



WA16: Self-Management, Supervision, Management and Leadership

4.18 Exercise Self-Management in predictable situations and supervise the routine work of others

- LO133: Demonstrate the ability to exercise self-management in situations that are usually predictable but are subject to change.
- LO134: Demonstrate the ability to understand the needs of others in the team and act appropriately. Be able to supervise the routine work of others, taking some responsibility for the evaluation and improvement of work. Be able to evaluate own work according to agreed criteria.
- LO135: Develop own administration team taking into account the impact of different technologies and cultural paradigms



Module Details



Work Area Code:	16
Work area title:	Self-Management, Supervision, Management and Leadership
Unit Code:	4.18
Unit Title:	Evaluate own work according to agreed criteria
Learning Outcomes Ids:	LO133, LO134, LO135
Learning Outcomes titles:	LO133: Demonstrate the ability to exercise self-management in situations that are usually predictable but are subject to change. LO134: Demonstrate the ability to understand the needs of others in the team and act appropriately. Be able to supervise the routine work of others, taking some responsibility for the evaluation and improvement of work. Be able to evaluate own work according to agreed criteria. LO135: Develop own administration team taking into account the impact of different technologies and cultural paradigms
Recommended Duration:	2.5 hours
Trainer:	



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Self-management skills are interconnected with self-evaluation (UNIT 3.28), because in order to manage yourself:

- you have to know your strengths and weaknesses
- You have to aim at improving
 - Which requires knowing what needs to be improved!



Revision: self evaluation



self-evaluation is a process during which you are *Looking at your progress, development and learning to determine what has improved and what areas still need improvement. Usually involves comparing a "before" situation with a current situation.*

<http://www.businessdictionary.com/definition/self-evaluation.html>



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- **self-evaluation is an important process, because:**
 - It helps you get the job done
 - It allows you to learn from mistakes
 - It helps you improve in your daily routine tasks and activities
 - It provides you with an amount of autonomy, which in turn helps you organise your work according to your needs and capabilities



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What is self-management?



What is self-management?



Self-management skills are:

- abilities that allow an employee to feel more productive when doing daily routine.
- Well-developed self-management skills will help you:
 - efficiently communicate with co-workers,
 - efficiently communicate with management
 - efficiently communicate with customers,
 - make right decisions,
 - plan your working time,
 - keep your body healthy.



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What is self-management?



- It is an alternative to the traditional, hierarchical method of organizing we see most often in modern organizations.
- It is about managing your own work, based on your strengths and weaknesses
- Remember: Greater freedom comes with greater responsibility!



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Key ideas in self-management



1. People are happier when they have control over their own work
2. It makes more sense to allow the person that does the work to make the decisions about it!
3. When you give good people more responsibility, they tend to work harder and with more excitement



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Key ideas in self-management, cont.



4. The traditional hierarchical model suppresses ambitions
5. There's an link between freedom and economic prosperity and an link between lack of freedom and corruption



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- 1. Stress-Resistance**
- 2. Problem Solving**
- 3. Communication**
- 4. Time Management**
- 5. Memory**
- 6. Flexibility**



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1. Stress resistance



Defined as:

The personal ability to resist any stressful situations

Very important to self-management because:

- It helps avoid many mistakes that people usually make when being stressed.
- a stressful situation usually blocks our ability to think and make rational decisions even with the simplest tasks
- *Management in general and self-management involves a lot of decision making, which in turn requires a stress-free person*



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2. Problem solving



Defined as:

*Using tools (incl. your brain, contingency planning, etc.)
for making right decisions and solving problems.*

Problem solving requires you to:

- operate facts
- make right assumptions to analyze the situation
- review problems
- find effective solutions



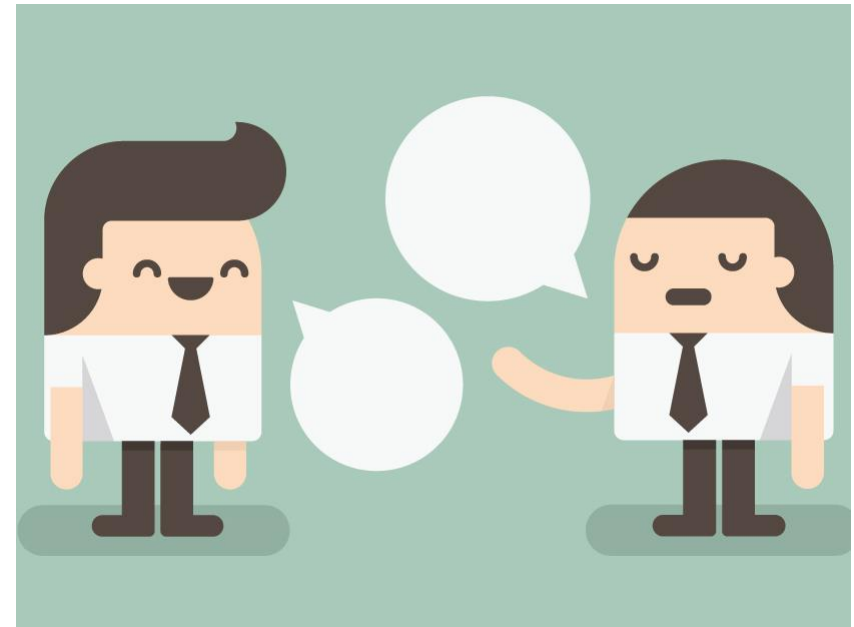
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3. Communication



- Communication is one of the key self-management skills required for both personal development and career advancement.
- Being able to efficiently communicate any information to other people means that you can share information with the minimized possible distortion and in the fastest possible way.



