Partners in Business
Management Development Program

The Partners in Business Program is a six month development program for both current and future managers. It comprises a series of flexible inter-linked modules designed to identify participant strengths and weaknesses in regard to the client organisation's management competencies and provide experiential learning activities, tools and training to maximise the opportunity for participants to enhance their skills relative to these management competencies.

The Program can accommodate a wide spread of individual participants in terms of age, length of service, personality, ethnic background, gender, work environment, and skill level. The key common component in recruitment of the participant group is that they volunteer to apply for the program and demonstrate a desire to learn and enhance their personal management skills.

A typical program will have no fewer than 12 and no more than 20 participants to optimise the group interactivity and individual aspects of the program. Each Partners in Business is tailored to the needs of the client organisation and participants but will typically comprise:

➢ One half-day Program Introduction

➢ A three-day Management Assessment Centre, combined with elements of team-building

➢ Two days of one-on-one feedback to participants (one hour each) on the MAC results

➢ Three Development Workshops of two-days each covering requirements arising from the MAC. These cover subjects such as:

- Workshop 1: An introduction to Influencing Others and Conflict Resolution (inc. Appropriate Assertiveness). An introduction to Strategic Thinking and Planning (inc. Managing Change and Project Management)

- Workshop 2: An introduction to Leading and Communicating in Business Teams (inc. Influencing revisited, Team Dynamics, Political Skills, Report Writing and Delegation). Strategic Thinking and Planning II (inc. Planning, Lateral Thinking, Goal Setting, Time Management and Data Management)

- Workshop 3: Influencing Others and Conflict Resolution II (inc. Conflict Resolution tools). Leading and Communicating in Business Teams II (inc. Coaching, Achieving Extraordinary Results and Bringing it all Together)

➢ An Action Learning Project of four months duration, culminating in presentations by participants to the client organisation's executives designed to put into practice the PIB Program learnings in the most "live" situation possible.

➢ A final report to the client organisation

Partners in Business Program
Example of Results and Participant Learning

WorldGAMES Evaluation Sheets
A Module by Module Summary of Participant Evaluation

WorldGAMES Participant Evaluation Summary
Sydney Water Partners in Business Training Programs
(Scores on a percentage basis taken from a 1 - 5 scale,)

1999 Sydney Water Partners in Business Program 3

	MAC	ALP 1	DW1	DW2	DW3	ALP all	Combined
Overall	93.8	90.7	92.0	95.1	91.7	92.3	92.58
Relevance	96.3	93.3	91.3	96.5	90.7	90.8	93.15
Session Structure	86.3	85.3	86.0	86.1	84.6	80.0	84.72
Notes/Handouts	85.0	87.3	84.7	82.0	85.2	83.1	84.55
Presenters Knowledge	98.8	97.3	98.0	97.2	94.5	95.4	96.87
John Radclyffe	98.8	95.4	97.3	97.2	94.5	95.4	96.43
Ralph Dutneall			95.3	97.2			96.26
Wendy Pettit					92.3		92.26
No Days	3	1	2	2	2	4	14

1999 TransWater Partners in Business Program 2

	MAC	ALP 1	DW1	DW2	DW3	ALP all	Combined
Overall	94.7	87.1	88.6	92.3	91.4	91.1	90.87
Relevance	89.3	85.7	84.3	89.2	91.4	88.9	88.15
Session Structure	84.0	85.7	80.0	84.6	90.8	84.4	84.92
Notes/Handouts	76.0	78.6	80.0	80.0	84.6	84.4	80.61
Presenters Knowledge	94.7	94.3	92.9	93.8	92.3	95.6	93.92
John Radclyffe	94.7	95.7	94.3	93.8	93.8	97.8	95.02
Ralph Dutneall			91.4	95.4			93.41
Wendy Pettit					93.8		93.85
No Days	3	1	2	2	2	4	14

