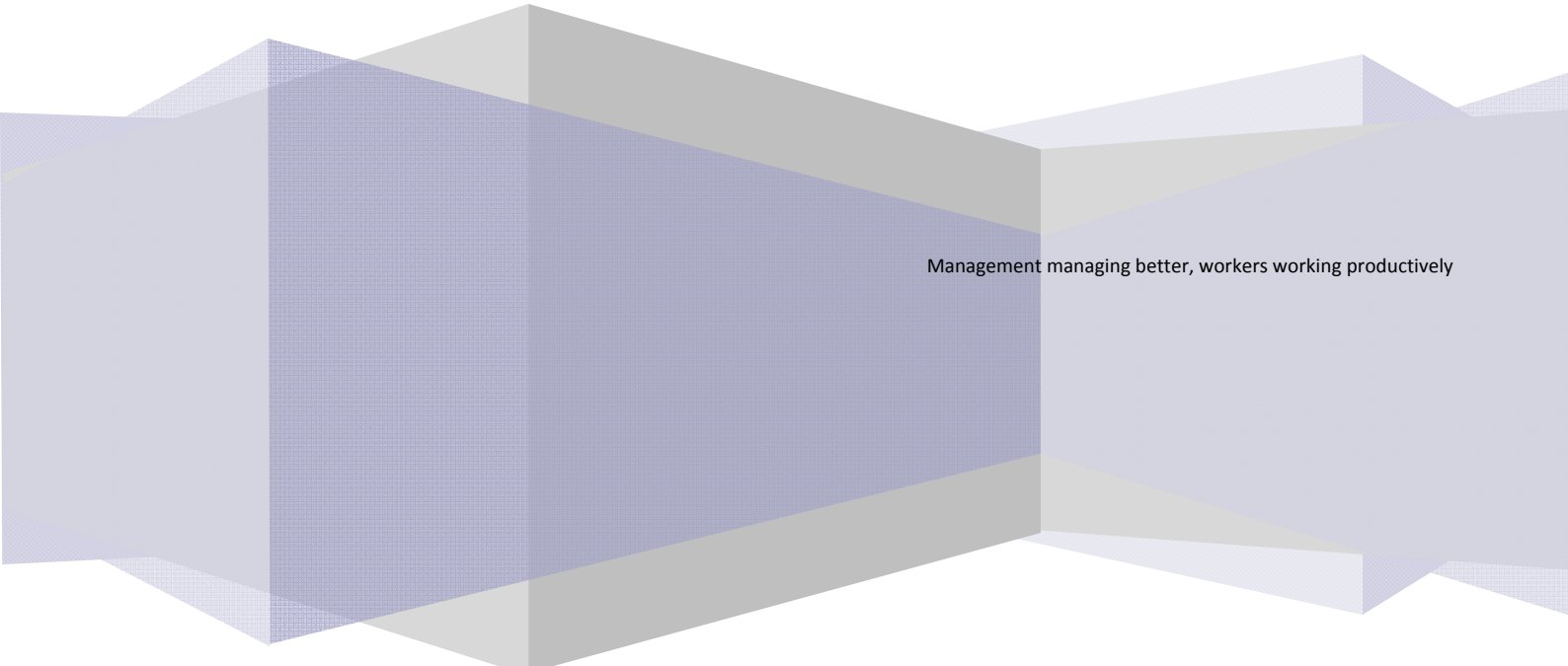


Accel Team

Team Leader Skills

Developing core skills to influence others and lead better



Management managing better, workers working productively

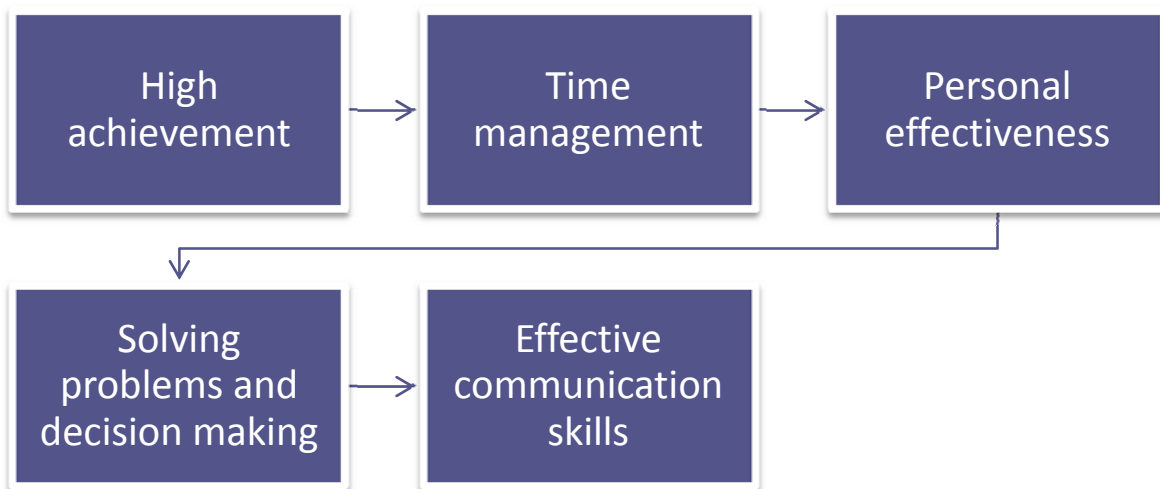
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TEAM LEADER SKILLS

KEY SKILLS AND TIPS TO DEVELOP YOUR TEAM LEADERSHIP POTENTIAL

This resource is designed to be a practical approach to cover 5 key skills you need to focus on in order to be successful in the world of work. The structure will enable you to grasp the core skills required. These core skills are:



INSTRUCTIONS

Quickly skim through the document to gain an overview of each section and a feel for the content and the format.

