



## DEVELOPING CAPACITY FOR THE ORGANISATION'S PRIMARY PURPOSE

### A checklist and planning guide for group managers and leaders

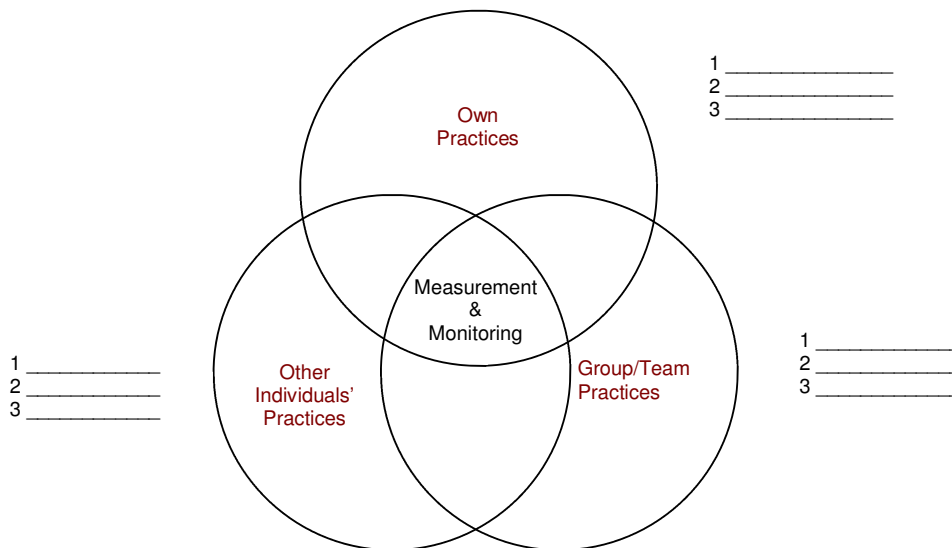
#### PURPOSE

This is designed to help group managers and leaders develop individual and collective capacity for their organisation's *Primary Purpose* (or *Primary Task*):

- *Primary Purpose* refers to what an organisation must do in order to **survive**.<sup>1</sup>
- *Capacity for the Primary Purpose* is what determines an organisation's ability to **thrive**.<sup>2</sup>

#### PROCESS

The process (usually conducted in conjunction with 1:1 mentoring support) sets out to identify and focus on achieving three critical development themes for each of three aspects of their broad responsibilities for developing capacity for Primary Purpose:



- Each development theme comprising targets, broad goals and specific, scheduled objectives.<sup>3</sup>
- Action-plans managed and monitored methodically<sup>4</sup> (initially over a 12-18 month development period) to ensure continuous, incremental improvement.
- Plans and progress guided and supported by an appropriately skilled supervisor, kaiawhina, coach or mentor.

<sup>1</sup> Remain functional; overcome difficulties.

<sup>2</sup> Flourish, prosper, grow vigorously, succeed – and survive.

<sup>3</sup> See Action-planning template page 7.

<sup>4</sup> See *Planning and Managing the Plan* diagram page 9.

