



FOCUS ON FRIDAY SO FAR...

How much coaching can you fit into 140 characters?

Every month a member of the year one consulting team tweets on a different subject related to personal and organisational development. This booklet brings together a year's worth of tweeted reflections, ideas, tips and questions.

Follow @yearoneteam on twitter for more insight and inspiration every week when we FOCUS ON FRIDAY.



Year One

+44 (0) 1227 811 777
@yearoneteam
yearoneconsulting.com



Tim is Managing Director of Year One Consulting and heads up our Organisational Strategy and Team Development services. A highly experienced facilitator and coach, he specialises in leadership development, creative thinking and teamwork and has worked with clients in central and local government, higher education and the creative industries.

LEADERSHIP

LEADERSHIP isn't just for leaders. It can happen anywhere. It doesn't demand an audience. Leadership is deciding to create change.

INTENT Choose to see change as opportunity. Don't pause for permission. Be bold. Be clear. Declare your aims. Create your future.

AWARENESS Take time out from tasks to reflect on possibilities. Scan the landscape. Be ready for opportunities in line with your INTENT.

FOCUS Invest effort & seek reward. Leap hurdles. Ignore brick walls. Channel your efforts towards the possible. Fail fast: learn & move on.

INSPIRATION Know what success will look like to next year's judges. Equip your team for success, recognise talent & broadcast achievement.

FOCUS ON FRIDAY: Tim's suggestions for exploring: INTENT Sun Tzu, AWARENESS Peter Senge, FOCUS Stephen Covey, INSPIRATION Ernest Shackleton

TRANSITIONS

FORMULA 1 PIT CREWS, fashion models, film directors: all professionals who understand the importance of transitions. Do you?

PICKING UP THE PHONE, saying goodbye to a customer, or leaving for a meeting are all transitions. Are yours purposeful or flustered?

A KEY TRANSITION for many is leaving work at the end of a day. We often talk of "not taking work home". What about "taking home to work?"

WERE YOU CONSCIOUS OF YOUR TRANSITION between home & work this morning? How much "home" did you carry with you?

MAKE SPACE for a pause in the morning rush: allow time for a smooth transition to work.

TRANSITIONS AT WORK are as crucial as transitions to and from work. Are you pausing for reflection or rushing from meeting to meeting?

MAKE SURE YOU BUILD TIME FOR TRANSITIONS into every task: avoid giving orders on the go, end the meeting before you leave.

TRANSITION TO ACTION depends on smooth gear changes. Match your timing to your team and don't mistake your own change-readiness for theirs.

DON'T DELAY DECISIONS for the sake of managing every qualm. Set off with the eager & change-ready few before the enthusiasm switches off.

WE COMMUNICATE at work via phone, email & in person. Do you default to just one mode? Or switch? How does that transition affect your message?

IS YOUR CONVERSATION CONSISTENT? Or is your audience experiencing a dissonant mix of jocular meetings, aloof calls & terse emails?





Mary Ann heads up our In-sourced Recruitment and People Management services. Combining over 20 years' worth of people management experience with a keen awareness of related policy, legislation and academic theory, Mary Ann specialises in preparing teams and organisations for change and in helping them make it a reality. She works mainly with clients in creative industries, heritage, media and higher education.

MANAGING UPWARDS

MANAGING UPWARDS helps you do your job, your boss to do hers, & your career to develop at the pace that suits you both.

MANAGING YOUR MANAGER effectively means moving past frustration with him into a constructive working partnership.

GET TO GRIPS with your manager's motivations; where did s/he work before here, what's s/he aiming to do, whom does s/he need to impress?

LOOK FOR PATTERNS; learn to predict and adapt to the unavoidable behaviours rather than wish s/he did things differently.

STAY VISIBLE; keep managers (tactfully) updated on your progress & achievements - don't assume that they'll know a win was down to you.

BUILD TRUST in your judgement by offering options when asking for advice; show you've thought of 2 poss tactics before seeking a solution.

MANAGERS' DELAYS HOLDING UP YOUR TO DO LIST? Check you're prompting in ways that work for them – not everyone reads popup task reminders.

