



**DIPLOMA OF LEADERSHIP AND
MANAGEMENT-BSB51915**
Study Support materials for
BSBWOR502 Lead and manage team effectiveness



STUDENT HANDOUT

This unit describes the skills and knowledge required to lead teams in the workplace and to actively engage with the management of the organisation.

It applies to individuals working at a managerial level who facilitate work teams and build a positive culture within their work teams. At this level, work will normally be carried out using complex and diverse methods and procedures requiring the exercise of considerable discretion and judgement, using a range of problem solving and decision making strategies.

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Establish team performance plan	1.1 Consult team members to establish a common understanding of team purpose, roles, responsibilities and accountabilities in accordance with organisational goals, plans and objectives 1.2 Develop performance plans to establish expected outcomes, outputs, key performance indicators (KPIs) and goals for work team 1.3 Support team members in meeting expected performance outcomes
2. Develop and facilitate team cohesion	2.1 Develop strategies to ensure team members have input into planning, decision making and operational aspects of work team 2.2 Develop policies and procedures to ensure team members take responsibility for own work and assist others to undertake required roles and responsibilities 2.3 Provide feedback to team members to encourage, value and reward individual and team efforts and contributions 2.4 Develop processes to ensure that issues, concerns and problems identified by team members are recognised and addressed
3. Facilitate teamwork	3.1 Encourage team members and individuals to participate in and to take responsibility for team activities, including communication processes 3.2 Support the team in identifying and resolving work performance problems 3.3 Ensure own contribution to work team serves as a role model for others and enhances the organisation's image for all stakeholders
4. Liaise with stakeholders	4.1 Establish and maintain open communication processes with all stakeholders 4.2 Communicate information from line manager/management to the team 4.3 Communicate unresolved issues, concerns and problems raised by team members and follow-up with line manager/management and other relevant stakeholders 4.4 Evaluate and take necessary corrective action regarding unresolved issues, concerns and problems raised by internal or external stakeholders

Strengthen the way your team operates by helping people become aware of the roles they play and the effects these roles have on the task and team process. As people become more sensitive to, and aware of, how they can help their team to function more effectively, team members' skills improve.

So here are five steps to building a productive and effective team this year:

1. Step 1: Establish leadership. ...
2. Step 2: Establish relationships with each of your employees. ...
3. Step 3: Build relationships between your employees. ...
4. Step 4: Foster teamwork. ...
5. Step 5: Set ground rules for the team.

The first rule of team building is an obvious one: to lead a team effectively, you must first establish your leadership with each team member. Remember that the most effective team leaders build their relationships of trust and loyalty, rather than fear or the power of their positions.

- **Consider each employee's ideas as valuable.** Remember that there is no such thing as a stupid idea.
- **Be aware of employees' unspoken feelings.** Set an example to team members by being open with employees and sensitive to their moods and feelings.
- **Act as a harmonizing influence.** Look for chances to mediate and resolve minor disputes; point continually toward the team's higher goals.
- **Be clear when communicating.** Be careful to clarify directives.
- **Encourage trust and cooperation among employees on your team.** Remember that the relationships team members establish among themselves are every bit as important as those you establish with them. As the team begins to take shape, pay close attention to the ways in which team members work together and take steps to improve communication, cooperation, trust, and respect in those relationships.
- **Encourage team members to share information.** Emphasize the importance of each team member's contribution and demonstrate how all of their jobs operate together to move the entire team closer to its goal.
- **Delegate problem-solving tasks to the team.** Let the team work on creative solutions together.
- **Facilitate communication.** Remember that communication is the single most important factor in successful teamwork. Facilitating communication does not mean holding meetings all the time. Instead it means setting an example by remaining open to suggestions and concerns, by asking questions and offering help, and by doing everything you can to avoid confusion in your own communication.
- **Establish team values and goals; evaluate team performance.** Be sure to talk with members about the progress they are making toward established goals so that employees get a sense both of their success and of the challenges that lie ahead. Address teamwork in performance standards. Discuss with your team:
 - What do we really care about in performing our job?
 - What does the word success mean to this team?
 - What actions can we take to live up to our stated values?
- **Make sure that you have a clear idea of what you need to accomplish;** that you know what your standards for success are going to be; that you have established clear time frames; and that team members understand their responsibilities.
- **Use consensus.** Set objectives, solve problems, and plan for action. While it takes much longer to establish consensus, this method ultimately provides better decisions and greater productivity because it secures every employee's commitment to all phases of the work.
- **Set ground rules for the team.** These are the norms that you and the team establish to ensure efficiency and success. They can be simple directives (Team members are to be punctual for meetings) or general guidelines (Every team member has the right to offer

ideas and suggestions), but you should make sure that the team creates these ground rules by consensus and commits to them, both as a group and as individuals.

