
Converting Knowledge into Results

Knowledge has no value unless it is applied. So the application of knowledge is at the core of all we do. Skillogy PERFORM has integrated processes within the programme to ensure that what is learned is applied and measured for results.

Converting Knowledge into Results

Introduction

Skillogy PERFORM has one overriding aim – to improve management performance.

This management development programme is unique in its approach and structure. Based on a well-researched model, the programme provides access to the key process, behavioural and interpersonal performance skills.

Technical skills, alone, do not secure results. Technical skills are only one part of the solution. To achieve success, managers, leaders and their teams must be able to build on their technical skills from a raft of performance skills that assist them in maximising their potential, improving their performance and aiding their progression.

Skillogy uses a model and a set of processes to identify areas of improvement in key performance skills.

The Model of Performance Skills™ is built around some 350 characteristics identified as contributing to management performance in an organisational environment.

The structure forms an integrated model that links the characteristics through a network of behavioural, interpersonal and process skill clusters.

In practice this means that if a manager has a need to improve his or her performance in a number of performance skills, there is a strong possibility that the weakness has an impact on other related skill areas.

Similarly, as the performance skill development takes place, the improvement has an incremental impact on those other skill areas, resulting in a significant improvement in overall work performance.

Skillogy builds on existing talents, skills and abilities to achieve success.

The model is designed to build on existing talents by developing key performance skills and abilities to achieve superior work performance and results.

Skillogy looks at both individual and organisational issues within the process.

The considerable experience gained from running these programmes over the last seven years in diverse industries, cultures and management populations has shown that individual performance improvement needs to be addressed within the scope of the working environment. Unless individuals and teams are aligned with the organisation in which they work, overall success will not be achieved. The process is designed to handle these issues.



Performance development

The process begins with performance development and involves both the individual and the environment in which they work. The common goal is to achieve results.

An individual brings to the workplace, a range and mix of talents, skills and abilities. Talent provides the individual with an aptitude that is genetically driven and nurtured from birth, resulting in an aptitude or leaning towards a specialist area or discipline. Talent guides a person towards a particular path in terms of educational and career development and by nature, tends to be fixed and innate.

Skills and abilities, on the other hand, are flexible in their application and development. Skills are a proficiency that are acquired or developed through training or experience. Ability is the mental or physical power to put the skills into practice.

The Model of Performance Skills™ works in combination with your talents, skills and abilities to maximise performance in the work environment in order to achieve results.



Managers and leaders produce results in an operating environment of one type or another. This operating environment comprises a set of strategies and objectives that are implemented within an organisational culture and framework governing processes, policies, systems, procedures and practices. The sole aim of this direction is to achieve results.

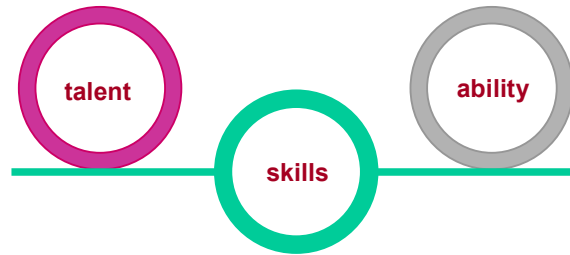
Often, there are impediments within the organisation that can restrict individuals and teams from performing and these need to be addressed. Similarly, issues relating to individuals or teams need to be resolved. These issues are identified, tracked and rectified within the performance development process.

The aim is to align individual and organisational development so that overall performance can improve.

