



Understanding People @ Work

TEAMS & MANAGEMENT STYLES

WORKBOOK

CONTENT OVER THE 4 DAYS



Teams & Management



Communication & Motivation



Conflict & Difficult People

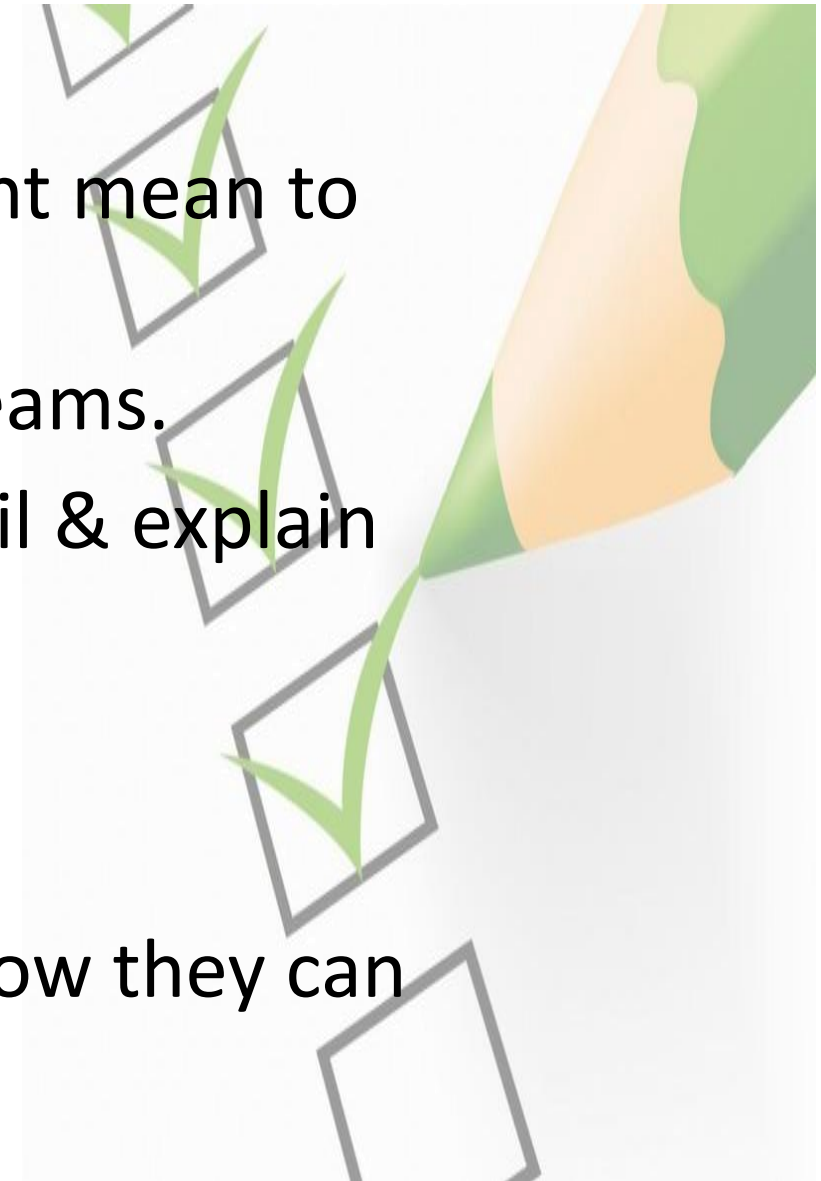


Presentations

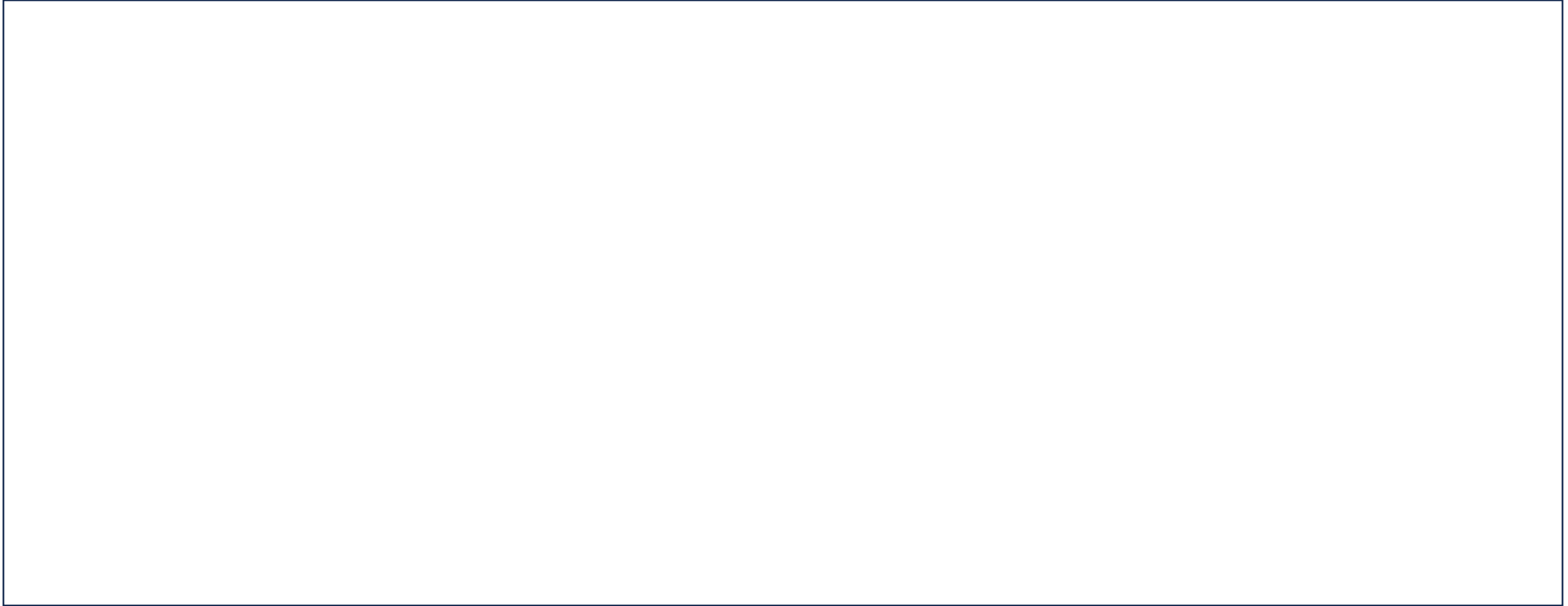


TODAY'S TRAINING OUTCOMES

- Understand what Leadership is & what it might mean to 'step up' with influence.
- Explain the key aspects of a highly effective teams.
- Identify various roles team members may fulfil & explain how they can be utilised better.
- Explain the power of delegation.
- State the stages of team development.
- Explain a variety of management styles and how they can be used in various situations.



WHAT IS LEADERSHIP & WHAT IS MY ROLE IN IT?



IN WHAT AREAS MIGHT YOU NEED TO STEP UP?

12. BRAVE:

Some aspects of Leadership might come to you naturally, but others are universally uncomfortable and challenging—and one of those is courage! Courage isn't a natural response to difficult situations and decisions. It's a learned and practiced one. Courageous leadership, in those moments, involves fighting through your natural responses which would ultimately hold you back.

Source: [Korn Ferry](#)

11. CUSTOMER AND SERVICE FOCUSED:

Many of the other areas of this assessment are focused on the characteristics of a Leader, but a Leader has to be obsessed with what the customer needs or there is no business. This is the strength of the "Amazon's of this world. A solid understanding of what the customer needs and how to service that need is essential.

Source: [Smartkarrot](#)

10. A POSITIVE COMMUNICATOR:

All other areas in this tool are only useful if they can be communicated to people in a way that inspires. Story telling, sense making, inspiration and vision setting are all critical Leadership skills if we are to inspire our people

Source: [Harvard Business Review](#)

9. ACCOUNTABLE, HUMBLE & VULNERABLE

For generations, ego and status have driven Leadership. But haven't we seen what that does to business and our countries? People are seeking humility in Leaders. Not weak humility or vulnerability but a brave ownership of mistakes and faults and a human workers can resonate with.

