

MANAGING TEAM PERFORMANCE

Workbook – TEAM FLYING

Objectives

Having completed this workbook, you will be better able to:

- Consider how effective your team currently is, what stage they are at, and how to move them on to the next stage
- Identify the roles your team needs, how to fill them, and how to nurture effective relationships between team members
- Understand how to maintain your team identify and keep everyone working together, as well as finding decision-making and problem-solving processes that your team can use
- Consider what your team needs from others, and what others need from your team

Contents

Section 1

Growing your team...

- Today's teams
- How effective is your team?
- Growing your team

Section 2

Roles and relationships...

- A balance of roles
- Robust relationships

Section 3

Oiling the wheels...

- Maintaining team identity
- Deciding as a team

Section 4

Looking outwards...

- The big picture
- What links does your team need?
- Being your team's ambassador
- Getting on with other teams
- Dealing with tensions between teams

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Workbook – MOTIVATE

Objectives

Having completed this workbook, you will be better able to:

- Understand what motivates people to work, explain three key theories in terms of peoples behaviour that can help or hinder motivation, and identify what team leaders can do to raise the level of motivation in their teams
- Identify what you can personally do to have a positive impact on motivation in your team, and use these techniques to the best effect
- Look at tactics that may be used to try to minimise the negative effects on your team, of issues that are outside of your control

Contents

Section 1

What makes people tick?...

- Theory 1: Fulfilling needs
- Theory 2: Linking needs to expectation
- Theory 3: Needs and job satisfaction
- Using the theories

Section 2

The ball's in your court...

- Lead by example
- Check expectations
- Develop a supportive team environment
- Manage performance to motivate
- Encourage development

Section 3

It's not all down to you...

- The job itself
- Pay and benefits
- Working conditions
- Organisational culture

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Workbook – GET RESULTS

Objectives

Having completed this workbook, you will be better able to:

- Understand how to find the right aims and objectives that exist in your organisation, for your team by using the simple tool of SMART objectives
- Identify how to develop tasks, roles, resources and schedules that support the team and individual objectives, and understand the importance of agreeing plans with the team and its members
- Consider the importance of monitoring, support, and taking corrective measures to keep plans on track through a variety of methods including system-based and self-monitoring
- Understand how to examine performance criteria and their role in providing evidence of achievement, and how to provide good feedback to your team through informal and formal review processes

Contents

Section 1

Specify the results you need...

- What am I supposed to be doing?
- Aims and objectives
- The performance cycle

Section 2

Plan and agree the work...

- What, who, how and when
- Decide on tasks
- Assign tasks to roles
- Get resources
- Plan schedules
- Agree plans

Section 3

Monitor, control and support...

- The feedback loop
- Monitoring performance criteria
- Monitoring methods
- Taking corrective action
- Providing support

Section 4

Review the results...

- Checking performance criteria
- Providing feedback to the team
- Appraisal review

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Workbook – DEVELOP!

Objectives

Having completed this workbook, you will be better able to:

- Understand how development fits into the organisation and why its important, identify the steps in a typical cycle of development, and recognise and assess team learning needs and solutions
- Identify how to support your team members in their development by involving them from the start, how to support their learning and how to review and evaluate the experience with them
- Know how to structure your coaching sessions and follow a process to make the learning more effective
- Recognise a structured way of training team members in specific activities and set up a training system for other team members to use to help each other

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Section 1

The big picture...

- 'Learning with knobs on'
- Why do it?
- The development cycle – how it works
- Step 1: Identify development needs
- Step 2: Agree development objectives
- Step 3: Select development methods

Section 2

Support it...

- Lead the team's development
- Supporting individuals' development
- Supporting learning from experience

Section 3

Be a team coach...

- What is it?
- The five steps of coaching
- How to do it
- Key points of coaching

Section 4

On-job training...

- Don't let your learner be a passenger!
- Learning through the senses
- Learning through repetition: repeat, review and rehearse
- The Task sheet
- Preparation
- Explanation
- Involve your team members
- Key point of on-job training