## General Guidelines

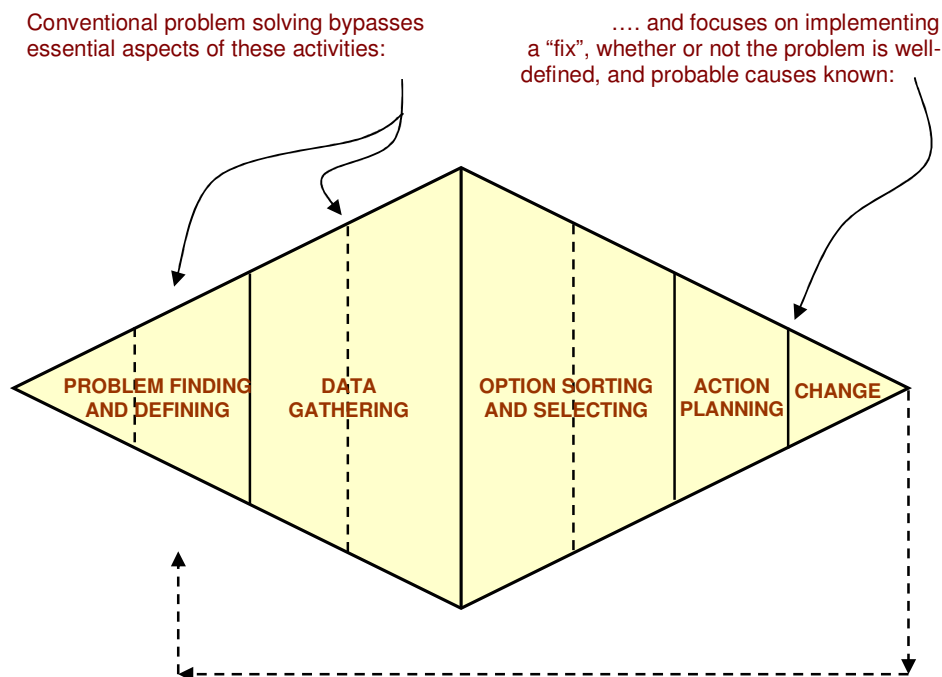
### IDENTIFY POSSIBLE TARGETS

Work through the checklists in the following pages and study the available resources (referenced discussion papers, conceptual frameworks and notes) to identify improvement targets: gaps between ideals and the current reality; wherever there is need for improvement or growth in capacity and competence.

Begin by examining your **own** practices.

### CLARIFY THE PROBLEMS

Beware of planning “fixes” to problems yet to be defined and inquired into.



### ESTABLISH PRIORITIES

**Assign highest priority** to making what is common sense, common practice; and to changing first (i) either what you have autonomy over or ability to control; then (ii) what you have the ability to influence. (See *Start Here!* diagram and notes, page 7.)

**A: Assess Your Own Practices**

<b>Check</b>	<b>Notes</b>	<b>EncourageMentors Website Resources</b>
Are your priority-management processes methodical and based on what is really important and valuable, and on what eliminates or minimises chronic problems?	Despite their best intentions, most people appear to manage their priorities in favour of what has become stressfully urgent and important.	See <i>Manage Priorities, Not Time</i> , <a href="http://www.encouragementors.com/selfmanage-buy.html">http://www.encouragementors.com/selfmanage-buy.html</a>
How clear is your own <i>Big Picture</i> (vision, values, purpose, aspirations, beliefs, policies)?	Multi-tasking, attention to detail and priority-management are easier when the wider context and purpose of work are clear and held in focus.	See <i>Manage Your Leadership Practices</i> and <i>Thriving!</i> at <a href="http://www.encouragementors.com/leadership-buy.html">http://www.encouragementors.com/leadership-buy.html</a>
Is the organisation's <i>Big Picture</i> clear? Do you understand and identify with it?	Look beyond the stated intentions for evidence of what is in fact demonstrated by behaviours. The source of much stress and misdirected effort is found here.	See <i>Manage Your Leadership Practices</i> and <i>Thriving!</i> at <a href="http://www.encouragementors.com/leadership-buy.html">http://www.encouragementors.com/leadership-buy.html</a>
Is the desired culture expressed in behavioural terms people can identify with?	Commonly, organisational philosophy and desired culture are expressed in slogans incapable of measurement and open to conflicting interpretations.	See <i>Manage Your Leadership Practices</i> and <i>Thriving!</i> at <a href="http://www.encouragementors.com/leadership-buy.html">http://www.encouragementors.com/leadership-buy.html</a>
Is your job/position description/specification fit for purpose?	In reality, surprisingly few are.	See <i>What Should You Be Doing? How Do You Know?</i> , <a href="http://www.encouragementors.com/performance-buy.html">http://www.encouragementors.com/performance-buy.html</a>
Is your approach to planning strategy and managing plans methodical or improvisational?	The main reason "things don't go according to plan" is that there is no real plan currently active.	See <i>Planning</i> , <a href="http://www.encouragementors.com/planning-benefits.html">http://www.encouragementors.com/planning-benefits.html</a>
Is your leadership definition and leadership model clear? Are your leadership practices methodical or improvisational?	Check: <a href="http://www.encouragementors.com/leadership-benefits.html">http://www.encouragementors.com/leadership-benefits.html</a>	See <i>Manage Your Leadership Practices</i> , <a href="http://www.encouragementors.com/leadership-buy.html">http://www.encouragementors.com/leadership-buy.html</a>
Is your continuum of decision-making (methods and issues to which they apply) clear and known to those affected?	Check: <a href="http://www.encouragementors.com/decision-benefits.html">http://www.encouragementors.com/decision-benefits.html</a>	See: <i>Manage Your Decision-making</i> , at <a href="http://www.encouragementors.com/decision-buy.html">http://www.encouragementors.com/decision-buy.html</a>
How effective and appropriate are your interpersonal communication practices? How do you know?	Few people have objective evidence with which to answer these questions.	Start here: <a href="http://www.encouragementors.com/relationship-benefits.html">http://www.encouragementors.com/relationship-benefits.html</a>
Are your problem-solving processes methodical or improvisational?	Throwing "quick-fixes" at, or arguing about possible solutions to ill-defined problems are the conventional, most common approaches.	See: <a href="http://www.encouragementors.com/probsolving-benefits.html">http://www.encouragementors.com/probsolving-benefits.html</a>

