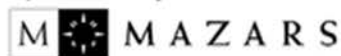


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Members' Weekender 2013
Manchester 17-18 May
aat.org.uk/weekender

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How to manage our two most important assets – our clients & our people.

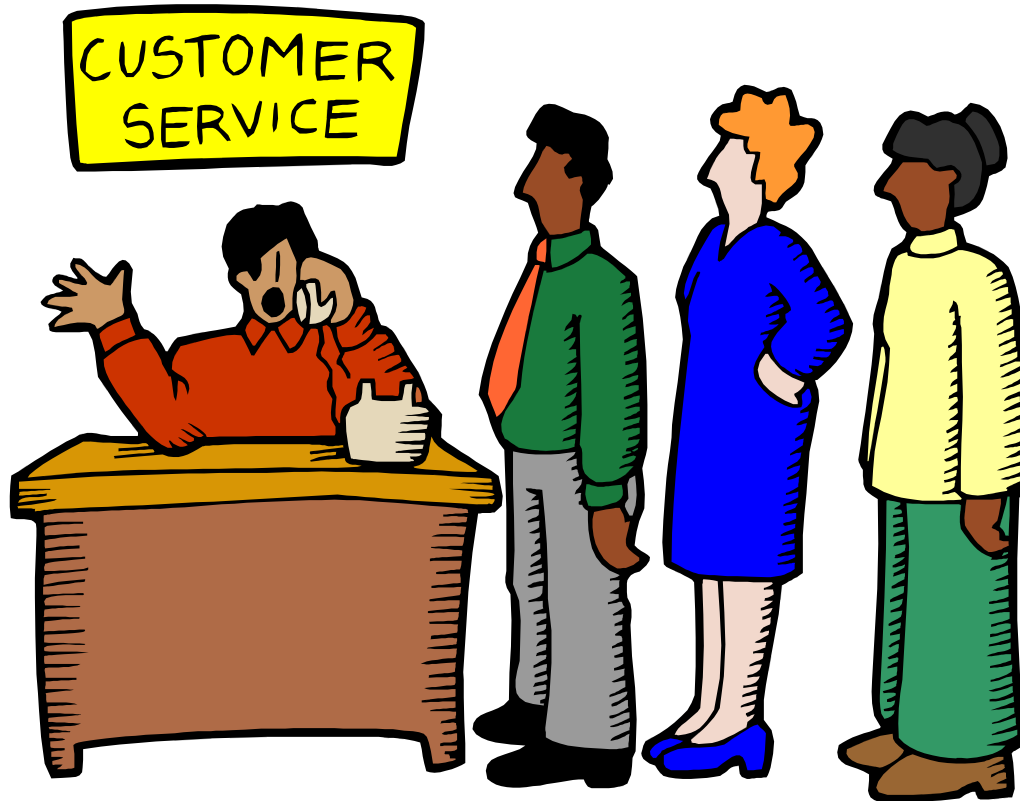
JOHN STYLIANOU of Actual People Development Ltd.
Learning & development consultant and MAAT.



Agenda

- Client service
 - Are our clients advocates or detractors?
 - Me as a client
 - Moments of truth
 - Touch points
- Managing the performance of our people
 - Performance review and monitoring
 - Goal or objective setting
 - Regular feedback

Advocators and detractors



Me as a client – Let's put ourselves in our clients' shoes



Moments of truth

- How good are YOUR moments of truth?
- Let's explore them
- On Monday why not explore them in your own business?

Managing our people



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Get the balance right – manage but don't micro manage



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Performance review and monitoring

- Important to review performance regularly
- Not a once or twice a year process
- It should be continuous
- A review should look back but must always look forward
- Provide regular feedback
- What about praise?
- Agree and monitor goals
- Help create a development plan

Setting goals and objectives

A man going
nowhere will
usually get there



SMART goals will make the difference

Specific
Measurable
Achievable
Realistic
Time bound



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Provide regular feedback

- What is good quality feedback
 - **Specific** not general
 - **Descriptive** not evaluative
 - Focus on **behaviour & events** not on a person's character
 - **Constructive.** i.e. Address things that the person can do something about
 - **Timely**
 - Useful in helping the person to **change**

Feedback - Acronym

- Behaviour
- Reason
- Outcome
- Feelings
- Future

Some examples of good and poor quality feedback

- POOR – “You’re really aggressive” (character assessment)
- GOOD – “You shouted at Freddie last Friday in the audit room in front of the whole office
- POOR – “You’re great with clients” (general)
- GOOD - “I like the way you respond to clients. You always read up on your clients and ensure you understand their business. This ensures that your advice is always appropriate (specific with examples)

Some more examples of good and poor feedback

- POOR – “You are a bit shy aren’t you?” (evaluative)
- GOOD – “I have noticed that you are bit quiet in meetings. Why is that. Can I suggest that you come forward with ideas in meetings (descriptive)
- POOR – “You lack gravitas because you talk too quickly” (unconstructive)
- GOOD – “I have noticed that your voice speeds up when you are presenting. Are you aware of that? Can I suggest that you deliberately slow your delivery when you are presenting. Nerves often make us speed up, so make a conscious effort to slow down.

What have we covered, and what will we take away from this session?

- Post it action plan
- My 2-3 key take aways

Any questions?

