



# MANAGEMENT DEVELOPMENT PROGRAM

MAY 11 – JUNE 8, 2021

1

Increased confidence to be a leader and manager within the organization

2

Have a better understanding of areas of strengths and improvements in being an effective manager

3

Achieve better team performance

4

Identify practical action plans to improve organization and team direction

## OBJECTIVES OF THE MDP



## GROUP NORMS

**BE PRESENT –**  
Do not multitask during the meeting

**RESPECT THE SPACE –** we **EXPECT** everyone to participate; give opportunities to speak up; mute when you are not giving inputs

**PARTICIPATE –**  
participate, participate

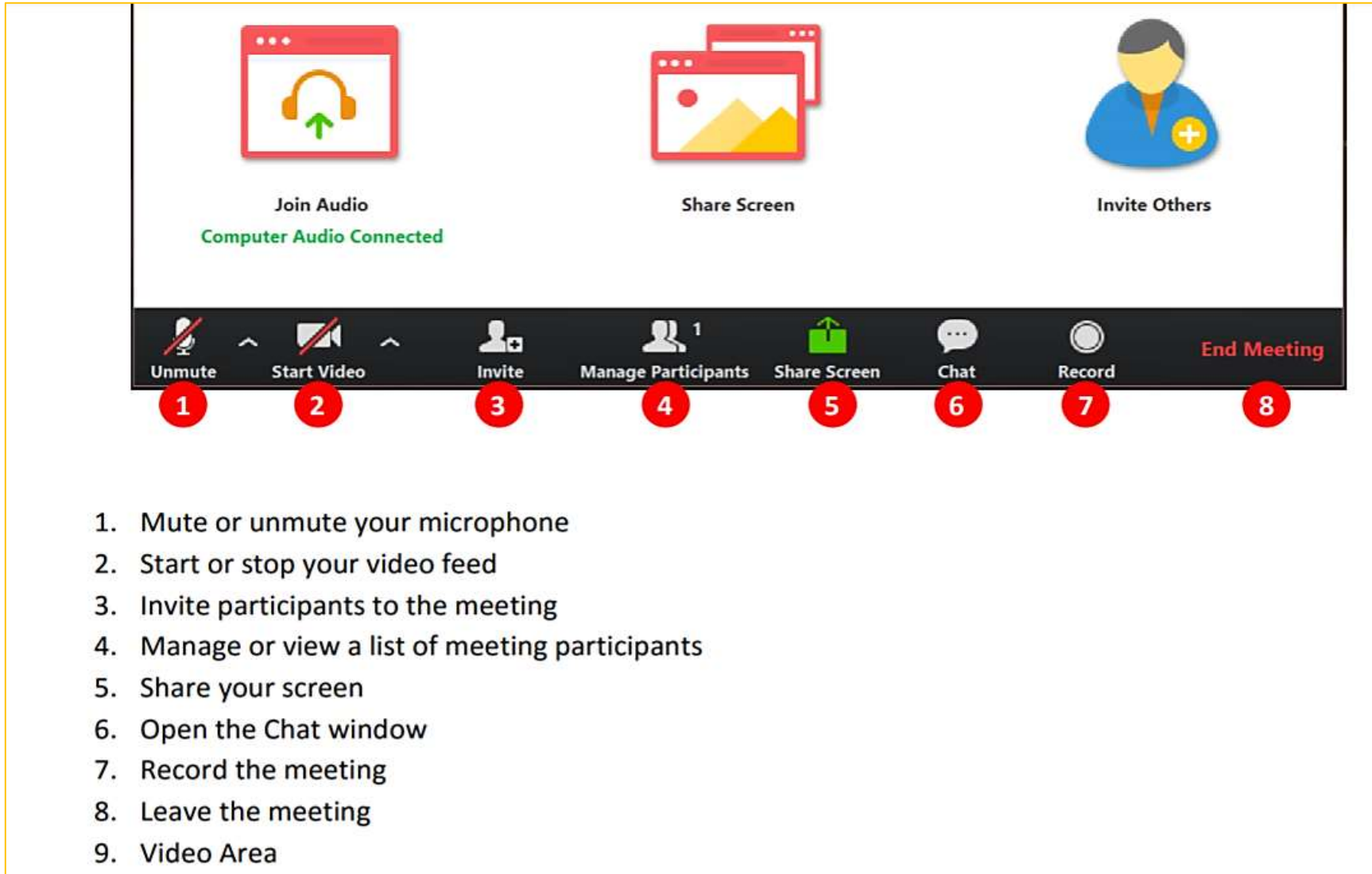
**USE THE ONLINE TOOLS**  
-- raise hand, thumbs up, chatbox, mentimeter, jamboard

