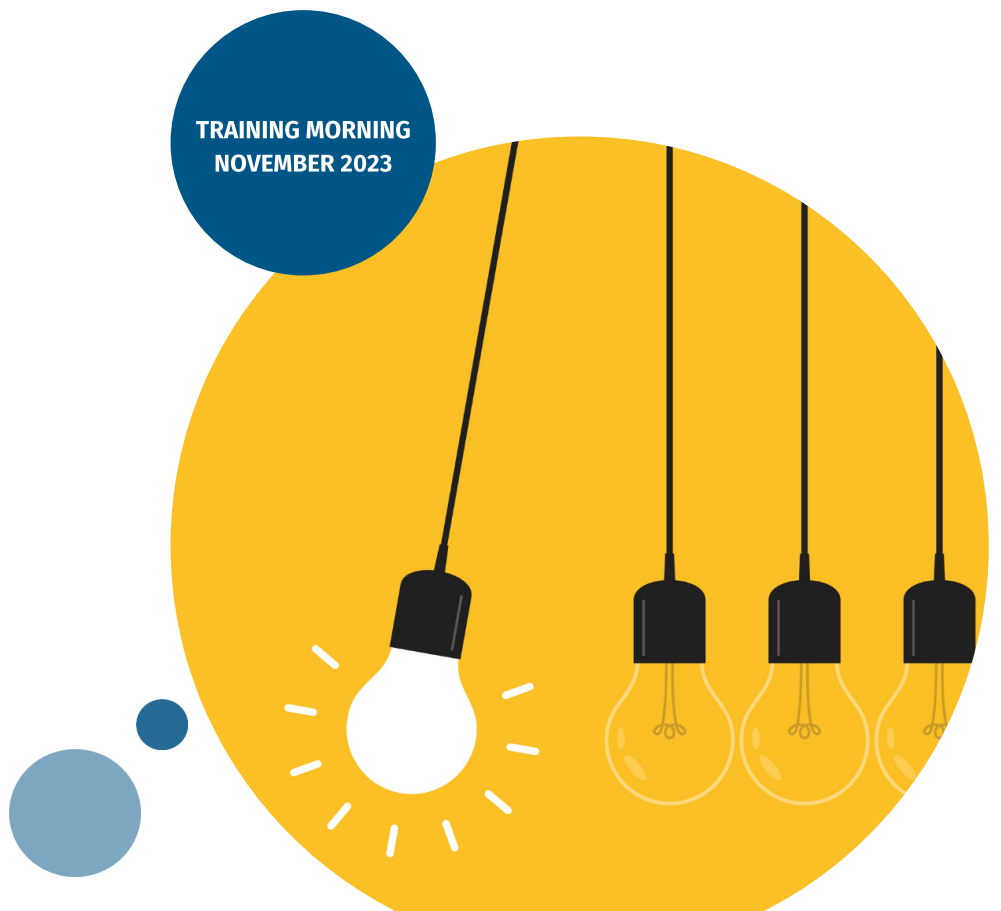




HOW TO LINE MANAGE PEOPLE

DIRECTION • SUPPORT

TRAINING MORNING
NOVEMBER 2023



WELCOME

Welcome to How to Line Manage. I hope you enjoy our morning together as we explore how to line manage well. Let us know if there is anything we can do to help the morning work for you.

Overview of the Session

Clarifying priorities	3
Maintaining priorities	8
Resources	12

SUGGESTIONS FOR GOOD ZOOM ENGAGEMENT

- **Please participate, don't just observe** Ask questions (use virtual hand or just dive in with a question), contribute your best insights.
- **Set aside distractions** Close down other programmes, resist the temptations of your phone/tablet, put out of reach other reading material.
- **Keep your video on throughout** It will help you be fully present, and will help others engage with you. A blank screen is rather dispiriting.
- **Don't mute your sound** It helps with the flow of interaction, and an occasional background noise actually makes it feel less artificial. However, if there is a lot of noise in your room, or you are meeting as a group in one place, please do mute.
- **Combat Zoom fatigue** Two things will help combat weariness. Hide your self view (right click on your own image and select hide self view) and take regular stretch breaks (every 20 minutes or so stand up, stretch, take a few deep breaths).
- **Be patient** At some point something will go wrong. Please be patient with us as we try to sort it out.

