement from studying the charts on the previous pages. You should compare these with the suggestions and then add your conclusions to the notes in the 'Action plan' section which follows.

### What one thing should Paul STOP doing?

Paul should stop preventing people going on development courses because 'we are too busy'

Paul should stop letting some of the team get away with under-performing and putting more pressure on the rest of us

Paul should stop dismissing other people's views because they are not as experienced as he is

He should stop interfering when we are getting on alright with our work

Paul should stop giving me new tasks before I have had time to finish those in my schedule

Expecting other people to work the same hours as he does

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## What one thing should Paul START doing?

Paul should tell us more about what our team will be doing in the future, not just what today's tasks are

Set clearer objectives and stick to them

Provide more support and development opportunities for the people who make the most contribution to the team

Planning our work in advance properly to make better use of our time

Give us more warning when changes are coming

He should look for new ways of doing things which will make our jobs easier and more satisfying

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## What one thing should Paul CONTINUE doing?

Providing expert advice when needed

Making sure that we keep our customers satisfied

Helping out when we have to deal with difficult customers

Paul has his faults but he does treat everyone in the team the same - he should carry on doing this but try to treat us all better

Providing help and advice when we need it (but not when we don't)

Keep up his expertise so that we have someone to refer to when necessary

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## **Suggestions for activities that may help you become a better manager**

Have regular team meetings to discuss changes made by top management that affect how we work

Take us for an away team building exercise that would help him treat us more as people rather than work units

Go on a Leadership course. I think Paul is too much focused on pushing people to complete tasks and not enough on leading people to want to complete them.

Go on a Project Management course. We don't have one in-house but I have friends who have been on a good external one.

Learn how to deal with poor performers - get some backbone.

Go on a Time Management course so he can work normal hours and then expect us to do the same

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## Make Me a Better Manager Development tips

Make Me a Better Manager has these development tips for the three management behaviours for which your feedback group gave you the lowest scores. These are practical suggestions on things that you can do to help you to improve as a manager.

When you are thinking about what actions to take based on this and other feedback, think about which management behaviours are most relevant to your role. Once you have decided which areas to work on, you are in a good position to plan the concrete actions that you will make you improve.

### High performance

#### What's the aim?

A good manager will encourage the team to meet the targets set.

A better manager will focus on and push the team to exceed the targets set. While people at work will be satisfied if they meet the targets, they will be excited and highly motivated if targets are exceeded.

#### Do it yourself

The first step, if you set the targets or are involved in setting them, is to try to make sure that it will be possible to exceed the targets by a clear margin. Then make sure that everyone in the team knows what the targets are and how they have been set. You also need to set up a system of rewards for the team for exceeding the targets by a certain percentage.

To encourage others to exceed the targets you will need to keep track of how the team is doing against the targets. If the targets are based on the year's results, then you should track performance on a monthly basis and let people know how they are doing. Each month have a team meeting to pass on the figures and ask for ideas on how to beat the targets.

#### Ask a friend

Ask one or more managers at work who consistently beat their targets "how do you do it?" How do they motivate their team to look for ways of exceeding the targets? How do they reward their teams when they do?

Would what they do work for your team? If so, plan how to apply it – don't wait until new targets are set but try to apply it as soon as possible.

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## Time management

### What's the aim?

A good manager will manage his or her time effectively. The keys to good time management are setting priorities, sticking to them and recording the time you take for different tasks to make sure that you meet your deadlines.

A better manager will make sure that team members also manage their time effectively. A very important part of getting a team to manage its time effectively is to co-ordinate everyone's work, so people don't sit around waiting for other team members to finish their tasks.

### Do it yourself

Your first task is to make sure that you manage your own time well and set a good example to your team. This means

- setting priorities for your tasks
- deciding how long each task will take
- the order in which you will do them
- deadlines for when you should have completed them
- sticking to the programme you have set

In the same way you need to show others in your team how to do the same. Getting them to set priorities is the first thing they need to do, but you, as their manager, must approve them so that they fit with the team's priorities. You also need to make sure that the priorities and deadlines for the whole team fit together so that no-one is kept waiting for someone else to complete their part of a task.

If your team has to work together on large projects with many different tasks involved, find out if any of the project management software packages which you can buy would help to manage the team's time.

### Ask a friend

Ask someone you know (at work or elsewhere) who has experience of project management and project management software packages for their advice. What do they think works best to help people manage their time well? Think about whether it would work for your team.

