Emerging Leaders Programme

Module 9 – Managing Teams Effectively

FARRANS
A CRH COMPANY

Covid Guidelines:

- Respect 2 metre social distance at all times (tables, flipcharts)
- Protect your workspace and your folder items
- Only use pens, pencils, markers and blu tac from your folder
- No sharing of materials
- Follow all hotel guidelines
- Stay safe and respect others

Group 1

Ground Rules

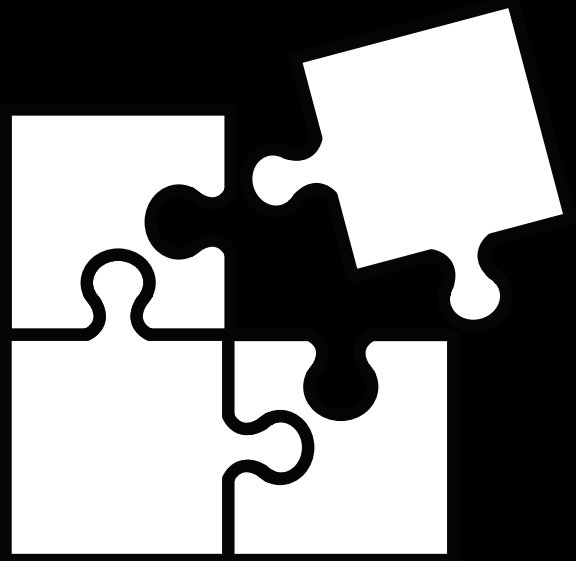
- Don’t hold back
- Open & Honest
- Embrace
- Preparation
- Homework
- Respect for others
- Be present
- Dedication

Objectives

- Manage Relations
- Improve Self & Others/Accept 360 feedback & act on it
- Time management
- Presentation Skills
- Conflict/Negotiation/Difficult Situations
- Developing others
- Effective team work
- Trust
- Self reflect
- Delegation
- Mental Health
- Effective Leader

