



LEARN TO LEAD

The Benchmark Method (by Christof FINK)

A NEW Train-the-trainer method

This simple teaching method is perfect to use in adult education. This method is an excellent example of self-orientated learning.

The method is

- life-centred
- learner-centred
- flexible
- comprehensive with focus on awareness, as well as on knowledge and skills
- social learning
- learning through the experiences of learners
- based on feedback

Description of Process

1) **Starting point** is an overview of

- The skills and competencies you need in another profession
- The mistakes that you can make in another profession
- Tips and tricks who have to know in another profession

See the attachment:

- 10 Mistakes Every **Leader** Should Make (and learn from) before They Die
- Five Essential Skills Every **Manager** Should Have
- 7 key skills of a **project manager**
- Top 10 Tips For **Parents**

Other Professions could be

- Nurse
- Hand worker
- Medical Doctor
- Pilot
- Formula 1 Driver, Sportsman
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2) Task for the Learners

- a) Read the information you got!
- b) Mark 1 to 3 points that are inspiring for you!
- c) Write down what is inspiring you!

3) Built groups of 2 people

- a) Exchange your thoughts and ideas!
- b) Select **2 goals** you want to reach for yourself!
Try to fit the goals into the SMART concept.
- c) Build an **action plan** how to reach the 2 goals!
- d) Prepare a **flipchart** and **present** your action plan to the rest of the group!



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Thursday, April 14, 2011

10 Mistakes Every Leader Should Make (and learn from) before They Die

1. Take too long to fire a problem performer. This is probably the number one regret I hear the most, from seasoned executives to new team leaders. They waited too long to take action on a poor performer. They had their head in the sand in denial, thought they could perform a miracle and save the employee, or were aware of it and just didn't want to face it.

2. Putting too much emphasis on credentials and experience in a hiring decision and not enough on personality and cultural fit. Been there, done that. It was my very first hiring decision. Candidate A has a Master's degree and 10 years' experience. However, former manager warned me about a "little temper problem". Candidate B had no degree and limited experience – but great relationship building skills and was seen as high potential. I hired A – and it was a disaster. B was later promoted to department manager. Lesson learned.

3. Not having a vision. Without a clear and compelling vision, it's hard for teams or organizations to have a clear sense of purpose, priority, or mission. It's just day-to-day, business as usual, and reactive. Too many new leaders overlook "the vision thing", perhaps because it's too intangible or misunderstood. It's also hard to connect the dots of operational problems back to not having a vision.

4. Not managing upwards. A lot of leaders operate under the assumption that "no news is good news", or "my performance speaks for itself" when it comes to their relationship with their hands-off or busy boss. While the autonomy may be nice, it's important to keep your manager informed of your team's accomplishments, and to build a solid relationship that can be leveraged when needed. It's a bad assumption to assume your boss is aware of your good work and will be an advocate for your function when the going gets tough.

5. Overrelying on a few strengths and not paying attention to development. It's all too easy to continue to fall back to the same handful of strengths that got you to where you are. However, without continuous development, you'll soon stop growing and fall behind. The best leaders are always aware of their deficiencies and are always working to learn and get better.

6. Not listening. This one's often a blind spot for leaders, and sometimes takes a two-by-four across the side of the head to get them to realize it's a problem. Usually it's a major screw-up as a result of not paying attention to what people are trying to tell them, some strong 360 data, turnover of key personal, or some kind of other pain that will turn them into a reformed poor listener.

7. Trying to be liked by everyone. Leaders can't be their employee's friends, and leading change usually means ruffling someone's feathers. Being a leader means requires developing a thick skin and being able to take the heat without taking it personally.

8. Not asking for help. Driving around lost for hours because you've got too much pride to ask for directions might make a funny beer commercial, but as a leader, it can have disastrous consequences. At a minimum, it's incredibly annoying when a leader just can't admit when they don't know how to do something.

9. Ignoring your peers. Some leaders make the mistake of only paying attention to their boss and employees (looking up and down), but fail to look sideways. The inability to build coalitions will prevent a leader from getting the cooperation and support needed in order to solve cross-functional problems or lead change.

10. Not seeking or being open to feedback. Two of my favourite "Good Things Bosses Believe", from Bob Sutton: "I have a flawed and incomplete understanding of what it feels like to work for me" and "Because I wield power over others, I am at great risk of acting like an insensitive jerk — and not realize it".

Source: <http://www.greatleadershipbydan.com/2011/04/10-mistakes-every-leader-should-make.html>

Five Essential Skills Every Manager Should Have

Understanding what it takes to be a manager is not always easy. Many people - employers included - think that all it takes is being the person with the most seniority or the best people skills. Fact is that to become an effective manager, you need to be able to efficiently and successfully integrate people and activities in order to meet your team's needs and your organization's goals.

