

N850: Team Effectiveness: Becoming A Great Team Leader

Format and Duration
Classroom - 3 Days

Instructor(s): Andy Beech

Summary

This course will enable the participants to develop a deep understanding of the principles and skills required to be an effective team leader. They will learn how team purpose, values and behaviours form the basis for organisational success. They will receive feedback on their skills so that they can fulfil their potential as team leaders. We will explore techniques to help them utilise the differences that exist within teams and to create a high performing team. We will use presentations, discussions and feedback to bring the ideas to life and so that shared goals can be achieved leading to improved productivity.

Learning Outcomes

Participants will know:

1. The characteristics of a high performing team and a model of team development stages.
2. How their team measures up to those characteristics and their current team development stage.
3. How to build team effectiveness using a wide variety of tools and skills.
4. What needs to be done to further develop team effectiveness in the future.
5. How to use Insights Discovery to aid interpersonal and team relationships.
6. How to build trust with individuals and in the whole team.
7. The individual strengths and areas of expertise within the team.
8. How to use Insights Discovery to utilise differences within the team for increased effectiveness.
9. How to give feedback and how to resolve conflict.
10. That conflict is essential for team greatness, but is destructive if it is left unresolved.

Participants will feel:

1. Enthused and excited about being a great team leader.
2. Confident that they have the tools, skills and processes to ensure they can be an effective team builder and leader.

Training Method

A three-day classroom course in workshop format using a combination of experiential tasks, exercises, in-depth reviews, plenary presentations, group feedback to ensure that participants learn and develop the confidence to use the various principles and techniques described.

Who Should Attend

This course is designed for all emerging and existing team leaders, supervisors and managers who wish to improve their own and their team's performance.

Course Content

Pre-Course Activities

1. All participants to complete and their team to complete a Team Development Stage Analysis (TDSA) Questionnaire. This is an online 28-point questionnaire

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2. All participants to be sent a copy “The One Minute Manager Builds High Performing Team” by Ken Blanchard and read it before the workshop.
3. All complete an Insights Discovery evaluator

Insights Discovery

This on-line survey provides a personal behavioural styles profile for each participant. The profile will be used throughout the course and beyond by the participant.

DAY 1

Part 1

Purpose, Process Pay Off

Video examples of high performing teams

Objectives

– *To understand the what they will achieve, why it is important and how we will get there and what is expected of them.*

Part 2

Insights Discovery

- Insights colour cards
- Differences in perception
- Characteristics of the four colour energies
- Organise a village event
- Introversion/Extroversion, Thinking/Feeling, Sensing/Intuition
- Understanding their personal profiles
- Understanding Insights Team strengths

All these activities are conducted in an experiential way using group activities where the output is dependent on working together

Objectives

– *To understand themselves, understand others and how to utilise the differences to build more effective and productive relationships.*

– *Understand what uniquely they bring to a team and what others bring to a team.*

– *To provide multiple opportunities for getting them to produce outputs as a team. Opportunity for discussion re issues.*

Part 3

Exercise to explore the characteristics of a high performing team using personal experiences

Objectives

– *So that everyone can intellectually and emotionally understand what it’s like to be part of such a team and what it is capable of in terms of performance. Start to think about what they need to do as team leaders to affect team performance.*

Part 4

Principle Centred Leadership. The importance of keeping focus on task, the individual and the team and

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to explore what happens when there is an imbalance

Objectives

–Understand the need for balance of activities in their role as leaders.

DAY 2

Part 1

The Alphabet Quiz. (Experiential exercise where they have to complete a task as individuals and then as teams).

Objectives

–To experience simple tasks and how working as a team affects energy, morale and performance.

Part 2

Detailed understanding of Blanchard’s Team Development Stages (Orientation, Dissatisfaction, Integration and Production). Participants will have read about this in their pre-work.

Objectives

–To understand that all teams go through a predictable development cycle and that all the activities in the next two days are designed to aid our team development.

–Understand the role of leaders in each of the development stages. If no formal leader of this team then get them thinking about who will provide the leadership.

Part 3

The PERFORM model in detail. Analysis of their team scores and identify what needs to be done.

Objectives

–Understand the model and use the real data from their team to analyse their team development stage and start to think what they need to do as leaders.

Part 4

Simon Sinek video “the power of why”. How to develop a team purpose.

Objectives

–All great teams have a why, a purpose, the glue that holds them together. The greater the why, the greater the performance.

Part 5

Card Sorting Competition (1) - In teams participants have to sort a shuffled pack of cards in the quickest time possible.

Objectives

–This experiential exercise provides a task where process and teamwork affect performance. This exercise will be used over the next day to see how high the performance can rise.

Part 6

Wisdom Walks

Objectives

–The power of discussing an issue in an informal way.

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Part 7

The XY Game aka “Win as Much as You Can”

Objectives

–Experiential exercise to demonstrate the importance of trust in a team.

DAY 3

Part 1

Patrick Lencione’s 5 Dysfunctions of Teams.

Objectives

–Understanding of this well-known model of high performing teams.

Part 2

The Marshmallow Challenge and associated TED Talk.

Objectives

–To get the delegates to think about expertise in the team and how to use subject matter experts to enhance the team effectiveness.

Part 3

Experiential exercise demonstrating different types of ineffective and effective feedback and the effect of performance. Johari’s Window. Using the STAR model of feedback. Feedback practice.

Objectives

–Understanding of Insights will link into personal and team feedback preferences.

–Know that consistent feedback will affect team and individual performance.

Part 4

Review of the tools and skills we have.

Objectives

–Reminder of what we have.

Part 5

Action Plan and peer coaching.

Objectives

–All delegates to devise a team development plan and share with a colleague.

Part 6

Bamboo exercise.

Objectives

–Despite our best efforts, things go wrong.

–How to remain an effective leader under stress.

Action Plan Review and Close