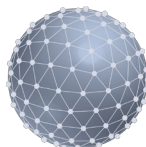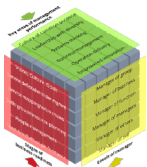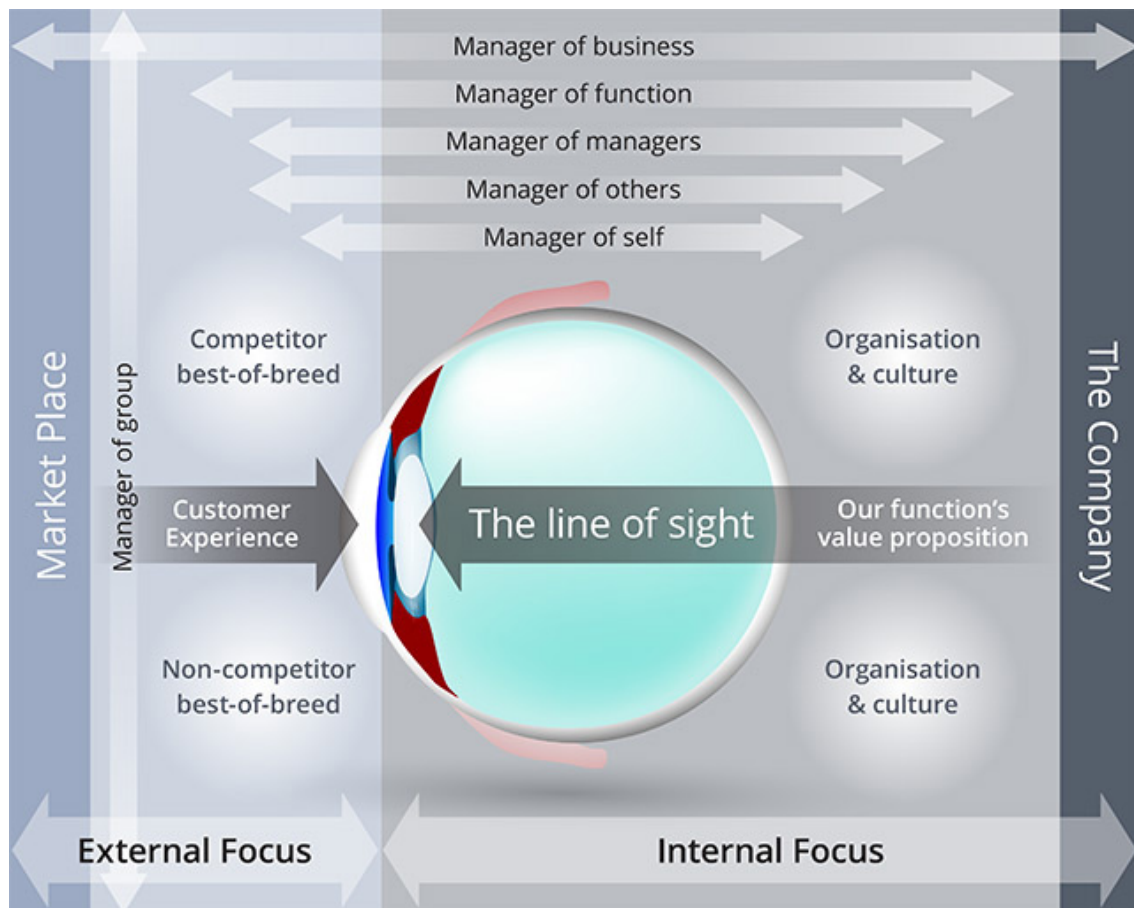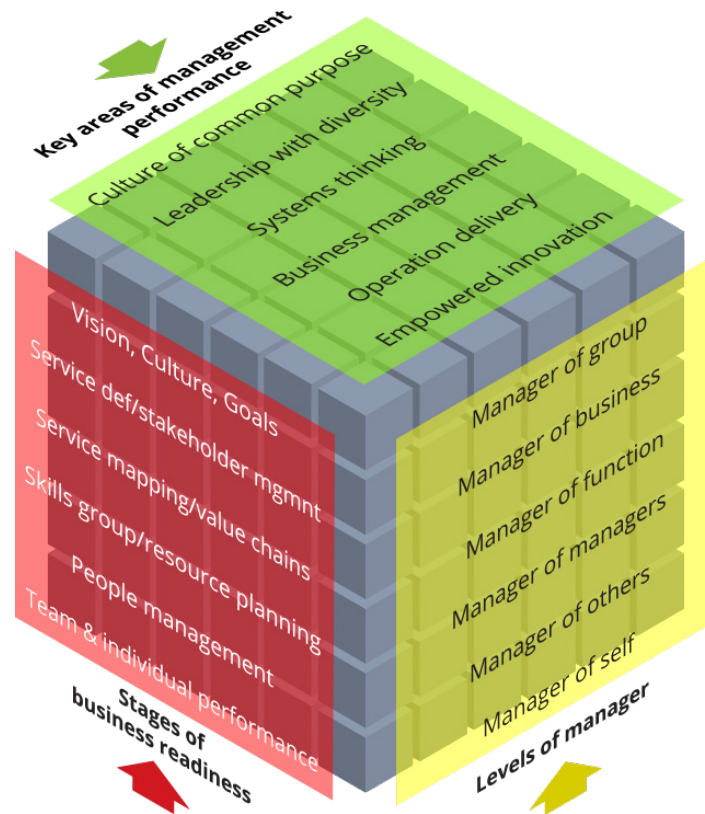Integrated Performance
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IPMS Leader Manager Programmes
Manager of Business