- **Establish a method for arriving at a consensus.** You may want to conduct open debate about the pros and cons of proposals, or establish research committees to investigate issues and deliver reports.
- **Encourage listening and brainstorming.** As supervisor, your first priority in creating consensus is to stimulate debate. Remember that employees are often afraid to disagree with one another and that this fear can lead your team to make mediocre decisions. When you encourage debate you inspire creativity and that's how you'll spur your team on to better results.
- **Establish the parameters of consensus-building sessions.** Be sensitive to the frustration that can mount when the team is not achieving consensus. At the outset of your meeting, establish time limits, and work with the team to achieve consensus within those parameters. Watch out for false consensus; if an agreement is struck too quickly, be careful to probe individual team members to discover their real feelings about the proposed solution.

<http://hr.berkeley.edu/hr-network/central-guide-managing-hr/managing-hr/interaction/team-building/steps>

5 Steps to Building an Effective Team

One of the things that leaders are often pondering is the performance and relationships of their team. Performance indicators show that effective teams will almost always outperform people working individually, particularly in high-pressure situations or when multiple skillsets are needed.

This shouldn't come as much of a surprise, as most organizations are recognizing the importance of team building and are trying to foster it in the workplace. However, building effective teams requires more than an abstract commitment to teamwork; it requires input from managers to foster it.

Without team building skills, a manager risks limiting the productivity of their employees to what each member can do on their own, whereas if you foster team building you can unite your team around a common goal, which will raise productivity as a result.

So here are five steps to building a productive and effective team this year:

Step 1: Establish leadership.

If your employees trust your judgement, they will work effectively even when you're not around. Before you can start team building, you need to develop the right kind of leadership skills. This doesn't mean asserting authority, instead try to foster trust through honesty and transparency. Especially in larger organizations, managers can't be everywhere at once, but if your employees trust your judgements they will work effectively even when you're not around.

Step 2: Establish relationships with each of your employees.

Try to learn more about each member of your team, their skill sets, how they are motivated and their likes and dislikes. This knowledge is invaluable to leaders, as it allows them to match each employee's expertise and competencies to specific problems, which will help increase their productivity and job satisfaction.

As well as this, try to include your employees in the decision making process where possible. Instead of delegating tasks, give your team's open-ended projects and allow them to determine the best solution. This will encourage them to cooperate and develop problem solving skills.

Step 3: Build relationships between your employees.

As your team starts to cooperate more, examine the way they work together and take steps to improve communication, cooperation and trust amongst the team. If there are any conflicts, try to resolve them amicably. Listen to both sides of the argument and act as a mediator. One way to do this is to brainstorm solutions, which helps to empower your employees and may lead to new solutions to the problem.

Step 4: Foster teamwork.

Once you have established relations with and between your employees, it's time to help them work together effectively. Encourage your team to share information, both amongst themselves and within the wider organisation. Also, try to communicate more with your team. This goes beyond simply holding meetings, and includes things like being open to suggestions and concerns, asking about each team member's work and offering assistance where necessary, and doing everything you can to communicate clearly and honestly with your team.

Step 5: Set ground rules for the team.

Finally, you can begin officially establishing your team through creating team values and goals, as well as evaluating team performance alongside individual performance. Be sure to include your team in this process, so they know what's required and agree with it.

Team building is one of the most important responsibilities a manager has. It isn't something that can be achieved in a short time and then forgotten. It is an ongoing organic process that you will have to facilitate and guide. As this process unfolds, however, your team members will begin to trust and support one another and share their skill sets and effort in order to more effectively complete your organisation's goals.

http://www.huffingtonpost.com/rosalind-cardinal/5-steps-to-building-an-effective-team_b_7132406.html

How can we work together as a team?

Here are seven tips that will help your company's teams work well together.

1. Communicate. Obviously, this is one of the most important elements to a strong team performance. ...
2. Respect individuality. ...
3. Encourage creativity. ...
4. Include a mix of genders. ...
5. Hold trust-building exercises. ...
6. Define roles. ...
7. Don't settle.