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## Developing people

### What's the aim?

A good manager will allow team members to develop and progress.

A better manager will actively support their development.

### Do it yourself

Ask each member of your team to prepare a development plan that contains their experience, qualifications, and skills. Then arrange time to sit down and agree what they are good at and what they need to improve. Discuss with that person how they see their own development and how they would like to tackle the areas where they need to improve. Would a Make Me a Better Manager programme be a useful activity?

Key to the discussion is finding out how important personal development is to them.

Try to agree a realistic development plan, ([click here](#) for an example of a personal development plan) which takes into account what is practical (e.g. how much time off for study can be allowed) as well as desirable. If necessary (e.g. because money may be needed), take the plans for approval to your boss or whoever in your organisation holds the budget for training and development.

Once a plan has been agreed, make sure that you and the person concerned stick to it. Don't go back on any promises to allow time off for training or study. Make sure you follow up any training, through helping the person concerned to apply what they have learnt.

### Ask a friend

Think of people you know at work or elsewhere who have a team that undertakes a lot of training and development. Ask them how they get their people to want to undertake these activities and how they get backing (in money or other ways) from their organisation for them. How do they follow up after the training or development to ensure that both the organisation and the person concerned have got value for money?

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## Path to being a better manager

### Your response to the feedback

What were the most striking things you found out about yourself as a manager? Write your notes here.

*Example:*

*Really surprised that my communication score was so low. I think I'm better than average at keeping the team updated with the company news that they need to know. Obviously this is not the case. Perhaps I should accept the advice that I ask for questions in every team meeting?*

Notes on the feedback report

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## Action Plan

Now decide which one or two things you most need to improve over the next year. It is better to focus on a small number of things - and work really hard to change them - than to spread your effort over a large number.

To decide what to work on, ask yourself these questions:

- what do you think will have most impact in making you a better manager?
- what can you most easily change?
- what is most important for your current role?

Use the table overleaf to record the areas you plan to improve

*Example:*

Area to improve	Action required	Deadline	Expected results
<i>Communicate more clearly to the team how big changes in our organisation are going to impact the team. Being very clear for each person 'what does this mean for me'</i>	<i>Ask my manager to give me the bigger picture on news that might impact my team</i>	<i>Next week</i>	<i>I will be clearer with the team on how changes will impact us.</i>
	<i>Work on my presentation skills so I'm clear on the message.</i>	<i>Within 3 months</i>	<i>I will be better understood by the team so they know exactly what the news is and what the need to do.</i>
	<i>Have more time for questions in the weekly team meeting (one of the suggestions I got from my feedback group)</i>	<i>From now</i>	<i>The team can ask for answers rather than fearing the worst.</i>

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Area to improve	Action required	Deadline	Expected results

Some of the actions may require additional resources, such as a training budget. Write here what the resources are and how you will get them, for example by getting your manager's permission:

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## Survey questions

The 'Feedback from others' chart shows the average score from your feedback group. It uses a short phrase to capture each of the 16 core management behaviours. The table below shows the phrase plus the question (statement) that it refers to.

You can use this table to better understand which management behaviour you are being rated on which should help you when writing your action plan.

Management behaviour	Statement
Leadership	I inspire confidence as a manager
Team management	I help others work well together
Fairness	I treat everyone fairly
Decision making	I act decisively
Communicating	I keep others up to date with the information they need
Listening	I give fair consideration to others' views
Developing people	I actively support others' development
Time management	I help others manage their time well
Technical expertise	I use my expertise to help others
Innovation	I drive the team to adopt new, better ways of doing things
Objective setting	I set clear objectives for others
High performance	I encourage others to exceed targets
The 'big picture'	I encourage my team to act in the best interests of the whole business/organisation
Change	I manage change smoothly
Commitment to quality	I encourage others to give quality high priority
Customer focus	I encourage others to give customers high priority

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## What now?

The 'Action plan' is your path to being a better manager.

We suggest that you review your progress after the last deadline in your Action plan or in six months' time, whichever is later. To do this, why not ask individuals in your feedback group if they've seen any changes? Alternatively, start a new Make Me a Better Manager programme.

You can access this report by logging in and going to the 'my reports' page.

We hope that you had a positive experience using Make Me a Better Manager. If you have any feedback on the programme, please email us: [help@makemeabetermanager.com](mailto:help@makemeabetermanager.com).

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first step to being  
a better manager  
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**Yes - every single one!**



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