

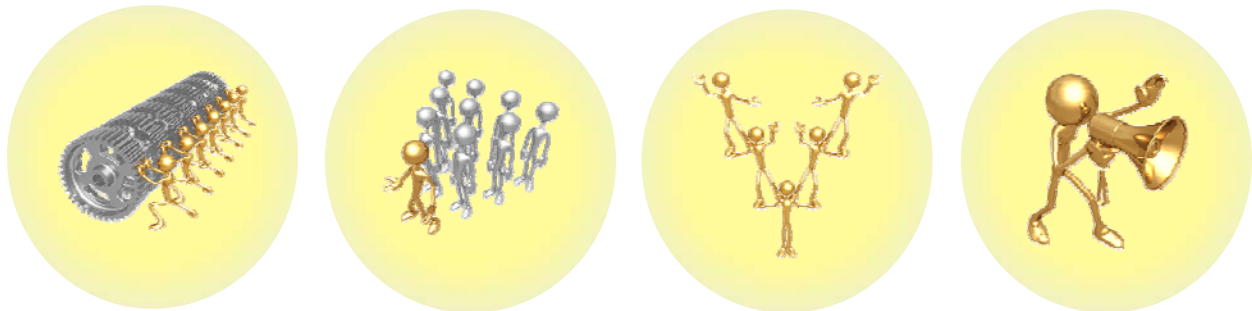
Deploying the 12 Interpersonal Team Leader Skills

Introduction

This document highlights how you can use 12 key interpersonal skills to your advantage when leading a team. The end goal is to be able to lead any team, in an effective way, through a variety of situations that you could face in the workplace, in particular when the team goes through change, either expected or unexpected.

The team may be your own work area team, a team formed for a special project or you may be facilitating a team undergoing an activity (training, deploying improvement techniques, new product introduction etc.).

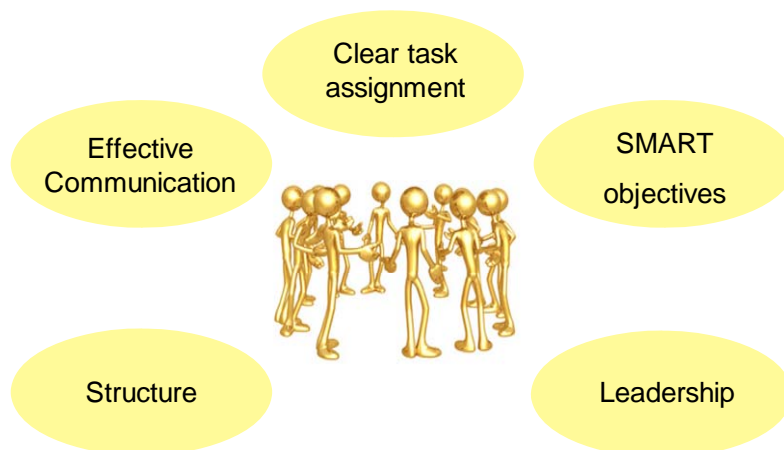
Using the skills



The first four skills, **Team Working**, **Team Readiness**, **Leadership Behaviour and Styles** and **Effective Communication** are the foundation skills that are:

- Used to get a team to work together effectively.
- The principles and models that underpin the other skills covered in the programme.

Effective team working encompasses the following aspects:



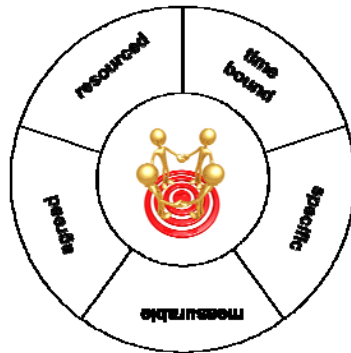
How these four skills are used to achieve effective team working is now discussed.