Source: [Edgar Schein](#)

8. AGILE & ADAPTIVE

In our fast-paced, volatile world, the need to be agile and adaptive to external and internal pressure is critical. Leaders are needing to move from an 'expert' role to that of 'catalyst'.

Source: [Forbes](#) & [Agile Business](#)

1. AUTHENTIC & VALUES DRIVEN

Many would say that authenticity is the most essential ingredient of Leader. Without it one has no anchor in decision making, relationships and business generally.

Source: [Harvard Business School](#)

2. OUTWARD FOCUSED

Our interconnected world is so volatile that the need to be future focused has become more important than ever. Not just to navigate potential obstacles but to seek out market opportunities too.

Source: [Roffey Park Institute](#)

3. 'SENSE MAKER'

Good Leadership stimulates new ways of seeing, understanding, thinking, problem-solving, acting and working together. Leaders promote new ways to understand the deeper purpose behind work. Their efforts help their people see clarity through the fog!

Source: [Forbes](#)

4. ENABLER AND COACH

We have learnt that the 'command & control' (push) approach has a limited shelf life! The 'pull' approach of the Coach seeks to draw out the opinions/solutions of all the team, empowering them and their ownership and creating breadth of ways forward

Source: [Harvard Business School](#)

5. EMOTIONALLY INTELLIGENT AND RESILIENT:

EI is possibly one of the most talked about concepts in Leadership these days. Leaders who have the ability to manage 'self' and 'others' and stay resilient in themselves in challenging times is a key Leadership trait.

Source: [Daniel Goleman](#) and [Forbes](#)

6. COLLABORATION AND RELATIONSHIPS DRIVEN:

Leadership is not a position, it is an action ([Sinek](#)) and therefore you need to be the kind of Leader people want to follow!

Whilst the Leader needs to be collaborative in approach there is a need to understand and celebrate differences too.

Source: [Matthew Syed](#), [Rebel Ideas](#)

7. SKILLS CHEF!

In a global/VUCA world, Leaders need to have the skills to be able to take a range of organisational skills (typically not traditional 'ingredients') and create something new. This 'mix' may include using high levels of Emotional Intelligence, alongside elements of automation and AI, for instance.

Source: [Jacob Morgan](#). [Future Organisation](#)