## COURSE PROGRESS

### Topics covered

Day 1 (May 11)	Being a leader and manager through the project cycle Agile and authentic leadership
Day 2 (May 18)	Performance Management and Developing High Performing Teams Coaching for Empowerment
Day 3 (May 25-tbc)	Managing Energy and well-being Handling Conflict and Change
Day 4 (June 1)	Monitoring and Evaluation
Day 5 (June 8)	Personal Action Planning Closing activity

# TOOLS: ZOOM



The image shows a Zoom meeting interface. At the top, there are three large icons: 'Join Audio' (with a green arrow and 'Computer Audio Connected' text below it), 'Share Screen', and 'Invite Others'. Below these is a dark control bar with icons for 'Unmute', 'Start Video', 'Invite', 'Manage Participants', 'Share Screen', 'Chat', 'Record', and 'End Meeting'. Red circles with numbers 1 through 8 are placed below the control bar, corresponding to the following list:

1. Mute or unmute your microphone
2. Start or stop your video feed
3. Invite participants to the meeting
4. Manage or view a list of meeting participants
5. Share your screen
6. Open the Chat window
7. Record the meeting
8. Leave the meeting
9. Video Area

# TOOLS: MENTIMETER

We created a question so you can try voting  
This is the presentation where you show the results to the audience.