GUIDELINES FOR GOOD INTERACTION

- **Learning together** We are all here to learn from God and one another. **Adopt a learning posture.**
- **Participate** Share your thoughts, insights and questions. Listen carefully to what others say. **Have an enquiring mind.** You'll get the most out of it if you do.
- **Confidentiality** What is said in the room cannot be shared outside the room attributed to anyone in the room. That makes it a safe place for us to be honest and share more deeply. **Choose honesty and openness.**
- **Reality check** It is always easy to become disconnected from reality in a training session, so please keep us connected with reality by taking us back to how things really are in your context. **Keep grounded.**
- **Next step** We will cover a lot of ground, but throughout our time together **be attentive** to what might be your next step following this morning's session. We will give you a chance to identify that at the end of the morning.

TIMINGS

9.30	Welcome and Session 1
10.45	Break
11.00	Session 2
12.30	End

Timings are for guidance only, apart from the end time. We will finish by 12.30.

LEAD ON

Sign up today for a free monthly email with articles, resource recommendations and reviews for all interested in improving their leadership. Either scan the QR code below or sign up at www.cpas.org.uk/leadon.



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INTRODUCTION



ACTIVITY

TOP THREE CHALLENGES

What are your top three challenges you encounter in line managing people?

1.

2.

3.

What makes these a challenge for you?

1.

2.

3.

DEFINING

TIME PROBLEMS

A **line manager** is someone directly responsible for managing another person.

Line management is the interplay of direction and support in creating and cultivating an environment to enable someone to give of their best. It involves:

1. Recruiting.
2. Onboarding.
3. Developing.
4. Managing.
5. Motivating.
6. Supporting.
7. Connecting.
8. Praying.

Line manager support: behaviours to support health, wellbeing and engagement

CIPD research identified five key behaviours for line managers to support the health, wellbeing and engagement of those who work for them. This table outlines more information about each of these behavioural areas.

Behavioural area	What this is about	Brief Description
Being open, fair and consistent 	Being positive and appreciative	Taking a positive approach in interpersonal interactions, avoiding unhelpful criticism and blame
	Respect and openness	Treating everyone with respect, consulting people and being open to other perspectives
	Remaining calm under pressure	Managing emotions, pressures, deadlines and personal issues in order to stay calm and equanimous
	Being consistent, fair and kind	Managing with fairness, impartiality, kindness, integrity and consistency
Handling conflict and people management issues 	Conflict management	Dealing with employee conflicts early, effectively and in an impartial manner, including following up as appropriate
	Addressing people management issues	Supporting people and addressing more severe issues, such as bullying and abuse
	Appropriate support	Seeking support for yourself and the team, using organisational resources when appropriate
Providing knowledge, clarity and guidance 	Clarity about roles, expectations and feedback	Demonstrating understanding of your own and employees' roles, clarifying expectations and providing clear feedback
	Guidance and advice	Giving advice and guidance when appropriate and making time for people
	Reliability	Being decisive, following up on action points and taking responsibility for problem solving
Building and sustaining relationships 	Concern for wellbeing	Showing empathy, concern and consideration for employees
	Interest in individuals	Taking an interest in employees as individuals
	Sociability	Interacting with employees in a friendly and sociable way
	Availability	Providing opportunities for employees to speak one-to-one
Supporting development 	Exploring and actively supporting development	Taking time to discuss employees' career development and actively supporting them to develop
	Development opportunities	Offering opportunities and arranging career progression and development for employees