<b>Check</b>	<b>Notes</b>	<b><i>EncourageMentors</i> Website Resources</b>
Are your conflict resolution processes fit for purpose? Methodical or improvisational?		Go to: <a href="http://www.encouragementors.com/conflict-benefits.html">http://www.encouragementors.com/conflict-benefits.html</a>
Do you systematically monitor your own management and leadership practices through the perception of those they are designed to serve? Are the methods of measurement likely to provide accurate and honest information relevant to improving performance? To what extent do your everyday behaviours model the values held within your own Big Picture and the organisation's?	If you are uncertain of the answers to these questions, find safe and accurate ways of routinely sampling others' perception. To rely on informal or spoken feedback from those who report to you, is an entirely unreliable practice bound to provide a false picture. See articles on this page: <a href="http://www.encouragementors.com/performance-download.html">http://www.encouragementors.com/performance-download.html</a>	Check SCI See <i>Surveys</i> , <a href="http://www.encouragementors.com/leadership-clarify.html">http://www.encouragementors.com/leadership-clarify.html</a>
Is your performance and development continuously subject to a helpfully-supervised coaching plan?	See "Managing Performance": <a href="http://www.encouragementors.com/performance-benefits.html">http://www.encouragementors.com/performance-benefits.html</a>	Download our <i>Performance Development Generic Ideals</i> document: <a href="http://www.encouragementors.com/performance-download.html">http://www.encouragementors.com/performance-download.html</a>
What are the principal challenges you face in your role? Of these, which cause the most damage (in terms of performance) or stress? Which are the chronic problems you're continually "fixing"?	Consider completing self-assessment forms within each section of our website.	Begin an informal, no-obligation discussion about these matters, with a Mentor of your choice: <a href="http://www.encouragementors.com/contact.html">http://www.encouragementors.com/contact.html</a>
How clear are you about your own part in the problems and challenges you experience? To what extent do you cause or contribute to them?	Consider completing self-assessment forms within each section of our website	Begin an informal, no-obligation discussion about these matters, with a Mentor of your choice: <a href="http://www.encouragementors.com/contact.html">http://www.encouragementors.com/contact.html</a>

## B: Monitor Others' Practices

Check	Notes	<b>EncourageMentors Website Resources</b>
Job/position description/specification fit for purpose?		See <i>What Should You Be Doing? How Do You Know?</i> , <a href="http://www.encouragementors.com/performance-buy.html">http://www.encouragementors.com/performance-buy.html</a>
Approach to planning strategy and managing plans methodical or improvisational?		See <i>Planning</i> , <a href="http://www.encouragementors.com/planning-benefits.html">http://www.encouragementors.com/planning-benefits.html</a>
Performance appraisal and development system fit for purpose?		Download: <a href="http://www.encouragementors.com/performance-download.html">http://www.encouragementors.com/performance-download.html</a>
Performance and development continuously subject to a helpfully-supervised coaching plan	See: <a href="http://www.encouragementors.com/performance-benefits.html">http://www.encouragementors.com/performance-benefits.html</a>	
Understands and identifies with Organisation's Big Picture, aspirations and desired culture?		
Priority-management processes methodical and based on what is really important and valuable?	See "Manage Priorities": <a href="http://www.encouragementors.com/selfmanage-buy.html">http://www.encouragementors.com/selfmanage-buy.html</a>	
Decision-making continuum (if relevant to role), clear and known to those affected?	Check: <a href="http://www.encouragementors.com/decision-benefits.html">http://www.encouragementors.com/decision-benefits.html</a>	See: <i>Manage Your Decision-making</i> , at <a href="http://www.encouragementors.com/decision-buy.html">http://www.encouragementors.com/decision-buy.html</a>
Interpersonal communication practices effective and appropriate?	Few people have objective evidence with which to answer these questions.	Start here: <a href="http://www.encouragementors.com/relationship-benefits.html">http://www.encouragementors.com/relationship-benefits.html</a>
Problem-solving processes methodical or improvisational?	Throwing "quick-fixes" at, or arguing about possible solutions to ill-defined problems are the conventional, most common approaches.	See: <a href="http://www.encouragementors.com/probsolving-benefits.html">http://www.encouragementors.com/probsolving-benefits.html</a>
Conflict resolution processes fit for purpose? Methodical or improvisational?		See: <a href="http://www.encouragementors.com/conflict-benefits.html">http://www.encouragementors.com/conflict-benefits.html</a>
What are the principal challenges others appear to face? Of these, which cause the most damage (in terms of performance) or stress? Which are the chronic problems they're continually "fixing"?	You could have them complete self-assessment forms within each section of our website.	
How clear are you about your own part in the problems and challenges others experience? To what extent do you cause or contribute to them?		