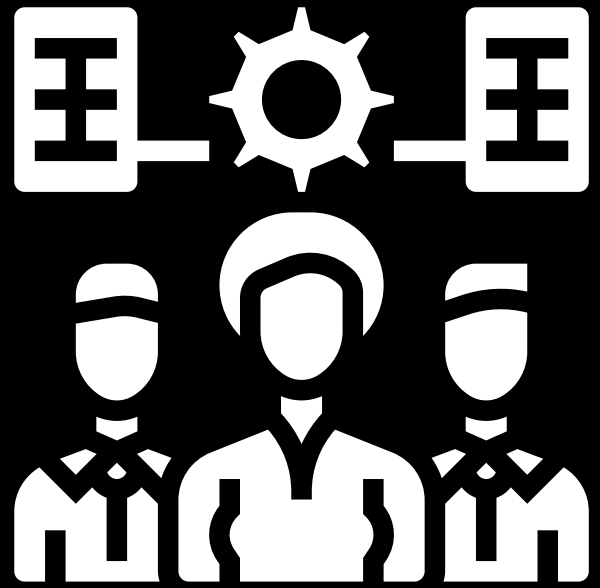
Today's Layout

Module 9

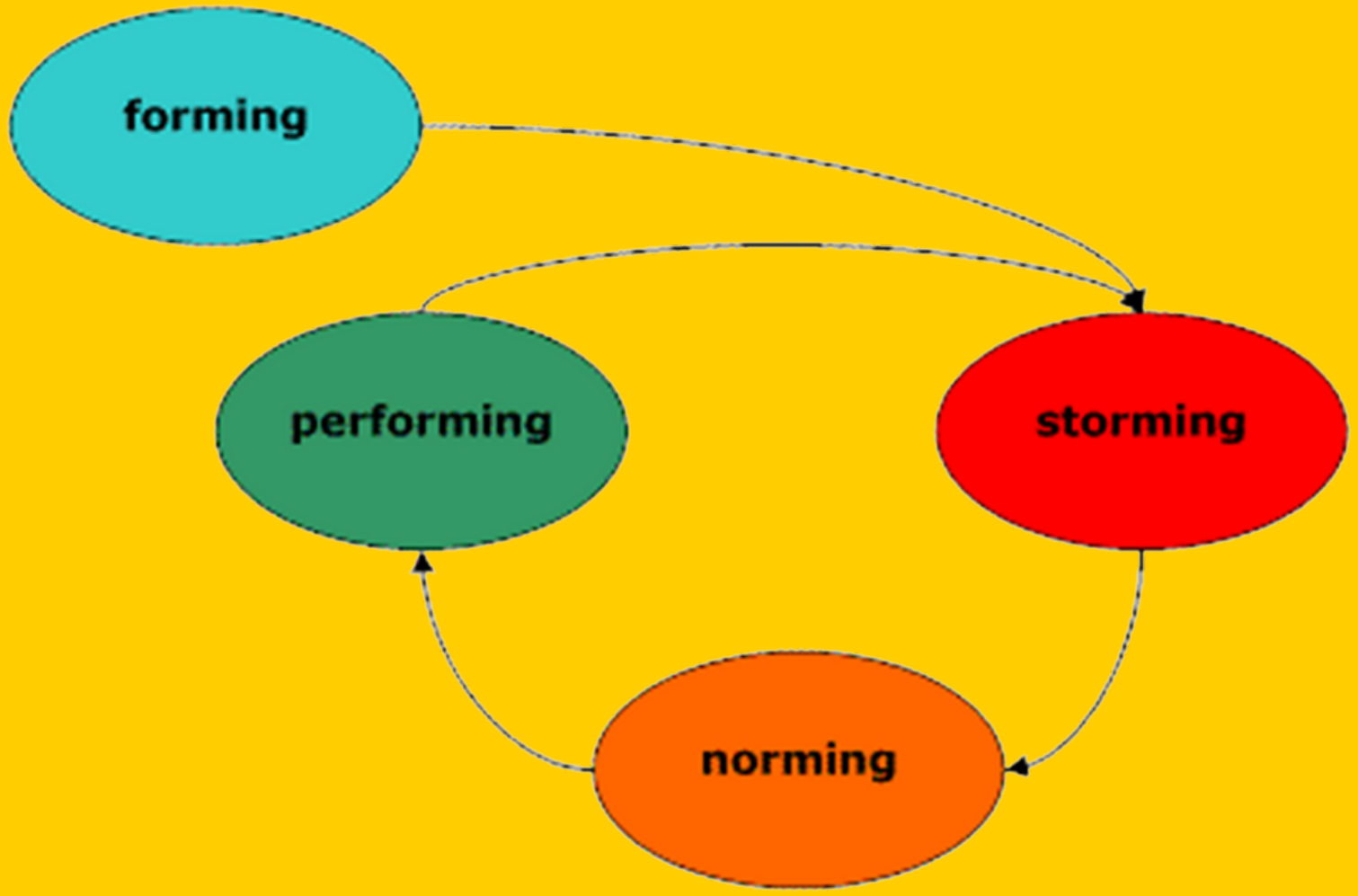


- Understand the different stages of team development and what it means for you as a Leader
- Learn how to run meetings effectively
- Delegation – an introduction

Team Development



Tuckman - Four Stages of Team Development



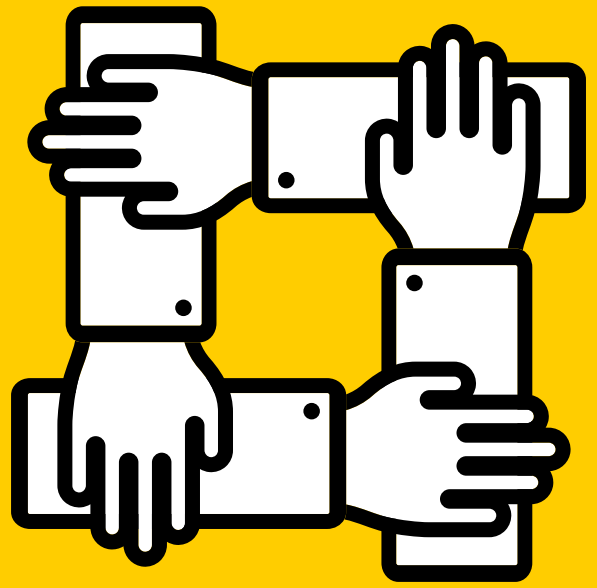
For each stages of the Tuckman model, identify:

- What would I observe in the group?

2. What should the role of the leader be?

Stage One: Forming

- Little agreement on team aims other than received from leader.
- Individual roles and responsibilities are unclear.
- Leader must be prepared to answer lots of questions about the team's purpose, objectives and external relationships.
- Processes are often ignored.
- High dependence on leader for guidance and direction.
- Some members test tolerance of system and leader.
- Leader controls.