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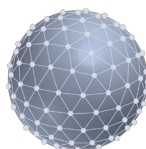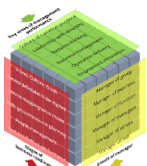# Manager of Business / Group

RANGE OF ROLE

As broad-gauged executives, Business/Group Managers need to *balance the competing demands of a host of stakeholders* including communities, industries, governments and the stock market. *Their perspective needs to be broad rather than specialised* with generous attention paid to risks, uncertainties and expanded time lines.

At this level, a critical shift in skill sets and values is essential because Business/Group managers must become *proficient at evaluating strategy for capital allocation and deployment*. They *must develop their Managers as well as the Function Managers* who are ready to become Business Managers.

Business/Group Managers need to question their *mix of businesses in terms of present and future utility to the company*, they need to *assess core capabilities* by objectively looking at their resources including human resources and making judgments based on analysis and experience of where resource enhancement is needed.

A Business/Group Manager *empowers and places greater emphasis on the success of their Business Managers* who report to them, rather than striving for personal attention and credit. A Business/Group Manager enables their Business Managers to embrace their whole business and take full accountability and deliver the business plan. They must adopt a corporate view.

[Further reading: Ram Charan, Stephen Drotter, James Noel]

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Guiding Policy and Outcomes

The guiding policy of an IPMS Manager of Business/Group is to oversee the development and execution of good group strategy, which means thinking and acting against the broadest, holistic view of the group's goals and culture, especially when making decisions and setting priorities.

IPMS will deliver a manager who will be:

- An executive with a consistently broad perspective, deep critical reasoning skills and a well developed ability to stand above the day-to-day to 'see over the horizon' as well as the everyday operational immediacy of every business unit they serve.
- A brilliant designer of strategy through an efficient, lean organisation with the necessary skills required to flex and grow rapidly to meet strategic growth and market opportunity.
- Adept at appointing highly effective business and functional managers.
- Respected as a market or industry spokesperson, demonstrating as much passion for the community around the Business/Group, as their people within it.