Clear task assignment:

Deploying the 12 Interpersonal Team Leader Skills

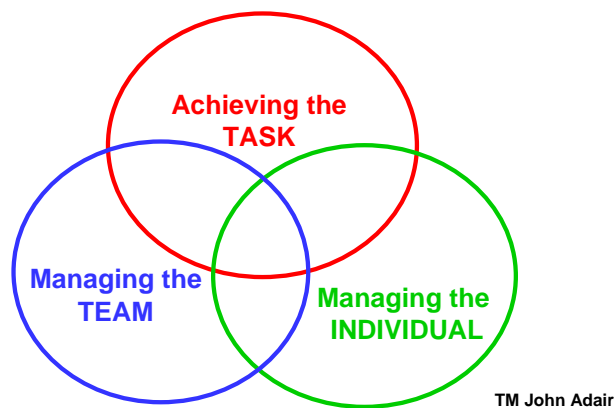
The **Team Working** roles are leader, loner, quiet achiever and team player. Learn to recognise what primary role you and the members of your team take. Be aware of the positive and negative characteristics of each role and use this information when allocating the functional tasks for special project teams e.g. Champion, scribe, timekeeper, facilitator and challenger. Avoid, where possible, inadvertently allocating somebody a task which is outside their comfort zone. For example the team player may not be the best person to be the timekeeper, as their negative traits include indecision and not being focussed on results.

SMART objectives



Objectives need to be set for many tasks in order to get the best result e.g. day to day team work, training, when delegating tasks, for special projects. A good leader ensures any targets set are SMART.

A simple model or **structure** for **leadership** is Action Centred Leadership.



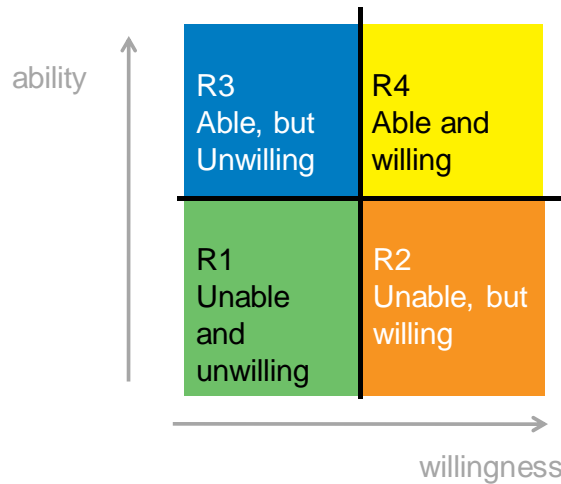
As a leader or a facilitator (in the training process), you need to balance undertaking the core functions for all three areas of responsibility. E.g. Plan the inputs required for the task (man, machine, material), plan how to manage and develop the team to achieve the task, plan how to manage and develop individuals within the team.

With respect to managing and developing the team and individuals you should use the following skills; **Effective Communication, Managing Change, Learning and Learning Styles, Training, Conflict Management, Motivation, Delegation, Coaching and Perception of Others.**

Deploying the 12 Interpersonal Team Leader Skills

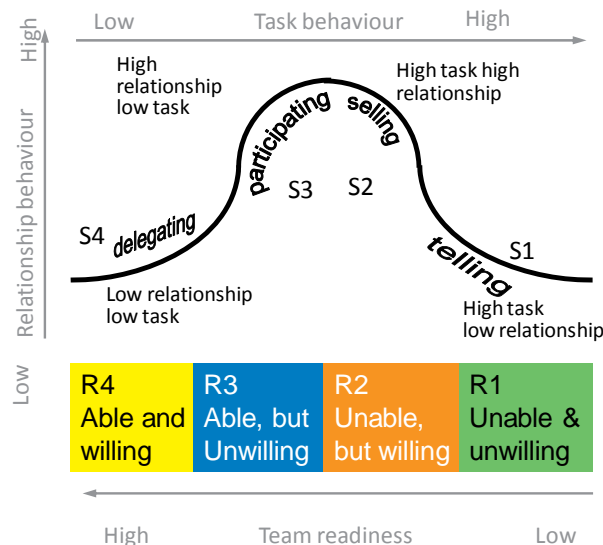
Situational **Leadership** combines **Team Readiness** and **Leadership Behaviour and Styles**. It looks at how you can adapt your leadership style to meet the needs of the team in a variety of situations. In other words making your team as effective as possible and getting the most out of them (enthusiasm, contribution of ideas, achievement of task etc.).

Use the simple Readiness Level Check sheet to assess the level of readiness of your team. Are they R1, R2, R3 or R4?



Use the Leadership Styles Questionnaire to find out what your normal leadership behavioural style is. S1 – telling, S2, selling, S3 participating and S4 – delegating.

