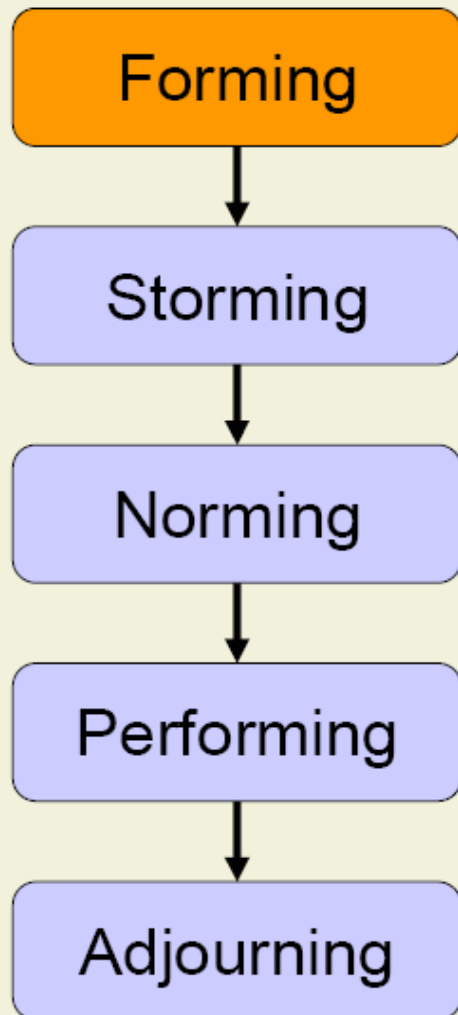


Advanced Management Program

Leading Teams
Sample Slides

How teams form : Forming



Team members

- Feel moderately eager with high, positive expectations about what the team will accomplish
- Feel concerned about how they will fit in and what will be expected of them
- Feel anxious about other team members
- Are dependent on authority to provide direction

Individual and group issues

	Forming	Storming	Norming	Performing
Individual Issues	How do I fit in?	What's my role here?	What do the others expect me to do?	How can I best perform my role?
Group Issues	Why are we here?	Why are we fighting over who's in charge and who does what?	Can we agree on roles and work as a team?	Can we do the job properly?

Creating a culture of teamwork

Become passionately engaged yourself

Delegate the authority to make the decisions needed

Have clear mission and purpose

Develop a comprehensive plan.

Launch and sustain an enabling process.

Clarify behavioural expectations.

Extrude “net-negative” members

Make a compelling case for cultural change.

Offer a mix of group and individual rewards.

What is Groupthink?

Conditions

- High levels of cohesion
- Pressure to go along with the group
- Reluctance to question the group's decisions

Symptoms

- Illusion that decisions are unanimous
- Belief that the group is inherently correct

Defects

- Failure to consider all alternatives
- Reluctance re-examine other options
- Biased and incomplete use of information

Result

- Poor decisions

Empowering a team

Leaders

- Make team members responsible and accountable for the work they do
- Ask for and use team suggestions when making decisions
- Encourage team members to take control of their work
- Create an environment in which team members set their own team goals
- Stay out of the way when team members attempt to solve work-related problems
- Generate high team expectations
- Display trust and confidence in the team's abilities

Talent management – Phase one

Talent Inventory

Identify needed competencies

- What skills are needed in your organisation at a point in the future (eg 12 months)

Identify key positions

- How do these competencies group together to make key positions

Identify high potential employees

- Who in the organisation has untapped potential

Core Competencies

Valuable

- Allow the firm to exploit opportunities or neutralize threats in its external environment