**1** Grab your phone

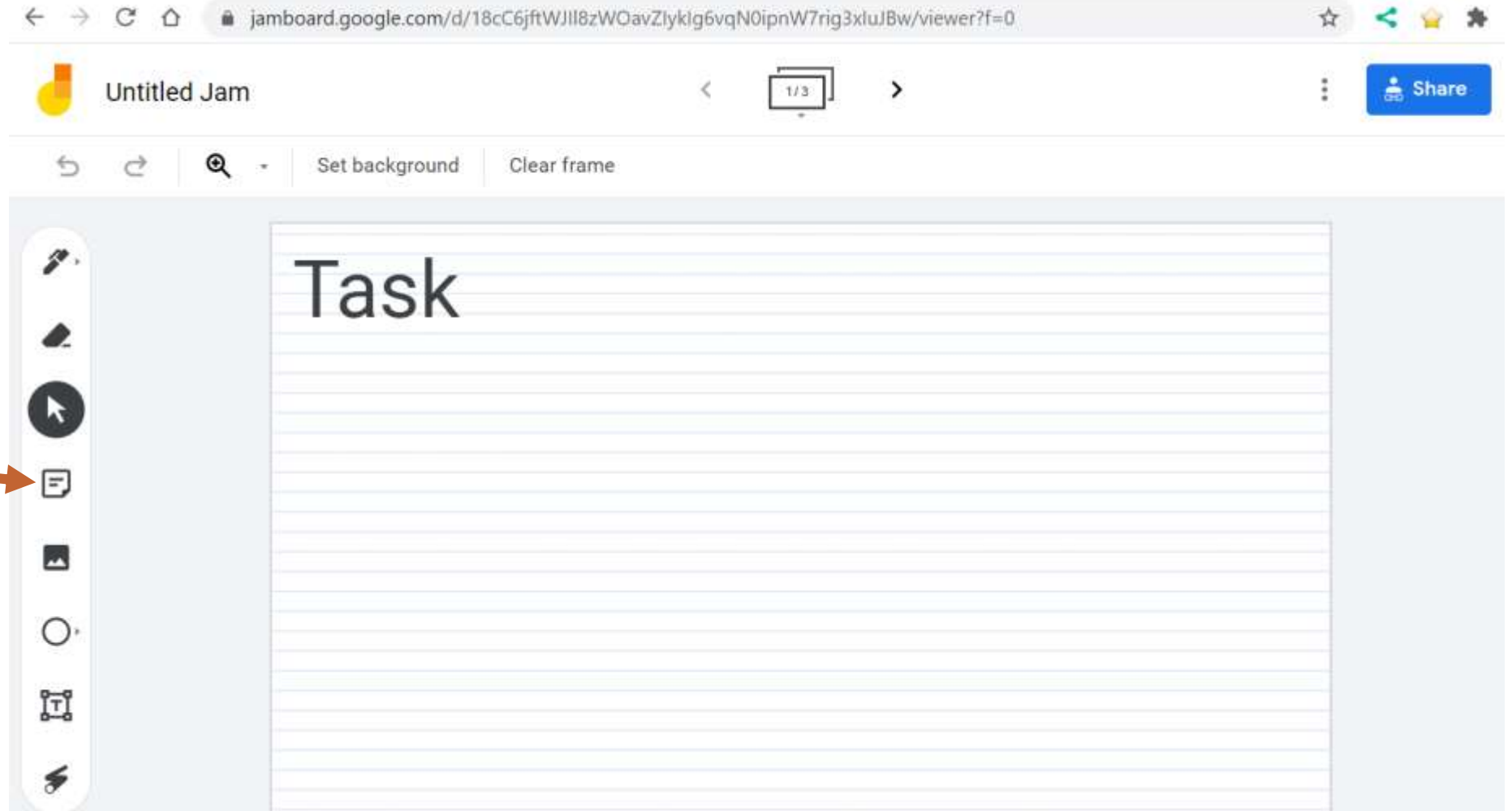
www.menti.com|

**2** Go to [www.menti.com](http://www.menti.com)



**3** Enter the code

# TOOLS: JAMBOARD



1. Click on the link
2. Add a sticky note and write on it!
3. Change its color / edit / location by clicking on it



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**ARE  
YOU  
READY?**





## SESSION 2. AGILE AND AUTHENTIC LEADERSHIP

- Understand why managers need to have a flexible range of approaches in getting the best from staff
- Recognize the different *Readiness* levels of staff for each management style
- Know when to use an Instructing, Coaching, Encouraging or Delegating Styles to improve staff performance

# AGILE and AUTHENTIC leadership



WHO?

WHEN?

WHERE?

WHY?

WHAT?

# Directive Leadership vs. Supportive Leadership



Give commands

Provides instructions

Tells the team what to do

Leader-centered

Decides on his own

Hands-on

You are the one leading



Assist or corroborate

Give guidance

Consults team for ideas, collective ideas

Ask for ideas

Provides capacity

ask for suggestions and recommendations

Encourage team participation in decision making

Encourage individual strength

Which one is a better style of leadership?

# How will you manage this situation?



***Directive***  
***vs***  
***Supportive***

# How will you manage this situation?



**Directive**  
**vs**  
**Supportive**

# Situational Leadership Theory

- IT WAS DEVELOPED IN THE LATE 1960's BY DR. Ken Blanchard and DR. Paul Hersey.
- IT FOCUSES ON LEADERSHIP IN SITUATIONS.
- OTHER NAME IS LIFE CYCLE THEORY OF LEADERSHIP.
- DIFFERENT SITUATIONS DEMAND DIFFERENT KINDS OF LEADERSHIP.