### C: Monitor Team and/or Group Practices

<b>Check</b>	<b>Notes</b>	<b><i>EncourageMentors</i> Website Resources</b>
(If team): Is "team" defined? Are the criteria of team competence established and is team performance methodically monitored against them?	Check: <a href="http://www.encouragementors.com/teams-download.html">http://www.encouragementors.com/teams-download.html</a>	See: <a href="http://www.encouragementors.com/teams-benefits.html">http://www.encouragementors.com/teams-benefits.html</a>
(If team): Does the team have a team-specific purpose for which team members hold themselves mutually accountable?	Check: <a href="http://www.encouragementors.com/teams-download.html">http://www.encouragementors.com/teams-download.html</a>	See: <a href="http://www.encouragementors.com/teams-benefits.html">http://www.encouragementors.com/teams-benefits.html</a>
(If team): Does the team measure its effectiveness directly by assessing collective work products/outcomes?	Check: <a href="http://www.encouragementors.com/teams-download.html">http://www.encouragementors.com/teams-download.html</a>	See: <a href="http://www.encouragementors.com/teams-benefits.html">http://www.encouragementors.com/teams-benefits.html</a>
(If group): Are the characteristics of group competence (or "an effective group") established and group performance methodically monitored against them?	Check: <a href="http://www.encouragementors.com/teams-download.html">http://www.encouragementors.com/teams-download.html</a>	See: <a href="http://www.encouragementors.com/teams-benefits.html">http://www.encouragementors.com/teams-benefits.html</a>
Does the team or group collectively possess sufficient functional, group process, personal and interpersonal skill?	Check: <a href="http://www.encouragementors.com/teams-download.html">http://www.encouragementors.com/teams-download.html</a>	See: <a href="http://www.encouragementors.com/teams-benefits.html">http://www.encouragementors.com/teams-benefits.html</a>
Does the team or group share a common approach to decision-making?	Check: <a href="http://www.encouragementors.com/teams-download.html">http://www.encouragementors.com/teams-download.html</a>	See: <a href="http://www.encouragementors.com/teams-benefits.html">http://www.encouragementors.com/teams-benefits.html</a>
Does the team or group share a common approach to problem solving?	Check: <a href="http://www.encouragementors.com/teams-download.html">http://www.encouragementors.com/teams-download.html</a>	See: <a href="http://www.encouragementors.com/teams-benefits.html">http://www.encouragementors.com/teams-benefits.html</a>
Does the team or group share a common approach to conflict resolution?	Check: <a href="http://www.encouragementors.com/teams-download.html">http://www.encouragementors.com/teams-download.html</a>	See: <a href="http://www.encouragementors.com/teams-benefits.html">http://www.encouragementors.com/teams-benefits.html</a>
Is team/group performance rewarded to the extent that it is encouraged?		
Are meetings systematically planned, managed, monitored and improved against criteria of effectiveness?	See: <a href="http://www.encouragementors.com/meetings-benefits.html">http://www.encouragementors.com/meetings-benefits.html</a>	