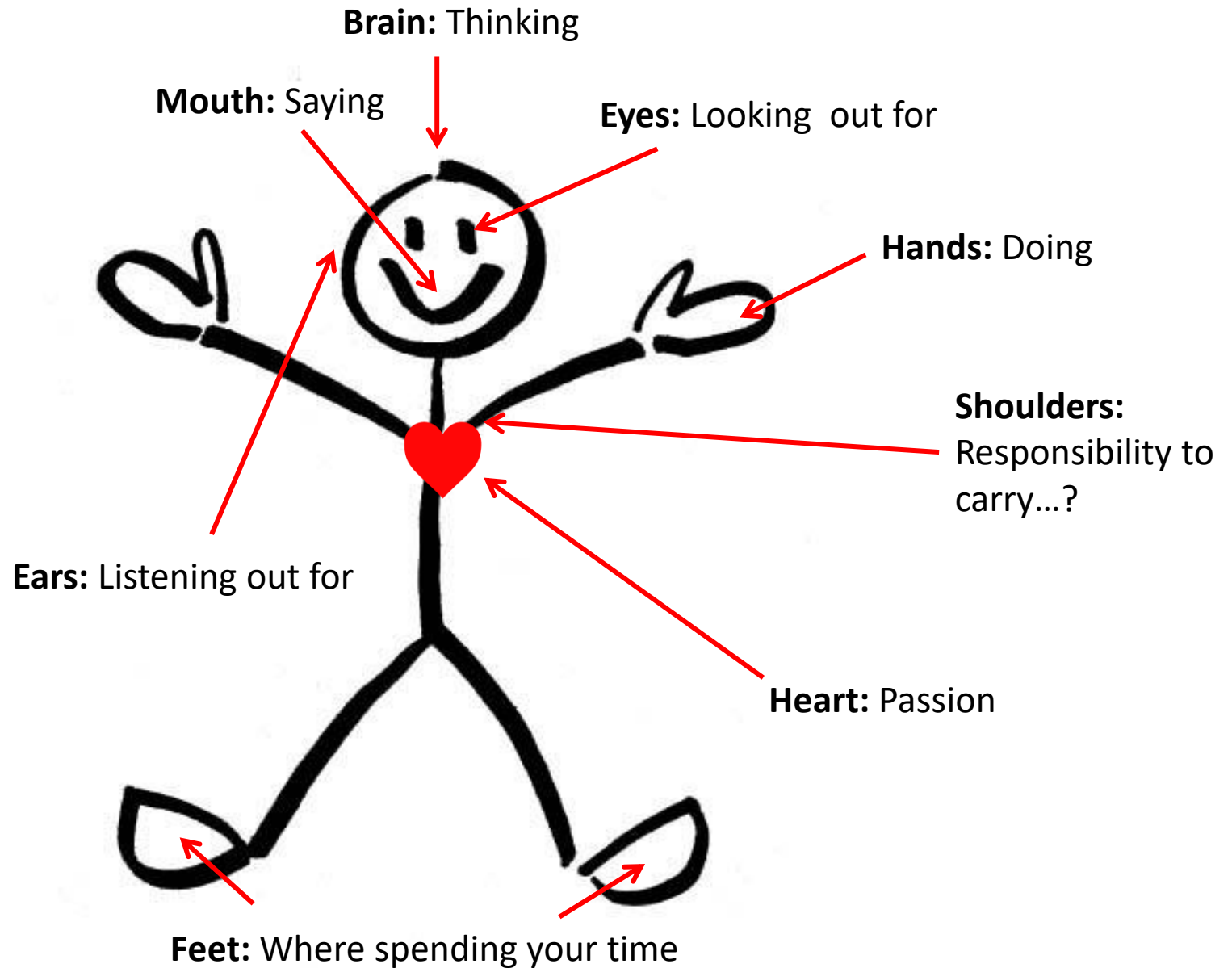


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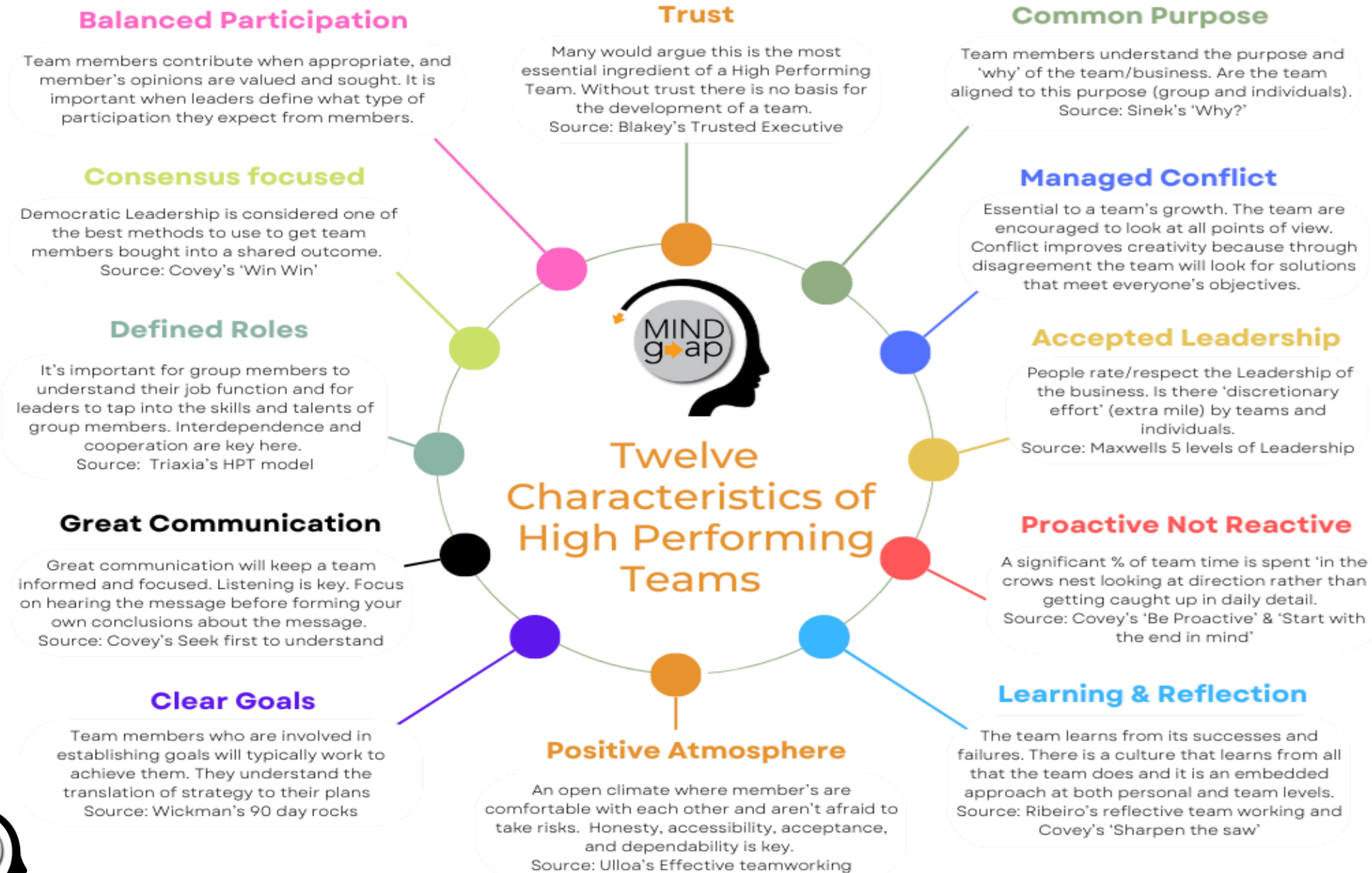
Unlocking Leadership Potential In Individuals, Teams, Businesses and Communities