Programme and prices:

A two-day KAMP (Key Areas of Management Performance) costs **€2,000** per person and includes all time, materials and toolkits. *VAT, travel and accommodation is in addition.*
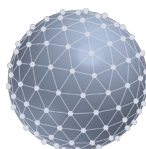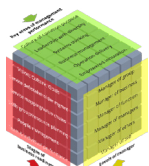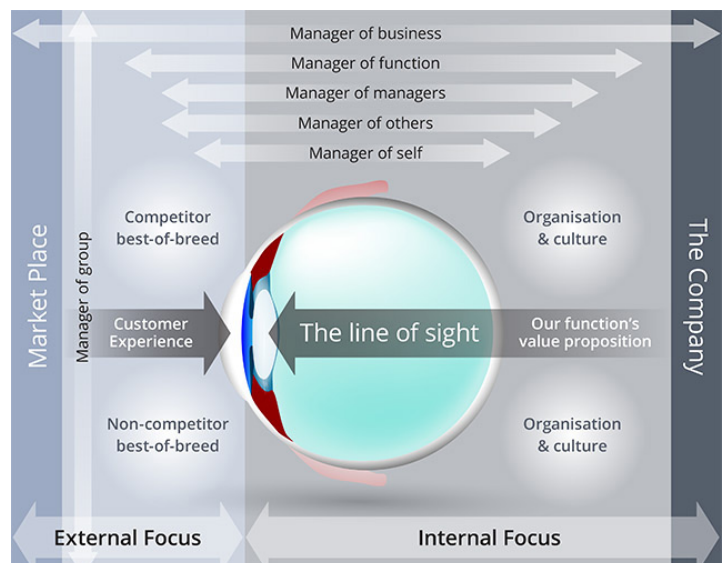Typically, there 4 or 5 two-day KAMPs spread over a period of 6 to 9 months, during which the student applies the tools and is assessed. We design the programme once we have met the individual and defined their needs.

Span of Vision and Return on Investment:

The 'span of vision' of a Manager of Business/Group is critical to both strategic and operational success.
A complete line of sight is necessary, from the marketplace, through the organisation through to the shareholders. An ability to 'see over the horizon' informs how they lead, direct, prioritise and temper the progress and success of the various business units under their direction. The 'return on management' for a Manager of Business/Group is both the success the overall business as well as the value and performance of the interactions within and betwen the individual business units, i.e. the 'system of business' they have created.

The illustration shows the roles of all managers spanning both axes, demonstrating the line of sight from market place to the company.
This shows the need to be looking over the horizon to the future as well as into the organisation and all its businesses.
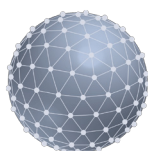
Strategically the Manager of Business/Group is the custodian of the customer and their experience relative to their expectation. This role has hold of all the levers of business and needs to know how to adjust the interactions between the business units to positively affect the customer experience and ensure the whole group delivers the value proposition. This focus ensures 100% accountability resides with the one who must own and embrace the synergies and individual strengths of various business units.

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Programme Structure [indicative]

