

Management Essentials

Managing a Team

Sample Slides

Management *Interpersonal* Roles

Figurehead

- Performs symbolic duties of a legal or social nature.

Leader

- Builds relationships with subordinates. Communicates with, motivates and coaches them

Liaison

- Maintains networks of contacts outside work unit who provide help and information.

The five team essentials



Team Member Purpose (RACI)



What functional roles do they perform?

- **R:** What are they responsible for?
- **A:** What are they accountable for?
- **C:** What are they consulted on?
- **I:** What are they informed about?

Delegation

Delegation
is the
giving
away of

- **Responsibility**
 - It is the “what”
- **Accountability**
 - It is the “when”
- **Authority**
 - It is the “how”

Types of team goals

Team Results	• Eg project deliverables, sales, customer satisfaction
Team Meetings	• Timeliness, effectiveness
Conflict Resolution	• Successful resolutions
Team Communication	• How well
Skills	• Training and development
Decision Making	• Decisions made as a team
Problem Solving	• Problems solved as a team
Team Purpose	• Clear and inspiring purpose
Team Organisation	• Understanding and distribution of roles
Team Planning	• Team planning times

Meetings are not good for:

Updates

- If the flow of information is one way, send an email instead.

Getting slackers on track

- Berating or embarrassing people in front of their peers doesn't improve motivation, and it wastes everyone else's time. Have a one-on-one conversation instead.

Getting everyone on your page

- If there's disagreement about a project, approach team members individually and find out what they need to move forward. In a group setting, they might gang up on you.

Whipping up enthusiasm

- Motivation is a daily management challenge, not a one-time fix. If your team is losing steam, find out why in private conversations and address each person's issues separately.

Roles played by members

Task – oriented roles

Initiator-contributors

- Recommend new solutions to group problems

Information seekers

- Attempt to obtain necessary facts

Opinion givers

- Share own opinions with others

Energizers

- Stimulate the group into action

Focus on Interests, Not Positions

Positions

- What disputants say they want in a negotiation: a particular price, job, work schedule, change in someone else's behavior, revised contract provision, etc.

Interests

- Underlying desires or concerns that motivate people in particular situations (May sometimes be the same as their positions!)

6 Dimensions of workplace climate

Clarity

- Knowing what is expected of you
- Understanding how those expectations relate to the goals of the organisation

Standards

- Emphasis that is on improving performance
- Degree to which challenging but attainable goals are set
- Extent to which mediocrity is not tolerated

Responsibility

- Feeling you have authority delegated to you
- Feeling that you can do your job without being micromanaged
- Accountability