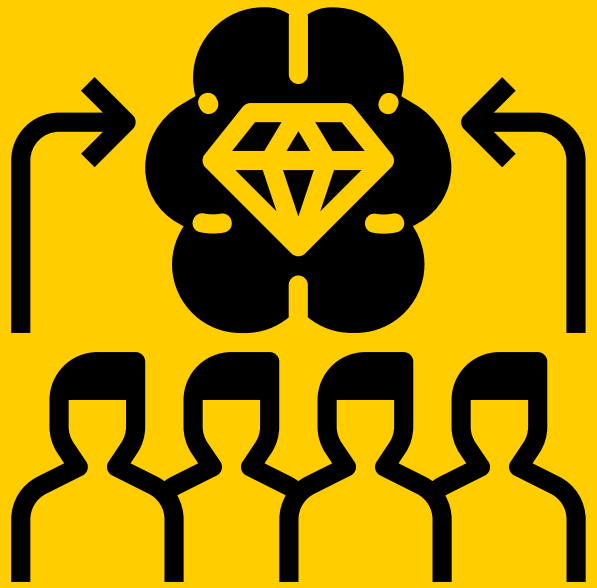


Stage Two: Storming

- Decisions don't come easily within team.
- Team members vie for position as they attempt to establish themselves in relation to other team members and the leader, who might receive challenges from team members.
- Clarity of purpose increases but plenty of uncertainties persist.
- Cliques and factions form and there may be power struggles.
- Compromises may be required to enable progress.
- Leader guides

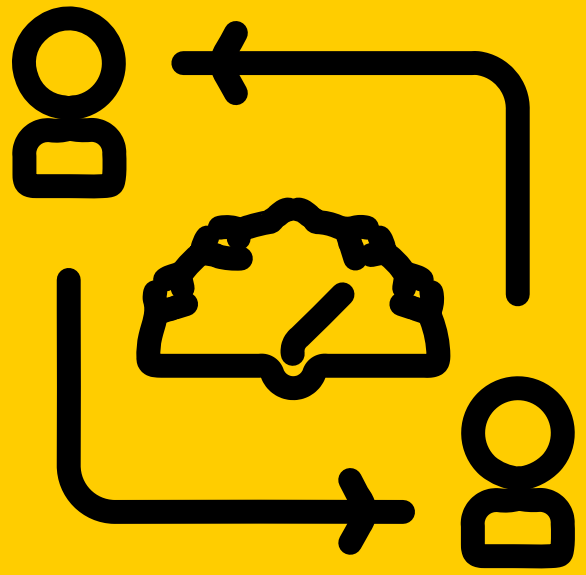
Stage Three: Norming

- Roles, responsibilities and ground rules are clear and accepted.
- Big decisions are made by team agreement.
- Smaller decisions may be delegated to individuals or small teams within team
- Commitment and unity is strong.
- The team may engage in fun and social activities.
- The team discusses and develops its processes and working style.
- There is general respect for the leader.
- Leader consults