Rare

- Possessed by few, if any, current and potential competitors

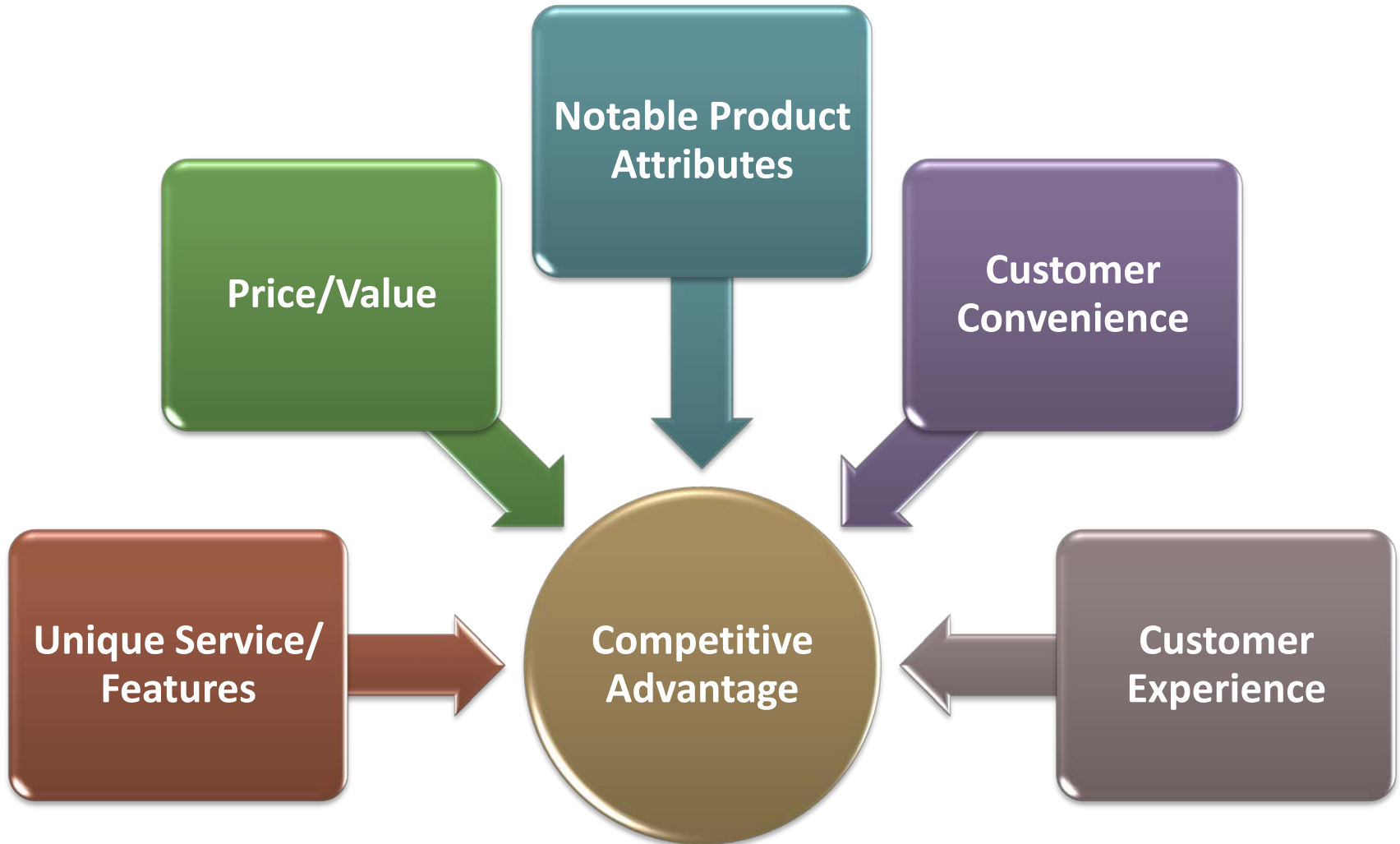
Costly to imitate

- When other firms cannot obtain them or must obtain them at a much higher cost

**Non-
substitutable**

- The firm is organised appropriately to obtain the full benefits of the resources in order to realise a competitive advantage

How do you compete?



Strategic Mapping

Fact-based decision making

- Identify the factors on which companies in your industry compete,
- Translate these factors in measurable indicators
- Compare your performance in these with how well your competitors fare.

Limit your strategic objectives

- Based on the industry footprint thus defined, the company chooses the maximum 5 indicators it wants to excel in (and in which ones it does not!), and develops its strategy accordingly.