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AVANTI ACADEMY IN PRACTICE

The MBA Toolkit

Management essentials in practice

Workbook

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How to use this workbook

Each part of The MBA Toolkit includes a short Try it activity. When the narration invites you to pause, turn to the matching sheet here and take ten minutes or so to work through it for your own role. There are no right answers. The point is to leave with something you will actually do. Keep your completed sheets: they make a useful record for supervision, appraisal or your personal development plan.

Part 1 · Strategy on a Page

My strategy on one page

Write one page for your own service or team. Name the real problem in one honest sentence, the one approach you are taking and two things you will not do this year. Then add three or four coherent actions, each with an objective, key results, an owner and a review date.

The real problem, in one sentence my team would recognise:
What the PESTLE lenses tell me is changing outside:
The one approach I am taking, and two things I will not do this year:
Three or four actions, each with an objective and the results that would prove it:
Who owns each action, and the date we will review it honestly:

To reflect on: *If you put your service's current plan on one page, what is the real problem it names, and what has it actually ruled out?*

Rewrite the commentary on your biggest variance

Take your latest monitoring report and find your largest forecast variance. Work out whether it is price, volume or timing, and whether it is one-off or recurring. Then write three plain sentences of commentary and add an action, an owner and a date.

My largest forecast variance, and how it has moved since the last report:
Is it price, volume or timing? One-off or recurring?
Three plain sentences: what is happening, why, and what it means for the year end:
The action, who owns it and by when:

To reflect on: *If you put your service's priorities beside its budget lines, which priority would turn out to be an aspiration rather than a funded choice?*

Prepare one conversation

Choose the conversation you have been putting off. Write the situation, the behaviour and the impact in one line each, with no words about character. Write your opening line and say it aloud once. Then note the questions you will ask and when you will follow up.

The conversation, and how long I have been putting it off:
Situation: the specific moment I can name:
Behaviour: what I actually saw or heard:
Impact: what it affected, for the service, colleagues or residents:
My opening line, my questions, and when I will follow up:

To reflect on: *What is the conversation you have been putting off longest, and what has the delay cost the person, the team or the people you serve?*

Turning worries into risks

Choose three worries from your own team. For each one, ask how exactly it could go wrong, write it as one sentence with a cause, an event and a consequence, score likelihood and impact with a reason, and name one owner and a date to look again.

Worry one, written as: because of..., there is a risk that..., which would lead to...
Worry two, written in the same way
Worry three, written in the same way
Likelihood and impact for each, and the evidence behind each score
The owner and review date for each, and who you will tell

To reflect on: *Which decision or risk in your work is being kept alive by what has already been spent, or scored by one person alone?*

Building support for one change

Choose one change you need others to support. Place the people involved on a power and interest grid, then work out what each of the most important people cares about, and plan short conversations with them before any formal meeting.

The change I need support for, in one sentence:
My grid: who to manage closely, keep satisfied, keep informed and monitor:
For my top three people, what success looks like from their seat:
Pre-meetings: who, when, and the question I will ask each of them:
One useful thing I can do for an ally this week, expecting nothing back:

To reflect on: *Which change you care about is stalling, and who has not yet heard about it from you before a formal meeting?*

My toolkit plan

Write a one-page toolkit plan for your own service. Choose one habit each for strategy, money, people and risk that you can keep through a busy month, then set a regular business hour, tell one person about your plan and choose a date to review it.

My page: the real problem and the one choice I am making:
My money habit, starting with the forecast:
My people habit: a conversation, a thank you or a one to one I will protect:
My risk habit: three worries as risks, each with an owner and a date:
My business hour: when it happens, who I will tell, and when I will review this plan:

To reflect on: *Who in your organisation joins separate problems together and asks whether the plan still holds, and is that person you?*

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