
Management File

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SUMMARY

This is a journey thorough what I have learned at CMA combined with my previous working experience. It gives me a good chance to look at each module once again and reflect upon how to close the circle. I prefer learning through new experience. And I want to measure the outcome of testing a new idea. The result is then to be observed and reflected on. In that way I combine my preferred learning styles with day-to-day business. My personal style is best described as a mixture between the pragmatist and the reflector. I can use my reports as a source, from which I find knowledge combined with earlier experience to cope with new business strategy obstacles.

I have been forced to “package” my conceptual thinking in a more communicative, understanding and theory adapted way. I have also increased my analytic thinking. I present change through a SWOT model presenting when my organisation was divided into two different companies.

I need to understand the ability and the willingness of my personnel in each task. I need to be able to use my preferred leadership model by Hersey, Blanchard and Johnson. My leadership style suites me best in S2 to S3 where relation is a very important issue. In my organisation profit and loss and the key figures from profit and loss are the most important tools in my daily work.

Read the whole report for more detailed information.

- I have two enclosures, the Curriculum Vitae and the Organisational plan
- This documents includes the approved number of words in each item.

1 PERSONAL LEARNING AND DEVELOPMENT PLAN

1.1 Learning styles

My previous way of learning¹ has been to see the subject from different angles. I read the adequate books and I study similar cases. The CMA have opened my eyes so now I add my way of learning with: Having discussions, looking critical inside the organizations and I look curious outside if I can find examples that can add an extra flavour to the subject. This gives even my other senses a possibility to learn, and more important it makes it more interesting. Now I also use my right side of the brain to learn, I now see in pictures and understand the totality better. The benefit is that I remember this information for a longer time. I can also identify this information in business cases thanks to this multi learning. In short terms it feels like a more modern way. I prefer learning through new experience, observation and reflections². And according to Kolb I would be described as a mixture between the pragmatist and the reflector.

I would describe my personality as a shaper³ and my motivators are helping the company as a whole, "networking" and have to have fun. I have a comprehensive, communicative and a commenting disposition. I am a stable extrovert⁴ but can tend to be unstable in terms of restless and changeable if meetings are to slow or someone else has a better idea.

1.2 Learning plan

Each module in the CMA program is unique and it gives me the pleasure to discover each item in a profound level. Compared with my previous experience I can see that I never really have explored the subject it self before. I rather use the tool but with another objective.

The plan to combine my normal work with the CMA studies is that I block certain days (Monday, Wednesday and Sunday) and two hours each time for reading, analysing, and writing. Each year I have to do the budget and the Business plans, during this period I do not work with the CMA. Otherwise I will only feel stressed and unfocused.

I work with each module separately, that means that I finish one module before I begin the next one.

1.3 Development plan

In the company that I chose to work for, in need to see that there are possibilities to change posts in a regular basis. And further more each change must mean a measurable challenge. If not, I do not apply for the company. I have set up a limit to not work longer

¹ Ways of learning – Business Psychology and organizational behaviour.

² Kolb (1974) – Business Psychology and organizational behaviour

³ Belbin 1993, Business Psychology and organisational behaviour – Eugene McKenna - Team roles

⁴ Eysenck's typology of personality, 1947 - Business Psychology and organisational behaviour – Eugene McKenna – Teambuilding

than seven years at the same company. I always try to improve the process to gain better effectiveness. I always set up measurable goals that need to be achieved.

Why? I am very competitive in my character, and I find my energy in the effort to gain the goal. In my work plan I cannot say exactly what line of business I am looking for, but I prefer services before products. I know that sales and marketing will always be included as a part of my work. While I prefer learning through new experience, sales and marketing are perfect in that sense that you often can measure the result of testing a new idea. The result is then to be observed and reflected on. In that way I combine my preferred learning styles with day-to-day business.

1.4 Role of the programme in personal development

The outcome of studying CMA has so far been over all expectations. I can use my reports as a source, from which I find knowledge combined with earlier experience to cope with new business strategy obstacles. When I find a subject that I want to know more about, I just look at the references and read the adequate book. I feel that I make a gradually progress for each new module. I remembered when I was so satisfied with my first module when I had finished it, and my disappointment when it was a failure. Today I realise that that module was far away from my best effort. CMA has really strengthen me in my self believe. I meet a lot of different people (often management positions) in my work. I can participate in every discussion regarding management with a humble attitude but always adding something new to the subject. I strengthen my relation with the customer, and progress the communication to a strategic level.

What is the benefit of that?

My customers feel confident in giving me their future plan regarding new recruitments. That means that I can work together with the customer on a longer and more time specific agreement. When I have got this far I do not need to worry about my competitors.

2 CURRICULUM VITAE

See enclosure

3 ORGANISATIONAL PLAN

See enclosure

Explanation Organisational plan:

4 PERSONAL EVALUATION COMMUNICATION

4.1 Two abilities

The CMA studies have increased my self-development in many positive ways. Above all there are **two** abilities I significant have developed.

- **I have been forced to “package” my conceptual thinking in a more communicative, understanding and theory adapted way.**

What has changed?

I am now less philosophical and more concrete in my communication.

In what way is that a communicative evaluation?