Key Areas of Management Performance	Tool and methodology
1. Creating a Culture of Common Purpose Collective emotional engagement is a critical success factor to all performance especially when connecting multiple businesses This manager must be skilled in the methods of creating a culture of common purpose, ensuring every individual in every business unit believes their purpose is truly as important as that of the group. A culture of common purpose sets the platform for sustainable success.	• Conducting a Group-wide culture audit [all employees and managers]. • Analysing the type and cause of poor performance in every business unit and prioritising areas of improvement. • Developing a high performing culture in the senior 100 managers by executing a Group-wide culture strategy.
2. Leadership within Diversity All managers face very different types of characters and behaviours, thus *values based leadership* is critical and an example must be created by this role. This manager must be skilled in the methods of setting, getting buy-in and achieving business strategies inclusive of the diverse nature of the organisation's managers.	• Learning and implementing values-based leadership. • Leading the senior 100 managers in living values-based leadership, where ownership and accountability play a huge part in its adoption.
3. Systems Thinking Fundamental to the success of this manager is a deep strength in seeing and acting on the 'bigger picture'. Skilled in the methods of a systems thinker; considering the performance of the overall system and using global not local optima.	• Building a whole system in a Business Model, an Organisational Model and a Capability / Competence Model. • Developing Business Acumen through global benchmarking of comparable systems.
4. Business Management Essentially executing the 'line of sight' [diagram pg 11] by ensuring each business unit operates to the benefit of the whole and not just itself. Through 'values-based leadership', connecting culture to collective purpose.	• The customer value proposition expressed across the value chain. • Service definitions and service maps • Forging internal and external strategic alliances against the value proposition.
5. Expert Execution This manager must be certain their business managers are highly skilled in methods of execution strategy, change or operations. Execution is the business effect of the above 4 behaviours and the ultimate business measure of success.	• Managing the Flow of Change • Predictive quarterly P&L management • Predictive business modelling - current and new
6. Innovation A critical organisational behaviour which empowers all the people to own innovation responsibly, whether innovating current or new product, service, channel, customer or market	• Know Your Market • Know Your Customer • Know Your Business

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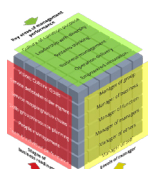
Competencies

A behavioural competency library is by its nature observable: you can see, hear and assess the effectiveness of a Manager of Business/Group's behaviour in any given situation. All definitions in this library are tangible, everyday behaviours, appropriate to a level of manager.

At a behavioural example level, the library can be adapted to reflect your words or language, enabling your people to readily relate to the competencies and the value of working towards and maintaining them.

Each Competency and level has a descriptor with clear behavioural definitions which can be observed. The IPMS levels use a 1 to 5 scale and these relate to each Level of Manager. Each Competency and level has a descriptor with clear behavioural definitions which can be observed by a coach or manager.

Section 1: Core Competencies

- Communication
- Customer Awareness
- Developing Capability
- Embracing change

- Focus on Improvement
- Focus on Results
- Planning
- Team Working

Section 2: Elective Competencies

- Adaptability
- Analytical Thinking
- Breadth of Thinking
- Business Acumen
- Business Impact
- Coaching and Mentoring
- Conforming to Standard
- Co-ordinating & Resourcing
- Creativity – Adaptation
- Creativity – Innovation