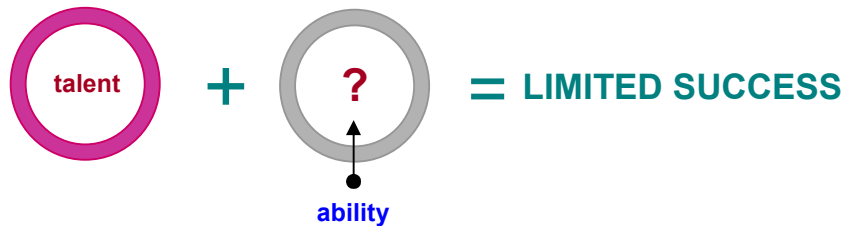


Focusing on talents, skills and abilities

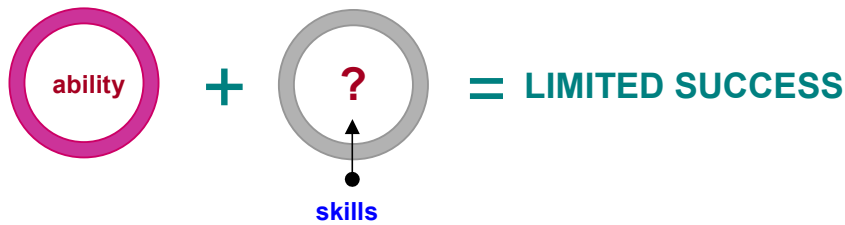
Without the right balance of talent, skills and ability, success in management is limited.



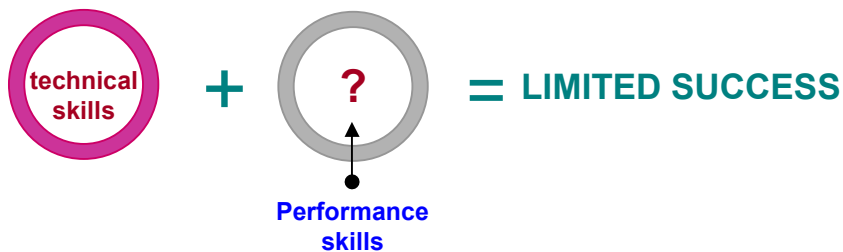
Many people have talent, but without ability, success in management is limited.



Many people have ability, but without skills, success in management is limited.



Many people have technical skills, but without performance skills, success in management is limited.

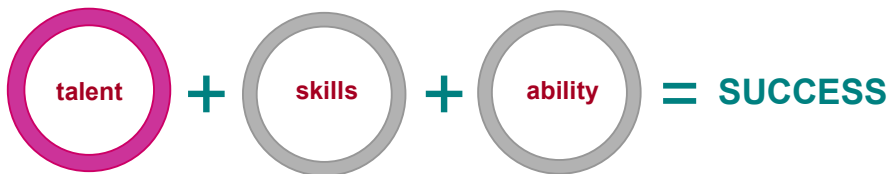


Focusing on talents, skills and abilities

Skillogy has identified the key performance skills critical to management success.



With the right balance of talent, skills and ability, success in management is achievable.



Skillogy has developed an integrated model to achieve management success that:

- builds on talent to release potential
- develops skills to maximise performance
- combines talent, skills and ability to maintain progression

This is the framework for The Model of Performance Skills™

This is the framework for Converting Knowledge into Results.



Summary of courses

Managing Self | **Creativity and Originality**

Much of management is about finding creative solutions to problems and identifying the most appropriate course of action. This module provides an overview of creativity and originality and explores the power of the mind in bringing things into being from original thought or basic concepts. The course sets out to demonstrate how you can build on original thoughts to create solutions and plans, which contribute to workplace performance.

Managing Self | **Emotional Intelligence**

A substantial body of evidence suggests that Emotional Intelligence (EI) is closely related to workplace success for leaders and managers. In this module we look at five key areas to help you to understand the emotional content of situations and use your emotional intelligence to improve your effectiveness in dealing with others.

Managing Self | **Ethical Leadership**

Leaders are powerful people who are able to exercise considerable influence over other people. It is one thing to be a charismatic or inspirational leader, but that is not enough. Using our leadership gifts, skills and abilities in an ethical way is important. In this module we look at how organisations do not just exist for profit; they are social entities and there is a requirement upon them to act with social responsibility.

Managing Self | **Personal Character**

Personal character is the sum of your moral and ethical qualities. It is these same qualities that provide the foundation for your working relationships. This module helps you to reflect on your work behaviour and how this manifests in terms of integrity. Without this it is impossible to lead and manage a team with any degree of lasting success.

Managing Self | **Personal Communication**

It is estimated that some 70% of your work time is spent in some form of communication or another. With so much practice and experience it would appear that we are all experts, but that is not the case. This module looks at your ability to reach a shared or common understanding with another person and how you apply your verbal and written abilities as well as your capacity to listen and understand.

Managing Self | **Personal Contributions**

What you achieve at work is dependent on the contributions you make to your team. This is the sum of the skills that you willingly give to others or you add towards a common goal or result. This module looks at the key areas of contribution that you are required to make in order to achieve team objectives and results.