1998 Pilot TransWater Partners in Business Program

	MAC	ALP 1	DW1	DW2	DW3	ALP all	Combined
Overall	93.1	81.7	95.7	88.6	92.3	86.0	89.56
Relevance	85.6	86.7	92.9	81.5	90.8	93.0	88.41
Session Structure	88.8	81.7	87.1	84.3	84.6	74.0	83.41
Notes/Handouts	78.8	76.7	82.9	84.3	78.5	80.0	80.17
Presenters Knowledge	95.0	90.0	96.9	91.4	95.4	91.1	93.31
John Radclyffe	97.5	93.3	97.1	92.9	95.4	92.0	94.70
Ralph Dutneall			90.8	90.0	95.4		92.05
No Days	3	1	2	2	2	4	14

Partners in Business Program
Management Assessment Centre Processes
A Brief Description

Participants in the Management Assessment Centre are assessed using a wide range of tests and activities designed to demonstrate their behaviour in different management contexts. The process simulates the differing situations experienced by managers and the flexibility of approach that is needed to be able to handle each one well.

All competencies are measured by observation of 5 different types of assessable activities. Skilled observers look at 2 candidates for each action activity and, by rotation, see all participants.

In order to assist participants' understanding of themselves and the way they relate to others, four different psychometric tests are typically conducted in conjunction with the MAC.

The processes used are:

Four psychometric tests:
  ➢ DiSC Personality Profile or Myers Briggs Type Indicator - to demonstrate their personality preferences
  ➢ Learning Style Questionnaire - to demonstrate the way in which they learn best and the learning styles they will need to cultivate
  ➢ Belbin Team Type Roles - to demonstrate their team role preferences
  ➢ CheckStart - to demonstrate likely work-specific strengths and weaknesses

Two written tests:
  ➢ Report Writing Exercise - to demonstrate their ability to write an innovative, analytical and persuasive management report
  ➢ Fact Finding Exercise - to show their ability to make sense of data and take effective action as a result of their analysis

Six action based activities:
  ➢ One "desk style" team problem solving scenario - to demonstrate their ability to lead and delegate while handling a complex issue
  ➢ Four active problem solving exercises - to demonstrate their ability to improve results under time pressure, use resources efficiently, innovate, be creative and lead
  ➢ One values based activity - designed to draw out their ability to reach consensus on a team with value differences

Two presentation style exercises:
  ➢ Role plays - designed to demonstrate their ability to gain rapport, while retaining commercial imperatives, in two very different situations
  ➢ Presentation exercise - to demonstrate their ability to present a cogent argument to a large group

Three other assessments:
  ➢ A detailed Application form with a series of open questions covering all competencies
  ➢ Questionnaires completed by managers and participants covering all competencies

Partners in Business Program
Management Assessment Centre Report

Summary of MAC Results

There are many measurable results from the MAC including:

➢ An Average Competency and Performance Report for each participant

➢ A table of Participant Rankings by average competency scores

➢

➢ Participants' Individual Assessment Summaries and Reports

➢ Participants' Individual Competency Scores

➢ Participants' Individual LSQ, CheckStart and Belbin Team Type Profiles

➢ A Summary of Feedback Session Questions

➢ Participant Evaluations

These appear in the appropriate section of the final report binder.

Partners in Business Program
Outcomes Compared to Program Objectives
(extract from report to Sydney Water on a survey of past PIB participants)

Sydney Water   Partners in Business Program
Previous Program Participants (Programs 1 and 2)
EVALUATIONS
(Scores on a 1 - 10 scale,)   TOTALS