KEEP TRACK OF YOUR MANAGER'S TASKLIST; have it to hand for those moments at starts of meetings & the seconds before s/he dashes out the door.

DON'T ASK IF YOUR MANAGER'S DONE SOMETHING YET – ask what you can do to help them get it done.

WHEN ALL ELSE FAILS, get ready to tactfully explain delays without dropping your manager in it; loyalty makes you look good from all angles.

TIMEKEEPING UPWARDS can feel unfair, but tardiness delays others which is why your late starts are noted but your late nights aren't.

BE CONSISTENT; arrive early, hit deadlines, radiate calm regardless of mood to signal you're ready for any opportunities heading your way.

WORKLOAD PILING UP? Ask your manager to help you prioritise; you're delivering on their behalf so work to their agenda, not just yours.

CUSTOMER SERVICE

CUSTOMER SERVICE is a chance to be a proud host, a positive influence, an expert in your field, no matter what form your service takes.

CUSTOMER SERVICE is about interactions, not transactions; don't just take money & give change, reassure a customer she's spent money wisely.

A CUSTOMER BECOMES A CUSTOMER as soon as he enters your world, not just once he's in front of you, or once you've finished your last task.

IMAGINE the customer you're serving right now is the only other person in the world – pay attention, welcome her, be present in the moment.

WHAT DID YOUR CUSTOMER DO just before he arrived? Irritation may relate to his last meeting; don't echo it, but respond with good cheer.

MAKE SURE YOUR CUSTOMERS leave happier than they arrived; don't give them cause to leave more frustrated or gloomier than when they came in!

ASKING "WHO'S NEXT?" can put customers' backs up. Keep track of who's arriving so you know who to serve: easier for them & quicker for you.

"CAN I HELP YOU?" can antagonise if you get the tone wrong; try out other phrases that feel comfortable to you and sound genuine to others.

A SIMPLE "GOOD MORNING" WORKS WELL, followed by "what can I get/do for you today?" Be ready to offer suggestions/guidance if they hesitate.

TREAT EVERY CUSTOMER WITH RESPECT, regardless of their appearance or spending power; you never know who's in their circle of influence.

A SATISFIED CUSTOMER may not tell everyone they know about you, but they will recommend you when your name comes up.

ENGAGING WITH CUSTOMERS always pays off even if there's no sale; you get to practise your pitch & they're more likely to buy next time.





Cassy is an experienced arts manager and qualified HR professional who leads on In-sourced Recruitment and People Management projects for Year One. She also works on an interim basis for clients, acting as an in-house HR advisor or project manager and has worked in local government, higher education, arts regeneration and the creative industries.

INTERVIEW TECHNIQUES

MAKE A LIST of what you have to do before you go, from planning the journey to practising your answers to probable questions.

LOOK BACK at your application, the job description and their website, especially if you've applied for a few jobs.

REASSURE INTERVIEWERS that you know how to make a good impression with a professional handshake and good eye contact.

WHAT YOU WEAR should be smart and appropriate for the job you're applying for. Check you are presentable before you go in and sit down.

YOU CAN TAKE PROPS, such as a professional notepad, a pen or a copy of your application in a simple folder.

IF YOU GO BLANK you can pause and give yourself time to think. You can ask to come back to a question, just make sure you cover it later.

WHY DO YOU WANT THIS JOB? Practise your answer so it feels normal and confident when you say it in the interview.

WHY ARE YOU LEAVING? Be positive and enthusiastic about the job you're applying for, but loyal and professional about your current job.

SPONSORSHIP

BEFORE TALKING TO POTENTIAL SPONSORS be ready to explain your artistic values, the impact of your work & tell your story to the world!

TAKE EVERY OPPORTUNITY to practise your pitch (at the shops, gym or bus stop) & prepare for questions. Everyone is a potential sponsor!

DO YOUR RESEARCH. Find out who fits your mission or shares your audience. Have they been sponsors before? Why will they be sponsors now?

GET OUT & MEET PEOPLE. Go to events & present to business networks. Who can your trustees, employees or volunteers introduce you to?

MAKE SURE YOU KNOW about your potential sponsor, their audience, what you are offering & what is or is not on the table.