Look at the following chart to determine the best style to use for teams at different levels of readiness and alter your style to meet the requirements.



So for example, if your team is at readiness level R4 you can safely delegate tasks to the team. If you naturally exhibit leadership style S1 – telling, you really need to adapt your style to one that is more delegating, to ensure you continue to motivate, prevent conflict and achieve the task. Don't forget to set SMART objectives for the task in hand.

Deploying the 12 Interpersonal Team Leader Skills

Whether you are developing your relationship behaviour (engaging in two way communication) or your task behaviour (defining roles) always match your style (S1, 2, 3 or 4) to the level of the team's readiness (R1, 2, 3 or 4). Specific examples of using situational leadership are shown in the facilitation and delegation skill sections.

Effective Communication is key to team effectiveness and in how you, the leader, build relationships with your team members. Effective communication is also a key element of all the other leadership skills in this programme (except Learning and Learning Styles).

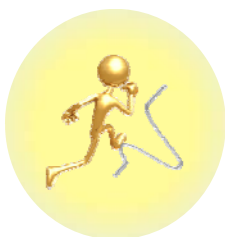
Communication is a two way process between sender and receiver. Use everything you have learned about engaging positively, active listening, question types and body language, when you engage in communication.



To ensure effective communication consider the following points:

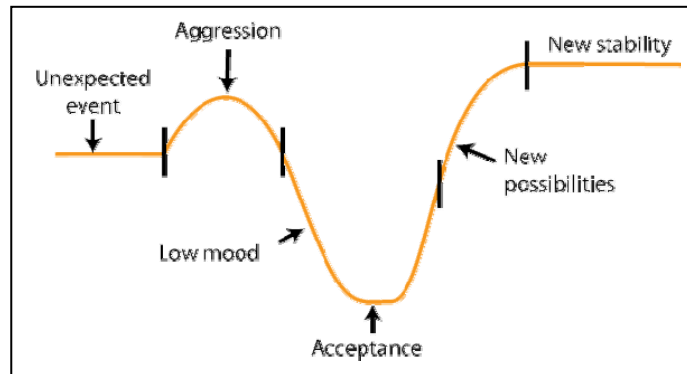
- Understand who you are communicating to, try not to assumptions and carefully select the appropriate communication technique.
- Have a clear introduction be positive about the information to be communicated and always summarise the information to review the understanding of the receiver.
- Make the communication as clear and simple as possible. Use standard terminology.
- Always ask for questions to ensure the communication has been understood.
- Thank the audience or receiver for their time.

The next eight skills are those you will use during daily leadership activities i.e. achieving the task, managing the individual and managing the team.



Deploying the 12 Interpersonal Team Leader Skills

Managing Change. Understanding the change curve will allow you to maintain team effectiveness and achieve results when leading teams through periods of change. It will also help you to **manage conflict**, which can occur at the start of the change curve.



As a leader plan to make an unexpected event less of a shock, reduce the length of time it takes to go through the psychological phases (the x axis) and minimise the range of behavioural change (y axis). It is important to note an individual may join the change curve at any point.

You can do this by clearly communicating to your team before the changes are likely to take place. Involve people in the planning, development or physical implementation of a change in the workplace, to reduce the length of time it takes to go through the psychological phases and minimise the range of behavioural change. For example when deploying 5C in the workplace, communicate to all in advance and include them on the team. If an individual is away for the activity then communicate with them in advance and on their return to work.



Learning and Learning Styles. Gaining an insight into how you learn, allows you to get the most out of training opportunities for yourself and enables you to develop and deliver training programmes that will maximise learning for all the trainees.

The Preferred Learning Styles Questionnaire helps you find out if you are predominately a Reflector, Theorist, Activist or Pragmatist, the description of the styles aids the understanding of how people learn. This knowledge will help you when you next undertake training as you learn to associate the different phases of learning with what you are doing e.g. reading, thinking, doing, experimenting, experiencing and reflecting.

Deploying the 12 Interpersonal Team Leader Skills

When you design a **training** activity include elements of reading, thinking, doing, experimenting, experiencing and reflecting, so that all the trainees maximise their learning.