WHAT DOES THE 'STEP UP' LOOK/FEEL LIKE?



REFLECT ON YOUR TEAM....



Score the team you are a part of now

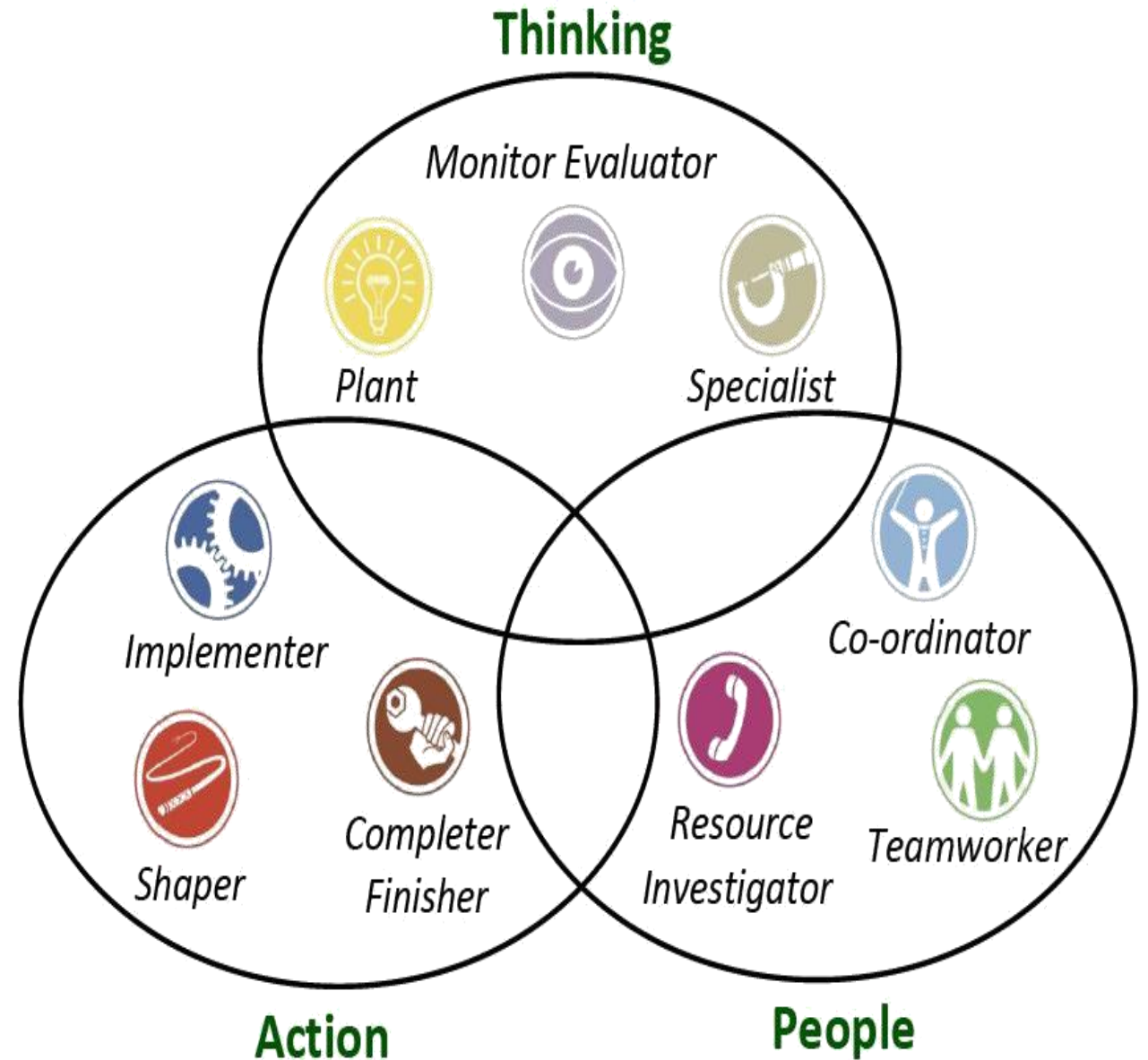
Which areas are strong and weak?

