

# Managing Teams

with Todd Dewett

**Course Outline**

# Chapter 1: Motivating Your Team

## Video 1: Motivating your team

1. Knowing the difference between \_\_\_\_\_ and \_\_\_\_\_ motivation.
2. \_\_\_\_\_ motivation comes from within a person.
3. \_\_\_\_\_ motivation from external factors.
4. What are the 3 major approaches to employee motivation?  
a.  
b.  
c.
5. The number one reason employees voluntarily leave jobs is bad \_\_\_\_\_ relationships.
6. Never rely on \_\_\_\_\_ as a motivator.



## Video 2: Mastering the goal setting process

1. Goals direct finite \_\_\_\_\_ and \_\_\_\_\_ toward desired outcomes
2. After goals have been set, agree upon \_\_\_\_\_.
3. What is the most important part of the goal setting process?

## Video 3: Elements of the effective goals

1. What does SMART stand for?
2. The more \_\_\_\_\_ the goal, the more useful.
3. Beyond SMART Goals, what else do you need to provide employees?

## Video 4: Rewarding employees

1. Understand the difference between \_\_\_\_\_ and \_\_\_\_\_.
2. \_\_\_\_\_ recognition is not highly planned.
3. When you reward great behavior in a timely manner, this is called a \_\_\_\_\_ award.
4. The most powerful motivation tools are \_\_\_\_\_ rewards.
5. What are the three characteristics of effective recognition and rewards?
  - a.
  - b.
  - c.
6. Make sure all rewards are \_\_\_\_\_.

## Chapter 2: Managing Team Performance

### Video 1: Understanding the employee evaluation process

1. What three things should you do to prepare for an evaluation?
  - a.
  - b.
  - c.
2. Be sure to schedule enough \_\_\_\_\_ to discuss each issue.
3. When explaining your conclusions be \_\_\_\_\_, be \_\_\_\_\_, and stay \_\_\_\_\_.
4. Do not discuss \_\_\_\_\_.
5. Choose a private \_\_\_\_\_.

### Video 2: Maximizing team talent

1. What four key issues should you consider when assessing your team's talent?
  - a.
  - b.

c.

d.

2. You need a \_\_\_\_\_ plan.

3. Always leave the team \_\_\_\_\_ than you found them.

### **Video 3: Dealing with underperforming employees**

1. Is the issue a one-time \_\_\_\_\_ or a \_\_\_\_\_?

2. Consider both \_\_\_\_\_ and \_\_\_\_\_.

3. What are four approaches to dealing with ability issues?

a.

b.

c.

d.

4. What is a performance improvement plan?

## **Chapter 3: Developing others**

### **Video 1: Learning how to delegate**

1. What are the two main reasons that learning to delegate is important?

a.

b.

2. Do not delegate because you are too \_\_\_\_\_.

3. What three questions should you consider before delegating?

a.

b.

c.

4. When choosing who to delegate to be sure the person has \_\_\_\_\_, is \_\_\_\_\_ to do the work, is \_\_\_\_\_ in growth opportunities, and a person who \_\_\_\_\_ to you.

## Video 2: Coaching and mentoring

1. What are the two types of advisory relationships?
  - a.
  - b.
2. Great coaches set \_\_\_\_\_ and \_\_\_\_\_ goals.
3. What is the goal of mentoring?

## Video 3: Managing high potentials

1. High potentials are the top \_\_\_\_\_ percent of employees.
2. Tell high potentials they are \_\_\_\_\_.
3. Find high potentials effective \_\_\_\_\_.
4. Get \_\_\_\_\_ from your supervisor.

# Chapter 4: Understanding Team Dynamics

## Video 1: Important team roles: Task roles

1. What are the two types of positive and productive roles?
  - a.
  - b.
2. What are task roles?
3. The less time you have, the more you have to manage the \_\_\_\_\_.
4. Who in your team might fit these descriptions?

## Video 2: Important team roles: Social roles and negative roles

1. What are the four key social roles in an effective team?

- a.
- b.
- c.
- d.

2. What are the four negative roles?

- a.
- b.
- c.
- d.

## Video 3: Re-energizing the team following burnout

1. What starts as work-related stress always becomes stress at \_\_\_\_\_.
2. What are the strategies for dealing with burnout?
3. Make sure employees are using their \_\_\_\_\_.
4. Start an open \_\_\_\_\_.

## Chapter 5: Managing Conflict

### Video 1: Realizing the rules of positive conflict

1. A difficult employee is someone who is consistently \_\_\_\_\_ and \_\_\_\_\_ others.
2. Bosses are \_\_\_\_\_ by talent.
3. People love to avoid \_\_\_\_\_.
4. A difficult employee will damage your \_\_\_\_\_.
5. What are four steps for dealing with problem employees?
  - a.
  - b.

- c.
- d.

## Video 2: Mediating conflict between others

1. When you serve as a conflict mediator you are attempting to be a \_\_\_\_\_ third-party.
2. Don't \_\_\_\_\_ too often.
3. Begin by \_\_\_\_\_.
4. Call it a \_\_\_\_\_.
5. What are the rules of positive communication?
6. Add \_\_\_\_\_ where needed.
7. Spot common \_\_\_\_\_.
8. Strive for \_\_\_\_\_.

## Video 3: Creating positive conflict

1. Positive conflict is focused on \_\_\_\_\_.
2. How much \_\_\_\_\_ do you possess?
3. Make your position a \_\_\_\_\_ for the leadership team.
4. Be ready to \_\_\_\_\_.

# Chapter 6: Making Work Fun

## Video 1: Celebrating performance

1. What are the four main reasons for incorporating fun into work?
  - a.
  - b.
  - c.
  - d.

2. What are a few things worth celebrating at work?

## **Video 2: Using team members' life events to build camaraderie**

1. What are three main types of extracurricular socializing?
  - a.
  - b.
  - c.
2. Remember to \_\_\_\_\_.
3. Social events are not \_\_\_\_\_.

## **Video 3: Creating a positive work environment**

1. Tell them about the \_\_\_\_\_ they support.
2. Show them \_\_\_\_\_.
3. Have others show \_\_\_\_\_.