# Situational Leadership Model

s1	<b>Directing</b>	Leader defines the roles of the individual or group and provides the what, how, why, when and where to do the task
s2	<b>Coaching</b>	While the leader is still providing the direction, he or she is now using two-way communication and providing the socio-emotional support to "sell" their message to get people on board.
s3	<b>Supporting</b>	Leader shares decision-making about aspects of how the task is accomplished and the leader is providing less task behaviors while maintaining high relationship behavior
s4	<b>Delegating</b>	Leader is still involved in decisions; however, the process and responsibility has been passed to the individual or group. The leader stays involved to monitor progress

# Situational Leadership Model

	What behaviors are shown?	When is this needed?
<b>DIRECTING</b>		
<b>COACHING</b>		
<b>SUPPORTING</b>		
<b>DELEGATING</b>		



# Situational Leadership Model

- Go to: <https://bit.ly/2QPPjET>
- Per group, answer each column for the leadership style assigned to you
- We will discuss in plenary after 10 minutes

	What behaviors are shown?	When is this needed?
<b>DIRECTING</b>	Page 1	
<b>COACHING</b>	Page 2	
<b>SUPPORTING</b>	Page 3	
<b>DELEGATING</b>	Page 4	

Group 1 Participants:

- Elma J. Gatumbato
- Stephen S. Dano
- Jazel Lyn D. Prajes
- Grizshelle G. Labang
- Ma. Airren S. Caletina
- Sr. Karen C. Austria
- Denise Mae Morales
- Juna M. Alidron
- Bennel T. Silvederio

Group 2 Participants:

- Mario Victor C. Baang
- Febie S. Ibojos
- Erlee Adrian P. Lera
- Manuel Stumpf
- Mary Claire L. Negad
- Venamay S. Celeste
- Anabel Espiñosa
- Zadi D. Belesario
- Melanie O. Fusin

Group 3 Participants:

- Cesar A. Gonzales III
- Florilyn U. Abis
- Jamaica Rose David-Auxtero
- Adelina T. Pagapulaan
- Gloria Ana Sabayton
- Arcelie V. Brigole
- Doris E. Reyes
- Rodel M. Sumadic
- Joey L. Salúdes

Group 4 Participants:

- Liezel S. Anobling
- Raymundo B. Bilangel
- Jonah A. Domingo
- Maria Socorro E. Burbos
- Carmenia J. Beñosa
- Marlon Cardinal Martinez
- Flora May E. Navarro
- Cherry Lyn S. Bermejo
- Rosa Mmae A. Aquit

