

SME Toolkit

Joining the dots - bridging the unknown

Title	Key Themes	Outline	Outcomes
<p>Leading Self – developing your leadership strengths</p> <p><i>Includes Hay McBer managerial styles profile and booklet*</i></p> <p><i>*recharged at cost</i></p>	<p>So, what sort of business am I running?</p> <p>What’s my managerial styles – what are my preferences as a leader?</p> <p>What does my situation require of me?</p> <p>Is there a good fit – how I am versus how I need to be?</p>	<p>Using the Hay Group’s research into highly effective managers and their profiling tool that looks at the six managerial styles – coercive, authoritative, affiliative, democratic, pacesetting and coaching.</p> <p>Completion of the profile with candidates and reviewing whether delegates are doing the right things, at the right time, in the right circumstances, with the right people.</p>	<ul style="list-style-type: none"> • Understanding my preferred managerial style and how and when it works best • Understanding other styles and when these may be a better fit for the situation • Tools and tips for developing my skills and increasing productivity
<p>Leading Others – skills to build and lead teams</p>	<p>Understanding Team dynamics – how teams form develop and re-form</p> <p>Identifying roles within teams to achieve balance</p>	<p>Using Tuckman’s concept of the path most teams follow – forming, storming, norming and performing, together with the latest addition adjourning (what happens when a close team finally stops working together)</p> <p>Belbin developed a model of nine team roles. By understanding your role within a team, you can develop your strengths and manage your weaknesses to improve both your individual performance and that of the overall team.</p>	<ul style="list-style-type: none"> • Recognising how teams form and evolve • Understanding my preferred team role and how and when it works best • Getting the best from each member of the team

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<p>Leading for Success – developing effective partnerships</p>	<p>Understanding relationships - loose alliances through to strategic partnerships.</p> <p>What do I have at present/what do I need to develop?</p> <p>What does each require from me in terms of how I communicate?</p>	<p>Reviewing the advantages and drawbacks of horizontal and vertical strategic alliances, partnerships and networks.</p> <p>Mapping existing relationships and assessing the strengths and challenges of each. Developing a framework for prioritising and developing relationships – positive action to design relationships rather than reacting as they develop.</p> <p>Using a communication styles inventory to provide insight into your own communication strengths and potential areas to develop. Highlighting situations where there is potential for miss communication and how to either prevent or defuse these when they occur.</p>	<ul style="list-style-type: none"> • Reviewed relationships with key stakeholders • Identified what needs to change • Communicating for success

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<p>Joining the dots – future proofing the vision</p>	<p>So why does my organisation exist?</p> <p>What does it look like now?</p> <p>What does it need to look like going forward to continually prosper?</p> <p>What am I trying to achieve?</p>	<p>Reviewing the purpose and vision for the organisation</p> <p>Illustrating what your organisational culture and vision is now and establishing the future vision you want to create for your organisation.</p> <p>Mapping across key values, principles and behaviours.</p>	<ul style="list-style-type: none"> • Undertaken a health check on your organisational purpose and vision • Identified your organisations current reality and desired future state • Established a way to hold on to the future vision and not get lost in current reality
<p>Joining the dots – key operating principles and organisational structure</p>	<p>How do I design an organisation that is fit for purpose – sufficient structure and process to meet the needs of the business, without over complication and unnecessary overheads?</p> <p>How do I design for growth and fluctuating business needs?</p>	<p>Following the adage structure follows strategy – reviewing what level of investment, resource and overheads are going to add value.</p> <p>What should be a core function, what can be shared and potentially what can be outsourced on a contractual or as and when basis.</p>	<ul style="list-style-type: none"> • Identified the core functions for running and managing the business • Evaluated the most effective way to resource these • Consider how to react to varying demand
<p>Joining the dots - making it happen</p>	<p>Leading and planning for success – how do I get where I want to go?</p> <p>Outcome creating versus problem reacting mind-set; stopping fighting fires.</p>	<p>Practical tips and techniques using SOAR analysis to focus on positives and open opportunities</p> <p>Impact analysis – managing the consequences</p>	<ul style="list-style-type: none"> • Identified tools and techniques to support the implementation of change • Established the benefits of adopting an outcome creating mind-set

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<p>Bridging the Unknown - revenue</p>	<p>How secure is my business financially?</p> <p>Am I balancing profit versus revenue – where can I add most value?</p> <p>Are there opportunities for prospective income diversification – how do I find out and who do I talk to?</p>	<p>Where am I now – mapping existing revenue, and identifying risks and opportunities.</p> <p>Strategies to mitigate risk and maximise potential opportunities.</p> <p>What else – can I generate revenue from other sources using the existing skills and resources that are already in place.</p>	<ul style="list-style-type: none"> • Understand the function and development of an income strategy • Evaluate the benefits and drawbacks of multiple clients versus investing in strategic partners and alliances • Identified immediate priorities for sustainable revenue
<p>Bridging the Unknown – interconnectedness</p>	<p>So, what is the ‘glue’ that binds my business together – what have people signed up for?</p> <p>How engaged am I with the local community - what could I do for them/what could they do for me?</p> <p>What do I stand for – what is the basis of my reputation?</p>	<p>How engaged is your team – do they share your vision and take personal responsibility for delivery.</p> <p>Using the work of Covey to define and understand areas of concern and spheres of influence.</p> <p>Understanding how to build shared purpose and encourage collaborative working.</p>	<ul style="list-style-type: none"> • Understand how to nurture and measure engagement within your organisation • Understand how to engage with the wider community for mutual benefit • Develop clarity around the organisational legacy that you wish to leave

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Title	Key Themes	Outline	Outcomes
<p>Bridging the Unknown - getting there</p>	<p>I've sorted where I am now, and I know where I'm going; how am I going to get there!</p> <p>How to move from theory to practice.</p> <p>What exactly do we mean by change and how will people react?</p>	<p>Understanding the differences between a change vision and organisational vision.</p> <p>Creating a compelling change vision using the work of Kotter.</p> <p>Understanding the process of change versus business as usual.</p>	<ul style="list-style-type: none"> • Develop a change vision for the future (or a specific planned event) • Understand what's involved in leading change • Balancing change management with change leadership to ensure future change readiness