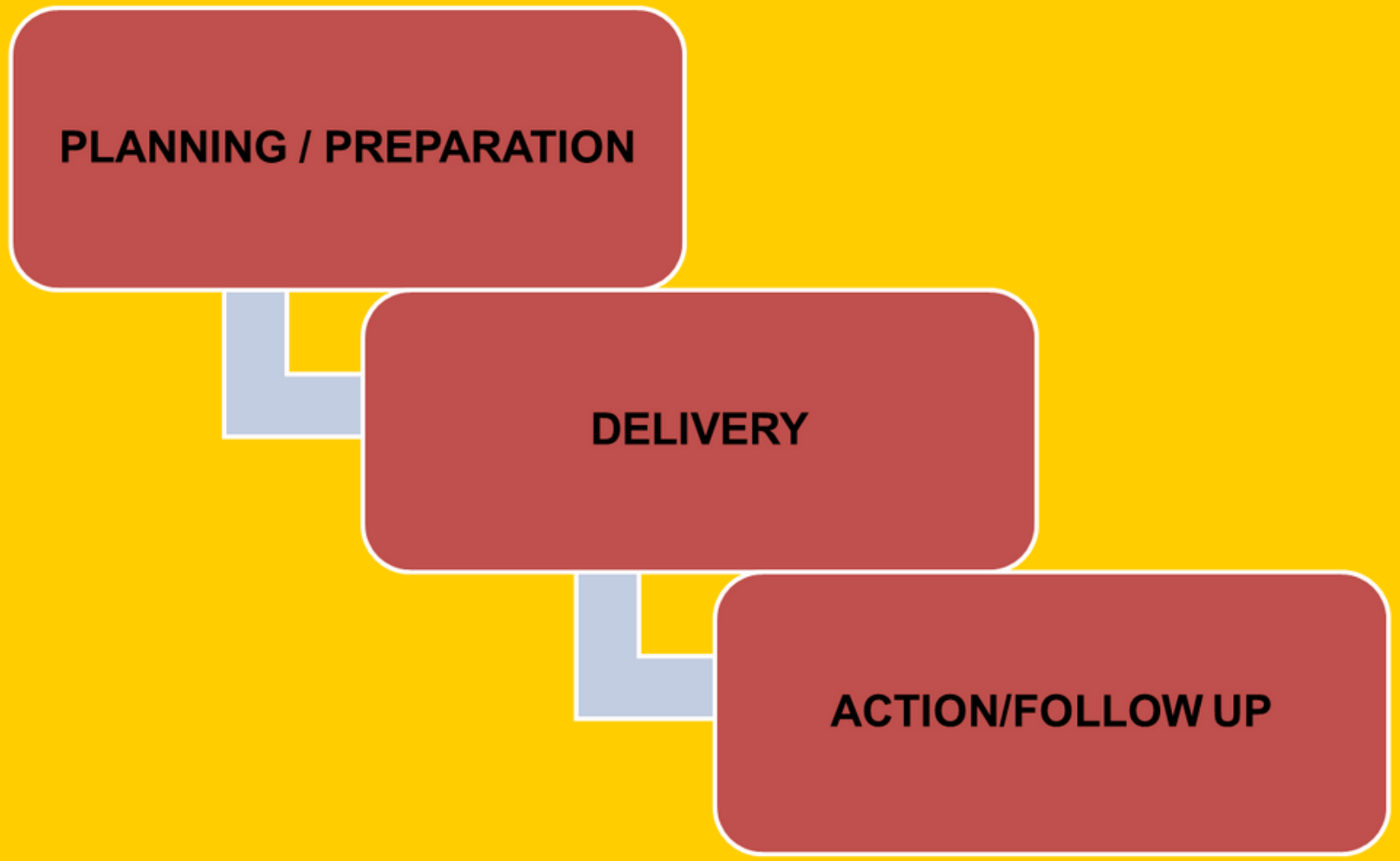
Stage Four: Performing

- The team knows clearly why it is doing what it is doing.
- There is a focus on achieving goals
- Disagreements occur but now they are resolved within the team positively and necessary changes to processes and structure are made by the team.
- The team is able to work towards achieving the goal, and also to attend to relationship, style and process issues along the way.
- Team members look after each other.
- The team requires delegated tasks from the leader and does not need to be instructed or assisted.
- Leader facilitates



Meetings

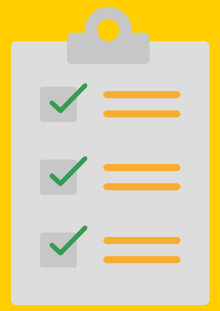
Effective Meetings: Process



Effective Meetings: Steps

Planning/ Preparation

- Clear objective/purpose of meeting
- Key stakeholders involved/when and how
- Agenda and timings
- Roles of attendees
- Prepared questions
- Behaviour preferences and implications



Delivery

- Allow small talk but know when to move on
- Cleary state purpose/objective – use agenda / ground rules
- Appoint minute taker/timekeeper if necessary
- Use prepared open questions
- Use GROW for issues/problems
- Summarise actions & delegate tasks
- Finish on time

Action/ Follow Up

- Circulate minutes or actions

Preparation

Preparation: Agenda Writing

Sets tone for meeting (like an invite).

Prioritise agenda items.

In some cases add timings.

Circulate agenda for additions/pre-thinking to occur.

Ideally no A.O.B on agenda.

Space/new page for action points.