When I present (for example) a new idea, the other part are tends to be more interested and come with direct questions in the specific subject. I feel that I have learned to narrow the subject, and the communication have become nitrating.

Where lies the benefit of better that?

The benefit means better understanding from all parts, and a concrete evaluation to myself, the personnel and to the subject itself.

- **I have increased my analytic skills.**

What has changed?

My analytic skills have now found a “new bridge” between theory and practical business situations.

In what way is that a communicative evaluation?

I am now able to justify proposals with theoretical references in my presentations.

Where lies the benefit of better analytic skills?

I now feel more secure in my analyses, therefore my self-confidence has been strengthened and my communicating is trustworthier.

4.2 Meeting with different styles of communication

I set up a meeting with my Business Area; we had a short agenda and set up two hours for the meeting. I knew from the individual meetings that what they really needed was self-confidence. But further more I know that they like different ways of communication. This was actually a sale and persuading meeting, were I tried different styles of communication. The meeting started with presenting the agenda.

- How to find information about our customers, how to reach our sales tasks, sales activities and the meeting with the customer. **In a written agenda.**
- **I wrote direct on a whiteboard** to give an active approach.
- I used my **body language**, referred and told them personal stories.
- I watched them for **nonverbal clues** about their response.
- I let everybody **participate and we discussed** a lot about different arguments and sales objections specific for their customers⁵.

Everybody now felt comfortable with the new sales arguments they could use in their meeting with the customers. They were now excited and looked forward to meet their customers.

⁵ Harvard management mentor – running a meeting

4.3 Sales meeting

Today I have follow-up sales leading meetings 30 minutes long with each individual every week, to see business potentials and progress at each customer level. We have enhanced the communication to require information for better decision-making⁶. We measure customer visits and requests. We have in a communicative way and with common understanding, set up goals that are reachable but hard to achieve – You get what you measure.

4.3.1 Method

My method for communication in my weekly sales leading meetings is basically to ask three questions:

What have you done this week that makes you satisfied?

What have you done this week that you could have done better?

What can I do to help you?

Why are these questions asked?

Because they now that the questions are going to be asked each week, and that drives each member of the staff to think in a more sales driven proactive way.

Each member gets faster into the S4⁷ stage, and therefore can work more as a autonomy unit.

4.3.2 What is the benefit of the meeting?

When they are able to act independently (of course still according to individual and team goals) they take own decisions and present solutions, based on earlier experience close to the customer. They gain better confident from the customer, and therefore strengthen the relation. The customers no longer look at the price but the solution that makes better margins to maximize the profit.

5 REVIEW – UNDERSTANDING AND PREPARING FOR CHANGE

5.1 The change

5.2 The justification for the change

⁶ Mastering Management – Financial Times, managing people in organizations, 286

⁷ The Hersey-Blanchard situational model 1985, Management of organizational behavior – Hersey, Blanchard and Johnson.

5.3 Swot Analyse

5.4 Recommendations and reflections for feature changes:

6 PERSONAL EVALUATION – LEADERSHIP STYLE

6.1 Leadership in a meeting

6.2 Situational leadership

6.3 Understand the importance of working as a Team

6.4 The outcomes of the discussions

6.5 Conclusion

7 REPORT – WORK AND FINANCIAL CONSIDERATION

7.1 What is Master Budget?⁸

7.2 What is Sales Forecast?

7.3 What is Balance Sheet?

7.4 What is Profit and Loss account?

7.5 What is Cash Flow forecast?

7.6 The financial health of the whole group

Conclusion:

8 NUMBER OF WORDS

Personal Learning and development plan (789 words)

Personal Evaluation Communication (634 words)

Review – Understanding and preparing for change (998 words)

Personal Evaluation – Leadership style (911 words)

Report – Work and financial consideration (708 words)

9 METHODOLOGY

Reading:

- **Management & Cost Accounting** (by Colin Drury)
- **Financial Accounting** (by David Alexander and Christopher Nobes)
- **Key Management Ratios** (by Ciaran Walsh)
- **Essentials of Management information Systems** (by Kenneth C. Laudon/
Jane P.Laudon)
- **Marketing research** (by Aaker, Kumar & Day)
- **Excellence in Business Communication** (by John V. Thill/ Courtland L.
Bové)
- **Business psychology and organisational behaviour** (by McKenna)
- **Key Management Ratios** (by Ciaran Walsh)
- **Organisational change** (by Barbara Senior)

⁸ Key Management ratios – Ciaran Walsh

- **Operation Management** (by Nigel Slack, Stuart Chambers, Robert Johnston)
- **The 22 un doubtable laws** (by Jack Trout and Al Ries)
- **Managing Quality** (by S.Thomas Foster)
- **Mastering Management** (by Financial Times)
- **Management of organizational behavior** (by Hersey, Blanchard and Johnson)
- **Making the Team** (by Leigh Thompson)

Reading: Different compendium such as SIQ and EFQM. Business papers like Harvard Business Review and Dagens Industri.

Studying: **Harvard Managing Mentor** in relevant subjects.

- *Discussions:* With my tutor, External Business Colleagues, Customers, Friends, Financial Director, Business Area Managers, Personnel Officer, Quality Manager and CEO.