- Dealing with Conflict
- Decision Making
- Developing Networks
- Directing
- Dynamic Thinking
- Empowering
- Entrepreneurial Capability
- Financial Awareness
- Information and Data Control
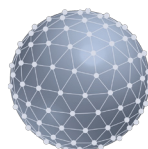- Interpersonal Awareness
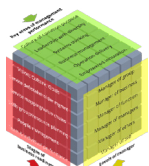
- Judgements
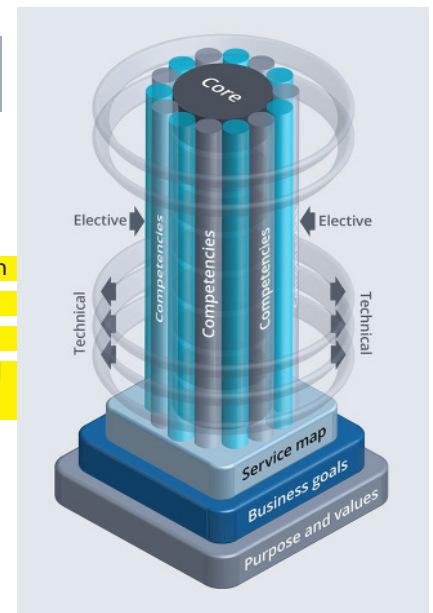- Maintaining Service
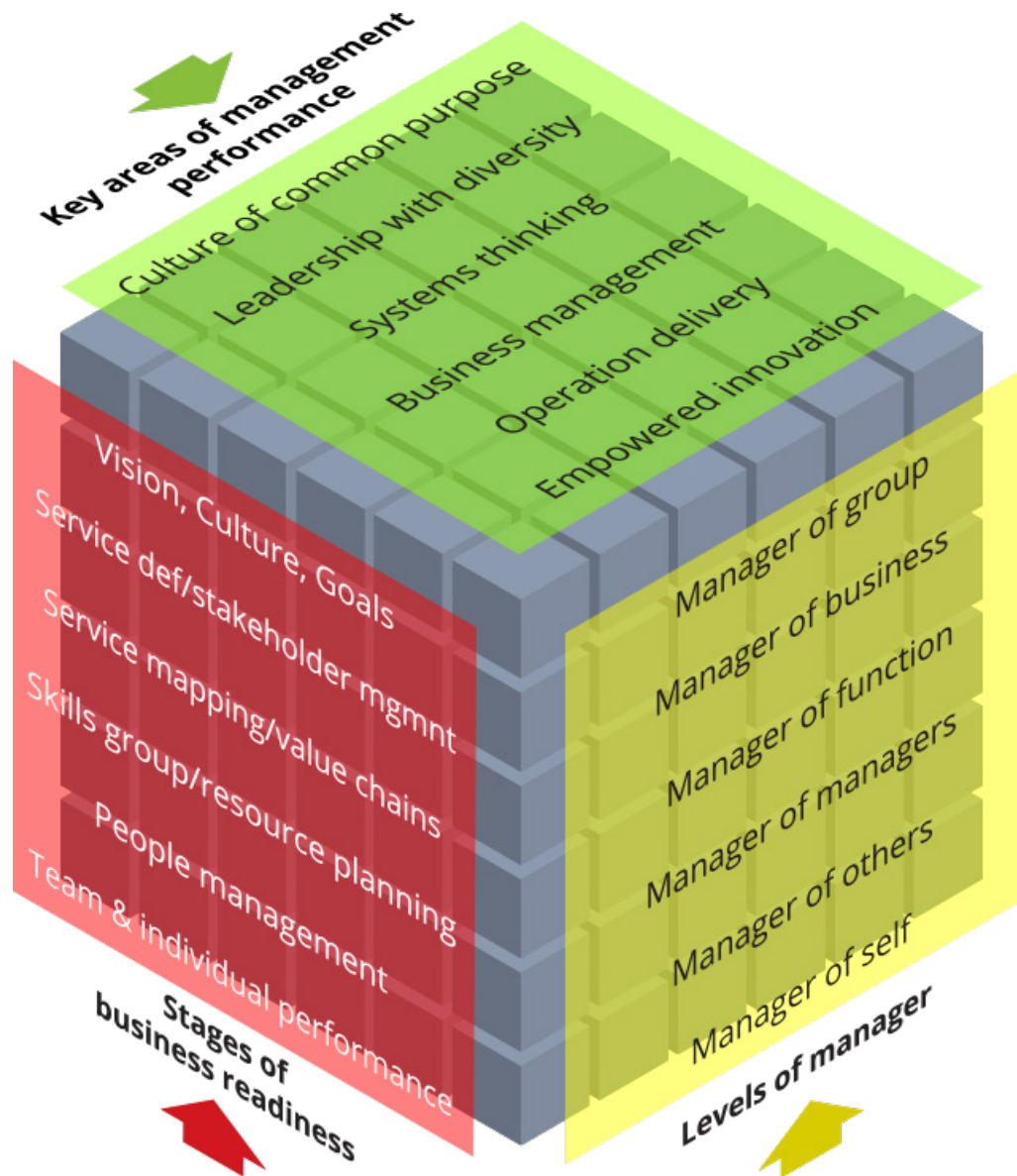- Managing Projects
- Negotiation and Facilitation
- Problem Solving
- Valuing Diversity
- Working in an International Environment

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IPMS Performance Matrix

Integrated Business Leadership Development

There are 3 core IPMS models that combine to deliver the IPMS curricula.