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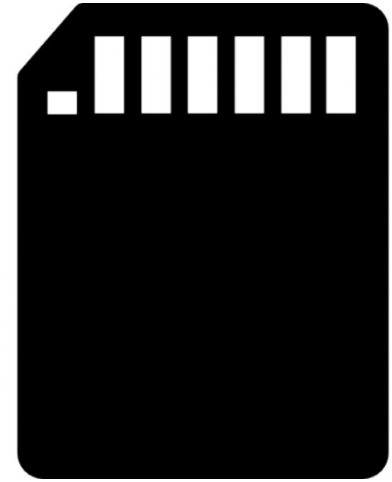
4. Time management

- Producing expected results in a timely manner determines the success of our effort.
- Time management makes an employee be more productive.



5. Memory

- The ability to memorize events, names, facts, faces, etc., allows an employee to remember about everything he/she needs to do her work.
- memory requires your personal effort for developing your mind abilities.
- There's a lot of techniques for improving memory



Techniques to improve memorising ability



- Get a Good Night's Sleep
- Play Brain Games
- Master a New Skill
- Try Mnemonic Devices:
 - Acronyms (such as PUG for "pick up grapes")
 - Visualizations (such as imagining a tooth to remember your dentist's appointment)
 - Rhymes (if you need to remember a name, for instance, think "Shirley's hair is curly")
 - Chunking, which is breaking up information into smaller "chunks" (such as organizing numbers into the format of a phone number)



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"I define flexibility in business as the ability for a company to make whatever internal changes are necessary to respond effectively to the changing outward environment, as quickly as possible.

In other words, you're ready for whatever happens in the market and you're able to turn it into opportunity by adjusting to the new paradigm almost immediately."

Matthew Toren



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How am I going to do this?



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1. Make a to-do list

- You can't efficiently plan for anything without it
 - make a task list
 - specify the key tasks
 - Use task management software to create and manage your tasks



2. Prioritise tasks

- Your to-do list may have a lot of tasks.
- you need to consider all the tasks in your to do list and then set right priorities.
- This way you can decide what to do next



3. Schedule tasks

- Scheduling allows you to set deadlines and timeframes for your tasks.
- Use task management software (e.g. trello) to develop schedules and set task due dates



4. Be flexible



- there will be days (caused by illness, vacation, holidays etc.) when you won't be able to accomplish tasks.
- That's why you need to be flexible to get everything done through putting your tasks on hold and then returning back to the prioritized items on your to-do list.
- Don't be frustrated and stressed out when you can't do a task because of an external factor



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Methodological tool

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Understanding others' needs



“I think that hate is a feeling that can only exist where there is no understanding.”

— Tennessee Williams



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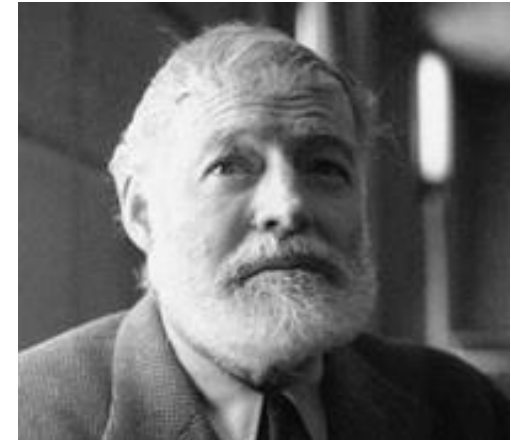
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Understanding others' needs



“When people talk, listen completely.
Most people never listen.”

— Ernest Hemingway



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Do you want to understand people?



LISTEN TO WHAT THEY HAVE TO SAY!



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Active listening in understanding other peoples' needs



- Listening is not the same as hearing
- Listening is the most fundamental component of interpersonal communication skills.
- Active listening not only means focusing fully on the speaker but also actively showing verbal and non-verbal signs of listening



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Non-Verbal Signs of Attentive or Active Listening



- Smile
- Eye Contact
- Posture
- Mirroring



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Verbal Signs of Attentive or Active Listening



- Positive Reinforcement
- Remembering
- Questioning
- Reflection
- Clarification
- Summarisation



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1. Ask insightful questions

- Think of what it is that you want to understand and try to ask the right question
- Do not provide answers, just ask!
- Don't ask questions that can be answered with a no or a yes
- Dig deeper
- Use the power of silence!





2. Listen carefully

- listen without looking for clues to turn around the conversation
- When you listen carefully, don't interrupt and simply absorb what you're hearing, you're sending a subtle message: I care about you, and I care about your views.