Reflection

HOW ARE YOU DOING IN EACH AREA?	Not so well										Really well
Recruiting	1	2	3	4	5	6	7	8	9	10	
Onboarding	1	2	3	4	5	6	7	8	9	10	
Developing	1	2	3	4	5	6	7	8	9	10	
Managing	1	2	3	4	5	6	7	8	9	10	
Motivating	1	2	3	4	5	6	7	8	9	10	
Supporting	1	2	3	4	5	6	7	8	9	10	
Connecting	1	2	3	4	5	6	7	8	9	10	
Praying	1	2	3	4	5	6	7	8	9	10	

Assumptions

- People are different.
- Line management is a skill that can be learnt.
- Generosity is a vital attitude.
- There are some distinctives about line managing in a Christian context.
- Good line management yields fruit.
- There are important differences in line managing paid staff and volunteers, but many of the principles are common.

What has most struck you?

Paid vs Volunteer

- Emphasis rather than binary
- Contractual/legal
- Motivation
- Setting the bar
- Communication
- Flexibility of scope/timescales
- Culture



GOOD LINE MANAGERS...

1. Play to Strengths

'You cannot excel in leadership by merely fixing your weaknesses. To excel, you must maximise your strengths.'

Aubrey Mallphurs



THE FOUR THINGS THAT MOST HELP PEOPLE TO EXCEL IN A ROLE

- Select the right person.
- Set clear expectations focused on outcomes.
- Motivate appropriately by focusing on strengths.
- Care for whole person.

FILLING A 'GAP'	BODY OF CHRIST
• Sees need only. • Views Church as organisation. • Uses people as means to end. • Danger of people serving vision of clergy	• Sees individual person. • View Church as body. • Sees people as disciples to nurture. • Clergy serve God's purposes in people's lives.

2. Attend to Systems and Procedures

TWO ASPECTS

- Create effective systems.
- Tailor to individuals.

AREAS TO CONSIDER

- Role profiles.
- Regular meetings.

There are lots of resources online for 1-1 meetings. Take a look at this [guide to line management meetings](#) or these [templates](#) for nine different types of one to one meetings. You're unlikely to find one that works for you perfectly, but use them to inform and inspire you in creating your own templates.

- Procedures.

3. Direct and Support

Managing people is the interplay of direction and support.

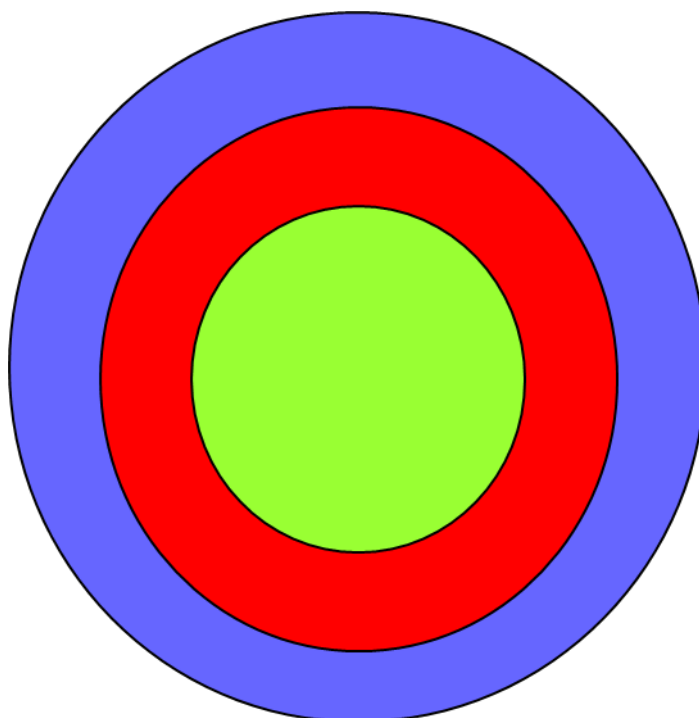


- Delegation

Inexperienced and apprehensive in specific task	Some experience and appear enthusiastic	Very able but lacks confidence	Very able and confident
Specific instruction and direction but not too much detail	Inform or guide. More detail plus engagement helpful	Inspiration, emotional support. Not too much specific instruction	Desired outcome and available if needed

- Hats!

