




Module Title: - Leading Small Teams





Module Description:-This module covers the knowledge, skills and attitude in to lead in small teams including setting & maintaining team & individual performance standards .

Learning Out Comes (Objectives)

At the end of this module the trainees will be able to:-

-  Provide team leadership
-  Set performance expectation for team members.
-  Supervised team performance.

## Module Content

1. Provide team leadership
  - 1.1.Work requirements
    -  Client profile
    -  Assessment instruction
  - 1.2.Team members' queries and concerns
2. Setting performance expectation for team members
  - 2.1.Establishing performance expectations
    -  Client expectations
    -  Individual team member expectations
  - 2.2.Allocate duties and responsibilities
  - 2.3.Communicating skills required for leading teams
3. Supervising team performance
  - 3.1.Method of monitoring performance
    - Formal process
    - Informal process
  - 3.2.Performance issues
    - Workout put
    - Work quality
    - Team participation
    - Compliance with workplace protocols

- Safety and customer service

### 3.3. Team building and negotiating skills

### 3.4. Feedback processing

- ✍ Formal processing
- ✍ Informal processing
- ✍

## Learning Strategies and Methods

### A. Learning Strategies

- Learner-centered
- Flexible
- Off and on-job training integrated
- Consideration of both individuals' vs. group based practice/exercises
- Holistic project

### B. Learning methods

- Discussion
- Lecture
- Demonstration
- Project
- Practical exercise

### C. Resource condition

- Training, Teaching and learning materials
- Reference books and manuals
- Visual training media
  - ✓ Overhead projector
  - ✓ Black & white board (preferably magnetic)
  - ✓ Flipchart
  - ✓ Illustration
  - ✓ Pictures
  - ✓ Models

- Required building facilities (classrooms, workshops)
- Access to relevant materials and workplace or appropriately simulated environment where assessment can take place.
- Budget for training operations
- Budget for regular visits

### D. Module Assessment

Assessment of the module should be based on the evaluation of the learning outcomes with the reference to the performance criteria indicated in the respect EOS for the occupation.

Competency may be assessed through:-

- ✓ Direct observation of work activities of the individual member into the work. relation
- ✓ Observation of simulation and role play involving the participation of individual member to the attainment of organizational goal.
- ✓ Theoretical exam.
- ✓ Portfolio assessment(certificate from training providers)

## *Introduction*

### **Provide team leadership**

#### **Definition of Leadership**

- **Leadership** is the process of directing , influencing, monitoring, controlling, and channeling employees towards the goals and objectives of the organization
- **Leader** is a person who controls employees in a given or particular organization or company
- **Leader** is a person who controls the work operation of each individuals or employees in a given organization
- **Leadership** is concerned with encouraging the members of the work unit to contribute positively toward achieving the organization goals and objectives
- **Leadership** in managerial context is a day to day guidance, direction and control of operations

#### **The Roles of Leaders**

Basically, there are many roles of leaders. The most common are

- ❖ **The leader is coordinator**

This means they coordinate peoples, material, activity.

- ✓ They facilitate the way how works participate in production process

- ❖ **The leader is a consultant**

They provide advice for the workers with required skills and techniques

- ❖ **The leader is the group leader**

- ✓ As group leader they must pass the necessary leader ship quilts
- ✓ They must know group dynamics which help to under stand how the groups work effectively.

- ❖ **The leader is an evaluator**

They measure, monitor and evaluate the performance levels of each workers work

#### ***Principles of Leadership***

The following are the basic principles of leadership

- ❖ **leadership should be rhetorically sound**

This is to mean that the theories of leadership should be translated in to action

- ❖ **leadership should be specific**

The activates and the practices of **leadership** should be done through the logical analysis of facts

❖ **leadership should be democratic**

- They must be democratic
- The basic principles of democracy is to encourage work participation

❖ **leadership should be creative**

As the advancement of sciences and technology **leadership** should be timely

❖ **leadership should be effective**

The leadership process should meet the established goal or target

❖ **leadership should be attitudinal**

The attitudes of the **leaders** should be positive for the work that going to supervise

❖ **leadership should be cooperative**

Cooperation between the **leaders** and workers for their mutual advantage make the process of **leadership** good and valuable.