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	Sum	Resp.	%
Position at Start of PIB	po	es	mg	hr	pm	es	po	55	?	53	po	po	po	st	oa											Same	6	
Position Now	mg	snr	sm	hr	pm	rp	po	61	?	60	tl	po	po	st	po											Promoted	8	
Learning Tools/Techniques	10	8	8	9	9	10	9	8	8	7	7	8	9	9	7											126	15	84.0
Learning into Practice	8	7	9	6	8	10	7	8	8	9	8	7	10	6	7											118	15	78.7
Sustainable Learning	10	6	?	8	10	10	8	8	8	7	8	7	10	9	8											117	14	83.6
Behaviour Change Opport.	10	9	8	7	10	10	9	8	8	8	8	8	8	7	8											126	15	84.0
Encourage Personal Growth	10	9	10	9	10	10	10	9	8	10	8	8	?	4	9											124	14	88.6
Equip to Manage Others	10	8	9	8	9	10	9	9	8	9	7	7	9	9	8											129	15	86.0
Recommend to Others	10	10	7	10	8	10	8	9	8	9	7	7	6	9	9											127	15	84.7
Fun Learning	10	10	7	10	10	10	10	8	8	8	9	6	7	9	10											132	15	88.0
Implimented Learning																												
Everything																												
Most						x	x			x																	3	
Selectively as needed	x	x	x	x	x			x	x		x	x	x	x	x												12	
Some/None																												

Note: A ten point scale, where 1 is poor and 10 excellent, has been used.

These evaluations show that the PIB Program has met its objective of providing sustainable learning that is directly relevant to participants' management growth within the business and providing a Management Tool Box. for participants to use selectively as the need arises.

It has achieved this particularly well in the areas of *Personal Growth, Equipping Participants to Manage Others, Providing Behavioural Change Opportunities* and *Fun Learning.* Participants have a very high willingness to recommend the program to others.

While still comfortably in the upper quartile, the response for ability to put the *Learning into Practice* is a little lower. However, a quick review of responses clearly demonstrates this aspect was scored lowest by participants who have not yet attained more senior positions and therefore not yet had the opportunity to exercise the full range of learnings (73.3% compared to 82.5% for those promoted). This view is also backed by some of the comments made by participants on their evaluation sheets.

Those who have attained more senior positions clearly enjoyed the course more (90% *Fun Learning* compared to 86.7%), thought the course *Encouraged Personal Growth* (93.8% compared to 82%) and were more willing to recommend the program to others (88.8% compared to 80%). Not surprisingly, they also thought the program offered less in terms of new tools and techniques (81.3% compared to 88.3%).

One participant s

I would have to say that 6 months after finishing the course, I still remember most of what I learnt during the course, and have continued to build on those experiences. I think this is very impressive considering one week after most courses I have forgotten everything I was supposed to learn ! I think the reason I remember PiB is because it was a hands-on course rather than a traditional classroom theoretical type of teaching. As such, I mostly remember the experiences I had, as opposed to the theoretical teaching, and those experiences mean a lot more to me.

While this review is not yet complete, it would appear that just under 60% of respondents to date have been promoted in some form since participating in the Partners in Business Program.

Management Development Program
Key Participant Learning Outcomes

Introduction to Management Development Program

Participant Outcomes:
- Understand the aims and objectives of the program and its composition
- Agreement to participate, be responsible for their learning and be willing to learn
-
- Understand the benefits of cooperation and teamwork
- Awareness of the benefits of developing themselves and their managerial skills
- Agreement on the attributes of great managers and what it will take to be one
- Introductory experience of different leadership styles and their consequences
- Understand different learning styles, personality types and their impact on managers
- Experience of communication blocks and responsibilities for being understood
- Identify and overcoming barriers to performance
- Plan for success in the program

Measurable Results include:
- Increased ability to think of lateral solutions
- Personal action plans to overcome barriers to performance
- Greater flexibility and ability to deal with differing personalities
- Improved cooperation and communication

Key benefit to Organisation:

> Motivated participant group, fully aware of the Organisation's investment in their development and committed to improving their own effectiveness, and therefore the organisation's effectiveness

