

How to Lead a Team

“Leadership should be born out of the understanding of the needs of those who would be affected by it.”
-Marian Anderson

To nurture the success of any team, a team leader must perform certain tasks. Unfortunately, in many organizations, there is a lot of confusion about what the role of the team leader is and how they should assume that role.

This course focuses on clarifying that role and developing the leadership skills necessary to draw on the experience, knowledge, and expertise of all team members. These skills will be helpful to employees at any level of the organization who are responsible for leading problem-solving teams, customer service teams, production teams, and others.

Participants will understand how the role of the team leader differs from traditional supervisors and will begin to develop the critical skills required to help a team reach its goal.

Learning Objectives

- ◆ Understand the role as team leader and how to carry it out.
- ◆ Practice and learn the people skills needed to guide the team.
- ◆ Set the stage for team members to effectively work together better.
- ◆ Learn how to create an environment where team members will motivate themselves.
- ◆ Develop skills for turning conflict situations into positive problem-solving opportunities.
- ◆ Receive a start-up kit.
- ◆ Learn new meeting management skills and consensus building techniques.
- ◆ Develop skills for keeping the team focused.

Audience

This course is specifically designed for any of the following members of your organization:

- ◆ Current or future team leaders of problem-solving or work teams
- ◆ Project leaders
- ◆ Supervisors who will be charged with helping employees start teams
- ◆ Employees who are leading committees or other work groups
- ◆ Members of an organization who are expected to become more “self-managing” in their work groups

Course Outline

Module One: Teams & What Teams Do

- ◆ What is a team?
- ◆ Key elements in the definition of a team
- ◆ Types of teams and some typical activities
- ◆ Where do teams come from?
- ◆ What type of team do you have?
- ◆ Goals & Missions
- ◆ Temporary teams have temporary goals
- ◆ Permanent teams have permanent missions
- ◆ What sometimes happens to teams if you're not careful

Module Two: Team Leader Duties and Responsibilities

- ◆ Team Leader
- ◆ Background information about the team leader's job
- ◆ What does a team leader do?
- ◆ Facilitator, Sponsor, Coordinator
- ◆ Getting Help
- ◆ What you need to know about organizations
- ◆ Some people just know how to get things done

Module Three: Meeting Management

- ◆ Meeting Management
- ◆ Types of Meetings
- ◆ A Review of the Roles
- ◆ A Review of the Meeting Tools
- ◆ Brainstorming
- ◆ Rules of Brainstorming
- ◆ Building Consensus
- ◆ A Consensus Building Model
- ◆ Using a Problem Solving Process
- ◆ Important Points to Remember
- ◆ Focus of Control
- ◆ Decision Making Model
- ◆ Some Common Traps to Avoid

Module Four: Working with People -- Team and Individual Styles

- ◆ Stages of Team Development
- ◆ Stages of Individual Development
- ◆ Review of Three Behavioral Styles
- ◆ Behavioral Style Continuum

Module Five: Working with People -- Communication Skills

- ◆ Team Leader Communications
- ◆ A Model for Presenting your Point of View
- ◆ Step by Step Examples
- ◆ Summary of the Communication Model
- ◆ Listening to Team Members
- ◆ Becoming a Better Listener
- ◆ Questioning Skills
- ◆ The Importance of Paraphrasing
- ◆ Examples of Paraphrasing
- ◆ Avoid Communication Blocks

Module Six: Working with People -- Understanding Conflict

- ◆ Philosophy of Dealing with Conflict
- ◆ What is Conflict?
- ◆ Causes of Conflict
- ◆ Dealing with Conflict
- ◆ Case Studies
- ◆ Resolving Conflict
- ◆ A Model for Dealing with Conflict

Tools and Techniques

Each participant receives a comprehensive training manual that will later serve as a valuable reference guide. In addition, the ***Team Leader's Start-up Kit*** contains all the team planning forms and project management tools needed to get started and stay on the right track, including:

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| ◆ Writing Your Goal Statement: Ad Hoc Teams | ◆ Daily Planning Guide: Day Shift |
| ◆ Writing Your Team's Mission Statement:
Natural & Standing Teams | ◆ Daily Planning Guide: Evening Shift |
| ◆ Team Roster | ◆ Weekly Planning Calendar |
| ◆ Duty Assignments for Team Members | ◆ 90-Day Planner |
| ◆ Sample Form for Team Operating Guidelines | ◆ Time Management For the Team Leader |
| ◆ Sample Team Operating Guidelines for a
Natural Team | ◆ Simple Process Improvement Tools |
| ◆ Writing Your Team's Job Description | ◆ Process Improvement Using the Flow
Process Chart: Current Process |
| ◆ Getting Your Paperwork Straight | ◆ Process Improvement Using the Flow
Process Chart: Proposed Changes |
| ◆ Sample Meeting Agenda Form | ◆ Getting Your Team Unstuck: Possible
Causes of Problems |

Tools and Techniques continued

- ◆ Keeping a Parking Lot
- ◆ Recording Action Steps
- ◆ Planning for Team Operations
- ◆ Planning for Team Operations
- ◆ Daily Planning Guide: Day Shift
- ◆ Managing Work Assignment Conflicts on the Job: The Should/Should Not Chart
- ◆ Deciding What to Work On First: Problem Priority Grid
- ◆ Team Evaluation: Performance Evaluation for a Natural Team
- ◆ Team Meeting Evaluation Form

Program Format – 3 Days

This course consists of six half-day modules that should be taught in three full days. The training days do not have to be consecutive but should not be spread more than a week apart.

The workshop is conducted using a down-to-earth, hands-on format, involving participants in case studies and reenactments of real world team situations. With every skill block, fundamental principles and techniques are presented. Participants are then coached in their use and have the opportunity to practice and perfect the skills learned. The maximum class size is 20, but for optimum results 12-16 participants is ideal.