

Becoming an Effective Leader

- implement a flexible leadership style
developing a high-performance team

Delegate Workbook

Part 1



Becoming an Effective Leader

- implement a flexible leadership style
- developing a high-performance team



Overview

The Becoming an Effective Leader Module has been designed to develop the competence and confidence of practicing or potential Managers to develop a high performance team. It provides an intensive introduction to the world of people management, focusing on achieving results with and through people. The programme is highly practical - the return on investment starts the minute the delegate re-enters their working environment.

Two key features of the Module are the opportunity for each delegate to complete a Situational Leadership Assessment to identify their preferred leadership style and conduct a high-performance team assessment with their team.

Module Objectives

- Reflect upon the four stages of team development and the leadership styles associated in becoming a high-performing team.
- Understand the roles people like to play in team working and identify the dynamics of your team.
- Identify your preferred leadership style and the need to adapt to managing different situations and/or people.
- Define and implement a Developing High Performance Team Action Plan.

What is a Team?



Teams are not just groups of people working together. Effective teams have structure and a common goal or objective. The members of the team have different parts to play in getting the team's work done. Team members also need to feel that they belong to the team, and others must recognise them as being a part of the team.

Successful organisations know how to build effective groups of people because they **know** they are dependent upon how their people interact. Teams are collections of people who must rely on group collaboration if each person (and hence the organisation as a whole) is to experience the optimum of success and goal achievement. Lack of team synergy can create low moral, inefficiency and apathy – in other words failure, on various levels, for both the individual and the organisation.

Members of the most effective, high performing teams are able to accept responsibility for their work and make decisions among themselves. Team members feel accountable for their actions as a team and regard the team's performance as being more important than the achievement of their own individual goals. As a result they are able to take the lead in improving quality, controlling costs and helping one another to develop and improve themselves.

Effective teamwork ensures that the team performance will be greater than the sum of its parts. Also, opportunities for sharing work help the development of new and existing skills, and provide support and encouragement for members of the team. If we accept that good teamwork is highly desirable, and likely to enhance the quality of service to our customers, then why should some teams find it so difficult to work together, and why does the process of developing teamwork take so long?

Consider the following definitions and agree which defines your team?

- **A Work Group**

- a gathering of individuals who work in the same place at the same time

- **A Team**

- a group of individuals working together towards a common goal or objective

- **A High-Performance Team**

- a group of individuals with complimentary skills, working co-operatively and committed to a common goal or objective



Characteristics of a High Performance Team



A high performance team is often described as:

A group of individuals with complimentary skills, working co-operatively and committed to a common goal or objective

Think back to a time when you were part of a high performing team. This could have been at work, socially (a group of friends), sports team, college/university, professional organisation or with other family members.

When was that?

Now, thinking about the team/situation, what made the team high performing? What was a key attribute of the team that allowed them to work cooperatively? List below at least three qualities or strengths of the high performing team?

1.

2.

3.

Team Assessment

The checklist that follows summarises the characteristics of a High Performing Team. Use it to help you identify the team strengths and plan how to develop the areas where the team is less effective. Give the team a score of between 1 and 5 for each statement.

		Options				
		Disagree				Agree
1.	Clear objectives have been set which have been accepted and agreed by the team members. Every team member can explain the teams objective and their personal objective within the team?	1	2	3	4	5
2.	The Team has the 'right' mix of people. The team is made up of individuals with a diversity of talent and personality who balance well with one another?	1	2	3	4	5
3.	Positive communication occurs across the team. All team members are open, honest and willing to speak-up and listen to each other?	1	2	3	4	5
4.	Working relationships within the team are both supportive and trusting. All team members work well together, assisting each other to achieve the teams objectives?	1	2	3	4	5
5.	Team members co-operate with each other to resolve disagreements and conflict. There is a 'win-win' attitude about how the team resolves issues and move forward?	1	2	3	4	5
6.	The team environment is one of continuous improvement allowing both group learning and individual development. There is constructive competition within the team.	1	2	3	4	5
Total Score:						

Team Assessment Feedback

The scoring range possible from this assessment is between 6 and 30.

Between 6 and 15 - The Group

If your score was in the range of 6 to 15, you are probably at the first stage in becoming a high performance team. A group of people is defined as two or more persons who have a common interest. This may mean that a common vision or objective has yet to be defined and agreed. Without that shared purpose individual group members will lack an understanding of the importance of working together and are likely to have a very singular focus on their tasks. Communication across the group will be very limited with one to one's being conducted with the group leader. There is a real need to define the common vision and understand the roles individual team members are playing towards delivering the team objectives.

Between 16 and 25 - The Team

If your score was in the range of 16 to 25, you have probably progressed to the team stage of becoming a high performance team. A team is defined as a group of individuals working together towards a common goal or objective. Whilst the team objective has been communicated and understood by some, not all team members are fully aware of, and/or understand what is required of them. Some conflict is apparent which creates a lack of team morale and indifference between team members. It is clear that communication could be improved across the team and a better understanding of individuals roles and personal objectives. A greater willingness to work collaboratively must be developed to advance.

Between 26 and 30 - The High Performance Team

If your score was in the range of 26 to 30, you are probably experiencing a set of behaviours, values and attitudes that reflect a high performing team. A high performing team is defined as a group of individuals, with complimentary skills, working cooperatively and committed to a common goal or objective. This does not mean there is no conflict and every team member gets on well with each other but simply means that all team members have a high level of interpersonal skills and work out how best to work with each other. We will examine the attributes and qualities of the high performance team a little later in this Module.

Team Assessment

The checklist that follows summarises the characteristics of a High Performing Team. Use it to help you identify the team strengths and plan how to develop the areas where the team is less effective. Give the team a score of between 1 and 5 for each statement.