- Growth



Delegate Well

Empowerment occurs when an 'established leader gives authority to an emerging leader within specified boundaries but retains overall responsibility' (Malphurs). It is not easy for many leaders because it involves giving up control, slowing down to give time to others, humility, and building connection with other people.

POOR WAYS TO DELEGATE

- **Directing** occurs when an established leader retains both responsibility and authority. In some circumstances this is wise and necessary, but generally it inhibits leadership development.
- **Abdicating** occurs when an established leader gives away both authority and responsibility. This means a vital connection between the existing leader and the emerging leader is lost. It usually occurs unintentionally through neglect and is perpetuated by stress and time constraints in the established leader's life.
- **Disabling** occurs when an established leader gives away responsibility but keeps authority. This cripples the emerging leader because they can't make decisions and do things their way.

WHEN TO DELEGATE

The following material is taken from businessbalsl.com

Delegation is a win-win when done appropriately, however, that does not mean that you can delegate just anything. To determine when delegation is most appropriate there are five key questions you need to ask yourself:

- Is there someone else who has (or can be given) the necessary information or expertise to complete the task? Essentially is this a task that someone else can do, or is it critical that you do it yourself?
- Does the task provide an opportunity to grow and develop another person's skills?
- Is this a task that will recur, in a similar form, in the future?
- Do you have enough time to delegate the job effectively? Time must be available for adequate training, for questions and answers, for opportunities to check progress, and for rework if that is necessary.
- Is this a task that I should delegate? Tasks critical for long-term success (for example, recruiting the right people for your team) genuinely do need your attention.

If you can answer 'yes' to at least some of the above questions, then it could well be worth delegating this job. Other factors that contribute to the delegability of a task include:

1. The project's timelines/deadlines.

- How much time is there available to do the job?

- Is there time to redo the job if it's not done properly the first time?
- What are the consequences of not completing the job on time?

2. Your expectations or goals for the project or task(s), including:

- How important is it that the results are of the highest possible quality?
- Is an "adequate" result good enough?
- Would a failure be crucial?
- How much would failure impact other things?

THE STEPS OF SUCCESSFUL DELEGATION

1. Define the task

Confirm in your own mind that the task is suitable to be delegated. Does it meet the criteria for delegating?

2. Select the individual or team

What are your reasons for delegating to this person or team? What are they going to get out of it? What are you going to get out of it?

3. Assess ability and training needs

Is the other person or team of people capable of doing the task? Do they understand what needs to be done. If not, you can't delegate.

4. Explain the reasons

You must explain why the job or responsibility is being delegated. And why to that person or people? What is its importance and relevance? Where does it fit in the overall scheme of things?

5. State required results

What must be achieved? Clarify understanding by getting feedback from the other person. How will the task be measured? Make sure they know how you intend to decide that the job is being successfully done.

6. Consider resources required

Discuss and agree what is required to get the job done. Consider people, location, premises, equipment, money, materials, other related activities and services.





7. Agree deadlines

When must the job be finished? Or if an ongoing duty, when are the review dates? When are the reports due? And if the task is complex and has parts or stages, what are the priorities? At this point you may need to confirm understanding with the other person of the previous points, getting ideas and interpretation. As well as showing you that the job can be done, this helps to reinforce commitment. Methods of checking and controlling must be agreed with the other person. Failing to agree this in advance will cause this monitoring to seem like interference or lack of trust.

8. Support and communicate

Think about who else needs to know what's going on, and inform them. Involve the other person in considering this so they can see beyond the issue at hand. Do not leave the person to inform your own peers of their new responsibility. Warn the person about any awkward matters of politics or protocol. Inform your own boss if the task is important, and of sufficient profile.