Basic Team Skills

Participant Outcomes:
- Understand the key factors that create powerful teams and destroy unwary teams
- Experience of different personality types they will have on their team and how these personality types operate
- Ability to use a model for achieving extraordinary results
- Gain an introduction to problem solving tools
- Know how to use questioning to challenge assumptions and clarify objectives
- Understand the difference between compromise and resolution and when to use them
- Understand the importance of shared vision, values and trust on the team performance
- Know h
- Realise the importance of goal setting and how to set effective goals

Measurable Results include:
- Increased awareness of the managerial role
- Improved personal and team performance through use of the tools provided
-
- Greater team synergy and cooperation
- Improved clarity in task performance and outcomes achieved

Key benefit to Organisation:

Communication Skills

Participant Outcomes:
- Ability to take responsibility for their communication and the response it receives
-
- Know the relative importance of words, tone and body language in communication and the need for congruence between them
- Ability to identify and communicate according to the recipients preferred modality - auditory, visual or kinaesthetic
- Learn how to use questioning and reframing to clarify meaning and understanding
- Understand communication filters, blockers and distortions, including differences in word association
- Know how to build rapport and empathy
- Realise the powerful importance of acknowledgment and praise
- Understand the law of reciprocation

Measurable Results include:
- Increased communication skills and ability to both understand, and be understood by, other team members
- Greater ability to build rapport with clients and provide customer service
- Improved personal and team performance through use of the tools provided
- More effective communication with other Organisation personnel and departments
- Greater team synergy and cooperation
- embers

Key benefit to Organisation:
Clarity and certainty in communication producing improved performance and a more harmonious environment

Customer Focus and Provision of Extraordinary Service

Participant Outcomes:

-
-
-
- Ability to use matching and mirroring to put themselves "in the customer's shoes"
- Learn the importance of building systems with a customer, not a user, focus
- Understand how to apply communication skills to customer interaction
- Know how to use advocacy and inquiry techniques
- Realise the importance of "superpleasing" customers - doing whatever it takes
- Understand the effect of "Kaizen" the art of continuous small improvement
- Learn a five st
-
- Know the importance of delivering on commitments and how to deal with broken agreements
- Increased flexibility and ability to overcome barriers to customer satisfaction

Measurable Results include:
- Increased (internal and external) customer satisfaction
- Greater customer orientation at all levels
- Improved personal and team performance through use of the tools provided
- More effective networking within Organisation
- Greater inter-department trust, rapport and cooperation
- Improved sales penetration and sales support levels
- Increased customer referrals and recommendations

Key benefit to Organisation:

Developing People Skills

Participant Outcomes:
- Ability to develop and maximise potential in self and all team members
-
- Know how to make presentations that others will listen to
- Ability to use appropriate assertiveness in dealing with others
- Learn that emotion and power work in opposite directions - high emotion, low power
- Understand how to train others effectively
- Know the differences between coaching and leading
- Realise the importance of coming from a position of caring
- Understand how to give and receive effective feedback
- Learn how to recognise and adapt to different personality and learning style types
- Realise the benefits of valuing and respecting diversity
- Ability to use and adapt people and management skills to ensure effective recruitment
-
- Increased ability to handle emotional people
- Know the secrets of effective delegation

Measurable Results include:
- Increased staff retention and morale
- Greater ability to train and motivate others
- Improved personal and team performance through use of the tools provided
- More effective use of human resources
- Increased effectiveness in initial recruitment, finding the right person for the job
- Better transfer of knowledge to subordinates
- Improved presentation skills

Key benefit to Organisation:
> Increased workforce flexibility through effective and controlled delegation of tasks to a more junior level

Managing Change and Diversity

Participant Outcomes:
- Ability to cope positively with accelerating change
- Understand that in today's world "Change is the only constant"
- Know how others react differently to change and the shock, anger and resentment that can eventuate
- Ability to lead others through the change process and take advantage of the opportunities it offers
- Learn the power of creative orientation rather than just handling problems
- Realise the difference in results achievable as a consequence of using "away from" or "towards" thinking styles
- Understand how to use a range of profiling tools as a recruitment aid to achieve a balanced team
- Ability to structure teams that are effective in producing results and flexible in meeting changing objectives
- Know how to make role changes that build on individual and team strengths
- Understand the needs of the individual team member and their relative importance to the team agenda

