



Transition Management - Organization Culture & Self/Team Development

What is the Culture & Self/Team Development and Assessment?

The analysis is based on developmental tools, which considerably assist in clarifying peoples approach to their workplace environment and careers. With their jobs, it affords enhanced insight to the best way for interaction with others around them – thereby optimising team performance.

Managers should understand the people around them to bring out the best performance for those they are managing. This needs to be done within the accepted boundaries of that organization.

Firstly a manager should understand his or her own preferences & styles when it comes to corporate culture, management and communication styles. But managers also need to understand that those around them in the have their own individual styles and that there is inevitably a complex team dynamic as a result of this. A manager or leader we believe should understand their people and their individual preferences and styles to better lead them to achieve.

The assessment is an excellent tool to enable the manager to build their team, to be able to understand and communicate effectively with the members of that team and to optimise their performance.

Steps for Analysis

The Self/Team analysis of a team logically starts at the top. The assessment begins with the manager's own personal self-assessment - followed by those with whom they closely work (colleagues and executive manager). This analysis is reviewed with the manager to establish the manager's personal workplace preferences and style. Once a clear picture of the manager's style has been obtained, it is time to carry out a self-assessment of the direct reports individually.

Collectively this gives us an analysis of the management team, with the benefits including each person having a better understanding of their own style & preferences, the style and preferences of those they work with and the dynamics that this sets up as a team.

This knowledge and foundation allows for coaching on improving interaction with individuals in the team and a resulting measurable improvement in team effectiveness and performance. It also allows analysis of the team's strengths and weaknesses, allowing gaps to be identified. Potential new members of the team could also be assessed as to how good a "fit" they would be in the team and how well they may fill the gaps identified in the strengths and weaknesses analysis.

Having carried out this analysis on the management team, mentoring and targeted individual development strategies and plans can be implemented with progress being measured against clearly defined goals. Inevitably the process should then also ripple down to the next level, to be carried out with the teams of the direct reports. At this level this could also be completed as a team analysis rather than a set of individual analyses.

360 Degree feedback of the manager's team is also a fundamental aspect of this tool and can be readily undertaken for each manager.

The key is to execute effectively in the short term while creating long-term strategies and setting targets for people and the organization. An effective communication style is paramount.

The process typically - but not necessarily - is comprised of the following steps:

1) Assessment of Manager

- Self Assessment
- Assessment by Executive Manager

This assessment will produce a report on the manager. This will be reviewed with the manager and a coaching and development plan can be formulated with defined measurable results and timelines. This component includes 2 assessments for the manager and the executive manager with 8 hours of 1/1 and combined sessions.

Outcomes to include Culture Alignment, Individual/Team benchmarks and Gap analysis consistent with goals.

2) Assessment of Direct Reports

- Self Assessment

This component will produce a self-assessment of each of the direct reports. Coupled with the previous assessments of the manager this will enable greater understanding of and coaching for the dynamics of this management group, which, in turn will enable greater effectiveness, and unity of purpose being fostered. An analysis of the strengths and weaknesses of this group could also be undertaken with the same basic data. The assessment for each direct report includes a 2-hour 1/1 session with each person.

3) Assessment of New Appointees

- Self Assessment

Candidates for a new position can also be assessed to see how well they would fit into the management group and how their strengths and weaknesses may complement or clash with the rest of the group. These assessments are available for each candidate.

4) Workplace Team Assessment

- Group Assessment

Once the steps 1-3 have been completed each workplace will be assessed as a team. This would allow the benefits of the process to continue to ripple down through the organization. The group assessment is based on a team of 5-6 members.

5) Assessment Tools to be used

- Culture Development and Alignment
- Executive/Manager Self/Team Assessment – for the Individual, the Team dynamic and also in a 360 degree format
- Communication Styles Flexing – for the Individual and the Team

6) Further intensive support is also available utilising;

- CMG's 'Leadership Development Program'
- The introduction to and implementation of the Work Planning, Appraisal and Succession model as comprehensive tools provided for the Executive.

These are amongst many resources available to all CMG clients.

Invariably all work undertaken can be developed in both a 1/1 and/or Team setting. It is a question of developing a program that is right for you and your organization.

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