9. Feedback on results

It is essential to let the person know how they are doing, and whether they have achieved their aims. If not, you must review with them why things did not go to plan, and deal with the problems. You must absorb the consequences of failure, and pass on the credit for success.

LEVELS OF DELEGATION

Delegation isn't just a matter of telling someone else what to do. There is a wide range of varying freedom that you can confer on the other person. The more experienced and reliable the other person is, then the more freedom you can give.

The more critical the task then the more cautious you need to be about extending a lot of freedom, especially if your job or reputation depends on getting a good result. Take care to choose the most appropriate style for each situation. For each example the statements are simplified for clarity; in reality you would choose a less abrupt style

of language, depending on the person and the relationship. At the very least, a 'Please' and 'Thank-you' would be included in the requests.

It's important also to ask the other person what level of authority they feel comfortable being given. Why guess? When you ask, you can find out for sure and agree this with the other person.

Some people are confident; others less so. It's your responsibility to agree with them what level is most appropriate, so that the job is done effectively and with minimal unnecessary involvement from you. Involving the other person in agreeing the level of delegated freedom for any particular responsibility is an essential part of the 'contract' that you make with them.

These levels of delegation are not an exhaustive list. There are many more shades of grey between these black-and-white examples. Take time to discuss and adapt the agreements and 'contracts' that you make with people regarding delegated tasks, responsibility and freedom according to the situation.

Be creative in choosing levels of delegated responsibility, and always check with the other person that they are comfortable with your chosen level. People are generally capable of doing far more than you imagine.

The rate and extent of responsibility and freedom delegated to people is a fundamental driver of organisational growth and effectiveness, the growth and well-being of your people, and of your own development and advancement.

Examples

These examples of different delegation levels progressively offer, encourage and enable more delegated freedom. Level 1 is the lowest level of delegated freedom (basically none). Level 10 is the highest level typically (and rarely) found in organisations.

1. 'Wait to be told.' or 'Do exactly what I say.' or 'Follow these instructions precisely.'

This is instruction. There is no delegated freedom at all.

2. 'Look into this and tell me the situation. I'll decide.'

This is asking for investigation and analysis but no recommendation. The person delegating retains responsibility for assessing options prior to making the decision.

3. 'Look into this and tell me the situation. We'll decide together.'

This has a subtle important difference to the above. This level of delegation encourages and enables the analysis and decision to be a shared process, which can be very helpful in coaching and development.

4. 'Tell me the situation and what help you need from me in assessing and handling it. Then we'll decide.'

This opens the possibility of greater freedom for analysis and decision-making, subject to both people agreeing this is appropriate. Again, this level is helpful in growing and defining coaching and development relationships.

5. 'Give me your analysis of the situation (reasons, options, pros and cons) and recommendation. I'll let you know whether you can go ahead.'

Asks for analysis and recommendation, but you will check the thinking before deciding.

6. 'Decide and let me know your decision, and wait for my go-ahead before proceeding.'

The other person is trusted to assess the situation and options and is probably competent enough to decide and implement too, but for reasons of task importance, or competence, or perhaps externally changing factors, the boss prefers to keep control of timing. This level of delegation can be frustrating for people if used too often or for too long, and in any event the reason for keeping people waiting, after they've inevitably invested time and effort, needs to be explained.

7. 'Decide and let me know your decision, then go ahead unless I say not to.'

Now the other person begins to control the action. The subtle increase in responsibility saves time. The default is now positive rather than negative. This is a very liberating change in delegated freedom, and incidentally one that can also be used very effectively when seeking responsibility from above or elsewhere in an organisation, especially one which is strangled by indecision and bureaucracy. For example, "Here is my analysis and recommendation; I will proceed unless you tell me otherwise by (date)."

8. 'Decide and take action - let me know what you did (and what happened).'

