DEVELOPMENT OF TEAM LEADERSHIP

INTRODUCTION

You are invited to give feedback to one of your co-workers. He has the role of a team leader. You know him as colleague, co-worker, service-provider or supervisor.

Your feedback will be helpful to identify potentials for development. The more specific the more helpful it will be. There will be no consequences for the addressed person neither positive nor negative. You simply will help to improve.

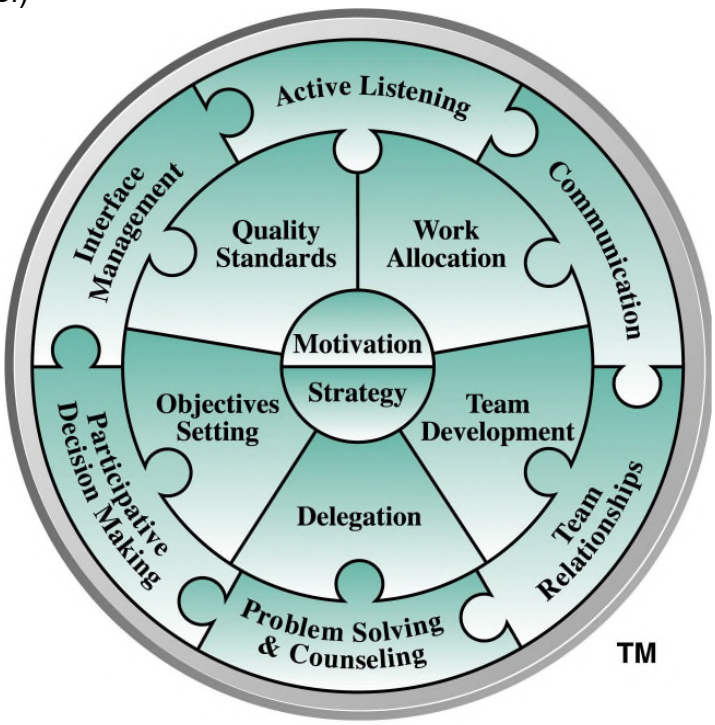
Feel free to give your feedback honestly. There will be no consequences for you as your feedback will be given anonymously. More at the end of this document.

The criteria for your feedback resulting from the model “Linking Skills” will be explained shortly. You will have two lines for your feedback in written form – no numbered ranking.

Please keep the date for returning your feedback. The addressed person is in a process of learning and development with given dates for compilation and evaluation.

TEAM LEADERSHIP SKILLS MODEL

(Linking Skills Model)

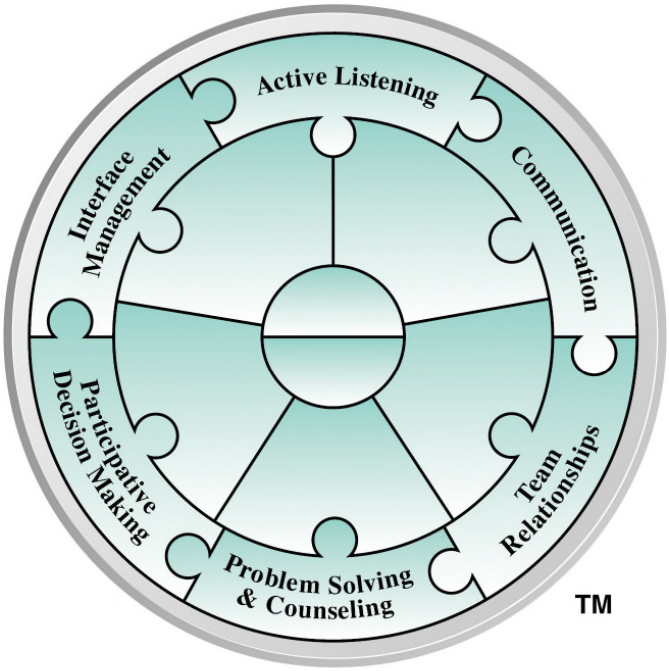


The model differentiates between People Linking Skills and Task Linking Skills. Both provide a set of skills that will be introduced as follows. In the centre there are two important attitudes.

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THE PEOPLE LINKING SKILLS

Six of the linking skills are associated with people skills. These are the skills that create the atmosphere in which the team works. They promote harmony and trust.



People Linking Skills

Communication covers the concept of 'pacing' where team members need to vary their communication style to match the preferences of the person they are talking to. This enhances rapport and leads to better outcomes.

Feedback: (please write on stopping when letters size goes below text size – use second field)



Active listening means 'listening' to others and showing that you are interested in what they say by asking questions, building on what they say, and summarizing what has been said.

Feedback: (please write on stopping when letters size goes below text size – use second field)

Good ***team relationships*** are essential if your team is to become high performing. If there is a lack of respect, understanding and trust in the team, then there is no real team.

Feedback: (please write on stopping when letters size goes below text size – use second field)

Problem solving & counseling means that team members will be available and responsive when other team members have a problem.

Feedback: (please write on stopping when letters size goes below text size – use second field)

Participative Decision making is important so that action can take place. Team members need to be involved in decision making on key issues so that there is joint ownership of solutions and commitment to their implementation.