BE OPEN TO THEIR SUGGESTIONS and don't take questions as criticism. Know your facts and figures and have the right anecdotes to hand.

UNDERSTAND YOUR SPONSORS' motivation & expectations and be prepared for them to change in response to how you treat them.

TREAT YOUR SPONSORS LIKE AN AUDIENCE. Never promise anything you can't deliver. Surprise is better than disappointment!

KEEP YOUR PROMISES & make sure your sponsors know that you have! Send copies of press releases, publicity & invites to projects and events.

SAY THANK YOU and get feedback from sponsors at the end. Then stay in touch & keep them informed about what you're doing.





Keith has a wealth of experience as a strategic planner and brand strategist, with a particular focus on internal branding within organisations. As a coach and facilitator, Keith applies psychodynamic techniques in helping managers find space for reflection and to develop personal impact at work. He has worked with clients in heritage, higher education, retail and local government

INTERNAL BRANDING

ORGANISATIONS spend millions promoting their brands to customers. This could be millions wasted if employees don't understand those brands.

IT'S EASY TO ASSUME that everyone in your organisation understands what your brand stands for. But when was the last time you checked?

STAFF are the front line to your customers. If they don't reflect your brand's values in every action, your customers will notice

HOW EASY do you make it for your front-line staff to fully understand your brand? Do they know what your current brand messages are?

YOUR BRAND is often understood differently at different points in the organisation. Brand auditing can uncover these internal discrepancies

DO YOU SIMPLY HOPE staff understand how to represent your organisation's brand or do you have processes to ensure everyone stays on-brand?

YOUR BRAND is an important asset you need to protect. Put processes in place to ensure that your organisation continues 'living' the brand

CUSTOMERS remember poor service – especially when it contradicts the brand promise. Are you sure your organisation is brand 'secure'?

CHANGE

CHANGE; why it's okay to be wary & how an honest approach can help deal with uncertainty.

BY AND LARGE WE ARE ALL CHANGE RESISTANT. We're just reluctant to admit it, in case it's seen as a failing. How does change make you feel?

DEEP DOWN, DO YOU WISH THAT NOTHING WOULD CHANGE? It's OK – by accepting that we feel this way, we can start to do something about it

CHANGE IS PART OF LIFE. Without it we can't progress and innovate. Change is good, but it's also frightening, because it's unknown

WE'VE BEEN TOLD TIME AND AGAIN that we must embrace change in our working lives – but just how comfortable are we with the idea?

UNACKNOWLEDGED FEAR OF CHANGE causes huge problems for organisations and the people in them – particularly across team and group boundaries

DENYING OUR DISLIKE OF CHANGE makes us resist the new, and valorise the old ways of doing things. But are the old ways always the best?

FEELING IT'S WRONG TO FEAR CHANGE can also impact on our work performance. It can make us less open to new suggestions

THINK ABOUT A TIME when you dismissed a new innovation out of hand. Was it really so bad? Or was it your fear of change talking?

CHANGE IS IMPORTANT. So is being honest about our reactions. Own up, understand how you feel & learn to deal with your anxieties.

WHAT DO YOUR COLLEAGUES THINK ABOUT CHANGE? Have you asked them? Discussing change can help you embrace it more comfortably. Try it!





Alan is a well-respected performance coach and strategy consultant whose key areas of expertise are implementing change, improving productivity and enhancing people management capability. As a member of our organisational strategy team Alan applies his breadth of experience in helping clients plan for success in challenging circumstances. He has worked with organisations in financial services and technology sectors as well as with central and local government, higher education and charities.

STAFF ENGAGEMENT IN A CHALLENGING ECONOMIC CLIMATE

WHY SHOULD YOU CARE IF STAFF ARE ENGAGED? It is our engaged staff who will help us survive when times are tough.

WHAT DO ENGAGED STAFF LOOK LIKE? Probably the same as you when you are engaged – are you? What do you feel like when engaged?

ENGAGED PEOPLE share 5 common characteristics: engaged people demonstrate...

PRIDE – we are proud to work for our organisation.

ENDEAVOUR – we want to do the best job we can.

