

3 Spires Learning

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



Managing Teams – What Makes An Effective Team

“Developing Tomorrows Leaders”

Managing Teams

“What Makes An Effective Team”

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

Effective teams are difficult to build without an understanding of their characteristics. This section provides a simple checklist that can be used to plan the development of a new team or to review the progress of an existing one in order to improve engagement and performance.

Practical Hints And Tips

- Complete the checklist and see how effectively your team is functioning.
- Identify those elements, which you need to focus on most to set up/improve your team.
- Develop an action plan to tackle the elements you have identified based on the detailed content of the toolkit.

The following checklist will help you plan the development of a new team or review the progress of an existing team.

Effective Teams:

Check

Answer

- Have clear goals and objectives that everyone understands.
- Share a belief that the goals are worth achieving.
- Share responsibility for those goals among team members.
- Require managers who are enthusiastic and passionate, take time out to ensure their teams know what's going on, praise their teams and provide open feedback.
- Measure their progress towards the goals.
- Are fairly small (less than 12 people).
- Have the necessary blend of skills (technical, problem solving, and interpersonal).
- Have the resources needed to do the job.
- Have agreed ground rules for working together.
- Have allocated appropriate role (s) to each member.
- Have developed and agreed working practices and processes to get things done.
- Support each other by listening, responding constructively and helpfully.

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- Challenge each other.
- Recognise individual and team success.
- Handle conflict constructively and openly.
- Produce a collective output which achieves the goals as effectively, efficiently and creatively as possible.
- Share leadership as appropriate within the team (it is not just the role of the formal leader).

How Effective Is Your Team?

- 1-10 —————> *Your team could do with some work*
- 11 - 15 —————> *Good score, room for improvement*
- 16-17 —————> *Excellent team effectiveness!*

"Success requires focused determination to continually improve levels of customer and employee satisfaction"

"It's a good friendly team to work for - there is a close working bond, we have a shared purpose and good development opportunities are available"

"We work together for a common goal - doing things for each other"

Questions For You

1. Does your team feel like it is winning - if not where can you find some successes to highlight?
2. Does your team know each other? Do they offer each other support? Are they comfortable challenging each other and challenging you?
3. Is your team having fun? If not what can you do to ensure they enjoy working together?

"Your team's effectiveness will change as the organisation changes. Regular review will help optimise your team's effectiveness"

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