teams

Effective teams

- **Shared goals** (common goals)
- **Productivity** (work done, deadlines met)
- **Division of roles** (clear division of labour)
- **Clear communication** (open channel of communic-ation, all ideas considered, problems discussed and resolved
- **Personal growth and recognition**
- **Team spirit and respect for one another**
- **Openness to people outside the team** (never refusing outside input, influence, criticism)

An effective team player

Attitude to work

- enthusiastic about job (show interest in team's work)

- clear with own role and responsibility (know what is expected)

- taking initiative (improve things)

- reliable (quality work; keep promises)

Effective team player - continued

Attitude to other team members

    - open-minded (open mind to all ideas and viewpoints)

    - respect everyone (find common ground with each colleague)

    - understand everyone's strengths and weaknesses

    - encourage and praise team mates' work

(provide encouragement and feedback)

Effective team member - continued

Attitude about self

- positive attitude

(focus on solving problems)

- selfless

- open to learning and feedback

(own up to your mistakes, accept you are not perfect)

Effective teams - continued

Effective team = one person in each of following roles:

- ➤ The plant
- ➤ The resource investigator
- ➤ The coordinator
- ➤ The shaper
- ➤ The monitor-evaluator
- ➤ The team worker
- ➤ The implementer
- ➤ The completer – finisher
- ➤ The specialist

Managing teams

Responsibilities of a team leader:

➢ See the big picture(action plan+priorities, workload)

➢ Delegate the work (establish roles & responsibilities; expectations; don't impose methods)

➢ Motivate the team (foster team spirit, everyone involved)

➢ Coach the team members (support & develop team)

➢ Resolve issues (resolve internal/external issues as they arise)

➢ Ensure deadlines are met

➢ Ensure quality (high standards by constant monitoring)

➢ Communicate work status (communicate team's results to senior people+praise, keep team informed)

➢ Give & encourage feedback(positive & constructive feedback)

Project management

responsibilities for completing a task by a certain deadline, within a certain budget and possibly employing certain resources

Project management - steps

Establish ultimate responsibilities for project

- ✓ clear and measurable objective, clear vision for end-goal
- ✓ handle conflicts before start, get agreement

Write down what you need to do

- ✓ know exactly what to achieve + best way

Double check understanding of project's objective

Project management – steps

Write a plan

- ✓ **think about measurable results,prioritize work, create milestones /smaller goals/**

Build contingency into the plan

- ✓ **what cannot be compromised in terms of time, cost, quality, work out risks involved**

Get plan signed off

- ✓ **send plan to sponsor for approval,negotiate, get written approval for work version**

Project management - steps

Delegate the work

- ✓ **assign work appropriately, manage each person according to needs**

Make sure work gets done

- ✓ **check everyone's progress; hold a weekly status meeting**

Keep re-prioritizing

Tell people what is happening

- ✓ **don't avoid bad news,keep sponsor and stakeholders informed of progress, use traffic lights**

Success strategies

➢ **Keep things simple**

➢ **Get and keep people on your side**

➢ **Learn to delegate**

➢ **Don't get stuck**

➢ **Visualize what end result looks like**

➢ **Learn about the experience**

Overcoming team problems

Raising an issue:

- ❑ **Who should you approach?**(person / group leader/ objective outsider)
- ❑ **Why raise the issue?** (what is achieved)
- ❑ **When raise the issue?**(close to event, not during it)
- ❑ **Where raise the issue?**(appropriate place, not in public)
- ❑ **How raise the issue?** (think through the facts, anticipate response, balance positive and negative feedback, be specific)

!!! DON'T GET PERSONAL

Typical problems

- Lack of direction
- Lack of productivity
- Personality clashes
- Internal bullying
- Groupthink
- Exclusivity
- Working in a virtual team