



## What Makes a Manager?

**An easy-to-facilitate, team or individual exercise that lasts just one hour and provokes huge amounts of useful discussion.**

This dynamic group activity allows participants to work together to draw up a profile of their 'ideal' manager. In doing so:

- ▶ they must communicate well, put forward their own ideas, listen to others and identify the vital, core skills of the effective manager.
- ▶ they will assess their own management skills, pinpoint their own areas for improvement and appreciate the concept of the “whole” manager.

**Numbers** Up to four groups of four to six participants  
**Timing** 1 - 1½ hours  
**Price** £250 plus delivery and VAT

### What Makes a Manager?

#### How it Works

Groups (or individuals) are issued with a set of 75 cards. Each card contains a statement describing a typical manager. Here are three examples:

*“has experience of several organisations”*

*“tidy and well-organised”*

*“knows strengths and weaknesses of staff”*

Participants first divide the cards into categories:

- ~ those they feel are **Personal Qualities**
- ~ those that are **Organisational Qualities**
- ~ those that reflect **Interpersonal Skills**.

There is also a **discard pile** for attributes seen as weak or irrelevant.

Once the cards are categorised (and checked) the teams then reduce the total number of cards to just 30.

These 30 cards can be spread across the three categories in any pattern but the 30 must define the top 30 skills and attributes that an effective manager possesses. Each team's selection can then be scored and an **effective manager profile** drawn up.

One tends to find that an organisational profile emerges which will be replicated by different groups within the company.

This can lead on to a discussion of the skills required by a particular organisation, what skills the organisation values and what future training may be required.

Above all the activity is a great introduction to supervisory and management skills and a superb way to start off any management development course. It is stimulating for participants – and very easy to use.

## What Makes a Manager? Running a Session

**1** Give each team (up to four teams) a set of **75 illustrated cards**, each containing a different statement about a manager's possible attributes.

**2** Allow teams 20-30 minutes to **sort the cards** into four piles:

- Personal qualities
- Organisational qualities
- Interpersonal skills
- Unimportant or irrelevant attributes

Use the secret **Trainer Code** to double-check that teams have put cards in the right categories.

**3** Now give teams a further 20 minutes to **select just 30** cards, across the categories, to describe their **'ideal' manager**.

**4** Issue the **Assessment Forms** for teams to "profile" their ideal manager.

**5** Lead a discussion on team profiles and **score each team**.

**6** Identify the key skills that managers need and allow individuals to prepare Action Plans on what areas of their own responsibility they need to concentrate on.

## What Makes a Manager? Two-in-One!

**As well as the table-top, card based activity, this pack comes with an additional CD Rom - for individuals to use *What Makes a Manager* on-screen. Ideal for individual assessment.**

## TO ORDER

### What Makes a Manager?

Please contact

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## What Makes a Manager? Trainers' Comments

**What Makes a Manager?** is an excellent, 'provocative' activity. Used at a conference of business managers it enabled us to collate the views of 150 managers, bringing out both people and practical skills required by a manager.

Easy to run, stimulating and fun!

**M. Wilding, BMW Financial Services.**

I use **What Makes a Manager?** for internal training and for graduate recruitment and it works well in both situations. It's a very good icebreaker and helps bring teams together. It's also good for observing the conversations in the teams - to identify the main areas and methods they use to select and eliminate.

**G. Gilthorpe, Robert Muckle Solicitors.**

"We use **What Makes a Manager?** in our assessment centres and development programmes. It adds a great deal to both learning and enjoyment"

"We find **What Makes a Manager?** very useful for new managers and those with no formal training. It gets them talking and focusing on what management is all about."

"Simple to use and effective. The ideal combination."

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