Characteristics of Effective Teams

1. There is a clear unity of purpose.

There was free discussion of the objectives until members could commit themselves to them; the objectives are meaningful to each group member.

2. The group is self-conscious about its own operations.

The group has taken time to explicitly discuss group process -- how the group will function to achieve its objectives. The group has a clear, explicit, and mutually agreed-upon approach: mechanics, norms, expectations, rules, etc. Frequently, it will stop to examine how well it is doing or what may be interfering with its operation. Whatever the problem may be, it gets open discussion and a solution found.

3. The group has set clear and demanding performance goals

for itself and has translated these performance goals into well-defined concrete milestones against which it measures itself. The group defines and achieves a continuous series of "small wins" along the way to larger goals.

4. The atmosphere tends to be informal, comfortable, relaxed.

There are no obvious tensions, a working atmosphere in which people are involved and interested.

5. There is a lot of discussion in which virtually everyone participates,

but it remains pertinent to the purpose of the group. If discussion gets off track, someone will bring it back in short order. The members listen to each other. Every idea is given a hearing. People are not afraid of being foolish by putting forth a creative thought even if it seems extreme.

6. People are free in expressing their feelings as well as their ideas.

7. There is disagreement and this is viewed as good.

Disagreements are not suppressed or overridden by premature group action. The reasons are carefully examined, and the group seeks to resolve them rather than dominate the dissenter. Dissenters are not trying to dominate the group; they have a genuine difference of opinion. If there are basic disagreements that cannot be resolved, the group figures out a way to live with them without letting them block its efforts.

8. Most decisions are made at a point where there is general agreement.

However, those who disagree with the general agreement of the group do not keep their opposition private and let an apparent consensus mask their disagreement. The group does not accept a simple majority as a proper basis for action.

9. Each individual carries his or her own weight,

meeting or exceeding the expectations of other group members. Each individual is respectful of the mechanics of the group: arriving on time, coming to meetings prepared, completing agreed upon tasks on time, etc. When action is taken, clear assignments are made (who-what-when) and willingly accepted and completed by each group member.

10. Criticism is frequent, frank and relatively comfortable.

The criticism has a constructive flavor -- oriented toward removing an obstacle that faces the group.

11. The leadership of the group shifts from time to time.

The issue is not who controls, but how to get the job done.

Sources: The Human Side of Enterprise, by Douglas MacGregor
The Wisdom of Teams, by Kaztenbach and Smith

Team building is a collective term for various types of activities used to enhance social relations and define roles within teams, often involving collaborative tasks. It is distinct from team training, which is designed to improve the efficiency, rather than interpersonal relations.

Many team-building exercises aim to expose and address interpersonal problems within the group.

Over time, these activities are intended to improve performance in a team-based environment. Team building is one of the foundations of organizational development that can be applied to groups such as sports teams, school classes, military units or flight crews. The formal definition of team-building includes:

- aligning around goals
- building effective working relationships
- reducing team members' role ambiguity
- finding solutions to team problems

Team building is one of the most widely used group-development activities in organizations.

Of all organizational activities, one study found team-development to have the strongest effect (versus financial measures) for improving organizational performance. Recent meta-analyses show that team-development activities, including team building and team training, improve both a team's objective performance and that team's subjective supervisory ratings.

https://en.wikipedia.org/wiki/Team_building

Salas and his team describe four approaches to team building:

Setting Goals

This emphasizes the importance of clear objectives and individual and team goals. Team members become involved in action planning to identify ways to define success and failure and achieve goals. This is intended to strengthen motivation and foster a sense of ownership. By identifying specific outcomes and tests of incremental success, teams can measure their progress. Many organizations negotiate a team charter with the team and (union leaders).

Role clarification

This emphasizes improving team members' understanding of their own and others' respective roles and duties. This is intended to reduce ambiguity and foster understanding of the importance of structure by activities aimed at defining and adjusting roles. It emphasizes the members' interdependence and the value of having each member focus on their own role in the team's success.

Problem solving

This emphasizes identifying major problems within the team and working together to find solutions. This can have the added benefit of enhancing critical-thinking.

Interpersonal-relations

This emphasizes increasing teamwork skills such as giving and receiving support, communication and sharing. Teams with fewer interpersonal conflicts generally function more effectively than others. A facilitator guides the conversations to develop mutual trust and open communication between team members.

Effectiveness

The effectiveness of team building differs substantially from one organization to another. The most effective efforts occur when team members are interdependent, knowledgeable and experienced and when organizational leadership actively establishes and supports the team.