Training is an important skill when:

- Transferring skills to team members.
- Managing change, (supporting the team through change to reduce the height of the curve and to shorten the time period).
- Delegating.

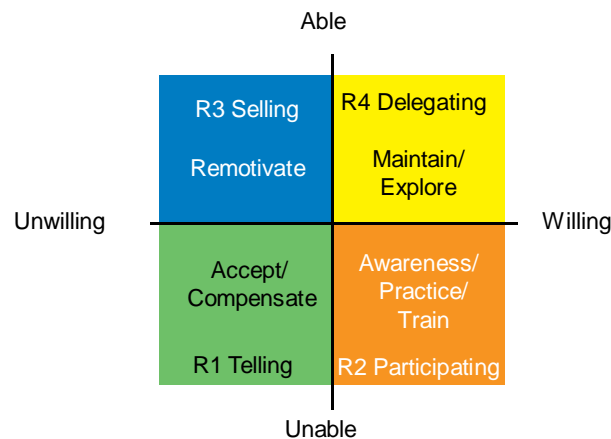
Use the simple five step training process to design and deliver effective training programmes.



1. Identify the need and then select the most appropriate training method.
2. Preparation consider the logistics, delegate materials, presentation content (remember **Learning Styles**) and choose your delivery method.
3. Delivery, ensure you use **Effective Communication** techniques.
4. Facilitation you need to use the Action Centred Leadership model when facilitating the training process.

Adapt your leadership (facilitation) style to the level of **team readiness** in the way shown in the diagram below.

Deploying the 12 Interpersonal Team Leader Skills



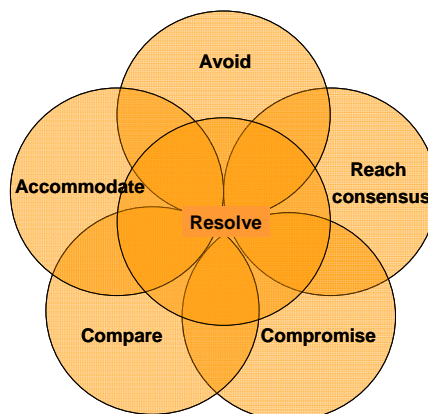
- Evaluation is the check in PDCA, the method of evaluation should be selected during the preparation phase.



Managing Conflict. If you can manage conflict before resorting to formal grievance and discipline procedures is beneficial to effective team work and Action Centred Leadership.

The most common root cause of conflict issues is poor communication, this leads to unexpected change and the start of the behavioural cycle of the change curve therefore you can avoid conflict arising with good communication.

If conflict does arise, choose the solution most appropriate to the nature of the conflict (in the diagram below) and your leadership style (telling, selling, delegating, participating), to turn it into a positive situation and clear the air.

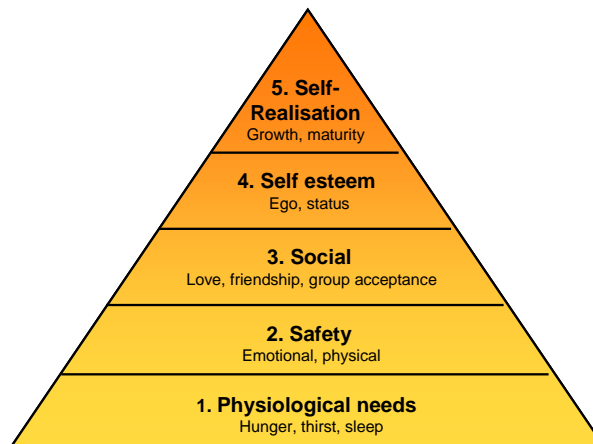


Deploying the 12 Interpersonal Team Leader Skills



Motivation. Understanding what you need to manage well in order to prevent it becoming a de-motivator is as important as knowing what to do to motivate people.

Maslow's Hierarchy of Needs states that people need to achieve each level before proceeding to the next level. They are like building blocks, step on one to get to the next, remove one from underneath and you fall back down to a lower level.