If you are in a position that requires you to manage even a small team, here are the five essential skills you would be wise to develop.

1. Fine-Tune Your Communication Skills

Communication involves more than just being able to speak one-on-one to another individual in a clear and fluid manner so that your message is understood. If you have great communication abilities, you can captivate an audience of hundreds, even thousands, with your presentation skills. You can sit quietly, without interruption, and listen as a subordinate expresses his opinion and then empathize with his viewpoint.

A manager with good communication skills knows how important it is to keep her team (and boss) in the loop by providing them as much information as possible about projects or changes in the work environment. It means having the ability to write a comprehensive report that anyone can understand.

If you want to work on your communication skills - that means being able to speak, write, and listen in an effective manner - watch those you admire and emulate them, take courses at your local college, or join a writing or public speaking group.

2. Work on Your Relationship-Building Abilities

As a manager, you need to interact with a variety of people at all levels, both inside and outside the organization. That means you need the ability to relate to the janitor as well as the president.

Gain confidence by developing your professional presence, social poise, and self assurance. Be respectful and considerate of others and their time, regardless of the position they hold. Be comfortable with others by being comfortable with yourself.

3. Learn How to Develop Your Team

No matter what company you work for or how large your staff is, working as a team is vital to the success of your department and the organization. If you were brought into an already existing team, you will need to learn about each member's talents and abilities. That is the only way to ensure that each person is being properly utilized to their fullest ability. If you are creating a team from scratch or replacing an open position, you will need to understand the process of identifying and hiring the best candidates who fit with your team and company culture.

As a manager, you need to understand team dynamics and be able to bring people together by building and maintaining the right employee talent base. Once you understand

the members of your team and where their talents lie, you will be able to help them work together cohesively.

4. Enhance Your Project Management Know-How

Managing people and managing projects are two completely different things. You might think that if you can do one you can do the other, but that is not necessarily so. Some people are just better at dealing with differing personalities and others are best at implementing projects and processes. As a manager, you need to be able to handle projects and people.

That means establishing and meeting project goals through effective time management techniques and fully utilizing the tools and manpower available to you.

5. Become a Problem Solver

Your boss doesn't want you to bring all your issues to him to resolve. As a manager, it's imperative that you learn how to identify and solve problems, and then keep your boss in the loop as to the status or outcome.

Creative problem solving requires you to assess the problem, ask questions, brainstorm for options, and search for alternative solutions. Once you have solutions for the problems you encounter, then you can seek out your boss and offer not just the problem, but the best way to resolve it.

Being a good manager is fine, and will probably serve you well. But being a great manager means taking time to develop these five essential skills.

Source: <http://www.officearrow.com/five-essential-skills-every-manager-should-have.html>

7 key skills of a project manager

October 24th, 2003

Before discussing what the key skills for a project manager might be we really need to define what we mean by project management. A definition of project management would be the planning, organizing and then management of the resources required to complete a specific task. The essential point here is that the aims and objectives for the accomplishment of the task will be highly focused requiring you to fully understand these seven key skills.

1. Analysis

More correctly referred to as impact analysis a key skill required toward the final stages of a project is the ability to analyse the impact of changes brought about by the project. Exactly the same as the well known 'ripple effect' you must never underestimate the knock-on changes and effect that a major project can bring about. Being able to analyse and then manage these is yet another skill you need to master. Changes to the specification of a project after it has begun are all too easily overlooked and you will need to constantly revisit your impact analysis to incorporate them. Amongst other things any change to the specification could affect your previous analysis regarding legal, health, safety, and marketing or personnel issues. However, the ultimate reason for doing the analysis is – how the change will affect the end-date for the project? Project management is a complex task and the bigger the project, the more complex it becomes. You must be able to keep track of progress on the project from all the various sections of it that are on-going. This can be done on paper, but in all reality you need to learn and understand how to make the most out of one of the many pieces of project management software that are available. Using an IT based project management system will also help you to adjust timelines and priorities as the project develops.

2. Communication

If you can't communicate, I'm sorry but you'll never become an effective and successful project manager. Any manager, but especially the project manager, has to understand that although you're charged with ensuring the successful completion of a project – you'll be dealing with a multiplicity of people and companies that you have to bring together in order to achieve the project's aims and objectives. If you don't communicate effectively, either in speech, writing or presentations you won't provide the information that your workers need to fulfill their jobs; be that in sharing knowledge, discussing ideas, providing solutions or making an executive decision.