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3. Play back & paraphrase

- two important ways of confirming whether you've understood what the other person was trying to say.
- you confirm to the other person that you you're not only listening, but also understood what they were trying to say.



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4. Listen for more

- when you play back and paraphrase, two things will start to happen.
- First, the person will correct your views in some way, and attempt to explain what they were trying to say in the first place.
- Second, they will often offer up additional information that builds on what they initially said.





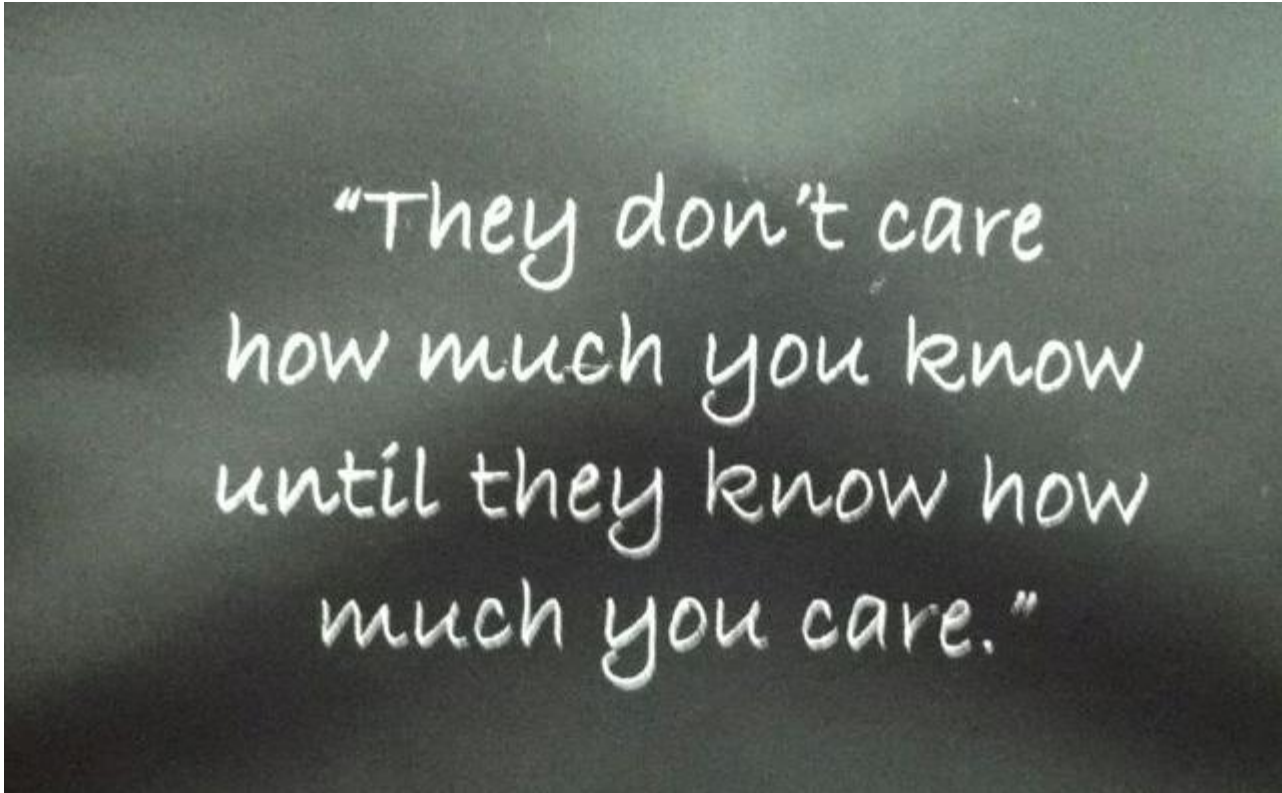
5. Confirm your understanding

- By doing this you reassure them that you have a full understanding of their needs, and show them the respect and attention they deserve.



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A photograph of a chalkboard with a handwritten quote in white chalk. The quote is centered and reads: "They don't care how much you know until they know how much you care."

"They don't care
how much you know
until they know how
much you care."



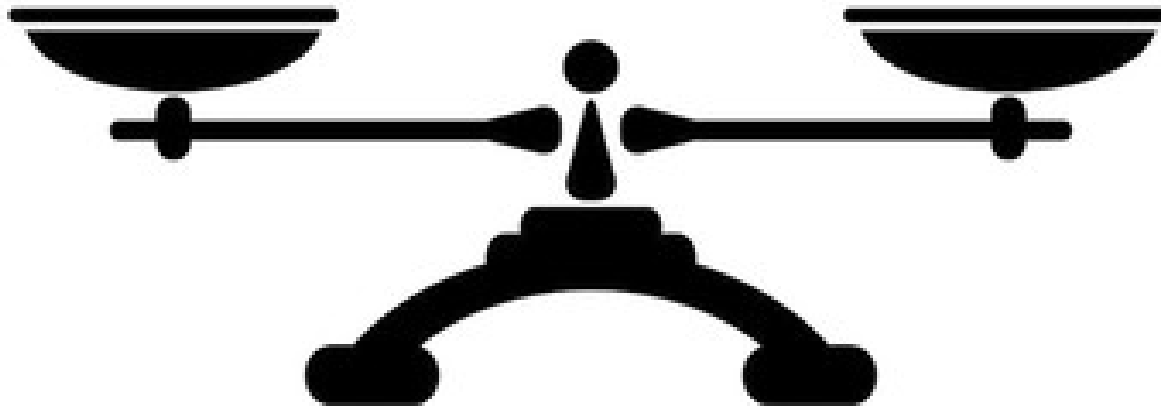
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Supervising work of others: Find the balance



