

# 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