What might the top 3 areas focus need to be?

What is your role in influencing that change?












TEAM ROLES - BELBIN



Source: Dr R Meredith Belbin

WHO DO YOU THINK YOU ARE?

| Team Role | | Contribution | Allowable Weaknesses |
|-----------------------|---|--|---|
| Plant |  | Creative, imaginative, free-thinking. Generates ideas and solves difficult problems. | Ignores incidentals. Too preoccupied to communicate effectively. |
| Resource Investigator |  | Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts. | Over-optimistic. Loses interest once initial enthusiasm has passed. |
| Co-ordinator |  | Mature, confident, identifies talent. Clarifies goals. Delegates effectively. | Can be seen as manipulative. Offloads own share of the work. |
| Shaper |  | Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles. | Prone to provocation. Offends peoples feelings. |
| Monitor Evaluator |  | Sober, strategic and discerning. Sees all options and judges accurately. | Lacks drive and ability to inspire others. Can be overly critical. |
| Teamworker |  | Co-operative, perceptive and diplomatic. Listens and averts friction. | Indecisive in crunch situations. Avoids confrontation. |
| Implementer |  | Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done. | Somewhat inflexible. Slow to respond to new possibilities. |
| Completer Finisher |  | Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects. | Inclined to worry unduly. Reluctant to delegate. |
| Specialist |  | Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply. | Contributes only on a narrow front. Dwells on technicalities. |

YOUR ROLE/S AT EACH STAGE



| | Forming | Storming | Norming | Performing | Adjourning |
|-----------------|---|---|---|--|---|
| CHARACTERISTICS | <ul style="list-style-type: none"> • Questioning • Socializing • Displaying eagerness • Focusing on group identity & purpose • Sticking to safe topics | <ul style="list-style-type: none"> • Resistance • Lack of participation • Conflict • Competition • High emotions • Starting to move towards group norms | <ul style="list-style-type: none"> • Reconciliation • Relief, lowered anxiety • Members are engaged & supportive • Developing cohesion | <ul style="list-style-type: none"> • Demonstrations of interdependence • Healthy system • Ability to effectively produce as a team • Balance of task and process orientation | <ul style="list-style-type: none"> • Shift to process orientation • Sadness • Recognition of team and individual efforts |
| STRATEGIES | <ul style="list-style-type: none"> • Taking the 'lead' • Providing clear expectations and consistent instructions • Quick response times | <ul style="list-style-type: none"> • Normalizing matters • Encouraging leadership | <ul style="list-style-type: none"> • Recognizing individual and group efforts • Providing learning opportunities and feedback • Monitoring the 'energy' of the group | <ul style="list-style-type: none"> • Celebrating • 'Guide from the side' (minimal intervention) • Encouraging group decision-making and problem-solving • Providing opportunities to share learning across teams | <ul style="list-style-type: none"> • Recognizing change • Providing an opportunity for summative team evaluations • Providing an opportunity for acknowledgments |

