



Makes the Difference

“Developing Management Talents”

Succession Planning

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Concurrent Session

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**HIGH PERFORMANCE
MANAGEMENT**



Developing “Managers” In Education

- Non-hierarchical structure
- Operational focus. Time / resources
- Communication challenges
- Managing the basics



“Managing” - Many Directions

❑ New staff

❑ Peers

❑ Teams

❑ Senior Management

❑ Projects

❑ Boards



Operational / Developmental “The Two Hats”

- Role : “Get it done, well”, “Improve capacity” (Resources)
- Challenges : Time, operational strength, relationships
- Coaching skills : Ask / tell, mistakes, continual improvement, communication, courage
- “How can we perform ‘Better’?” Easier, less time / issues, resources, capacity, teamwork - communication



‘Managing’ Communication

- ❑ Two-way : Identify expectations – reduce assumptions
 - ❑ Separating communication ‘behaviours’ from personality
 - ❑ Technique : Recognising behavioural ‘styles’ / patterns assertiveness – responsiveness
 - ❑ How do people ‘see’ your natural style
 - ❑ Tolerance – Flexibility to their style
- Teamwork – outcome focus



Majority of Management Issues

Managing the Basics

- Task clarity ‘agreed’: Job / role, project
- Objective measurement of ‘good’ outcome, loose / tight principle (engagement)
- Communication : Follow up, frequency, support/policing
feedback : recognition, correction
- Talents : Individual strengths / limits identified
Develop talents – Manage weaknesses

Don’t change people – agree, support, feedback



“Making the Difference” Educational Leaders & Managers

- ❑ Operational & developmental – 2 hats
 - Is it getting better?
- ❑ Coaching skills – telling skills
- ❑ Two-way communication – Identify expectations
- ❑ Recognise and adjust to behaviours – outcome
- ❑ Basics : Task clarity – Objective measurement
 - Communication – support - feedback