# Situational Leadership Model

Directing

Coaching

Supporting

Delegating

What do you use to --

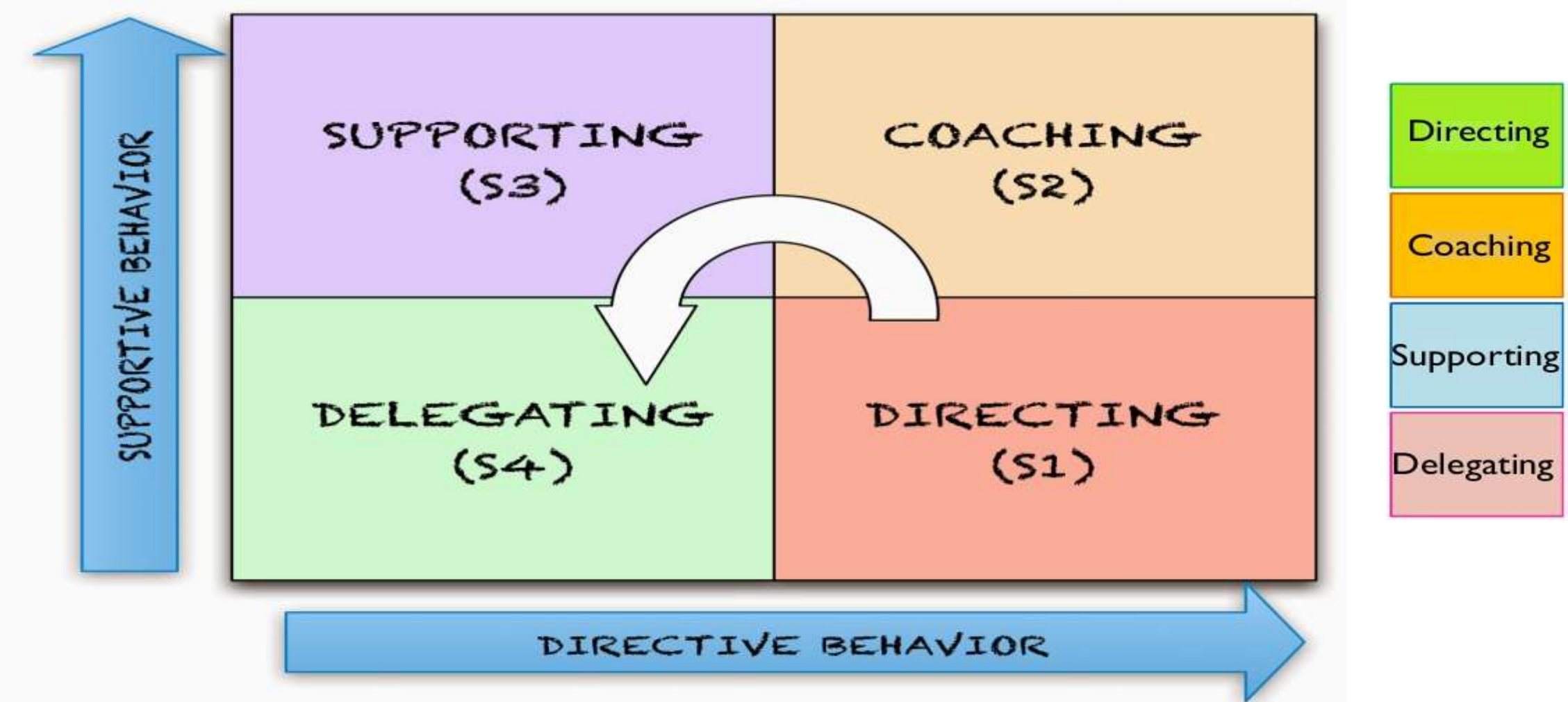
Manage when in very tight deadline?

Manage capable and motivated employees?

Manage employees with low skill?



