



Top Tips for Teambuilding & Leadership

Teambuilding and leadership are summarised here so you can refer to them quickly and easily

INTRODUCTION

Members of an effective team are likely to

- be united in a common purpose
- trust each other
- be committed
- be open with each other
- accept consensus decisions
- be dependent on each other
- support each other
- work conflict through

TEAM LEADERSHIP

The team leader's role is to

- achieve the task
- build the group into a cohesive, effective team
- develop and motivate the individuals

Team leaders use different styles

- autocratic
- persuasive
- consultative
- participative

Leaders have to manage with

- enthusiasm
- confidence
- integrity
- courage

Leaders need to be

- good communicators
- effective decision-makers
- tutors
- organisers
- counsellors
- effective delegators

BUILDING A TEAM

Effective teambuilding depends on a number of conditions, including:

- setting clear aims and objectives
- working through the development process
- identifying team roles and responsibilities
- taking account of factors that might affect the team
- motivating team members
- monitoring and evaluating

There are two types of group:

- formal
- informal

Formal groups are formed for:

- managing, controlling and distributing work
- processing information
- coordinating and liaising
- problem-solving and decision-making
- testing and ratifying decisions
- negotiating and resolving conflict
- evaluating efforts

Informal groups are formed for:

- work-related matters
- outside activities

The four stages of development are:

- forming
- storming
- norming
- performing
- Terminating

THE IMPORTANCE OF TEAM ROLES

Belbin suggested that team members perform at least two roles:

- functional
- team

Belbin's team roles are:

- shaper
- coordinator
- plant
- resource investigator
- teamworker
- implementer
- monitor-evaluator
- completer-finisher
- specialist

KEEPING TEAMS MOTIVATED

To keep your team motivated, you need to know:

- what is important to them
- what they want from their work
- how their individual needs can be met
- how to recognise and deal with demotivation

Alderfer suggested three levels for the hierarchy of needs:

- existence
- relatedness
- growth

Herzberg concluded that people are motivated by two sets of needs:

- motivational
- environmental

Dissatisfiers include:

- pay and benefits
- supervision
- company policy, rules and regulations
- communication
- working conditions
- status
- relationships

Signs of demotivation include:

- persistent absenteeism
- poor quality of work
- lack of cooperation
- persistent lateness
- higher than normal staff turnover
- minor complaints and grievances
- stress

MONITORING AND EVALUATING

You can evaluate by:

- getting feedback from external and internal customers
- building in review dates to monitor work and targets and check that the main purpose has not changed
- holding team meetings
- getting feedback from individual members of the team.