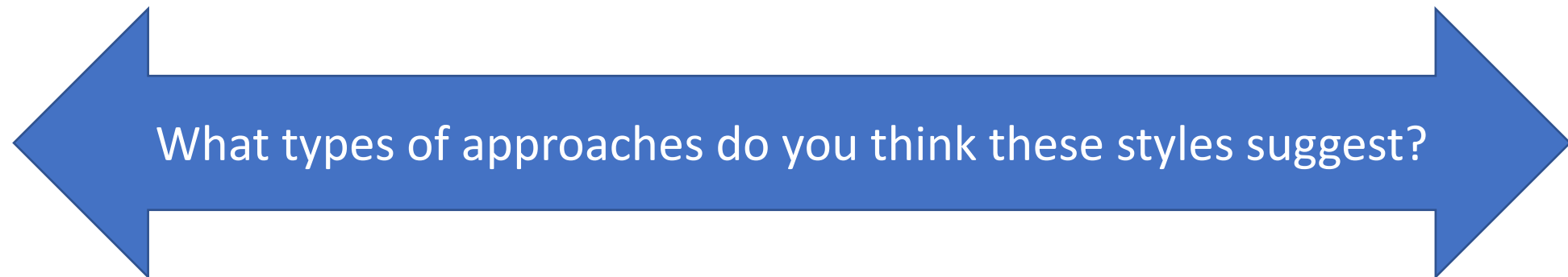
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WHAT ARE THESE DIFFERENT LEADERSHIP STYLES

- Authoritarian/autocratic
- Democratic/participative
- Bureaucratic
- Laissez-faire
- Situational leadership
- Paternalistic/maternalistic
- MBWA
- Coaching
- Transactional
- Transformational
- Charismatic
- Task-orientated
- People-orientated
- Servant

Autocrat



Servant



REFLECT ON YOUR STYLE

- What do you think is your natural style?
 - What style do you aspire to move into?
 - How will you make those changes?
 - What do others think about you/your style?
- Get this completed for next session

Listed below are a number of descriptive words or phrases. Take a sample of your peers and team and ask them, individually, to mark a minimum of 10 words from the A list and a minimum of 5 words from the B list.

When the results have been collated you will gain an insight into how your colleagues see you. I wonder how their view compares with your own perceptions.

| List A | | | List B | |
|-------------------------|------------------------|--------------------------|-----------------------|--------------------------|
| Accurate | Disciplined | Original | Aggressive | Insular |
| Adaptable | Efficient | Outgoing | Critical | Laid back |
| Analytical | Encouraging of others | Outspoken | Easily bored | Manipulative |
| Broad in outlook | Enterprising | Perfectionist | Empire-building | Not interested in others |
| Calm and confident | Good at follow through | Persistent | Erratic | Over-sensitive |
| Caring | Hard driving | Persuasive | Fearful of conflict | Provocative |
| Challenging | Imaginative | Practical | Forgetful | Reluctant to delegate |
| Clever | Impartial | Professionally dedicated | Frightened of failure | Resistant to change |
| Competitive | Innovative | Realistic | Fussy | Sceptical |
| Conscientious | Inquisitive | Self-reliant | Impatient | Slow-moving |
| Conscious of priorities | Knowledgeable | Shrewd | Impulsive | Territorial |
| Consultative | Logical | Single-minded | Indecisive | Unorthodox |
| Co-operative | Loyal | Technically skilful | | Up-in-the-clouds |
| Creative | Observant | Tough | | |
| Diplomatic | Opportunistic | Well organised | | |

