



TEAM LEADER COMPETENCIES (TLC)

Getting the best out of others

A chief executive of a well known plc was heard to say that improving the effectiveness of his middle managers would make no difference to the performance of his organisation. He did then confess that if the managers got worse, performance would probably suffer!

How do you know whether the managers (including supervisors, team leaders, first line managers to senior middle managers) in your organisation are getting better, worse or standing still? How do you know how good they are compared to your competitors?

With TLC your managers would:

- Hone their management capabilities -- stepping-stones to greatness.
- Focus on the management skills that deliver results for the organisation.
- Adapt their style to produce the culture the organisation needs for success.
- Aspire to be among the best in the world.
- Understand their strengths (to capitalise on) and weaknesses (for focused development).
- Lead and manage change.

What TLC has achieved for others

Over 4 years a retail client has been able to show a demonstrable link between managers' TLC results and business performance.

A large local authority revolutionised management development programmes, saving many £000's by using TLC to identify needs to focus resources only on the needs identified by TLC, rather than a blanket menu approach.

Over 70% of managers who have received TLC feedback and have engaged in a supportive personal change programme have been measured by their respondents as **significantly more effective** at the re-measure stage (typically after about 6 months).

Imagine what would be the impact on your organisation if 70% of managers were significantly more effective than they are now. Or worse, imagine the result if your managers stayed the same but your competitors significantly improved!

Measuring and bench-marking your managers, individually or as a group, enables you to do things to improve their performance, and measure and monitor their improvement to create a world beating organisation.

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Research Background

In the late 1990's over 600 organisations (cross sector, size, etc) took part in a survey to identify the most widely used management competencies and to define these in operational terms.

The competencies used by 45% or more of these organisations and the operational definitions are the basis of TLC managerial analysis.

How TLC works

TLC provides feedback and analysis of:

- The extent to which the manager performs the **16 most desired** and admired competencies.
- How well the manager performs those competencies in comparison with other managers in the same organisation and **compared to thousands** of other managers in other significant organisations.
- The impact on others of the way those competencies are performed.
- The extent to which the manager focuses attention on those competencies that are **most important** for what the **organisation** is trying to achieve strategically.
- The manager's **change management behaviour**.
- The alignment between the **manager's style and the culture** the organisation is trying to create.
- The **overall effectiveness** of the manager in his/her current role and potential for future development.

Narrative, verbatim, reports show the manager what to stop doing (or do less of) and what to start doing (or do more of) in order to become even more effective in their current role.

Solutions

The Recommendations Report explains what the individual needs to do to become a more effective team leader and specifically how to do so.

Composite Analysis of groups of managers will show relative strengths and weaknesses across the group (and in comparison with other organisations) and will create a very precise and accurate needs analysis for individuals and groups.

Training does not work. Training people in the job does. But most managers do not even know their own strengths, let alone their weaknesses. TLC gives them that key information and enables them to see the relevance of their training and development activity. Recent research shows that employees have much more positive attitudes to training and development if they see the specific relevance. TLC gives them that relevance and specificity. Re-measures **quantify the results of training** and furthermore, training and development are no longer conducted in an academic vacuum but in an organisationally specific, job or role performance context.

TLC is available in English and French



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