**authoritarian
leadership**



laissez-faire



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Methodological tool

An effective supervisor: Video analysis

<https://www.youtube.com/watch?v=rAaApXAgAvw>

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How to make it happen!



1. Lead by example
2. Be consistent
3. Be accountable
4. Communicate effectively
5. Set reasonable expectations
6. Delegate responsibilities
7. Reward accomplishments
8. Encourage growth
9. Confront conflict
10. Don't procrastinate
11. Be resilient



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1. Lead by example



- Respect people
- Be friendly
- Be professional
- Inspire them by your professional behavior
- Demonstrate integrity
- Be honest



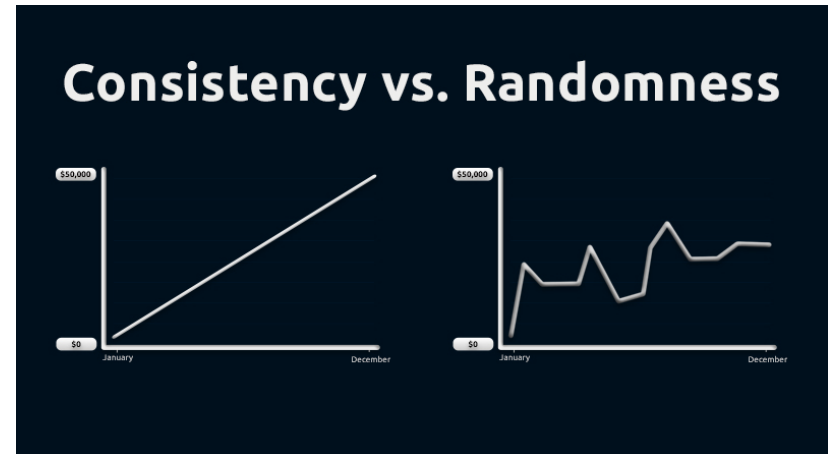
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2. Be consistent



- Be fair
- Don't favor one person over another
- Follow procedures, rules and regulations in a consistent manner
- Know what you want (and what you're expecting from others)



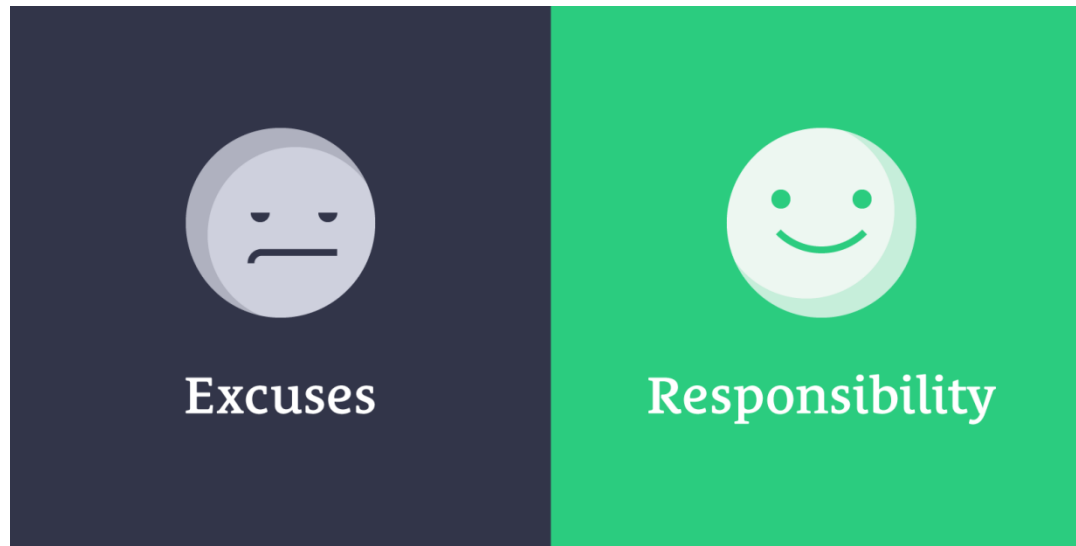
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3. Be accountable



- Take responsibility
- Don't blame others for your mistakes
- A good supervisor is open and honest



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4. Communicate effectively



- Dedicate sufficient time to get to know all members of your team
- Be available to talk to them and tell them that you will be available
- Listen! Don't just ask people to do things
- Follow all the effective communication information and utilize the skills you have accumulated during this course (empathy, non-verbal communication, active listening, etc.)
- Organise meetings on a regular basis
- Be responsive! Don't ignore emails, calls and messages