Then work through each section in more detail by completing the forms and checklists. Once you have completed all sections you will have an inventory of where you are and where you want to be. The gap between these two states is what you have to focus on in order to improve your leadership and achieve success by improving business performance.

Be patient, and remember that success is often achieved through failures. Don't be deterred but rather go back through your inventory and re-evaluate.

"There's no success like failure and failure is no success at all."

Bob Dylan

1.0 HIGH ACHIEVEMENT

1.1 Analyzing yourself

The essential ingredients for success are to:



The starting point for high achievement in your personal and business life is to review positively your strengths and weaknesses. A basic self-assessment should review:

What am I good at?

- What do I enjoy doing or would enjoy given the chance?
- What kinds of business would I like to work in or to own?
- What are my assets?
- What work situations, frustrations and stresses do I wish to avoid?

Questions such as these should be asked of ourselves at regular intervals to provide opportunities to focus on what we would like to make happen and to aim for the high achievement of desired results.

1.2 Setting goals

High achievement depends on first of all identifying and setting goals, then setting about making them happen by addressing and dealing with those key issues on which success or failure depend. Use the 'Goal setting' form to set your goals and the reasons that motivate your desire to achieve success.

Goal Setting	
Three Year Goals	
The goal(s) I will achieve within three years are:	_____
Sub-goal(s) which need to be achieved are:	_____
One Year Goals	
The goal(s) I will achieve within one year are:	_____
Sub-goal(s) which need to be achieved are:	_____
In setting these goals you should adopt a quantum leap approach to achieve dramatic results, e.g. to triple profits within three years.	
Achievement Motivation	
You must fix on these goals and use iron determination to make them happen by focusing on the reasons for achieving success:	
My success goals are important to me because:	
My success goals are achievable because:	
The obstacles to be overcome are:	
The priorities to focus on are:	

2.0 TIME-MANAGEMENT

2.1 Assessing your time-management skills

Time management is not an end in itself. It is the means to an end. It has to be linked with setting and meeting goals and, in this way, it provides the way to leverage really high achievement out of you and others with whom you come into contact.

How do you rate your time management skills? Do you:	
<input type="checkbox"/>	Have success goals written down?
<input type="checkbox"/>	Agree your success goals with your boss wherever he / she should be involved?
<input type="checkbox"/>	Give the impression to people that you are well organized, really on top of your job, and still have time for people?
<input type="checkbox"/>	Find enough time to tackle the important projects?
<input type="checkbox"/>	Have a reputation for invariably meeting deadlines??
<input type="checkbox"/>	Ask your secretary which jobs she / he could do for you?
<input type="checkbox"/>	Work away from the office occasionally to concentrate on a particular job?
<input type="checkbox"/>	Reply to correspondence quickly?
<input type="checkbox"/>	Regularly return telephone calls sufficiently promptly?
<input type="checkbox"/>	Do you make enough use of technology and office equipment to save you time?
<input type="checkbox"/>	Deliberately decide to leave certain jobs undone, until someone complains?
<input type="checkbox"/>	Make a list of what jobs and telephone calls must or should be done today?
<input type="checkbox"/>	Often take work home or go into the office at weekends?
<input type="checkbox"/>	Feel it is better to do a job yourself than to train someone else to do it for you?
<input type="checkbox"/>	Allow people to waste your time by dropping in for a chat?
<input type="checkbox"/>	Do you literally open the post each morning?
<input type="checkbox"/>	Write things in longhand for your secretary to type?
<input type="checkbox"/>	Spend time doing jobs which a junior person could do as well as you?
<input type="checkbox"/>	Arrange your own meetings
<input type="checkbox"/>	Waste time filing things or finding files and information?
<input type="checkbox"/>	Sometimes go home feeling the day has been consumed by interruptions?
<input type="checkbox"/>	Accept telephone calls during informal meetings?
<input type="checkbox"/>	Spend too much time in unproductive meetings?
<input type="checkbox"/>	Arrive late for meetings quite often?
<input type="checkbox"/>	Spend too much time being chased by others and chasing others about missed deadlines?
<input type="checkbox"/>	Are you too much of a perfectionist for your own good?
To be rated a 100% effective manager you should have ticks against the first 12 questions and crosses against the remaining questions. How did this evaluation help you? Is there room for improvement?	

2.2 Focusing on results and opportunities

In order to use time management techniques, it is vital to be results-driven and to do this effectively means identifying key results and assessing major opportunities. Use the table below to formulate your key results and major opportunities assessment.

