

Management Essentials Program 

Management Essentials

Managing a Team
Workshop Sample

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What is your organisation's culture?



Team or Individual focus
Competitive or Cooperative **Risk taking or conservative**
Progressive or conservative **Detail orientation or concept orientation**
People focus or task focus **Methods or outcomes**

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Communicating culture

Observable Culture




Core Culture
 Core Values
 • Beliefs about the right ways to behave

Stories
 • Tales about events conveying core values


Rites and Rituals
 • Celebration of heroes and events displaying core values

Heroes
 • People (past and present) who display core values


Symbols
 • Language and other symbols conveying core values

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RACI Chart Guidelines




1. Place Accountability (A) and Responsibility (R) at the lowest feasible level.
2. There can be only one accountable individual per activity
3. Authority must accompany accountability
4. Minimize the number of Consults (C) and Informs (I)
5. All roles and responsibilities must be documented and communicated
6. Discipline is needed to keep the roles and responsibilities clear. "Drift" happens

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Presentation Skills - Planning

Who are you talking to?	Why are you talking to them?	How long have you got?
What story are you going to tell?	Is your presentation convincing?	How will you get confident?

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The Presentation Sequence

1. Build Rapport

People will then trust you and feel that you care	Start Before You Begin <ul style="list-style-type: none"> • Mingle; Learn Names • Opportunity to reinforce or correct audience assessment • Make a Good First Impression 	People Listen To People They Like
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The five team essentials

Collective Talents

- Knowledge
- Skills
- Experience
- Mastery
- The members on your team need a complementary set of talents

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Increasing Team Commitment *personal engagement*



You cannot engage others if you are not engaged.


Unless you are personally engaged, everyone will perceive you as disengaged.

Without passion you cannot sustain the effort required.

Let your feelings show.

Risk infection from other passionate leaders.


Find and share the teamwork stories that move you.

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Dealing with recognition seekers

- Recognition Seeking
 - Trying to get attention and monopolizing discussions

- “Could we hear more?”
- “Give us specific information, please.”
- “Could you look into that and give us more information at the next meeting?”
- Keep meeting at fast pace

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Compromising

What is it

- Point out to the other person that if you both will make a few concessions, the conflict can be resolved quickly
- Point out that if the disagreement is to be resolved, some sacrifices must be made by both of you

When appropriate

- Goals are important but not worth the effort or potential disruption of more assertive modes
- Opponents with equal power are committed to mutually exclusive goals
- It is desirable to achieve temporary settlements to complex issues
- Time pressures necessitate expedient solutions
- Collaboration or competition is unsuccessful

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General meeting rules (1)

Use odd start and stop times – have a beginning and end.	Give prior notice; provide a time-based agenda preferably a week in advance, along with attachments.
Send people as much pre-information as possible	Make the room <i>less</i> comfortable.