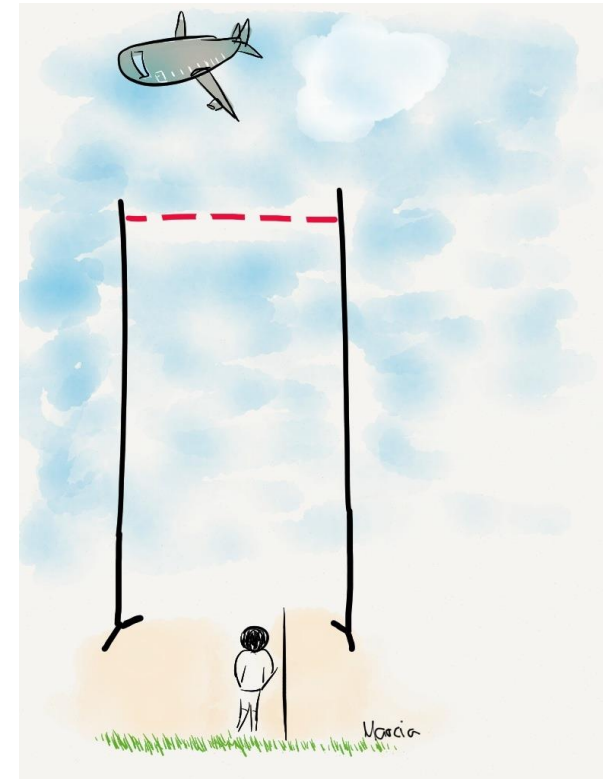


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5. Set reasonable expectations

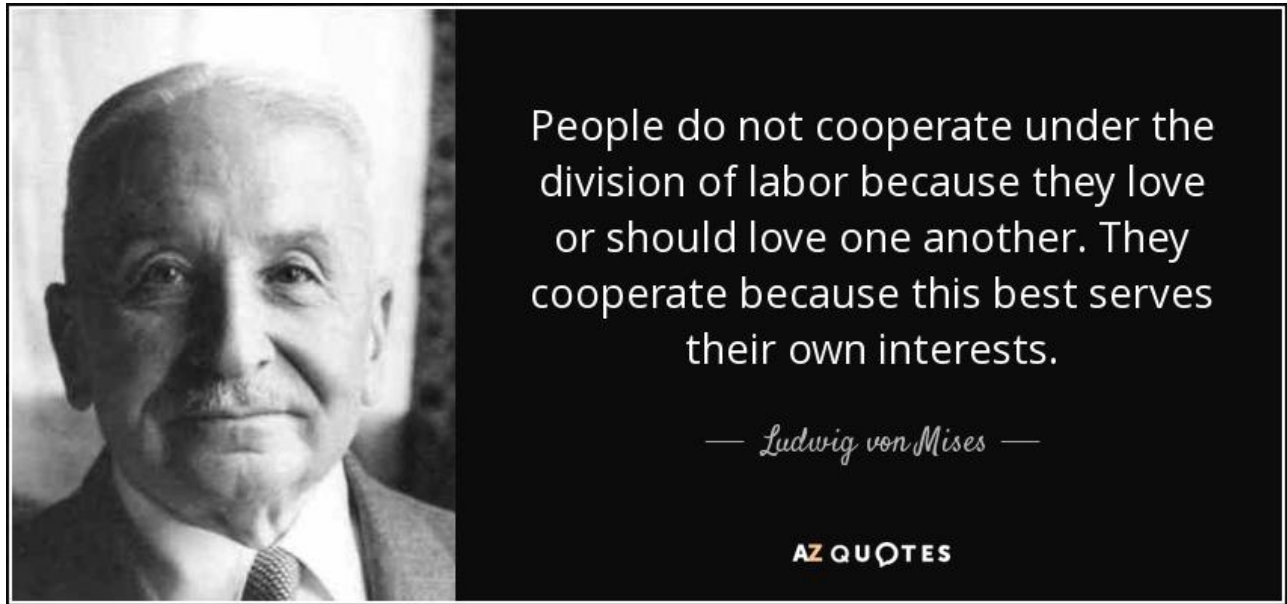
- Don't expect perfection out of your team
- Don't over-criticize
- Don't set goals that are overly optimistic/unrealistic
- Let people know your expectations and get their feedback
- Listen to them to understand the workload!



6. Delegate responsibilities



- Don't do everything yourself
- Trust your team!



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7. Reward accomplishments



- Acknowledge good job done!
- Give credit for a job well done
- Show people that their hard work is appreciated
- Be proud of high-performing team members!



