

ROLE OF THE MANAGER

Slide 1

During the Management Programme you defined the role and attributes of the FBD Manager.

However, before we discuss either of these, remember this...

Psychologically everyone must embrace the fact that they are management so anyone who is making statements like...

- They don't tell us anything
- Or, they don't communicate with us

Then you need to seriously reconsider your Thinking.

The reason I say that is because you ARE THEY, you are no longer operating. You are in fact management.

[Lilly Tomlin story]

Slide 2

YOU have now set the standard.

You did all the work in defining your own roles and key attributes in how you should be managing your people.

Each one of us must take Responsibility and develop Accountability for delivering to these standards.

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So... What is the Role of the FBD Manager as you have defined?

The role involves the implementation of FBD's goals and objectives and how they translate to you and your teams Personal Business Objective's in the delivery of "Knowing What Matters".

You have responsibility for your Customers Experience.

Delivering what you promised to your customers both internally and externally... and delivering on time and to the highest standards.

You must live the FBD Values and demonstrate professional management behaviours, every day... in all your interactions.

It's important to be Compliant in all your working activities.

In addition, you're responsible for the implementation of company decisions... even though sometimes you may dis-agree with them.

You must keep your employees informed and Communicate regularly in a consistent way.

Also it's important to set the standards of performance that you expect from people and provide honest constructive feedback regularly.

Finally... In relation to Change Management it's important that we become masters of change, rather than victims of change.

There is a theory called "the challenge response theory".

[Describe the theory]

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During your Management Programme in March you defined the attributes of the Ideal FBD Manager and as you know we compared these to the KASH Model.

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Do you remember KASH?

KASH defines the 4 elements of the Ideal FBD Manager. These elements are:

- Knowledge
- Attitude
- Skills
- And Habits

The successful FBD Manager must have a combination of each of the 4 elements of KASH to excel in the Role.

Knowledge is defined as the information and education gained over time... this could be both academic and experience related.

Attitude – in aeronautical terms it's defined as the Angle of Approach of the Aircraft in relation to the Horizon.

In human terms, therefore... it is the person's approach to work, people and life in general.

Skills are specific abilities developed through training, education and experience.

And finally Habits... A Habit is an acquired behaviour pattern regularly followed... in other words, a Habit is a behaviour that a person finds easier to do than not to do.

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As we said earlier, during your Management Programme, you identified the attributes you thought best described the Successful FBD Manager.

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In the final Analysis it became clear that although Knowledge, Skills and Habits are important, the dominant category by far is that of ATTITUDE.

[Operating table example – surgeon/sharp thing]

In sport, if a team is unsuccessful, what changes...

The answer is of course... The Manager.

Why?

Because the Manager's job is to get the best results through your people.

And whilst your role is primarily about managing YOUR own team, you also need to interact with all teams in the company to ensure we deliver for all our customers.

Slide 8

Remember... YOU defined the role of the manager AND the standards to which we all need to operate.

- Implement your goals and objectives to the highest levels of performance
- Deliver what you say you will do for your customers, both internally and externally, and make sure you do it on time and to the highest levels of professionalism
- Live FBD Values and Behaviours every day, in all your interactions with others
- Be Compliant in all your working activities.
- Keep your employees informed and updated through your team meetings and also through 1 to 1 communications.
- Set the standards of performance that you expect from people and provide honest constructive feedback on a regular basis.
- Delegate where appropriate.

These are the things we discussed in Castleknock.

Nobody can do this for you, you have got to do it yourself.

FBD's continued success is dependent on you, the Managers – your skills and attitudes.

So make your decision **now**...

to embrace the role of the FBD manager.