3 Spires 'Light Learning'
"Team Leader Toolkit - Employee Engagement"

"Communicating With Our People – Communication Outside The Team"

"Developing Tomorrows Leaders"

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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

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Using This Section

Our employee engagement results show that the effectiveness of work relationships with individuals outside of the team and with other teams is also an important factor in driving high engagement.

Particularly vital are the relationships you have with your key stakeholders - the people who have a vested interest in what you do, and whose interest and influence you need to help you in achieving your outcomes.

In this, both team leaders and team members have a responsibility to build those relationships through effective communication.

This section provides some approaches and practical guidance on how to communicate with your stakeholders.

Practical Hints And Tips

Stakeholder Management

This first step is to identify who your stakeholders are…

They are likely to include:

- Customers (external/internal).
- Colleagues.
- Leaders/Managers.
- Subject matter experts.
- Suppliers.

The second step is to identify the importance of those relationships to you in what you are trying to achieve and to assess the quality of the relationships…

- You can plot your stakeholders onto a stakeholder map to help you do this as shown below.
- You will need to consider each stakeholder's current level of interest in your activities and their level of influence.

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- This will help you prioritise the relationships you need to invest more time in. It will normally be the case that you will need to attend to those stakeholders who have medium-high influence but where it is important for you to increase their interest.
- You will also need to maintain relationships with those stakeholders who have high influence and high interest.
- The key to making those relationships work and delivering the right outcomes lies in understanding your stakeholders' needs and expectations and in consulting and involving them in regard to what you are trying to achieve.
- This is often done through focus groups or interviews with the stakeholders.
- The earlier they are engaged in any particular project, generally, the better.

Providing Information

There are a number of formal occasions where you may need to present proposals or report back on progress or results to your stakeholders.

To help you determine what information to provide, it is helpful to think through the following:

- *What do they need to know?*
- *What do you need from them?*
- *What's in it for them?*
- *How do they like to be communicated with?*

The Following Methods Can Be Used To Maintain Communications With Those Outside Your Team:

Written Reports

- Reports should be short, logical and lead to clear recommendations.

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- The following format is suggested:
  - **Title Page:**
    - Clear title.
    - Author's names.
    - Date.
    - Contents page.
    - Introduction.
  - **Summary:**
    - Outline of results.
    - Summary of recommendations.
  - **Body Of Report:**
    - Clear, logical development of theme
    - Recommendations (in full)
    - Appendix (if necessary)

DO

The steps of PDCA can provide a very useful framework. They involve:

Prepare

- Decide scope of report and target audience.

Collect Material

- Distinguish between facts and opinions.

Arrange Materials

- Sections/subsections.
- Headings/subheadings.
- Clear numbering system.

Also Important To:

Be Brief

- Keep it simple

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Be Clear

- Use diagrams and charts as much as possible

Check For Accuracy

- Facts, spelling, punctuation.
- Sign the report.

DON'T

- Be ambiguous.
- Use long words and sentences.
- Be repetitive.
- Use jargon.
- Include unnecessary information.

Individual Presentations

Decide aim, topic, and title…

- **Decide At What Level To Present** - this depends upon:
    - Audience roles.
    - Audience knowledge.
- **Collect Relevant Data:**
    - Search widely.
    - Read around the subject.
- **Prepare Broad Framework Of Presentation:**
    - Introduction.
    - Content headings.
    - Conclusions.
    - Recommendations.

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- **Select And Arrange Appropriate Data**

- **Write Presentation:**
    - Some people write it all out in detail, others just use paragraph headings.

- **Plan visual aid requirements -** keep them simple:
    - Overheads?
    - Slides?
    - Videos?
    - Handouts?

- **Read Through Presentation To Check Logic**

- **Check Presentation Room And Facilities**

- **Rehearse:**
    - Preferably with constructive companion.
    - Decide where and when to ask for questions.
    - Check timing.

- **Deliver:**
- Address all of the audience.
- Be interesting.
- Confirm conclusions and actions.

- **Review Afterwards - How Could It Have Been Better?**

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Group Presentations

One powerful way to recognise the contribution of team members is to get the team to present its results as a group with each member having a part to play - even if it is only putting the visual aids onto the projector.

This team effort is surprisingly effective in raising commitment and enthusiasm.

The same general rules apply as for individual presentations.

To ensure maximum participation…

- **Choose An Anchorperson**
- **Share Out The Work:**
  - Preparation.
  - Presentation.
  - Visual Aids.
  - Handouts.
  - Refreshments.
  - Rehearse.
- **Check:**
  - Timings.
  - Individual contributions.
  - Logic and continuity.
  - Decide when to ask for questions.
- **Deliver:**
  - Acknowledge contributions to the project.
  - Emphasise achievements.
  - Include learning points.

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➢ **Review As A Team**

"Keeping others informed encourages them to keep me informed"

"It's so easy to fall in to the trap of designing a solution to a problem or opportunity without asking those who are impacted by it what they want"

Questions For You

1. Do you know who your stakeholders are?
2. Do you understand their needs and expectations?
3. When did you last give your stakeholders an update on your activities?

Hint

➢ ***Seek feedback from your stakeholders on how you and your team are doing.***

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