8. Encourage growth



- Unlock the potential of your team
- Pay attention to the unique talents and skills of each worker and utilize those strengths for the benefit of the project or company
- Organise training to help them learn new skills



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9. Confront conflict



- Don't avoid dealing it, don't run away
- When having a difficult conversation with an employee, always focus on objective observations
- Avoid making accusations



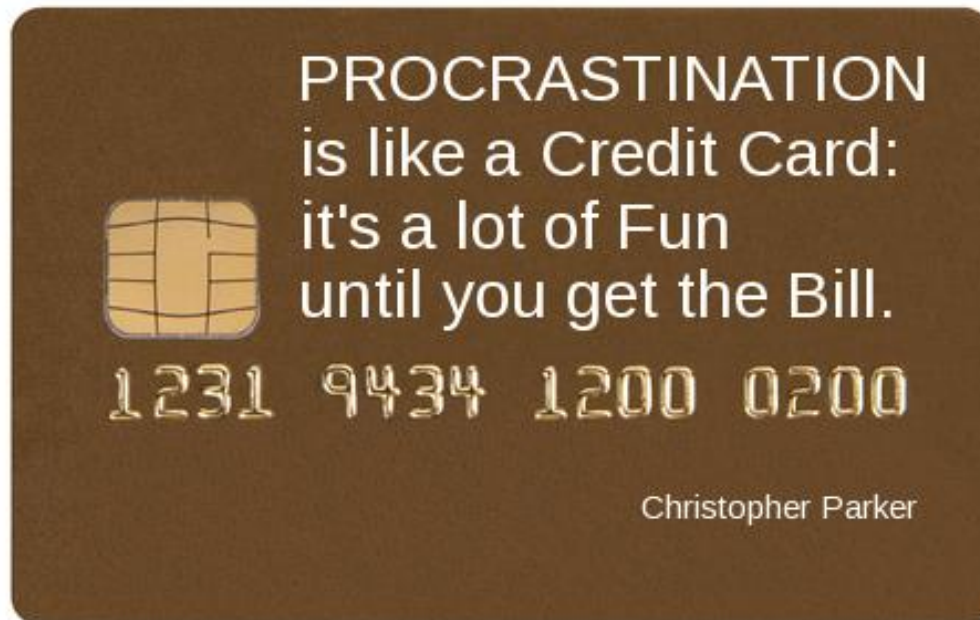
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10. Don't procrastinate



- As a leader, you need to make a plan for tackling a project as soon as possible.



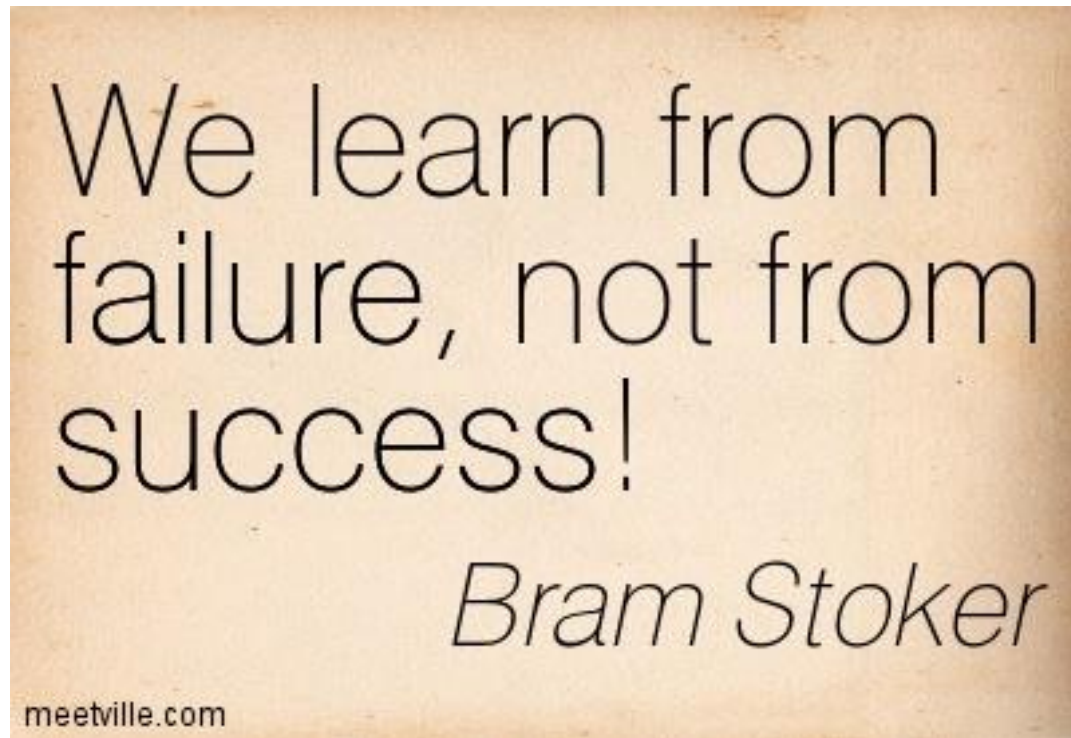
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11. Learn from mistakes



- When something goes wrong, DON'T PANIC!!!