# Situational Leadership Model



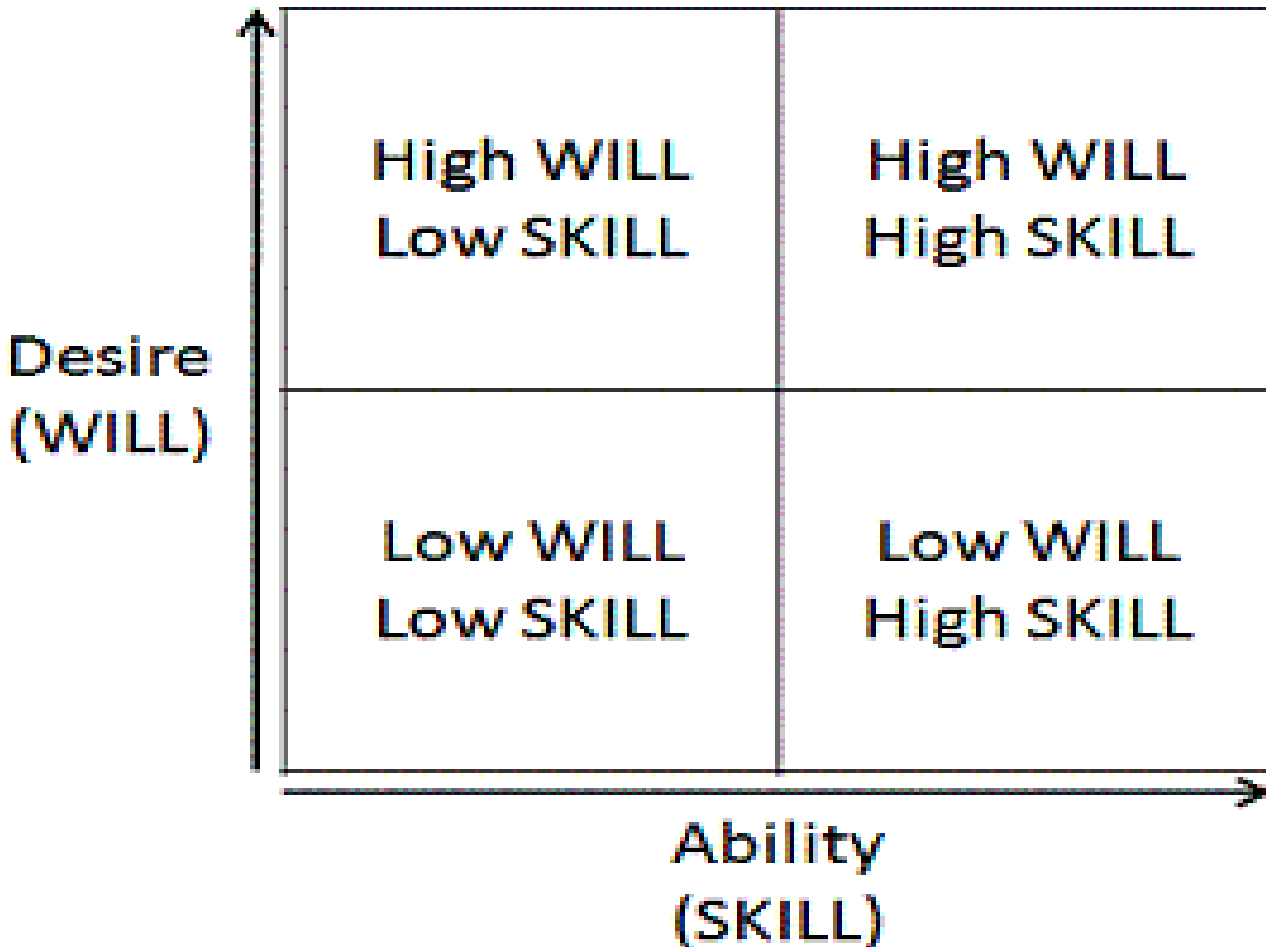
# AGILE AND AUTHENTIC LEADERSHIP DEPENDS ON...