6 Key Areas of Management Performance (KAMPs) – a human skill and competence model.
8 Stages of Business Readiness – a business performance model.
6 Integrated Levels of Leader Development – an organisational capability model.

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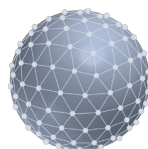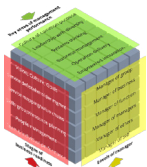
The IPMS Performance Matrix

The matrix works to provide each level of leader with what they need to operate successfully, yet without binding them to one methodology. This isn't software, this is systems thinking which allows for all good methodologies to work with a common architecture. The tools within the matrix are generic and always compliment, not conflict, with existing methodologies.

There are three dimensions at play in every business and organisation:

1. The core business model
2. Integrated leadership
3. An enabling organisation design

Critically our approach addresses the need to develop leaders dynamically: *Connecting every leader to their core business through a high performing organisation*. One cannot 'learn and develop' one-dimensionally when each dimension is part of one system. This is explained in a little more detail below:

1. The Core Business Model – a core business model must *achieve a line of sight from vision to every individual.* It is the design of this business blueprint everyone understands and works from. Complex does not mean making it complicated, and while running a business is complex and needs to be understood for people to operate, it just takes time and commitment and one cannot be effective without it.

2. Integrated Leadership through Key Areas of Management Performance – with a core business model it is now possible to identify the necessary behaviours of any and all leaders. There are six necessary behaviours relevant to any and every level of leader/manager called *Key Areas of Management Performance* (KAMPs). These behaviours relate to fundamental areas of performance a leader manager (at their relevant level) needs to display to discharge their responsibilities and to a point at which you can measure a *return on management*. Each of these six Key Areas of Management Performance is fully described and then supported by a competency framework with five levels of competency depending on the level of leader/manager.

3. An Enabling Organisational Design – with a core business model and key areas of management performance identified, we can now look at organisational structure and objectively plan the roles of each level of leader/manager. Regardless of how light or complex your leader/manager structure, all must be familiar and understand the core business model and key areas of management performance. Each level's range of role and span of control in terms of people, is determined by their part in designing and / or delivering one or more of the 8 Stages of the core business model. Organisational structure always comes last because form always follows function.

Developing the Business Model, Organisational Design and Levels of Leader

One can certainly focus on one dimension but it must be sympathetic to all three dimensions. All leaders *at their level* need to be aware and familiar with all three dimensions and the whole matrix. Driving, influencing, coaching and supporting those responsible for each part. Together they can systematically, over time, enable the business, the organisation and themselves leader/managers.

We will cover the three dimensions, the fundamentals within each dimension, and talk to the benefits and disbenefits of approaching leadership development in this systems-thinking manner, including the personal, organisational and business outcomes.

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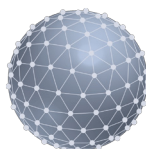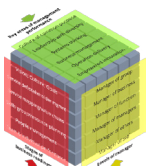
8 Stages of Business Readiness

A Core Business Model.

This model is as well researched, stress tested and respected by a multitude of IPMS practitioners as the core 'organisational design' model and the most powerful 'business readiness' test they have come across.
The rate of adoption is 100% because it is an easy to understand and complete system, spanning the end-to-end life cycle of establishing a high performance organisation.

Each Stage has a clear purpose and measurable outcome. Within each of the 8 Stages are 5 Steps, and within these are a comprehensive set of enabling tools.

1. **Vision/Culture/Goals:** Embedding the Company's vision and objectives within every individual in my function, forming a common culture.

2. **Services Defined;** Crystal clear statements of service and service deliverables from my function understood.

3. **Service Process Map:** Clear unambiguous processes, workflow and metrics with excellent hand-offs into and out of my function.