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Evaluating work of others tips



1. Say at least something positive about the work of others, even if you do not it
2. Propose ways for improvement
3. Don't humiliate people
4. Be honest and polite in evaluating people's work.
5. Understand that people have invested time, energy, and resources



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Evaluating work of others tips



6. Be specific and precise in your feedback
7. Encourage people about their work.
8. When you do not understand something, ask!
9. Evaluation is not about finding everything that is wrong. Highlight things that are done well in a work.
10. Explain your rationale for the way you evaluate



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1. Vocational competence

- *Skills*
- *Personal development*
- *Plurality of skills*

2. Responsibility at work and activity in the workplace

- *Spontaneity*
- *Co-operation skills*
- *Commitment to work and colleagues/co-workers*

3. Quality and performance

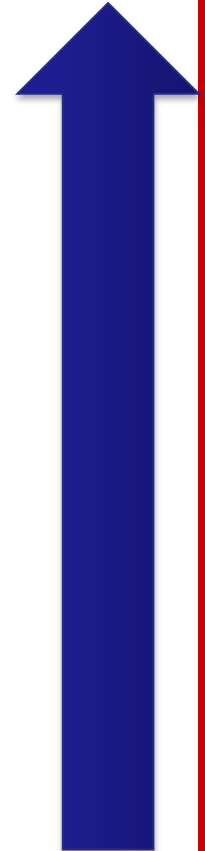
- *Productivity*
- *Quality of work*
- *Economy*



The evaluation scale



Level 5	The employee's performance is excellent and clearly exceeds all job requirements and the quantitative and qualitative objectives assigned to the employee.
Level 4	The employee's performance satisfies all job requirements very well. The performance exceeds the quantitative and qualitative objectives assigned to the employee in many respects.
Level 3	The employee's performance satisfies the job requirements and the objectives assigned to the employee well. Performance attains a high quality standard in key fields of duty.
Level 2	The employee's performance satisfies the basic job requirements and the principal objectives assigned to the employee. Some aspects of performance are nevertheless in need of improvement.
Level 1	There is a substantial need for improvement in the employee's performance.



Teamwork: Importance



- Teamwork creates synergy – where the sum is greater than the parts.
- It encourages multi-disciplinary work
- It fosters flexibility and responsiveness
- It promotes the sense of achievement, equity and camaraderie, essential for a motivated workplace.
- When managed properly, teamwork is a better way to work!



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Stages of team building



1. FORMING
2. STORMING
3. NORMING
4. PERFORMING



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1. Forming



- In this stage, most team members are positive and polite.
- Some can be anxious
- Some can be excited
- Roles and responsibilities aren't clear yet
- In this stage people start to work together and get to know each other
- ICEBREAKING is important



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2. Storming



- People start to push against the boundaries
- Many teams fail at this stage
- Its beginning could be marked by a conflict between team members' natural working styles, or challenging authority, goals and vision, approach, etc.



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3. Norming



- People start to resolve their differences and appreciate each other's strengths
- Relationships and productive collaboration are being established
- People develop a stronger commitment to the team goal



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4. Performing



- hard work, without friction, leads this stage
- It feels easy to be part of the team at this stage, and people who join or leave won't disrupt performance.



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Leading each stage



Stage	Activities
Forming	<ul style="list-style-type: none">• Establish clear objectives, both for the team as a whole and for individual team members.
Storming	<ul style="list-style-type: none">• Establish processes and structures.• Build trust and good relationships between team members.• Resolve conflicts swiftly if they occur.• Remain positive and firm in the face of challenges to your leadership, or to the team's goal.• Explain the "forming, storming, norming, and performing" idea, so that people understand why problems are occurring.
Norming	<ul style="list-style-type: none">• Step back and help team members take responsibility for progress towards the goal (This is a good time to arrange a team-building event.)
Performing	<ul style="list-style-type: none">• Delegate tasks and projects as far as you can. Once the team is achieving well, you should aim to have as light a touch as possible. You will now be able to start focusing on other goals and areas of work.



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- There are many tools that make teamwork easier, more efficient and effective!:
 1. Chat, video call and tele-conference software
 2. Shared calendars on “the cloud”
 3. Virtual project management tools
 4. Virtual brainstorming and collaboration tools
 5. Virtual drives



1. Chat, video call and tele-conference software



- Many free applications, which give you the opportunity to:
 - Exchange real-time written messages, attachments, videos, files, pictures, sounds
 - Conduct video calls, real-time (from pc or smartphone)
 - Implement meetings (teleconference)
 - Conduct calls (from pc or smartphone)
 - Most of the apps are free!
 - E.g. Skype, google hangouts, viber, whatsapp, etc.



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2. Shared calendars

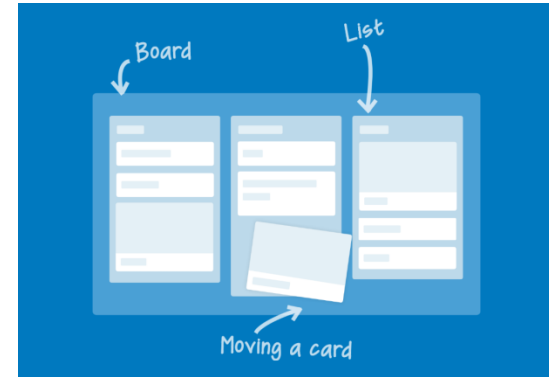
- **Online or virtual calendars:**
 - Allow your team to organise its workload, meetings and events
 - Save you time in planning, especially collaborative ones
 - They are particularly helpful when working with teams that travel a lot, have projects tied into other projects or must plan initiatives around a series of events like tradeshow
 - E.g. Zhen Calendar, Google Calendar, Outlook



3. Virtual project management tools



- Project management tools like Trello & MS Project (see UNIT 4.11):
 - *Are mobile friendly*
 - *Are easy to use*
 - Exist for the sole purpose of promoting effective teamwork.