LEARNING – we want to learn and are open to new ways of doing things.

CARE – we care about the future of the organisation because of what it does.

ADVOCACY – we tell people that we work at a great place.

HOW DO I ENGAGE STAFF? Identify their key drivers of engagement. HOW? Ask them. Why do they come to work and how they feel about work?

LISTEN to what they say and what they don't say. The process of asking is engaging in itself. You may be surprised at what you learn.

LAST WEEK I suggested you ask your staff why they come to work. What did they say? My predictions to follow...

PREDICTIONS. People told you about reward & recognition, goal clarity, involvement, teamwork, learning & development, & leadership.

ACTION. Explain the impact of the economic situation as you see it. Ask staff for their help. Let them help. Take action together.

CONSOLIDATE: turn your reflections into a few real actions. Personal objectives should be just that: focused, relevant & meaningful.

REFRESHMENT is as important as relaxation. Try something new. Go somewhere different. Plan some unplanned time. Explore!

MAKE TIME FOR NOVELTY. I read something new: In Defence of Dolphins by Thomas I White. What new refreshment will you make time for?

CLEARING THE DECKS AND MAKING THE MOST OF THE SUMMER BREAK

CONSCIOUSLY DE-DESKIFY before you go away: tidy your desk, delegate, switch off email on the smartphone, set out of office messages.

BRAKE GENTLY: manage the last few days at work so that you are beginning to slow down and ready to relax from Day1 of the holiday.

PREPARE AHEAD by making the most of the summer. As well as R&R, treat yourself to some PP & TU: Personal Planning & Tidying Up.

CLEAR THE DECKS: Throw away all the paper that you'll never read. Unsubscribe from any newsletters that are just deletions-in-waiting.

MAKE SOME TIME for personal reflection: take an honest look at the year so far. What went really well? Any mistakes to avoid next time?





Helena is an expert coach, mediator and change management consultant who helps senior managers to refine their leadership skills and inspire their teams in the face of change. As a facilitator at Year One, Helena brings her expertise in designing and leading organisational development programmes and informing our coaching process and framework. She has worked with clients in aviation, financial services, central government and higher education.

IMPORTANCE OF RETAINING FOCUS AND CLARITY IN TIMES OF UNCERTAINTY

AVOID THE TEMPTATION OF 'WAIT AND SEE'

STASIS: focus on your overall purpose while waiting for your market to pep up.

WHY? Challenge your organisation's original purpose. Does this thinking need updating? Is it rooted in the future or the past?

STICK TO THE KNITTING: Pare back to your organisation's purpose and communicate this to all staff.

MEETINGS: open each meeting with two questions: What are we doing? Why are we doing it?

GET RESULTS NOT REPORTS: challenge your team to solve an issue, not study it.

EXPERIMENT: sanction personal projects focused on achieving defined goals. Try possible improvements. Build change capability locally.

IT'S A JOB, NOT A HOBBY: do each of your initiatives lead to achieving an organisational goal?

RECOGNISING AND MANAGING CONFLICT

DON'T IGNORE CONFLICT or pretend it's not happening. When conflict becomes an end in itself it diverts energy from organisational goals.

CONFLICT COMES IN 2 FLAVOURS: "hot" and "cold". Hot conflict is more obvious; cold conflict is equally disruptive & as important to tackle.

WORRY WHEN IT'S QUIET! Cold conflict can be more damaging than hot conflict; it leads to withdrawal, cynicism & the mire of avoidance.

BRITS ARE COLD CONFLICT CHAMPIONS; "forgetting" meetings, "missing" people off emails, "losing" numbers. It's shouting - but silent.

DEAL WITH COLD CONFLICT: warm it up. Give it a name, help people see the damage it does. Tackle with friendship & be ready for a long haul.

THE TIME TO TACKLE conflict is usually now. Wishing conflict away, ignoring it or hoping "things will get better" just doesn't work.

DEALING WITH CONFLICT means: asking questions, really listening, distinguishing news from noise & seeing it through to the end.

SHARE OWNERSHIP & create resilience: provide the support, skills & tools people need to understand conflict & to tackle it for themselves.