

5 Steps to Achievement

- *understanding where your activities and communication can be preventing you interacting as well as you could with others.*
- *helping you to develop a strategy for impressing others when it counts the most.*



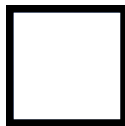
The Chartered Institute of
Public Finance & Accountancy

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You should have received



A&I questionnaire



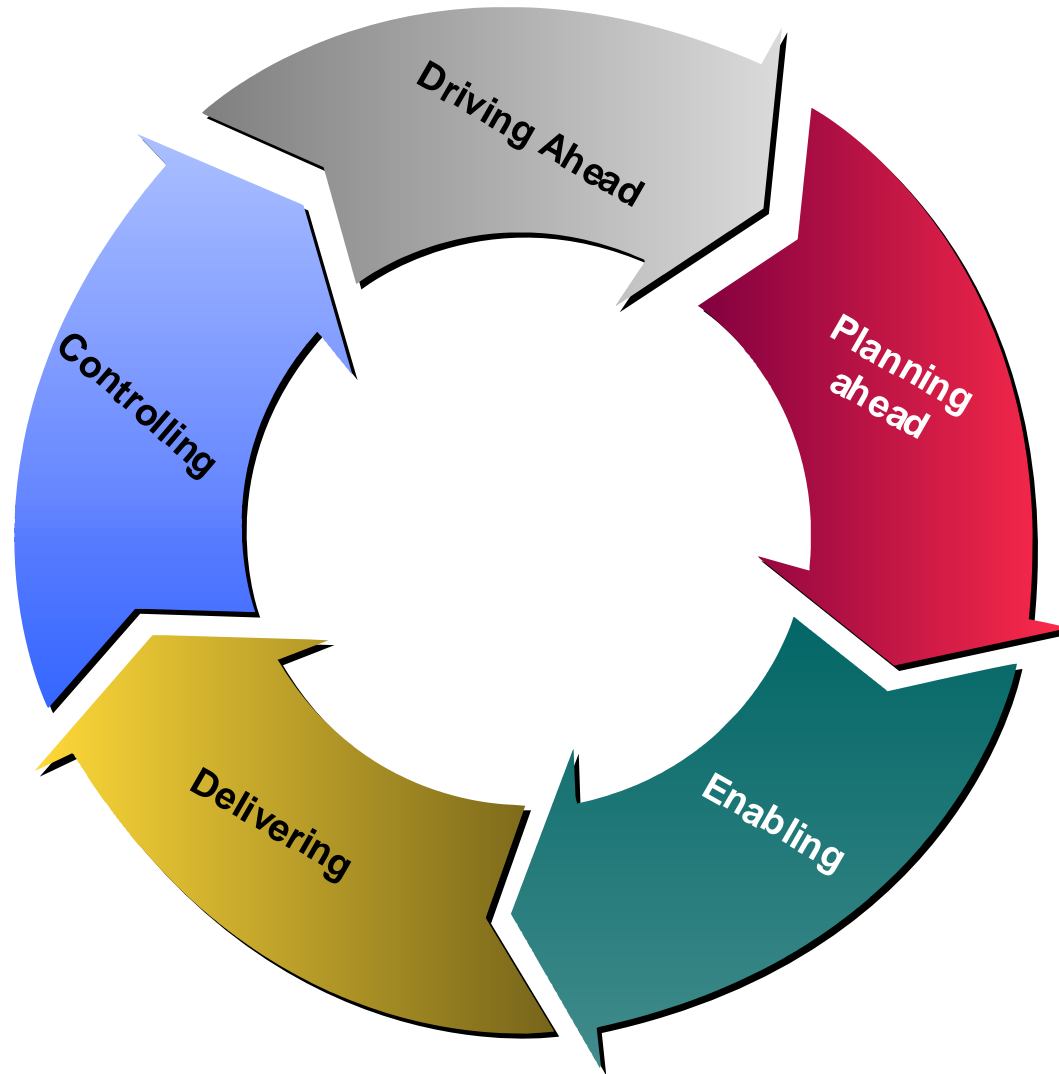
A&I scoresheet

What you need to consider.