Agenda: Key Principles

- Always have a start / finish time and location
- Put easy items at start and finish
- Leave “tricky” items until people have settled
- AOB items should be:

  Raised at the start but discussed at the end

  Minor

  Concerning everyone

The role of a Chairperson

TO ENSURE THE MEETING

ACHIEVES SUCCESSFUL

RESULTS

Chairing Skills - DO'S AND DONT'S

Topic	Do's	Don't's
How to generate discussion	• Create the right atmosphere • Encourage new ideas • Involve the whole group • Ask reflective open questions e.g. what do you think ?	• State your views at the start • Ask leading questions • Put people on the spot
How to control discussion	• Use Insights knowledge • Summarise regularly • Use closed questions to check understanding • Keep people to the agenda	• Make leading statements • Take over • Show impatience or lack of understanding
Controlling a dominant person	• Ask others to contribute • Interrupt calmly and politely • Invite others by name to speak • If necessary speak to them outside of meeting about their behaviour	• Clamp down too quickly. You may prevent them from contributing in the future and possibly inhibit or even alienate the rest of the group.

Skills & Qualities of an effective Chairperson

- Objective
- Diplomatic
- Consistent
- Listens
- Watches
- Involves People
- Controls people – one conversation at a time
- Asks questions
- Tests for understanding
- Summarises
- Paraphrases
- Gains consensus

The role of the delegate

Clarify the purpose of the meeting

Request an agenda – be proactive

Preparation

Professional behaviour

Contribute, Listening, Supporting, Forward Suggestions,
Taking Ownership and Opposing views dealt with constructively

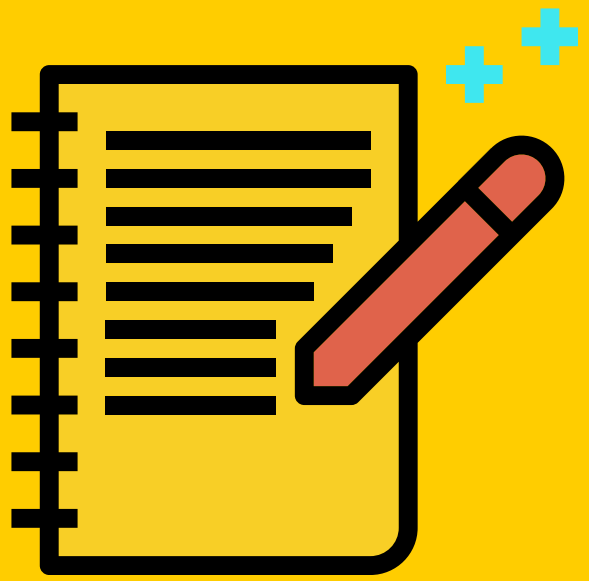
Minutes: Key Principles

- Appoint a minute taker
- Less formal meetings - Use a flip chart

ACTION WHO WHEN

More formal meetings:

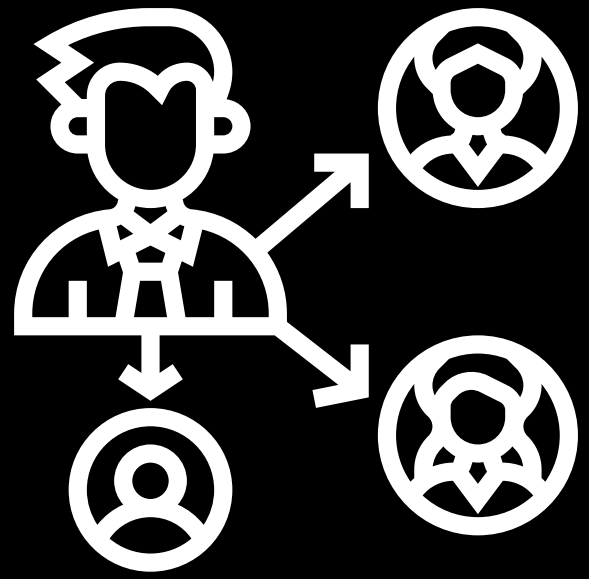
- Summarise main viewpoints and action plan
- Contentious issues – draft note there and then
- Circulate ASAP



Action Planning

Action	Responsible	Support needed from	Date to completed by	Completed

Delegation



7 Steps of Delegation

- Identify the activity
- Select the individual or team
- Explain / Consult on the reasons for the activity – get buy in
- State the required results
- Consider what resources and support will be needed
- Agree deadlines
- Feedback on results