Effective team building incorporates an awareness of team objectives. Teams must work to develop goals, roles and procedures.

Effects of team building strategies on all four outcomes, with 10% and 90% credibility intervals

Effect on performance

Team building has been scientifically shown to positively affect team effectiveness. Goal setting and role clarification were shown to have impact on cognitive, affective, process and performance outcomes. They had the most powerful impact on affective and process outcomes, which implies that team building can help benefit teams experiencing issues with negative affect, such as lack of cohesion or trust. It could also improve teams suffering from process issues, such as lack of clarification in roles.

Goal setting and role clarification have the greatest impact because they enhance motivation, reduce conflict and help to set individual purposes, goals and motivation.

Teams with 10 or more members appear to benefit the most from team building. This is attributed to larger teams having – generally speaking – a greater reservoir of cognitive resources and capabilities than smaller teams.

Challenges to team building

The term 'team building' is often used as a dodge when organizations are looking for a 'quick fix' to poor communication systems or unclear leadership directives, leading to unproductive teams with no clear vision of how to be successful. Team work is the best work.

Teams are then assembled to address specific problems, while the underlying causes are not ignored.

Dyer highlighted three challenges for future team builders:

- **Lack of teamwork skills:** One of the challenges facing leaders is to find team-oriented employees. Most organizations rely on educational institutions to have inculcated these skills into students. Dyer believed however, that students are encouraged to work individually and succeed without having to collaborate. This works against the kinds of behavior needed for teamwork. Another study found that team training improved cognitive, affective, process and performance outcomes.

- **Virtual workplaces and across organizational boundaries:** according to Dyer, organizations individuals who are not in the same physical space increasingly work together. Members are typically unable to build concrete relationships with other team members. Another study found that face-to-face communication is very important in building an effective team environment. Face-to-face contact was key to developing trust. Formal team building sessions with a facilitator led the members to "agree to the relationship" and define how the teams were work. Informal contact was also mentioned.
- **Globalization and virtualisation:** Teams increasingly include members who have dissimilar languages, cultures, values and problem-solving approaches problems. One-to-one meetings has been successful in some organizations.

Application of team building

Schools

Diana and Joseph claim that instructors can motivate students to develop teamwork skills and provide a guideline on how professors can help students build effective study/project teams. This approach emphasizes examples of job situations that require teamwork skills.

Instructor guidelines:

- Define the objectives and associated tasks that make up the project. The most important instruction is clear timelines/deadlines.
- Show the team how to define roles and underline that to succeed, every role must be fulfilled.
- Stress the balance between task roles and relationships. Assigning task roles ensures that nothing is forgotten, while relationships minimizes misunderstanding and conflict.
- Attend (some) team meetings and observe the discussions, sometimes without prior notice. Give constructive feedback on how to improve.
- Diana and Joseph recognize seven basic rules:
 - Know your team members
 - Communicate accurately and unambiguously
 - Accept and support one another
 - Check for understanding
 - Share ideas and understanding
 - Check for agreement
 - Resolve conflicts quickly and constructively
- Help the team create a problem-solving system. Diana and Joseph provide a scoring system that lets students assess a conflict and see how to resolve the issue. For example, students may be at a 0–1 score of "no decision" where the members are unable to reach a consensus or a score of 10 where all are satisfied.
- Teams log their meetings and activities so they know where they are and can see problems while they can be solved.

Organizations

Team building in organizations is a common approach to improving performance.

Fun is an important component to team building, but the intent is become productive, focused, and aligned. Purely recreational activities can be helpful, but must be timed and consider the capabilities

of team members (e.g., sports are not for everyone). Other activities geared toward creating a learning environment, exceeding results and engaging employees must be present.

Employee engagement exercises allow teams to create solutions that are meaningful to them, with direct impact on the individuals, the team and the organization. Experiential learning and ramification methods are effective ways to engage millennials in the workplace. Employee engagement is effective because:

- Employees enjoy problem-solving activities.
- Problem-solving creates ownership.
- It can increase capacity.
- Competitive activities encourage a results-based outlook.

Outdoor activities can be an effective way to engage the team.

Competitive activities allow teams to own their actions by producing meaningful results. Collaborative team building activities push teams to work together to produce results.

The best team building experiences are the ones that allow passionate, dedicated and talented people to give their best towards a common goal, towards a shared vision of success.