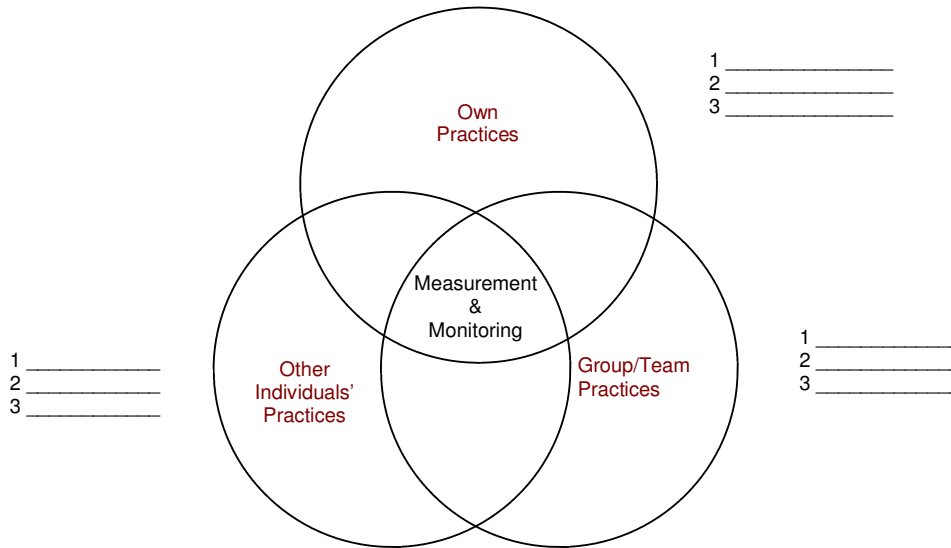
**ACTION-PLAN STRATEGY TO ADDRESS IMPROVEMENT PRIORITIES**

Focus: Target No.	Target:		
Medium term goals (which when achieved will realise the target)		Specific actions (which when achieved will realise the goal)	Target Date
[ ]			
[ ]			
[ ]			

<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<p>Check (5)</p> <p>Action plan covers the period        /        /        to        /        /</p> <p>Progress review dates diarised</p> <p>Scheduled discussion with Coach, Mentor, Kaiawhina, Supervisor or Counsellor</p> <p>Coach, (etc) diarised progress reviews and project evaluation?</p>
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## REDUCE STRATEGY TO KEY-WORDS

Focus on achieving three critical development themes for each of these aspects of your broad responsibilities for developing capacity for Primary Purpose:



- Each development theme to comprise targets, broad goals and specific, scheduled objectives.<sup>5</sup>
- Action-plans managed and monitored methodically<sup>6</sup> (initially over a 12-18 month development period) to ensure continuous, incremental improvement.
- Plans and progress guided and supported by an appropriately skilled supervisor, kaiawhina, coach or mentor.

<sup>5</sup> Derived from your documented action-plan (use template, page 7 or similar).

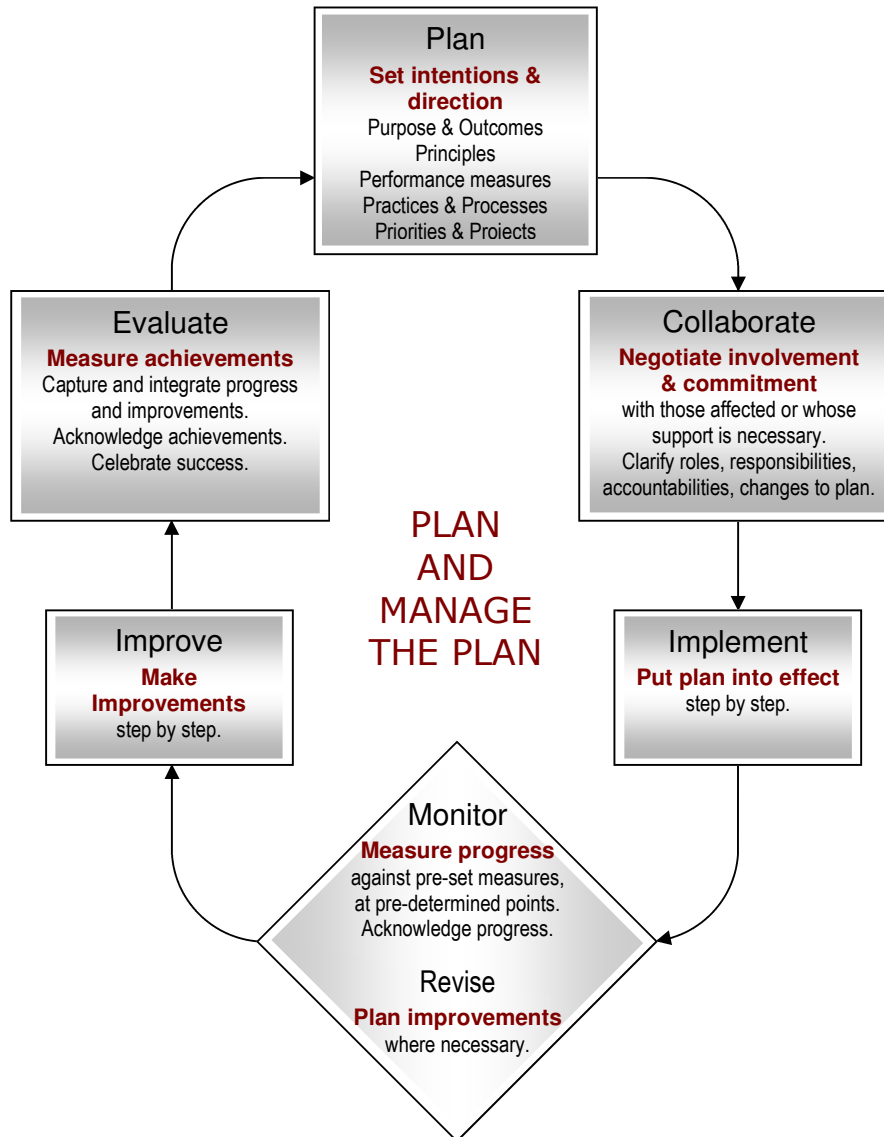
<sup>6</sup> Following the Planning *and Managing the Plan* process outlined, page 9.