Measurable Results include:
- Increased ability to handle change
- Greater ability to profit from change and see opportunities rather than threats
- Improved personal and team performance through use of the tools provided
- More effective use of team diversity
- Increased ability to design and structure teams that maximise effectiveness
- Better cultural relationships, tolerance and respect within the company
- Improved use of human resources

Key benefit to Organisation:
> Increased ability to handle and profit from change

Strategic Thinking and Project Management Skills

Participant Outcomes:
-
- Understand how to plan using the experiential learning circle as a guide
- Know the importance of lateral thinking, challenging assumptions, asking questions and setting goals in both strategic thinking and planning
- Ability to delegate effectively and efficiently
- Learn how to set SMART goals
- Realise the importance of prioritising tasks and how to do it
- Understand how to use the "six thinking hats"
- Know how to make regular reviews of progress and midcourse corrections
- Understand chunking, brainstorming and SWOB and how to use them

Measurable Results include:
- Increased ability to plan effectively
- Greater ability to achieve desired and timely results
- Improved personal and team performance through use of the tools provided
- More effective use of the team
- Better awareness and profitable use of opportunities
- Improved project management and use of resources

Key benefit to Organisation:
> Incre

Business Management and Leading Teams

Participant Outcomes:
- Understand the different leadership styles and when each might be appropriate
- Know what the role of a leader entails and the benefits and pitfalls of leading
- Ability to differe
-
- Realise the importance of management by results
- Have the ability to demonstrate responsibility, integrity and self-regulation - leadership by example
-
- Review and understand empowerment models
-
- Understand how to handle gifted people

Measurable Results include:
- Increased ability to lead effectively
- Greater flexibility in commanding others
- Improved personal and team performance through use of the tools provided
- More effective managers within the company
- Better leading, coaching and mentoring of others
- Improved use of human resources

Key benefit to Organisation:
> Increased pool of effective managers and leaders

Resolving Conflict

Participant Outcomes:
- Understand how to resolve conflict with or between others in a positive manner
- Know how to use a range of conflict resolution tools and processes that defuse the emotional content of conflict that can prevent or delay resolution
- Ability to be appropriately assertive
- Understand the difference between compromise and resolution
- Realise the nature of power plays that prevent agreement and how to disarm them
- Have the ability to handle emotion in self and others
-
- Understand how to handle difficult people

Measurable Results include:
- Increased ability to handle conflict in a positive manner
- Reduced tension and unresolved conflict
- Greater harmony throughout the company
- Improved personal and team performance through use of the tools provided
- More effective managers within the company
- Better leading, coaching and mentoring of others
- Improved staff and customer relations

Key benefit to Organisation:
    Increased harmony and creativity

Advanced Team Skills and Managing Meetings

Participant Outcomes:
- Know how to run effective meetings and use a range of meeting tools and procedures
- Review and practice skills learned in prior modules
- Understand how to challenge mental models to get the best results
- Realise the importance of building shared vision, trust and doing whatever it takes
- Know how to use all of the management tools provided to improve results
- Ability to achieve exceptional results
- Enhanced understanding of advanced team dynamics
- Understand how to train the trainer
- Have the ability to put it all together, to see and handle the big picture and the detail

Measurable Results include:
- Increased ability to lead and manage effective work teams
- Greater pool of trained managers and prospective managers throughout the company
- Improved personal and team performance through use of the tools provided
- More effective use of human resources
- Better leading, coaching and mentoring of others
- Improved morale, staff loyalty, staff retention and customer relations
- Significant increase in productivity and results

Key benefit to Organisation:
    Significant increase in productivity and results in an environment where people want to come and work