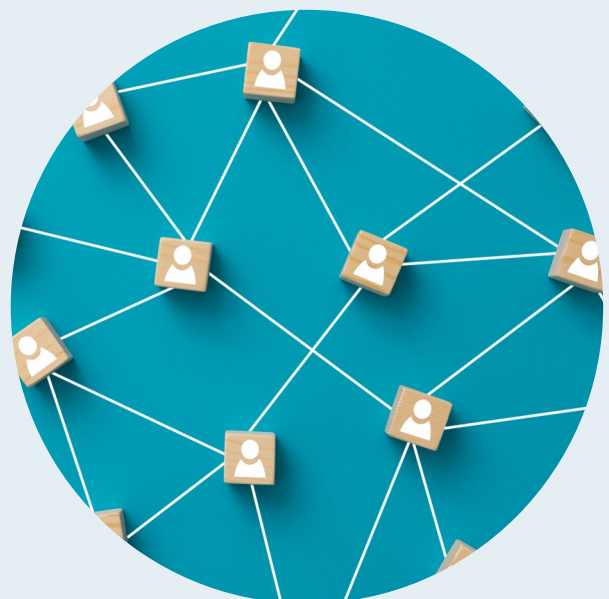
This delegation level, as with each increase up the scale, saves even more time. This level of delegation also enables a degree of follow-up by the manager as to the effectiveness of the delegated responsibility, which is necessary when people are being managed from a greater distance, or more 'hands-off'. The level also allows and invites positive feedback by the manager, which is helpful in coaching and development of course.

9. 'Decide and take action. You need not check back with me.'

The most freedom that you can give to another person when you still need to retain responsibility for the activity. A high level of confidence is necessary, and you would normally assess the quality of the activity after the event according to overall results, potentially weeks or months later. Feedback and review remain helpful and important, although the relationship is more likely one of mentoring, rather than coaching per se.

10. 'Decide where action needs to be taken and manage the situation accordingly. It's your area of responsibility now.'

The most freedom that you can give to the other person, and not generally used without formal change of a person's job role. It's the delegation of a strategic responsibility. This gives the other person responsibility for defining what changes projects, tasks, analysis and decisions are necessary for the management of a particular area of responsibility, as well as the task or project or change itself, and how the initiative or change is to be implemented and measured, etc. This amounts to delegating part of your job – not just a task or project. You'd use this utmost level of delegation (for example) when developing a successor, or as part of an intentional and agreed plan to devolve some of your job accountability in a formal sense.



4. Offer Feedback

CREATING A CULTURE OF FEEDBACK

The basis of good feedback is a culture where feedback is the norm.

- Invite it.
- Accept it.
- Apply it.
- Offer it.

'Without feedback it is remarkably difficult to grow.'

Ed Vaughan



Balanced: focus on building on strengths, working on gaps, managing around limitations, engaging with flaws, growing through weaknesses.

Owned: by the one offering feedback. Don't say 'some people think...'

Observable behaviours: as much as possible focus on tangible things and remove emotion and judgementalism.

Specific: not 'it wasn't very good' but 'I am not sure x worked well when you did y because it led to a, b and c.'

Tailored: to their preferred way of receiving feedback.