4. **Skills Group Management:** Working in relation to our processes and hand-offs, every type of level of skill mapped for business today and tomorrow.

5. **Resource Planning:** Clear process of resource demand planning that matches current and future work demands.

6. **People Management:** Skills groups matched to workflow and work demand with clear career paths.

7. **Team Effectiveness:** All teams in my function aligned to the company's vision and objectives, and working as a team.

8. **Individual Performance:** Every individual in my function working effectively and willingly to optimal capacity.

Evidence of the outcomes and tools, methods and processes to enable this:-

Each STAGE is enabled by a set of leadership and management tools that work both independently and interdependently to put the Stage in place and support it performing sustainably, with clear performance standard and outcomes.

All performance standards are aligned to the level of business unit being developed.

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IPMS - Key areas of management performance
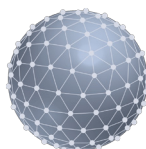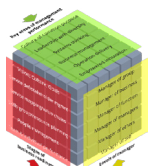
6 Key Areas of Management Performance

– a human skill and competence model.

Over 20 years of research, experience and refinement has resulted in the development of six behaviours relevant to every level of leader. We call these behaviours the Key Areas of Management Performance (KAMPs). These behaviours relate to skills and competencies a leader manager, at their relevant level, needs to acquire to discharge their responsibilities to the point you can measure their *return on management.*
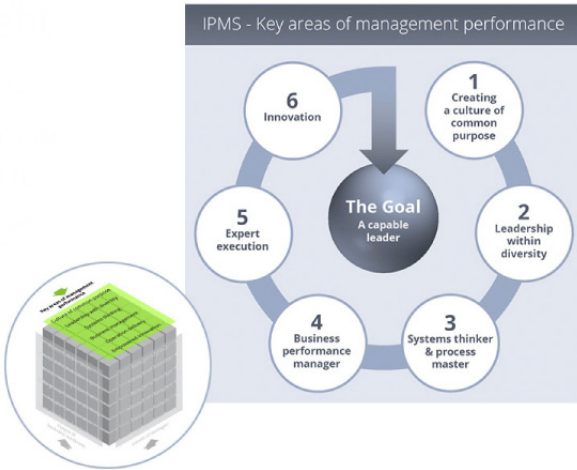
1. Creating a Culture of Common Purpose: Emotional engagement is a critical success factor to all performance especially when tapping into discretionary effort. Any manager must be skilled in the methods of creating a culture of common purpose, ensuring every individual's purpose is truly as important as that of the organisation. A culture of common purpose sets the platform for success.

2. Leadership within Diversity: All managers face very different types of characters and behaviours. Values based leadership is critical and an example shown through self-leadership. Any manager must be skilled in the methods of achieving business outcomes irrespective of the very different types of behaviour present in the organisation.

3. Systems Thinker and Process Master:
Fundamental to the success of any manager is the ability to see the manager within the 'bigger picture'. Any manager must be skilled in the methods of a systems thinker; consider the performance of the overall system (or organisation); learn to look upstream and downstream when assessing performance and use global not local optima.

4. Business Performance Manager: Through 'values based leadership', all managers must connect their people to service processes through clear, meaningful business plans. Connecting culture to purpose, harnessing diversity and driving inclusivity; ensuring all processes and polices are workable and key result areas are understood. In summary, setting up your business for success.

5. Expert Execution: Any manager must be skilled in the methods of execution, be it strategy, change or operational delivery. Managers must learn to work back from the goal and pull the result with the least effort and in the most sustainable manner possible. It is the sum of the first four behaviours and the ultimate business measure of success.

6. Innovation: A critical behaviour which places the ownership of change in the hands of the person most likely to make it successful – the person doing the job. Empowerment means responsible ownership, which stems from a culture in which everyone begins with a mindset of 'innovate and thrive'.