1. Situation

2. Will and Skill of Employee



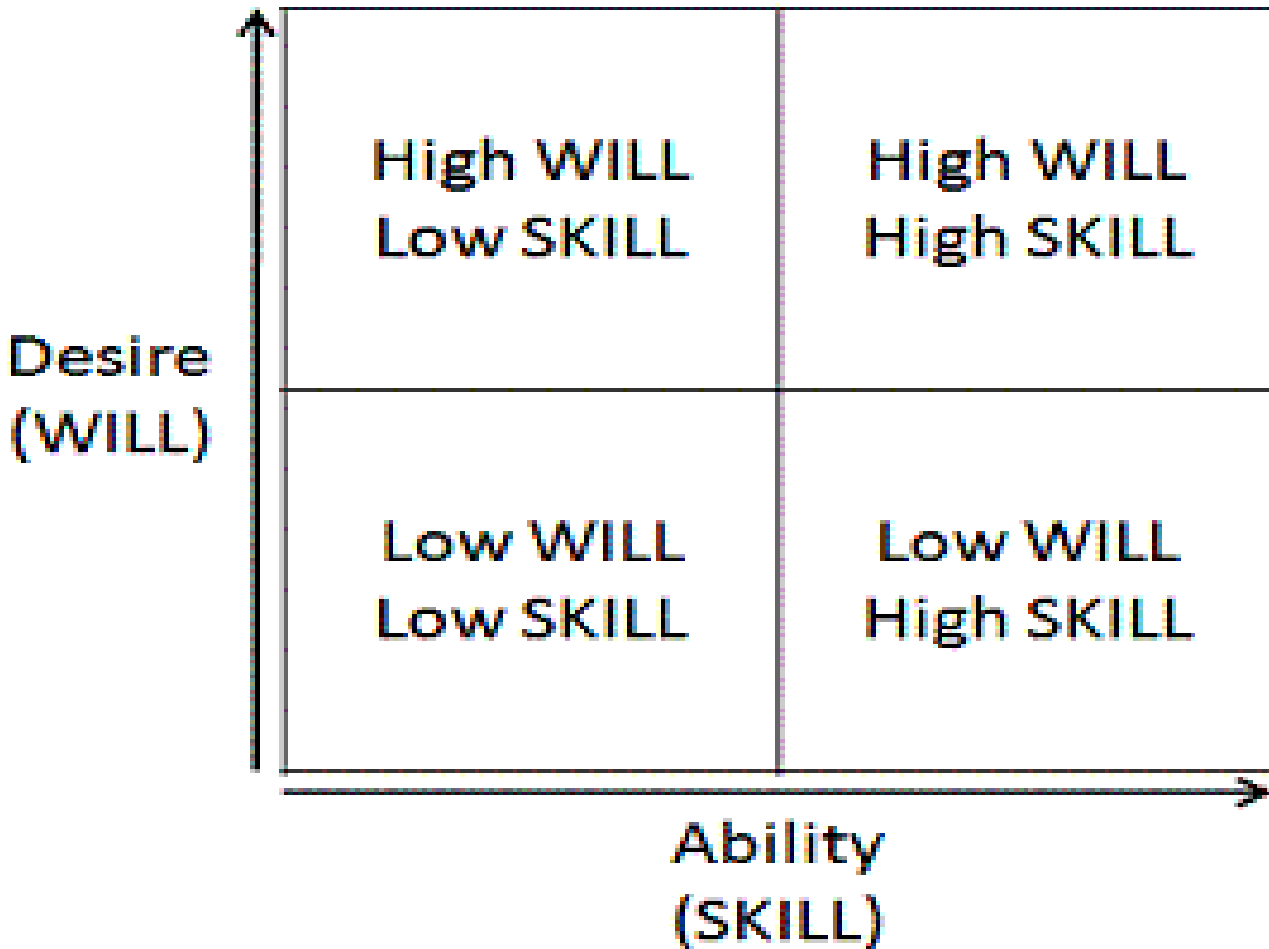
# SKILL AND WILL



“Skill” refers to a person’s ability, proficiency, facility or dexterity in a given capability... a “capability” being some bit of knowledge or behaviour that the person can demonstrate.

“Will” refers to one’s motivation, volition, inclination or desire to achieve, to initiate (and sustain, despite obstacles) a given capability... this includes actions such as taking on new responsibilities or new learning

# SKILL AND WILL



What are the characteristics of a **High Will** staff?

A **Low Will** staff?

A **High Skill** staff?

A **Low Skill** staff?

# SKILL AND WILL



Desire - <u>Will</u>	High WILL Low SKILL (2. Coaching)	High WILL High SKILL (4. Delegating)
	Low WILL Low SKILL (1. Instructing)	Low WILL High SKILL (3. Encouraging)
	Ability - <u>Skill</u>	

# WHAT QUESTIONS CAN YOU USE TO KNOW THE SKILL AND WILL?

Questions to know <b>SKILL</b>	Questions to know <b>WILL</b>





# EXERCISE: Let's role play!

## Managers

- 1. Assess Readiness**
- 2. Handle the Readiness to achieve the task**

## Employees

- 1. Act out Readiness**
- 2. Observe how you are handled**

## Observers

- 1. Provide Developmental Feedback based on the way the manager handled the employee**

# EXERCISE: Let's role play!

Role playing 1

Manager  
Assistant

Role playing 2

Manager  
Assistant

## Scenario I:

You must be in the Manila by 9:00 am tomorrow morning to give a presentation as a keynote speaker at a conference. As you are about to begin an important activity today, you were notified that the flight to Manila has been cancelled. Your administrative assistant will be involved in booking another flight for you.

How will you do this?

## Scenario 2:

The Manager is going away for a 1-week activity and wouldn't have access to emails or phone calls. He/she needs somebody to train and take charge of the new staff who just reported last week.

How will you do this?

# REFLECTIONS?



Let's summarize





THANK YOU!