Summary of courses

Managing Self | **Personal Organisation**

For most people, personal organisation seems to have a considerable effect on general feelings and moods; you have good days and bad days. If you feel well organised you have a positive sense of well-being. You feel on top of your work and in control. This module looks at our ability to arrange and control all aspects of your work into an effective process so that the work flows smoothly with the minimum of time delay and disruption.

Managing Self | **Stress Management**

Work stress has been described as the 'wear and tear' caused by your working life. This module looks at your ability to avoid work stress and to control and manage it, when it arises. Excessive and continuous work stress is very damaging, resulting in health problems, loss of productivity and pressure on working relationships.

Managing Self | **Thinking Abilities**

Your ability to think is probably your greatest asset at work. Everything you say and do will be touched in some way by what is going on in your mind. Most certainly, your performance and achievements are a direct function of your thinking abilities. This module looks at the skills of mental agility, conceptual and analytical thinking. Together, these skills allow you to conceive and form ideas in a practical sense and ultimately draw the right conclusions.

Managing Self | **Work Personality**

Your work personality brings together all those parts of you that have an influence on your performance at work. This module examines those qualities of your personality that you consistently demonstrate in your work and by which you become known by your colleagues.

Managing People | **Cross Cultural Awareness**

We are living in the age of the global organisation. Even in the most remote parts of the world evidence can be found of the international impact of commercial and non-profit organisations. This module provides an understanding of the different cultural norms that operate in various countries and the major factors that contribute to cross cultural awareness.

Managing People | **Customer Service**

Excellent service is a perception. Customers rely on intuition and feelings at least as strongly as logic in making a judgement about your organisation and the service level it provides. Are the customer service systems you employ immediate, simple, fast and responsive? Do customers enjoy the experience when they deal with you? Do customers spread positive stories in the marketplace about your organisation? This module is designed to help you rethink and improve the quality of customer service your organisation provides.



Summary of courses

Managing People | Delegation Management

This module examines the ability to plan and control the allocation of work within team members in order to maximise resources. Good delegation is based on clear objectives, regular reviews and sound feedback. It shows how delegation can provide a sound basis on which to improve productivity, engender ownership and responsibility whilst fostering individual growth and development.

Managing People | Diversity

In a global and diverse marketplace, an organisation that mirrors the makeup of the marketplace it serves, is better equipped to thrive in that marketplace. This module looks at how managers and supervisors can comply with legislation and manage diverse teams effectively. The course builds on a series of interactive case studies to explore key legal and workplace issues.

Managing People | Meetings Management

People at work spend a substantial amount of time in meetings: a typical manager can spend half of their work time in meetings of one sort or another. This module looks at the ability to plan and control your meetings and make effective use of your time. Well-run meetings rely upon proper planning, preparation, selection of participants, adherence to issues and time schedules.

Managing People | Motivating People

Leaders and managers are unlikely to be effective if they do not understand the theories and practices of motivation. What you believe about people materially affects the way your team reacts to you and your leadership. This module focuses on the inherent needs of people and how in meeting these, you can improve productivity and motivate a workforce. The level of motivation displayed by a team is a reflection of the skills of the leader.

Managing People | Persuasion and Negotiation

Much of what you achieve will depend on your ability to persuade other people. In many respects, persuasion is the highest form of communication. This module looks at the ability of persuasion and negotiation in producing successful outcomes and the skill required in moving towards a convergence of opinion and understanding. Like much of management, negotiation depends on your attitudes in approach as well as your ability to devote time to planning.

Managing People | Power and Influence

Using power effectively is an important skill and by developing influencing techniques, can lead to increased effectiveness in a team or organisation. This module describes the sources of power and strategies for use and assesses your abilities in line with these. Power should make some contribution to organisational goals, respect human rights and conform to standards of equality and justice. In an age of empowerment, the potential characteristics and benefits of self-management are identified and discussed.



Summary of courses

Managing People | **Teamwork**

Each team has a unique 'team personality' made up from the individuals that form it. It is this aspect that determines how effectively the team works together, the quality of their performance and what they are capable of achieving. This module looks at how teams work together to achieve common results, generally referred to as team objectives. Teams that work well together have a common 'team spirit' and this has a substantial impact on the achievement of the objectives.