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4. Virtual brainstorming and collaboration tools



- they allow people to work in “real-time” on *living* projects.
- E-mail chains are a less effective way to collaborate.
- E.g. platforms like Basecamp and Wiggio, and Google docs are effective online collaboration tools.



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5. Virtual drives



- **The benefits of virtual drives:**
 - access to remote employees, vendors or clients.
 - Each department can submit information to a centralized data storage system.
 - Team projects become easier to manage.
 - Virtual space helps conserve physical space.
 - Sometimes reduces the costs of doing business.
 - E.g. Dropbox, Google drive, One drive



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Vala Afshar

@ValaAfshar

Culture is what happens when the managers leave the room - doing what's right in the absence of authority.

2:36pm - 30 Jun 13

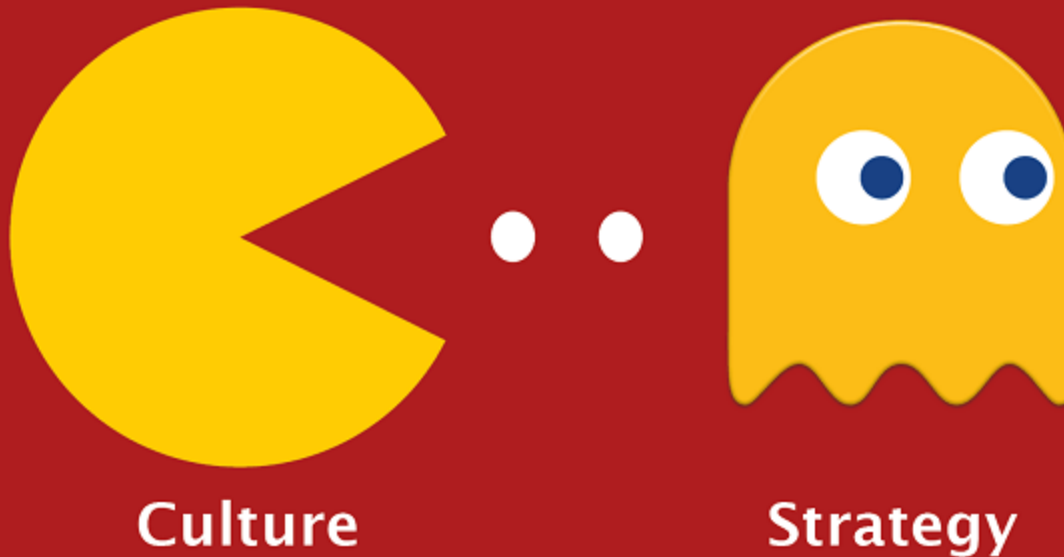
7 RETWEETS 5 FAVORITES



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Organizational culture eats strategy
for breakfast, lunch and dinner



The importance of organisational culture



- A shared organizational culture helps to unite co-workers
- Organizational culture helps to keep employees motivated and loyal to the management of the organization
- Healthy competition among employees is one of the results of a shared organizational culture
- Guidelines contribute to organizational culture
- An organization's culture defines its identity



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The importance of cultural diversity in teams



- Diversity fosters mutual respect among team members
- People who acknowledge others' differences often also find similarities and respect each other
- Respect, in turn, either reduces the likelihood of conflict or facilitates an easier road to conflict resolution
- Effective diversity management helps in building a great reputation for the organisation



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According to the Relational Coordination Research Collaborative (RCRC), RC is “a mutually reinforcing process of communicating and relating for the purpose of task integration.” The mission of the collaborative is to “transform relationships for high performance by building shared goals, shared knowledge, and mutual respect across boundaries through communication that is timely, accurate, and problem-solving oriented.”





The quality of the relationships maintained by the different groups of employees between themselves is based on three variables:

- shared goals
- shared knowledge
- shared respect

The quality of their communication is also based on three variables:

- frequency of communication
- timing of communication
- problem-solving orientation of the communication



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Methodological tool

Team building activity EUPA_LO_092_M_01



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- Review Question 1
 - What is self-evaluation?
- Review Question 2
 - Can you list the main principles of self-evaluation?



- Reasons for not doing a great job
 - lack of time
 - thinking the information won't be useful or used
 - laziness
- Ask yourself:
 - What are your ambitions/goals in your work?
 - Do you have the required skills or the capability to achieve your work objectives?
 - Are you well organized?
 - Can you motivate colleagues towards a common goal?
 - Are you humble enough to take responsibility if something goes wrong?





Well Done!

**You have
completed
this unit**



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