Developing Team Leadership Skills

Doing it right - Working together - Making a Difference

The effective team leader is required to balance their time between completing the task, developing individuals, and enhancing team performance. This development programme deals with the six key competencies associated with developing the competence and confidence of the effective team leader. These are:

Team Leadership

Reflect upon the qualities and skills required to influence, motivate, coach, leading by example and generating genuine team spirit and high performance..

Communication Skills

Develop the competence to communicate with clarity to individuals and groups, provide clear and concise instruction to avoid misunderstanding and deliver your message with confidence.

Personal Effectiveness

Manage your time effectively, prioritise accordingly, Understanding the difference between urgent and important tasks and feel in control of work events instead of being driven by them.

Creative Problem Solving

Solve problems and challenges with and through people, gaining buy-in, overcoming resistance and negativity and implementing improvement and solutions that really make a difference.

Hold Individuals Accountable

Implement performance management tools and processes, confidently manage difficult conversations and potential conflict and empower individuals through ownership and accountability

Developing Self Confidence

Challenge your personal comfort zone, enhance self belief and self esteem by being more decisive, assertive and confident in managing both individuals and a team.

Programme Content and Objectives

Workshop 1 -Developing Effective Team Work

This initial workshop provides the Team Leaders with the fundamental understanding of what is a a high performance team and the development process to create one. It examines areas critical to effective team working and identifies specific issues in understanding team dynamics. The key objectives for the workshop are:

• Reflect upon the skills and attitudes required to develop effective teamwork
• Identify the characteristics of high performance teams
• Acknowledge a key area for development and define a personal development plan using SMART goal setting

Workshop 2 - Personal Effectiveness

Workshop 2 examines how to use time effectively and to ensure a balance between achieving the required outputs whilst spending time developing team members and implementing improvements. The objectives for the workshop are:

• Define SMART objectives which fulfil both the Team Leaders Role and organisational objectives
• Differentiate between urgency and importance and prioritise accordingly.
• Implement a range of tools and techniques to feel more in control of work and achieve the desired daily/weekly outcomes.

Workshop 3 - Solving Problems

Creative thinking makes problem solving fun. This workshop provides the Team Leaders with a set of tools and techniques to solve problems and implement solutions with and through team members and other key stakeholders. It will illustrate how to solve problems through practical exercises and team work. The key objectives for the workshop are:

• Identify and describe a problem, its nature, scope and impact.
• Gather and interpret information to solve a problem
• Evaluate options to make the best possible decision.

Workshop 4 - Communicating with Clarity

This workshop is designed to enable Team Leaders to assess their approaches to delivering clear, concise instruction, ensuring people do not fail to understand. Ineffective communication resulting in misunderstandings and/or assumptions is the single biggest cause of low productivity and conflict. The key objectives for the workshop are:

• Provide clear, concise instructions to avoid misunderstandings
• Demonstrate effective questioning and listening skills to enhance understanding
• Communicate and implement a problem solving solution to deal with a change/improvement

Workshop 5 - Understanding Management Styles

Workshop 5 takes a look at the different management styles that we could apply to manage different situations. Recognising our preferred style provides us with the basis of being able to adapt to implement a range of styles to enhance the performance of individuals and the team. The key objectives for the workshop are:

• Recognise preferred management style and the importance of being able to adapt our style.
• Apply a five step delegation technique to gain willing co-operation
• Practice basic coaching skills to enhance the performance of team members and colleagues

Workshop 6 - Holding People Accountable and Managing Conflict

The aim of this workshop is to develop our self awareness, communication and interpersonal skills in managing difficult people and to provide a range of tools to create positive outcomes, from even difficult people. The key objectives for the workshop are:

• Reflect upon a range of strategies to manage conflict.

• Recognise personal style in dealing with conflict and/or confrontation.

• Apply a correction action technique to hold people accountable.

Workshop 7 - Making a Difference

This concluding workshop provides each Team Leader with the opportunity to Make a Difference by providing feedback on a problem/change/improvement they identified in Workshop 3 (Solving Problems). The key objectives for the workshop are:

• Share and reflect upon personal achievements from a MaD Project

• Commit to three future short term actions to continue personal and professional development

• Recognise personal area of growth from applying a range of team leadership tools and techniques.

Delivery

The programme is delivered through seven 4 hour workshops providing a minimum of 28 Guided Learning Hours.. An initial one-to-one with participant and line manager is conducted to establish programme objectives and a willingness to participate. A Making a Difference improvement project is defined during the programme to provide both a meaningful work environment for the participant to apply the management tools and achieve a measurable pay-back. A mid point and end of programme one-to-one session with line manager assesses achievement of objectives

		DTLS 1/17	DTLS 1/18
Workshop 1	Developing a high performance team	6th Nov	21st March
Workshop 2	Personal Effectiveness	20th Nov	11th April
Workshop 3	Solving Problems	12th Dec	25th April
Workshop 4	Communicating with clarity	8th Jan	9th May
Workshop 5	Understanding management styles	22nd Jan	23rd May
Workshop 6	Holding people accountable	5th Feb	6th June
Workshop 7	Making a Difference	18th May	14th Sept

Bespoke Company Programme

Developing Team Leadership Skills can be customised to reflect an organisation's development needs and procedures by building into the programme specific company processes. These could include Company Values, Behaviours, Objectives, Targets, Role Descriptions, Performance Management processes (Appraisals, Performance Reviews, Personal Improvement Plans, Disciplinary Process, Return to Work Interviews) and Team Meetings. A meeting to understand requirements will be required to first understand your current processes and the learning outcomes required from including these.

Making a Difference Project

The Making a Difference Project is an integral part of all Palladium leadership and management programmes. Participants are challenged to make a difference through individual change or improvement projects. Previous projects have focused on reducing plant maintenance or costs, improving productivity or output, improving process efficiency, improving the customer experience and/or reducing operating costs.

The purpose of the MaD project is not only to provide an environment for the Team Leaders to consciously and safely implement the tools and techniques but to create a measurable return on the investment made.

Investment

Total investment for one person to join an open group at Palladium Training is £980. Alternatively, this programme can be delivered internally to your organisation for a total investment of £7800. Based on a group size of ten persons, this reflects an investment of £780 per person. This cost includes all relevant materials but excludes any costs associated with the venue.

Ilm Accreditation (optional)

From 2017 there are two options for delegates to gain ilm recognition for their learning and development.

- For an additional investment of £89.00 per person, and on successful completion of this programme, associated action plans and initiation of a Making a Difference Project, the Institute of Leadership and Management (ilm) will acknowledge the participant through the Endorsed Award and full ilm membership for the duration of their learning which includes access to online support materials, study guides and career development support.

- For an additional investment of £319 per person, delegates can achieve the ilm Level 3 Award in Leadership and Management (4 Credits) by submitting two formal assignments from the following Units:
    - Leading & Motivating a Team (2 Credits)
    - Solving Problems and Making Decisions (2 Credits)