5. Recognise Generational Difference

	GEN Z (IGEN) 2000-	MILLENNIALS (GEN Y) 1984-2000	BUSTERS (GEN X) 1964-1983	BABY BOOMERS 1946-1963	BUILDERS 1925-1945
Key question	Who am I?	What's my choice?	How does it feel?	Does it work?	Is it true?
Expect leaders to	Give opportunities, be flexible, inclusive, and generous	Collaborate and involve me from the start	Consult/ understand me	Be competent and professional	Give teaching and direction
Approach to technology	Hack it	Employ it	Enjoy it	Master it	Hope to outlive it
Preferred methods of communication	Snapchat, Instagram, YouTube	Twitter, texts , Facebook	Websites and emails	Combination of printed materials and emails	Letters, parish magazines, notice sheets
Approach to communication	Keep it short	Make it interactive	Keep it real	Just give me the bottom line	Let me know all the details
Approach to learning	Make it visual, engaging and bite sized. Use story, be vulnerable, and keep it fluid. Works best when it involves blended learning, the flipped classroom, and connects with global concerns.	Make it fun and interactive. Exercises are important, but make sure they are interesting. Works best when it is applicable to my immediate needs, engaging and two-way. Take me on a journey.	Make it relevant and practical. Give me team exercises, in-tray exercises and role play. Works best when it is rigorous and relevant, delivered by an expert. Involve me, make it interactive.	Make me think, give me something new, convince me. Don't make me take part in role plays. Works best when it is convincing, intelligent, delivered by an authority on the subject. Lecture style is fine.	Make it clear what I need to know. Be precise and expansive in your explanation.
My first commitment is to	My community (global)	My friends	People as people	My area of work	The organisation
Working together	I'm looking to connect globally	I'm looking for fun in my team	I need a team to do anything	I see the need to work in a team	I'd prefer to work on my own
Disagreement	More dialogue, less confrontation	Navigate around it	Get it out in the open and discuss it	Decide according to what is most efficient	Avoid confrontation
Description	Fluid	Connected	Involved	Busy	Faithful
Mood	Cautious	Confident	Cautious	Confident	Cautious



ACTIVITY

Take one of the challenges identified earlier on and work on ways to address the challenge. Try to identify:

- Why it is a challenge.
- How you could best address the challenge.
- What practical steps you could take.

Common Mistakes

- Confusing hats!
- Slow to **address** problems.
- No **development** plan.
- Inflexible scope.
- Inflexible style.
- **Defaulting** to our bias.

FOR REFLECTION

1. What has most struck you from this morning?

2. What one next step are you going to take as a result of this morning? We suggest you make it simple, doable and attractive. Describe it in the most positive and concrete way possible and write it in the box below (and perhaps on a post-it note to stick somewhere it will remind you to focus on this action over the next 21 days).

A large, empty rectangular box with a thin orange border, intended for writing a reflection or next step.

RESOURCES

THE ONE TO READ

- [Effective Line Management in Ministry](#), Sharon Prior (Grove Books L 27).

TOP READS

- The One Things you Need to Know, Marcus Buckingham (Simon and Schuster)
- HBR's 10 Must Reads on Managing People, Various (HBR)
- Powerful Leaders?, Marcus Honeysett (IVP)
- [Growing Leaders](#), James Lawrence (CPAS)

OTHER RESOURCES

For thinking about how to **prioritise**:

- The CIPD have excellent [free material](#) on their website, including a step by step guide.
- Chester diocese have a [Just Employment](#) guide that includes material on line management.
- The Church of England has comprehensive guidance of [Safer Recruitment](#).

LEADERSHIP: HONING ESSENTIAL SKILLS

A series of morning [training sessions](#) on core skills for effective leadership.



Lead On

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Leading Evangelism Learning Hub

Want to see the ministry of evangelism central to church life rather than on the periphery? Then sign up for our 14 month Hubs for incumbents to attend with others involved in leadership. www.cpas.org.uk/hub.



How to Nurture a Faith Sharing Culture

An exciting and accessible new church resource to help leaders nurture a faith-sharing culture in their church, congregation, fresh expression or church plant. www.cpas.org.uk/faith-sharing.



Venture and Falcon Holidays

CPAS runs around 90 fun-filled holidays for 8-18 year olds each year. The holidays are run by volunteers, and if you are interested in helping on one or know a young person who would benefit from a great holiday with a focus on Jesus visit www.ventures.org.uk.



Making Mission Possible

CPAS enables churches to help every person hear and discover the good news of Jesus. We are a registered charity working with individuals, churches and dioceses to resource local churches for mission in the UK and Republic of Ireland. To support our work or find out more, please visit www.cpas.org.uk or contact 0300 123 0780.