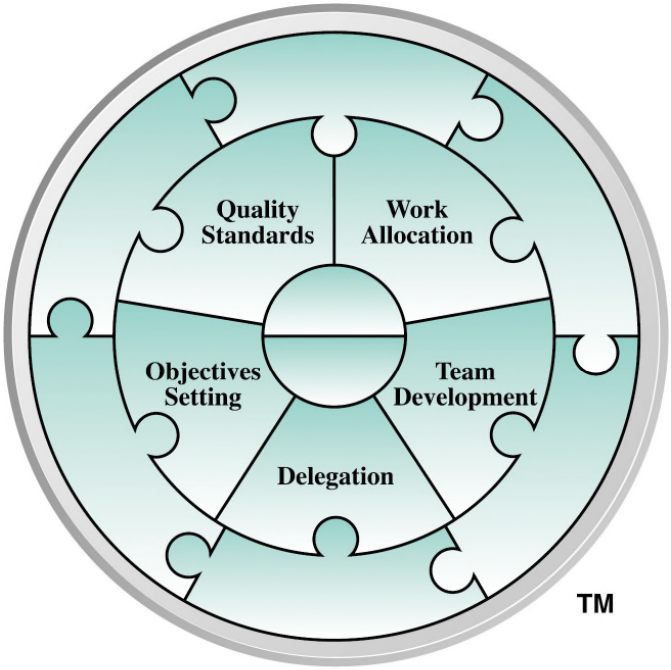
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Interface management is a term used to describe the process of managing the links between each team member (internal linking) and between team members and key external stakeholders (external linking).

Feedback: (please write on stopping when letters size goes below text size – use second field)

THE TASK LINKING SKILLS

Five of the linking skills are related to team tasks. These are the skills that create a solid core or foundation on which the work of the team relies. They promote effectivity and efficiency as well as confidence and stability.



Task Linking Skills

Work Allocation as a linking skill means assigning tasks to team members according to their competencies and preferences.

Feedback: (please write on stopping when letters size goes below text size – use second field)

Team Development: Research has shown that all teams must perform well in the eight sectors of the Team Management Wheel. If the team is unbalanced in terms of role preferences, there is a possibility that the non-preference areas might become a low priority for the team. If this is the case, then the team needs to plan ways of developing skills in areas that are not preferences. In doing so they are implementing the skill of ***Team Development.***

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Delegation is important for senior team members who have staff reporting to them. It is a process of training and coaching people so that they can develop competence. Competence leads to confidence, which then leads to trust.

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Teams without clear ***Objectives*** will fail. Research has shown that teams with clear goals that are actually delivered take pride in their work. This leads to improved team morale and motivation. By concentrating on the outputs and outcomes, the energy of the team can be focused on results.

Feedback: (please write on stopping when letters size goes below text size – use second field)

All teams should strive for quality in everything they do. Quality is the key to organizational success and makes the difference between successful and unsuccessful organizations. ***Quality standards*** in teamwork means having standards and procedures that everyone must follow. These standards are those that meet the expectations of the client.

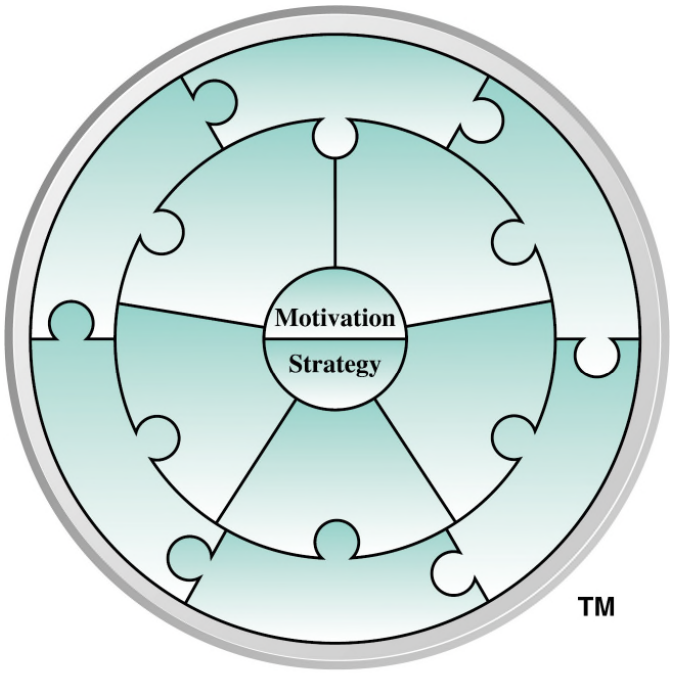
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THE LEADER LINKING SKILLS

Two additional skills are essential for team leaders – the skills of ***motivation*** and ***strategy***.

Motivation: Effective leaders articulate a compelling vision of the team's future. In addition, they need to be persuaded that this vision is worth pursuing and it is here that the *linking leader* has a real chance to ***motivate*** the team. Along with the vision there needs to be a set of clear goals that act as beacons to follow.

Feedback: (please write on stopping when letters size goes below text size – use second field)



Leader Linking Skills

Strategy: Business issues are complex, and survival depends on thinking and acting ***strategically***. Organisations are systemic, part of a huge cybernetic system where outputs from one part become inputs to another. It is sometimes difficult to keep all these elements in focus and factor them into the decision-making process. A strategic thinker will spend time looking for the root cause, considering the interaction of all elements involved in any complex issue. A *linking leader* needs to have the skills of strategic thinking and strategic planning. A vision without an idea of the way to go and subsequently following action planning is not sufficient. The *linking leader* needs also the ability to think ahead and 'see' potential problems before they arise.

Feedback: (please write on stopping when letters size goes below text size – use second field)

NOW STORE YOUR FEEDBACK AS FOLLOWS: Initials of the team leader to whom you gave this feedback: first name – second name – indication of her organization-unit – Initials of the maiden name of your own mother. Example: „IW-customercare-PM".
THEN SEND THIS DOCUMENT TO e-schoelzel@e-schoelzel.de **SUBJECT** „Team-Feedback".

Author: Dick McCann is an international researcher and presenter specializing in team development. He directs the work of the Institute for Team Management Studies, the research arm of Team Management Systems. (2001)
Revised 2019 by Eckhard Schölzel, TMS-Master

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