

Managing People and Processes

Managing People and Processes is a programme that is already transforming the performance of a critical but 'forgotten' management level in several organisations. The need to ensure superior management capability at levels of the business where previously competent supervision or administration would have sufficed is a recurring issue for many organisations.

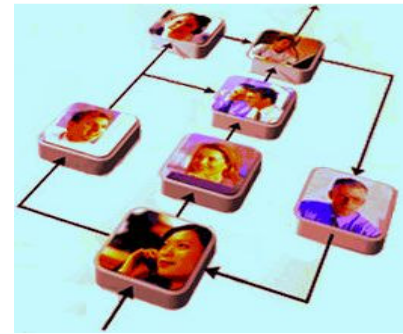
Increasing demands around change and the implementation of strategic imperatives including World Class Manufacturing, Six Sigma etc. mean that both middle and junior managers need to demonstrate: a willingness to take greater responsibility; the ability to execute with discipline; increased levels of decisiveness; the basics of maintaining simple effective processes and the ability to motivate an empowered team. Without this, performance becomes inhibited or even stalled.

Apter Development has recognised this need and that it is often poorly served by traditional training. Paradoxically these managers, who are critical to day-to-day delivery of performance, fall off the 'development radar' - the **unit or depot manager, the team leader, the back office supervisor**, often arrive in their roles through expertise in the area they were managing rather than through the development of management skills.

The Challenge in Depth

Our research identified that there are two broad perspectives from which managers at this level need to excel.

- Firstly managers need to be focused on the **effectiveness and efficiency of all the processes** they impact upon (in many cases it was found that they were not sufficiently clear about these, seeing their roles instead about ensuring the completion of a rolling list of tasks). Enormous value can be created when managers focus on continuously working to improve simple but robust processes.
- The second area of concern for these managers is the **effective mobilisation of people** both those that directly report to them and those who they need to influence.
- If managers are confident in both these areas **performance happens.**



People and Process Management - a core competence

'The programme gave me an insight into how others see me as a manager, it helped me to find out about myself, my management skills and how to adapt and apply them to the job.'

'It gave me confidence to realise that although the job can be difficult, I am doing a good job and I can make a difference.'

Care Home Manager OSJCT

Six Sigma and MPP

The MPP programme complements and reinforces initiatives such as Six Sigma, Lean Thinking and WCM. The frameworks, language and driving principles are consistent with them; enabling more effective take up of the advantages that can be derived from them.

The MPP in Action

MPP provides a framework and toolkit rather than an off-the-shelf solution. In the organisations in which it has been deployed including HSBC, Scania and The Orders of St John Care Trust, it has typically been run in three phases providing the skills, mindset and importantly the practice opportunities to establish marked shifts in management behaviour and performance. Inputs are intensely interactive using a blend of simulations, action learning, personal experiments, individual feedback and work based challenges.

It focuses on working on the real process and people agendas for each participant with an emphasis on building value creating benefits within the scope of the programme. Not only does this produce immediate and tangible benefits but also grounds the programme in the working reality of the organisation ensuring ongoing capability.

MPP is far more than a training programme. It builds the cross-business relationships and a common mindset that facilitates faster implementation of new initiatives, resource flexibility and innovation.

Managing People and Processes - The Impact

Without a doubt, Managing People and Processes, has been one of the most effective interventions Apter Development has ever undertaken. Feedback from the programmes has been overwhelmingly positive with benefits being seen across individual management behaviours, team performance, inter-departmental collaboration and strategic implementation.

Even more rewarding has been the sense of liberation, confidence and commitment demonstrated by managers who now see how they can make significant contribution to their organisations.

'Apter's focus on performance and business context and their stimulating but challenging approach, have helped the team renew its focus and momentum for change. We can all see how benefits are starting to accrue.'

Aftersales Director

'I think the programme has helped to give me more confidence in myself, of my ideas and abilities. To challenge that things do not always have to be done, just because that is the way they always have been done.'

Financial Organisation Delegate

'Following session two, I was able to confidently make changes to a process, which had an immediate FTE saving.'

Financial Organisation Delegate

Apter Development provides cutting edge consulting and development in the fields of: strategic capability, leadership and management development, employee research and elite performance.

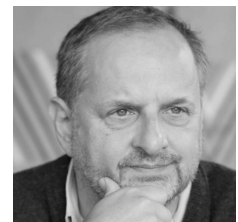
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