3. Budgeting

Even if you have a team of accountants looking after the day-to-day running of the project's finances, understanding how to use a budget yourself is another essential project management skill to possess. The three key stages to a budget are preparing it, writing it and monitoring it. Whilst your finance department may well be ostensibly charged with doing these things for you – as project manager you have the ultimate responsibility for the budget and need to be able to understand what you are being told about the budget. Unless your own background is in accounting you will feel obliged to accept what you're told, if you don't take the time to learn some basic budgeting skills. You will need these as at times you will need to know how to rationally and logically challenge budget over-runs that you become aware of as well as be able to sensibly monitor the budget as the project progresses.

4. Teamwork

The essence of any good project manager is to be a good team leader and, if necessary, be a good team player. Whilst decisions will remain your responsibility, that's not to say that you shouldn't encourage input from others or be prepared to work with them to help them achieve their goals too. Furthermore, by building a culture of teamwork into all aspects of the project, you will engender high self-esteem within all of the workers, meaning that they feel personally involved in ensuring the success of the project.

5. Intelligence

This doesn't mean to say that you have to have a string of letters after your name as intelligence isn't something you can learn. However, intelligence is something you can improve on and develop, so the more you study the chances are the more you'll increase your intelligence. In the context of project management intelligence can be considered to be your ability to have a clear vision of all aspects of the project whilst at any one time being able to keenly focus onto a specific aspect of it. Put another way, just having the big picture will not help when you have a decision to make on a specific matter. You won't always have the time to spend hours researching and re-reading material in order to make the decision at the time it is needed.

6. Calmness

It is almost inevitable that at times your job will be stressful, if not highly stressful. Being able to work calmly under such conditions is an absolute pre-requisite for a successful project manager. A key point to reducing your stress levels is your ability to move on from a setback. If something goes wrong or not according to plan, don't waste time worrying about who's fault it might have been or get involved in a cycle of what could have been different, that can come later in your project evaluation. Instead, move swiftly on to solving the problem or rectifying the situation.

7. Time

Quite simply – are you a good time manager? Understanding the life-cycle for project management will help you to understand how to apply the key skill of time management to it. Your time management and your ability to organize yourself and others are vitally important. Time management is much more than simply allocating portions of time to certain jobs. You need to analyze exactly what it is you're spending your time on and how important are those tasks and portions of time to the successful completion of the project. For example, you could easily spend up to an hour a day just reading emails. This is a task you can delegate to your PA, get them to be the person that sorts the important from the not so important, telling you what needs dealing with immediately and what can be left until later. That hour you've saved – you can use inspecting a part of the project checking on progress or quality etc. You should apply this time management philosophy to most things you do; do I need to attend that meeting or can I delegate someone else?

Remember, you are the project manager, you are primarily there to do the strategic planning, overall monitoring and be creative and innovative in solving problems – not micro-manage everything.

Source: <http://www.enterprise-pm.com/7-key-skills-of-a-project-manager>

TOP 10 TIPS FOR PARENTS

1. When your child wants to show you something, stop what you are doing and **pay attention to your child**. It is important to spend frequent, small amounts of time with your child doing things that you both enjoy.
2. Give your child lots of **physical affection** – children often like hugs, cuddles, and holding hands.
3. **Talk to your child** about things he/she is interested in and share aspects of your day with your child.
4. **Give your child lots of descriptive praise** when they do something that you would like to see more of, e.g., “Thank you for doing what I asked straight away”.
5. Children are more likely to misbehave when they are bored so **provide lots of engaging indoor and outdoor activities** for your child, e.g., playdough, colouring in, cardboard boxes, dress ups, cubby houses, etc.
6. **Teach your child new skills** by first showing the skill yourself, then giving your child opportunities to learn the new skill. For example, speak politely to each other in the home. Then, prompt your child to speak politely (e.g., say “please” or “thank you”), and praise your child for their efforts.
7. **Set clear limits** on your child’s behaviour. Sit down and have a family discussion on the rules in the home. Let your child know what the consequences will be if they break the rules.
8. If your child misbehaves, **stay calm and give them a clear instruction** to stop misbehaving and tell them what you would like them to do instead (e.g., “Stop fighting; play nicely with each other.” Praise your child if they stop. If they do not stop, follow through with an appropriate consequence.
9. **Have realistic expectations**. All children misbehave at times and it is inevitable that you will have some discipline hassles. Trying to be the perfect parent can set you up for frustration and disappointment.
10. **Look after yourself**. It is difficult to be a calm, relaxed parent if you are stressed, anxious, or depressed. Try to find time every week to let yourself unwind or do something that you enjoy.



Source: Triple P, <http://www1.triplep.net/>