Evidence of the outcomes and tools, methods and processes to enable this:-
Each STAGE is enabled by a set of leadership and management tools that work independently and interdependently to put the Stage in place and support it performing sustainably, with clear performance standards and outcomes. All performance standards are aligned to the level of business unit being developed.

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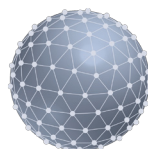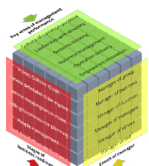
6 Levels of Business Leader

Enabling Organisational Design

We develop courses for all levels of leader, we can develop an entire programme (explained later in this document) or a programme for a specific competence, and a level of skill. We are best known for developing whole cadres of a level of leader and entire organisations from Manager of Self to Manager of Function.
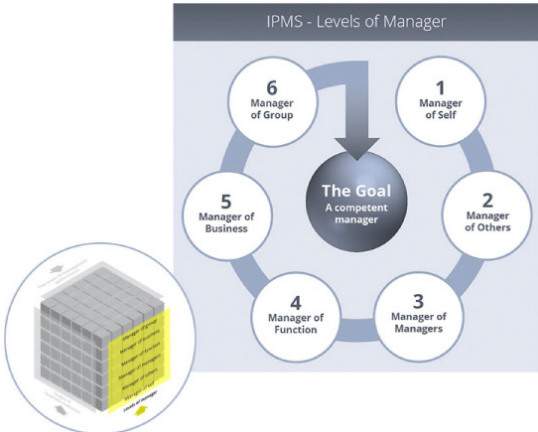
Manager of Self: The guiding policy is a self-leading, self-managing empowered individual.
IPMS will deliver a manager who will:
- Get to 100% of role performance and sustain this.
- Build, own and deliver on their own career path within their profession or beyond it.
- Analyse causes and costs of poor performance, determine casualty and put in place sustainable remedies

Manager of Others: The guiding policy is to get the right people doing the right work, in the right way, at the right time, for the right cost with the right quality, willingly.
IPMS will deliver a manager who will:
- Go beyond people supervision to ensure the services under 'their watch' run on time, to cost.
- Forecast, plan, schedule, control service demands; determine skill levels and deliver 100% performance from the team.
- Is capable of build very versatile, independent managers of self.

Manager of Managers: The guiding policy is practicing 'pure management' operationally
IPMS will deliver a manager who will:
- Install and operate the 8 Stages of Business Readiness to deliver sustainable business performance to time, cost and quality.
- Coach their managers to live the brand, values and spirit, while delivering all business services on time, in full.
- Think beyond their own unit and connect their unit to the whole 'system' they operate within.

Manager of Function: The guiding policy is operate locally, think multi-functionally and optimise systemically.
IPMS will deliver a manager who will:
- Master the 8 Stages of Business Readiness as a strategic tool, through intentional collaboration.
- Master the 4 Dimensions of Business Acumen: Know your Culture; Business; Market and Customers.
- Connect business strategy, through multi-functional collaboration, to consistent delivery of all services.

Manager of Business: The guiding policy is to embed good culture as strongly as profit perspectives.
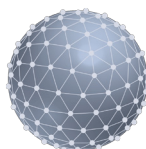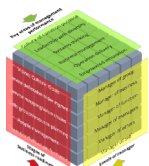*IPMS will deliver*
- A leader with a blueprint to integrate functions including many they may not fully understand.
- A creator of autonomy who can drive strategy and delivery of business goals within cost and revenue budgets.
- Master breaking away from functional thinking to focus on strategy

Manager of Group: The guiding policy is to think global, build good strategy and manage risk as a constant.
What IPMS will deliver:
- An executive with a broad perspective, deep critical reasoning skills, able to 'see over the horizon'.
- A brilliant designer of an organisation, adept at appointing highly effective business and functional managers.
- A market or industry spokesperson with as much passion for the wider community, as their people within it.

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