- Points that add up to 30 or above for main headings
- Points that add up to 12 on sub-headings

Team Preference

- **Driving Ahead**
- **Planning Ahead**
- **Enabling**
- **Delivering**
- **Controlling**



Driving Ahead.....some characteristics

- **Future Focused**
- **Is innovative, likes to develop and direct**
- **Looses concentration**
- **Speaks in 'head-lines'**
- **Does not need detail**
- **Likes 'pace'**
- **Sees caution as negative**
- **Likes to take the lead**
- **Agrees to things if they match their thoughts**

Planning Ahead..... Some characteristics

- **Future Focused**
- **Likes and needs detail**
- **Considers feasibility, method and order**
- **Has a considered approach**
- **Is uncomfortable with 'blue-sky' thinking**
- **Is 'measured' when contributing**
- **Has a natural aptitude for contingency planning**
- **Anticipates and flags-up risk**

Enabling....some characteristics

- **Focussed on today's activities**
- **Considers and secures resources, promotes the success of the team, is a natural 'negotiator'.**
- **Has a 'can-do' attitude**
- **Is seen as helpful - and used by others**
- **Likes to be praised, likes to add value, does not need status.**

Delivering...some characteristics

- **Focussed on and is motivated by doing today's job.**
- **Focussed on producing the goods, coordinating the effort in the team and maintaining morale.**
- **Likes to achieve and leave at the end of the day with a feeling of 'job well done'**
- **Will be someone who likes to be relied upon to deliver to time.**
- **Requires a sound plan to be most effective**

Controlling...some characteristics

- **Focussed on and is motivated by looking back and evaluating.**
- **Focussed on 'yesterday' and conducts the activities we would associate with QA activity.**
- **Monitor activity to plan, Auditing methods and evaluating the results**
- **Likes to present findings in great detail**
- **Often feels that their contribution is not valued and therefore does not bother to voice concerns**

Strategies to consider

- Listen and learn,
- Value the difference
- Use the questionnaire on others
- Get useful feedback on 'style'

**Goals get achieved with the skills, help, goodwill
and efforts of people ... not things.**

Strategies to consider

- **Unplanned, poorly managed meetings waste everyone's time.**
- Ensure meetings have a clear purpose; that those who attend have a contribution to make (*don't waste other people's time*); that the agenda can be covered in the time available. If not, refine the agenda or retime the meeting.

Strategies to consider

- **Focus on achieving the goal(s).** Avoid getting side-tracked and diluting the efforts of others. Demonstrate your commitment by your actions and what you achieve and not just by what you say.
- There is a time for thought, analysis, discussion and planning and a time for actually getting things done... on time, on budget, to the quality desired or specified.

Strategies to consider

- **Nurture and promote transparency.**
- Avoid politics, hidden agendas, power playing and *one-upmanship* (or to be politically correct, *one-up personship* - says it all really!) Encourage openness (be objective and avoid blame); say what you mean and mean what you say.

Strategies to consider

- **Use authority with authority.**
- Your real authority comes from your ability, credibility and genuineness. Authorise others (with clear parameters). Focus others on the *consequences*; not the punishments. Treat others as colleagues (not subordinates) ... remember, being more senior does not make you superior

Strategies to consider

- **You don't always have to be right.** It certainly helps to be on the right lines more often than not, but *we didn't get it right* does not mean *we got it wrong*.
- It can mean *now we know more, we can go on to do it better*

impact score

DRIVER

Intuitive. Instinctive. Loves change, hates detail. Impatient with 'slow movers'.

Developer

Clarifies opportunities. Describes vision of the future, and strategy for getting there.

Director

Dissatisfied with how things are done. Improvement is a challenge, change is normal.

Innovator

Imaginative, ingenious. Catalyst for team. Produces original solutions and speeds up change process.

PLANNER

Logical, clear thinker. Looks, acts and is organised. Forward looking, but conservative towards change.

Strategist

Takes Driver's loosely defined aim, and develops the detail.

Estimator

Assesses how the team works, what it is capable of, and the resources needed to meet strategic goals.

Scheduler

Matches tasks to roles. Creates the timetable and deadlines.

ENABLER

Outgoing, persuasive, friendly. Enthusiastic with new ideas. Not always well organised.

Resource

Manager

Mr Fixit. Gets the right resources, including personal development of team members.

Promoter

Sells inside and outside the team. Raises enthusiasm and determination.

Negotiator

Identifies what people expect from the team, and how satisfied they are. Bargains for the team's resources.

DELIVERER

Turns plans into action. Not too worried about past or future; **now** is important.

Producer

Given a job to do, and the resources, producer gets results. A realistic goal-setter and achiever. Needs a plan to follow.

Coordinator

Organises individuals, and fuses them into a team. Shares workload. Ensures tasks lead to common objective.

Maintainer

Team counsellor. Helps team to solve team relationship problems.

CONTROL -LER

Enjoys developing detailed understanding of what has happened. Feeds back the past to help future performance.

Monitor

Team progress chaser. Observes tasks and relationships.

Auditor

Team quality controller. Analyses in detail, checks for errors, identifies causes.

Evaluator

Internal judge. Assesses what the team has achieved, compares with what it was asked to achieve, and compares with the cost.