		Options				
		Disagree				Agree
1.	Clear objectives have been set which have been accepted and agreed by the team members. Every team member can explain the teams objective and their personal objective within the team?	1	2	3	4	5
2.	The Team has the 'right' mix of people. The team is made up of individuals with a diversity of talent and personality who balance well with one another?	1	2	3	4	5
3.	Positive communication occurs across the team. All team members are open, honest and willing to speak-up and listen to each other?	1	2	3	4	5
4.	Working relationships within the team are both supportive and trusting. All team members work well together, assisting each other to achieve the teams objectives?	1	2	3	4	5
5.	Team members co-operate with each other to resolve disagreements and conflict. There is a 'win-win' attitude about how the team resolves issues and move forward?	1	2	3	4	5
6.	The team environment is one of continuous improvement allowing both group learning and individual development. There is constructive competition within the team.	1	2	3	4	5
Total Score:						

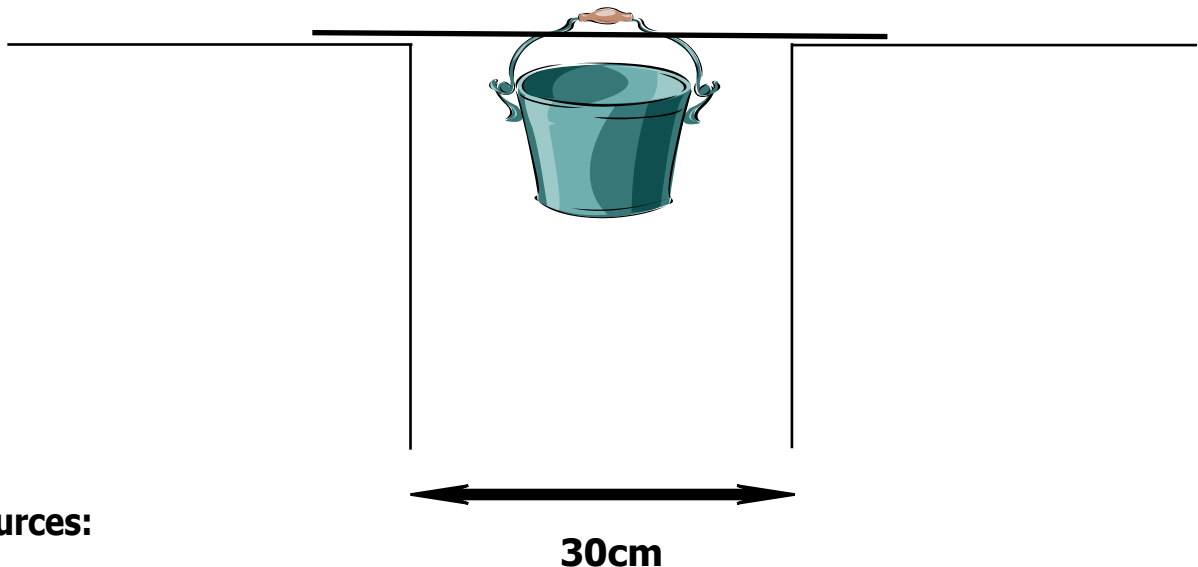
Bridging the Gap Challenge

Bridging the Gap is a practical team working exercise to help understand the difference between a group of people and a team. The team's objective is to design and build a structure from the materials provided that reaches across two surfaces, 30 cm apart, and will support a metal bucket holding at least 1 litre of water.

You have a maximum of 20 minutes to implement the team's solution.

Success will be based on the most economical solution and how long the bucket holding at least 1 litre of water, supported by your design for a minimum of two minutes. Please note that your bridge must be freestanding and cannot be attached to either surface.

Best of Luck



Resource Costs

Resource	Quantity	Cost	Actual Used
Project Brief	1	£0	
Bucket	1	£500	
A4 Card	1	£1,000	
Paperclips	14	£100 each	
Metal Hook	1	£300	
Tape Measure	1	£100	
Sellotape	1 Roll	£50 for each 25 mm	
Total Cost			£

Are we a Group, Team or High-Performance Team?

What hindered you?

What went well?

Think carefully about your answers to the following Circle the number that you think most nearly describes **the team** during the exercise. Answer as honestly as you can.

Clear Objectives - accepted and agreed by all team members

1 2 3 4 5 6

Failed to achieve this criteria as a team. Key focus for development.

Clearly achieved the criteria. Considered as a key strength.

Balanced Roles - the 'right' mix of people

1 2 3 4 5 6

Failed to achieve this criteria as a team. Key focus for development.

Clearly achieved the criteria. Considered as a key strength.

Positive Communication - open, honest and continuous

1 2 3 4 5 6

Failed to achieve this criteria as a team. Key focus for development.

Clearly achieved the criteria. Considered as a key strength.

Relationships - supportive and trusting

1 2 3 4 5 6

Failed to achieve this criteria as a team. Key focus for development.

Clearly achieved the criteria. Considered as a key strength.

Co-operative - able to resolve conflict

1 2 3 4 5 6

Failed to achieve this criteria as a team. Key focus for development.

Clearly achieved the criteria. Considered as a key strength.

Continuous improvement - group learning, development of individuals

1 2 3 4 5 6

Failed to achieve this criteria as a team. Key focus for development.

Clearly achieved the criteria. Considered as a key strength.

Time to Download

This is a chance to write down things which have been confirmed and, more importantly, new things that have been learnt. If you have been reminded of something that you knew but had never done anything about, it can be classed as newly learnt.

'To know and not to do, is not to know'

As a result of this workshop what is one thing you are going to:

STOP doing

CONTINUE doing

START doing