Managing People | **Transforming Leadership**

Transforming leadership is about leaders having a transforming approach to their work and lives. They operate from a set of core beliefs about people that when displayed and operated upon, motivate them to perform effectively and contribute to the development of the organisation. This module explores seven key areas to help you become more effective as a leader and to have a transforming influence over your team or organisation.

Managing Work | **Change Management**

Change is an inevitable part of life. Nothing remains static and the way we respond to change varies from individual to individual. Approximately one half of the population resists it, while the other half welcome it. This module examines the change management process and the ways in which an understanding of the causes of resistance can be turned to positive advantage in meeting organisational objectives.

Managing Work | **Decision Judgement**

This module looks at the step-by-step process of decision making from problem definition to implementation. It highlights the importance of qualitative information in decision judgement and the impact of unstructured decisions. It emphasises that judgement takes a higher priority when the impact of the decision is greater, more complex or the potential risk is higher.

Managing Work | **Decision Management**

This module looks at the ability to plan and control the decision making process so that better quality decisions are made at the right time. Decision-making is often a team process and high quality decisions are very much dependent on team involvement and commitment.

Managing Work | **Financial Control**

Financial control is both a matter of technique and calculation. This module focuses on the nature of costs and their behaviour and understanding how costs build into the budget. It explains how the budget is the central focus for expenditure control within an organisation and why information and motivation play an important role in proper financial control.



Summary of courses

Managing Work | **Human Resource Management**

People are a vital element in any organisation and managing and leading people is critically important for every manager. This module describes the key people management skills that contribute fully to organisational effectiveness.

Managing Work | **Information Management**

Information encompasses every aspect of your job. Throughout the work process you use it, produce it, pass it on and communicate it. This module examines the ability to store and to retrieve the essential information required to carry out your job efficiently.

Managing Work | **Innovation**

Innovation is a special and highly regarded ability in people at work. This module focuses on the role of the corporate innovator in larger scale project development and highlights the importance of building innovative teams in order to maintain a competitive edge.

Managing Work | **Job Knowledge**

An interesting aspect of job knowledge is that the majority of people believe they have a full understanding of their job until they are asked to fully explain it. This module sets out to examine your professional, specialist or expert knowledge and understanding that are especially required in your job.

Managing Work | **Objective Setting**

Objective setting is the foundation of all good management. Without objectives, you will never be able to focus on achievement, nor manage all the various aspects of your work and working relationships. This module covers your ability to think through and define the results you and your team wish to achieve in the future, taking you through an eight-step process, which is constantly subject to change and review.

Managing Work | **Organisation Knowledge**

To achieve optimum performance and long term success all organisations have to respond and adapt to the external environment. This module addresses the ability you require in having the knowledge and understanding of your organisation's objectives, strategies and plans as well as your knowledge of the external environment in relation to political, social, financial and market competitive forces that affect your organisation.



Summary of courses

Managing Work | **Priority Management**

For many people, managing priorities often causes a potential source of conflict. The correct work behaviour is summarised in the phrase 'what you do second is equally important to what you do first'. This module looks at your ability to focus on the priority of job objectives and the problem of conflict between priority of importance and priority of time.

Managing Work | **Project Management**

Project Management is simply a combination of steps and techniques for keeping the budget and schedule in line; failures lie in a lack of process and system. This module follows the five stages of the project cycle, which provides a clear process and system for project tracking. A successful project manager demonstrates particular team building skills and develops a thorough knowledge of the team's strengths and projects needs.

Managing Work | **Quality Management**

Most organisations would claim that they have a desire to provide a quality product to their clients, yet our common experience as customers is often one of disappointment. Too frequently quality systems produce an extra level of bureaucracy and fail to deliver a continually improving service. This module is designed to bring about genuine improvement in service delivery and is equally relevant to production or service-based organisations. Six key areas form the basis of a model that has the potential to improve any organisation.

Managing Work | **Time Management**

Time, like capital or human skills, is a resource that has to be managed effectively. It is also a limited resource. This module looks at your ability to manage job objectives, priorities and activities within the available time. Effective time management is critical when time is at a premium and workloads are on the increase. In essence, the aim is to achieve the right things, at the right quality, at the right time.