## Responsibilities of leaders

- ✓ Every **leader** should know his or her job the technical part as well as the managerial function
- ✓ The **leader** is primarily responsible for the successful accomplishment of operation

The responsibilities of **leaders** are classified under the following headings

- Responsibilities towards workers or subordinates
- Responsibilities towards management
- Responsibilities towards his or her function
- Responsibilities towards his or her colleagues

## Responsibilities towards workers or subordinates

The responsibilities of **leaders** include:-

- ✓ Explain the objectives of the organization clear to his or her subordinates
- ✓ Act as a model to his or her subordinates
- ✓ Ensure discipline among the workers
- ✓ Issues orders and instruction to his workers or subordinates
- ✓ Listen to the suggestion given by the subordinates and in turn give
- ✓ Prescribe work methods procedure and schedule
- ✓ Listen to the completes and problems of subordinates and must help to solve them
- ✓ Motivate subordinate and appreciate the efficient performance of any work

## **Responsibilities towards the management**

Responsibilities towards the management cover the following areas

- ✓ Inform the management about the progress of the assignment
- ✓ Inform the management of the problem and difficulties faced by the subordinates
- ✓ Ensure that work is performed according to the desires of superior
- ✓ Should take steps to be economical in operation

## **Responsibilities towards his or her own function**

- ✓ Take steps to improve the productivity level of his or her subordinates
- ✓ Properly plan his or her work which is assigned to his or her
- ✓ Allocate the work to his or her subordinates according to their abilities, interests, attitudes and willingness
- ✓ Organize the labor force
- ✓ Supervise the work of his or her works and give suggestion for further improvement

## **Responsibilities towards his or her colleagues**

Responsibilities of towards his or her colleagues include:-

- ✓ Extend his co-operation to his colleagues
- ✓ Accept his or her transfer from one department to another department
- ✓ Supply essential information to other department , if required /if needed/

## **Qualities of a supervisor**

The following point high lights the qualities of a leader. These are

- ✓ Technical knowledge
- ✓ Knowledge of the organization
- ✓ Ability to talk well
- ✓ Managerial/ administrative/ ability
- ✓ Ability to listen
- ✓ Honesty and patience
- ✓ Ability to memorize
- ✓ Understand and respect the feelings of other
- ✓ Should have a complete information

## **Leader ship styles**

The behavior exhibited by leader during influencing subordinates to accomplish organizational objectives is known as **leader ship style**

A Manager are relatively consistent in the way they influence their subordinates. Their behavior pattern can be classified as:

- ✓ Autocratic leadership styles
- ✓ Participative leadership styles
- ✓ Free-rein leadership styles

## ❖ Autocratic leader ship style

Autocratic leadership centralizes power and decision making in him self and exercise complete control over the subordinates

Autocratic leader ship it can be applied with success in situation where:-

- ✓ The subordinate lack knowledge of organizational goals
- ✓ The subordinates are inexperienced or lack of training
- ✓ The leader prefers to be active and dominate in decision making

## ❖ participative leadership style

In contrast to the autocratic, the participative leader in decision making and practice leadership by consultation. Decisions are arrived at after consultation with followers and participation by them. The subordinates are also encouraged to explain their potential and assume greater challenging responsibilities. The participative leader attached high importance to both work and people. This style improves job satisfaction and moral of employees.

## Participative leader ship style is appropriate where

The organization has communicated its goals and objective to the subordinates and the subordinates accept it.

- ✓ Rewards and involvement are used as the primary means of motivation and control
- ✓ The leader truly desires to hear the ideas of his employees before decision making
- ✓ The leader wish to develop analytical self control abilities on his subordinates
- ✓ The workers are reasonable ,knowledgeable and experienced
- ✓ The subordinates desire active and truly involvement in matters that affect them
- ✓ The time for task completion allows for participation.

## ❖ free rein leadership style

Free rein leader ship style is a rather complete delegation of authority in to the hand of the subordinates, so that they must plan, motivate, control and other wise be responsible for their own action.

Free rein leadership style appropriate under the following condition where:-

- ✓ The organizational goals been comminuted well and are acceptable to the subordinates
- ✓ The leader is interested in delegation decision making fully
- ✓ The subordinates them selves are well trained and highly knowledgeable, concerning their tasked and are ready to assume responsibilities