

3 Spires learning

3 Spires “Light” Learning Team Leader Toolkit - Employee Engagement



Managing Teams – Being A Good Team Leader

“Developing Tomorrows Leaders”

Managing Teams

“Being A Good Team Leader”

How To Use This Toolkit

Different team leaders are at different stages and this toolkit provides a basic guide from which team leaders can pick and choose topics they need support on.

Working successfully in teams does not necessarily come naturally to many of us; it is an acquired skill in need of guidance and support.

This toolkit provides practical hints and tips on areas such as team leadership, performance and communication.

It aims to aid managers when they are looking for practical ideas on how to address issues raised in everyday situations.

Each section covers the following areas:

1. Using this section
2. Practical hints and tips
3. Comments from top scoring managers
4. Questions for you

(Continued...)

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Using This Section

This section contains a checklist for team leaders to consider their own leadership behaviour, and examples of the characteristics of good leaders.

Practical Hints And Tips

- Review the checklist below
- Assess your behaviour honestly against the criteria
- Resolve to take action on any area you feel could be Improved

The Very Best Managers And Leaders Do The Following:

- See people as individuals
- Manage one by one
- Set clear expectations
- Focus on outcomes
- Play to and position strengths and manage limitations
- Recognise achievements
- Build relationships

Checklist - For Every Individual In Your Team

Check

Answer

- Understand the individual's strengths - how do they contribute to the team?
- Communicate your expectations to each team member
- Ensure individuals understand their contribution to our customers and our performance
- Spend time with each person on your team – do you know them as people - do you talk with them just to see how they are?
- Recognise peoples' contributions and achievements
- Understand what holds an individual back – how can you help?

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An Effective Team Leader Will Use The *GRIPS* Model:

Define Goals:

- Help the team and each individual to be clear about who their customer is, what outputs are required from them and the standards they need to meet.
- Identify and agree objectives for continuous improvement. Demonstrate how these objectives contribute to the overall corporate goal(s).

Clarify Roles:

- Identify how each individual fits into the team and the customer-supplier chain(s).
- Explain your role and how you will provide support.

Strive For Honest Interaction:

- Swap constructive feedback; listen to your team.
- Share feelings and concerns; be open.
- Aim for equality not dominance.
- Admit mistakes; give praise as well as censure.

Support Personal Development:

- Systematically identify individual's strengths and needs.
- Agree personal development goals.
- Identify ways to meet these needs and goals.
- Coach, counsel and facilitate personal development.

Adapt your Style:

- Use the appropriate style to reflect each individual's level of development and the nature of the task.

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Style Types

TELL

- Use when someone is very unsure or lacking knowledge and experience.

CONSULT

- Try consulting your team to gain their views and ideas before you make a decision.

COLLABORATE

- When they have more experience, build their confidence by joint decision making.

DELEGATE

- When individuals and/or the team have sufficient experience and confidence then delegate goals and task to them and let them be responsible for working out how to achieve them.

"You have to ask them what they want out of their job - you need to get under their skin and see what makes them tick."

"You have to be able to mix up work and social life."

"It depends on the individual... different cultures don't like discussing personal issues but you need to respect that too."

Questions For You

1. For each person on the team what can you do to make him or her feel that you are genuinely interested in him or her as an individual?
2. Do you know your team members' individual strengths & weaknesses, and provide the opportunity for them to play to their strengths?
3. Have you considered what you can delegate and to whom?

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