

## Delegate everything

Don't do any work yourself, delegate this to someone in daily contact with staff.

Your goal is to achieve a culture change where staff run all training and the manager is just an observer who monitors and steers the direction of training and focus.

### Delegation

To make staff feel in charge of their own learning, it is important that instructions do not come from someone in a management role so avoid using someone like an assistant manager and pick someone closer to frontline staff like your Lead Receptionist.

We want to engage staff at their level; we want them to feel it's a personal diary; that they're doing it for their own benefit not the management's; for them to take self-responsibility; and involve staff at every level.

### Personal qualities of THE LEAD

The main job of THE LEAD is a simple admin task of asking staff to read topics and keeping a record of progress and feedback. Choose someone who is experienced, enthusiastic, and accessible. A Head Receptionist is a good choice as they will be able to provide instant frontline help for most admin questions and be able to find the right staff for the topic.

## Instructions for THE LEAD



### Task 1 – Get started

Distribute passports to all staff with the following instructions:

1. Please read pages 1-10 'How to use this book' especially pages Page 3 to 5 about being honest in our ratings so we help each other, and how we will record improved scores
2. Flick through the book to familiarise yourself with the content
3. Let me know when you're ready to go to the next stage

### Task 2 – Current Appraisal Rating

Ask staff to complete 'Section 3: Personal development'. Explain that this is just the starting point to identify where help is needed, and we will revisit this again to record improvement.

## Instructions for THE MANAGER



1. Encourage staff to help each other to address weak scores wherever possible. This achieves delegated responsibility; engenders teamwork; and saves your own personal time
2. Select one or more topics each week and choose one of the following and task THE LEAD with asking staff to complete these, then monitor and report progress OR organise a discussion, whether over a coffee; or at staff meeting; or a workshop.
3. Let a member of staff lead discussions where possible so you achieve delegation and a self-managing culture.

### Continuous improvement

This is the beginning of a new way of working where staff undergo continuous training; continuous self-assessment; and continuous improvement all by themselves. All you have to do as a manager is to steer the direction of learning by selecting the most relevant topics for discussion.

Staff must be honest about their rating, so you can help them improve, and they re-score areas where weaknesses were identified.