## PLAN THE PLAN AND PLAN TO MANAGE IT

Discuss your progress with your mentor at first opportunity. S/he will help you establish the crucial priorities and document methodical plans for achieving the targets you set, and will encourage you to follow the three keys to effective goals and priorities:

- 1 Follow-up;
- 2 Follow-up; and
- 3 Follow-up.

### Planning and Managing the Plan

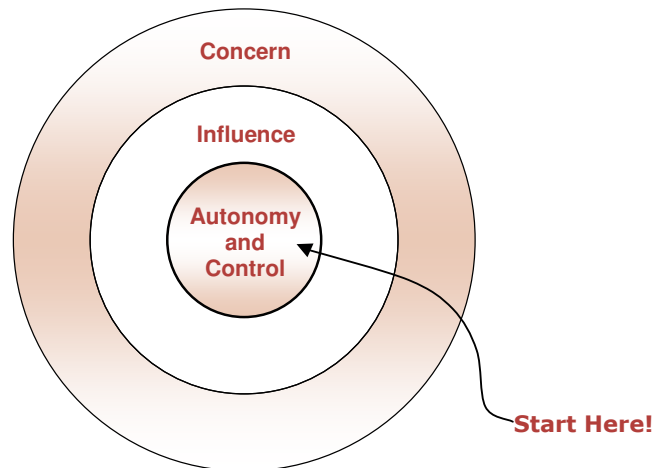


## START HERE!

Where can you start? Where should you? How “big” should you start?

Whatever improvisations you currently use need not be replaced with systematic approaches immediately or simultaneously. In fact, that is usually impossible. Where would you gain most from a series of carefully-planned incremental changes to the methodology you and your colleagues use to plan and manage business and collaboration with others? Talk to each other; ask your staff and colleagues. Talk to your coach, mentor or supervisor if you need information to help you make this decision.

Recognise that for each of us there are areas of our exterior worlds over which we have (i) no ability to control or influence; (ii) ability to influence but not control; and (iii) complete autonomy and control. Start with the first and you may end up disappointed and frustrated. Start with the last and you will gradually increase your ability to influence:



And **start small!** Managing anything by surprise or major, unannounced innovation is counter-productive. Your initiatives may frighten other people. They won't necessarily understand your intentions and are likely to resist your change efforts because they feel uncomfortable with them. Move incrementally, rather than in giant leaps.

Manage your change according to a carefully-planned plan that involves those who will be affected by it. Monitor progress, especially by involving those who will be affected by your changes:

Do you want me to follow your lead? Do you need me to accept and support your initiatives for change? Would you like my commitment to them? Do you want the change process to empower me, enable me and increase my capacity for the organisation's *Primary Purpose*? Involve me!

