



## SECTION 2

# Believe I'm a manager

### Overview

#### Benefits of this Section

'You never get a second chance to make a first impression.' So the first impression a new manager makes with his or her team stays with them for a long time. If the new manager doesn't get it right at the beginning, it will take a long time to undo, so it is important that this part of the programme is completed early on.

It is essential for the new manager to give a positive, confident impression however unsure he or she may actually be feeling inside. This Section examines how the new manager can create that confident impression, using tools and techniques to help him or her influence in a positive and effective manner.

#### Overview of the Tools

##### 2.1 Project my personal image with confidence

Moving into a management role calls for a change in mindset. To visualise acting as if you are the best manager anyone's ever had is a very powerful way of getting it right. This Tool helps the new manager visualise his or her way to success.

##### 2.2 Words, music and dance

The impression we create is formed from what we say, our tone of voice and our body language. This Tool helps the new manager to recognise the importance of each component and how each can best be used to interact effectively with others.



### 2.3 OK Corral

What we expect of others has a great influence on what they actually achieve. Other people's attitudes towards us also influence our interactions in a negative or positive way.

The OK Corral is a Tool which helps the new manager to consider his or her current attitudes towards the individuals in the team, the boss and peers.

### 2.4 I'm no longer their mate – now I'm their manager

This session is more relevant if the new manager has moved from a team to a management role within the same organisation or department. In addition to learning the new role, there is also the challenge of dealing with the changed relationships within the team. The new manager is no longer their mate: he or she is now their manager, and this Tool addresses the issues that may arise.

### 2.5 How well do you influence?

It is useful for the new manager to understand what style he or she currently uses to influence others, and this Influencing Styles Questionnaire will give him or her some valuable clues.

### 2.6 The Drive-Draw model

This Tool explains the 'Drive or Draw' model of effective influencing, and links to the Influencing Styles Questionnaire, which was Tool 2.5.

### 2.7 The power of open questions

'Seek to understand . . . before you make yourself understood.'

Steven Covey

This Tool considers the benefits of using open questions to explore underlying values and beliefs, and helps the new manager gain insight into his or her team and new situations generally.

### 2.8 Change your ways

This Tool explores how the new manager can change his or her approach and style, based on the feedback he or she has received and the work he or she has done with earlier Tools.



## The next 100 days

As the new manager gains confidence in his or her new role, he or she will slip naturally into a style that is right for the individual. The change from working as part of a team can sometimes make life uncomfortable, almost like 'role-playing'. Encourage the new manager to:

- continue to visualise himself or herself in the role of 'the best manager', and use this technique to deal with difficult or challenging situations
- observe the impact his or her body language and tone of voice has on others, and to vary his or her style in order to get the best from each individual
- become more aware of how each member of his or her team works best, and to continue to build on the respect and trust he or she has been developing over the past 100 days.