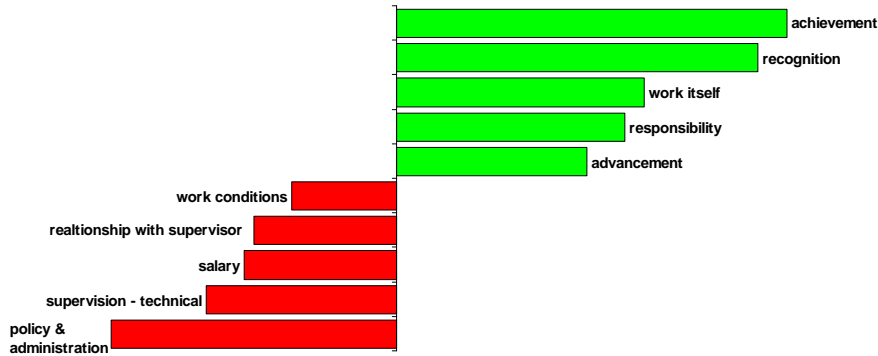


You can use it in the workplace to help understand why individuals respond the way they do to your leadership (maybe in performance reviews) and so improve the way you manage the individual. For example:

- You can't motivate someone to achieve their work target (level 4) when they're having problems with their marriage (level 3).
- You can't expect someone to work as a team member (level 3) when they're having their house re-possessed (level 2).

Herzberg's Motivational Theory. The red bars are the hygiene factors, the things you have to get right to prevent them becoming a de-motivator. They are not motivators themselves, they only give short term satisfaction. Things that provide people with motivation over the long term are the green bars.

Deploying the 12 Interpersonal Team Leader Skills



Good **delegation** is a motivator, it leads to many of the green bars being achieved or attained. **Coaching** can also be used to motivate individuals.

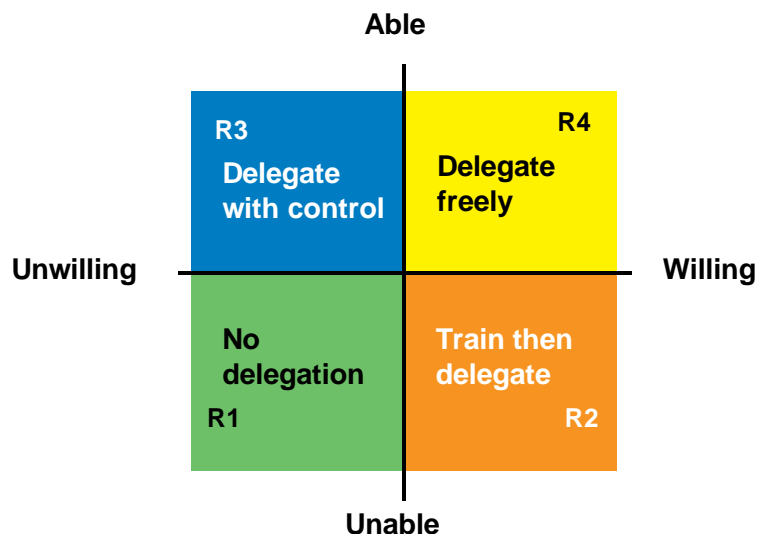


Delegation. Delegation should be used to develop people, groom a successor and it can save you time as well.

Good delegation is a **motivator**. Done well it can give a sense of achievement, recognition, responsibility and advancement (Herzberg's motivators).

Delegation is also one of the leadership styles (telling, selling, participating and delegating).

Choose what level of delegation to use depending on the level of **team readiness**, as indicated in the diagram below.



Deploying the 12 Interpersonal Team Leader Skills



Coaching is a modern method for helping others to improve, develop, learn new skills, find personal success, achieve aims and manage challenges. In this way coaching can be used as a **motivator**.

Coaching is different to training; it is about helping other people to understand themselves, to understand where they want to be and helping them to get there.

Use the **GROW** model to run a structured coaching session.

- Goal – where do I want to get to?
- Reality – where am I now? What is the gap?
- Options – at least 6 options to close the gap.
- Will – what will I commit to doing this?



Understanding how we form **Perceptions of Others** gives us the opportunity to look beyond the first impression and see what the person is really like and what they can do.

As a leader bear this in mind to ensure you are not negatively influenced by first impressions, allowing you to understand and manage all individuals to maximum effect.

Also remember that other people (including, your team members, boss, customers, suppliers etc.) will form perceptions about you and this will affect their relationship with you. Use this knowledge to your advantage and make sure you present the right first image. You don't often get a second chance to make a first impression!