Key results and major opportunities analysis

Key *results* to be achieved in order of importance (time spent on them, ranked 1 to 5):

Ranking Key result

1.	
Deadline	
2.	
Deadline	
3.	
Deadline	
4.	
Deadline	
5.	
Deadline	

The major *opportunities* to be pursued in order of importance (time spent on them, ranked 1 to 5):

Ranking Major opportunities

1.	
Deadline	
2.	
Deadline	
3.	
Deadline	
4.	
Deadline	
5.	
Deadline	

2.3 Using your diary for better time management

The trick is to plan your year first and your day last. Use the checklist below to improve your planning using your diary or day planner system.

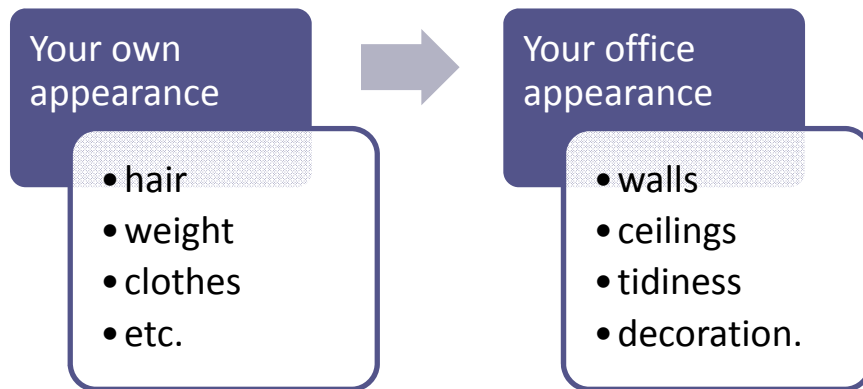
Diary planning checklist	
1.	ENTER KEY YEAR PLANNING DATES IN YOUR DIARY
	<ul style="list-style-type: none"> • Regular meetings for the year • Known one-off events (e.g. AGM, Sales Conference, trade fairs, budget preparation) • Holidays • Family occasions • Key tasks (e.g. strategic workshop, Far East visit, customer visits)
2.	PLAN YOUR NEXT MONTH
	<ul style="list-style-type: none"> • Count unplanned days available • Duck less important events • Reserve a meeting-free day each week • Reserve key task time.
3.	PLAN THIS WEEK
	<ul style="list-style-type: none"> • Develop regular habits (e.g. weekly team lunch, Friday p.m. in the office)
4.	PLAN EACH DAY AT THE OUTSET
	<ul style="list-style-type: none"> • Develop regular habits • Fix management-by-walking-about (MBWA) or open door times • Set personal assistant (PA) times • List and rank jobs and phone calls • Use PA to follow up • Make daily action lists • Remember 'stress' can be reduced by planning to use your time to tackle areas of concern
	How to manage each day
	<ul style="list-style-type: none"> • Plan each day at the start or better still the night before. • Make a list of tasks, work out time needed for each and prioritize. • Isolate the key task and make sure it gets done. • Don't be too ambitious and clutter each day with tasks that can wait. • Build a time for solitude and/or to handle an issue that could crop up. • Reduce interruptions from phone calls, visitors, etc times ear-marked for task completion. • Tie each day in with the week, the month, the year and your goals.
5.	FOLLOW UP EFFECTIVELY BY USING THREE FOLLOW-UP FILES
	This week
	Next week
	This month

3.0 PERSONAL EFFECTIVENESS

This section summarizes a variety of areas that should be addressed in seeking ways of improving the way you operate in business.

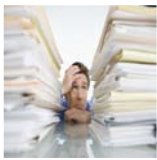
3.1 Personal Appearances

You should make your own and your office appearances reflect now the achievement of your success goals. An action plan is needed for:



Create a successful achieving style and remember you never, get a second chance to make a first impression.

Perhaps the most important aspect of appearance and one which affects the ability to tackle important tasks) is how your desk is managed.



Ways to clear your desk

- Don't leave any papers on it when you leave.
- Don't have papers out for more than one task at a time.
- Don't keep papers hanging around:
 - Diarize when to action and then file them
 - Dump unwanted items
 - Pass on with action notes (handwritten, don't wait for typing up)
- Don't let filing pile up (do it, yourself if need be).
- Don't get side-tracked reading items that should be put in a separate to-be read file or pile.

3.2 Handling your manager

It is vital to agree with your own manager what will constitute high achievement in your present job. A key results statement needs to be agreed and listed in order of importance:

Key results statement	
1.	<p>Key Result</p> <hr/> <p>Standard of performance</p> <hr/> <p>Priority / deadline</p>
2.	<p>Key Result</p> <hr/> <p>Standard of performance</p> <hr/> <p>Priority / deadline</p>
3.	<p>Key Result</p> <hr/> <p>Standard of performance</p> <hr/> <p>Priority / deadline</p>

In arriving at this agreed list, you will need to:

- Understand the constraints and pressures on your manager
- Receive an appraisal of your performance
- Negotiate the resource and the support needed to ensure success
- Obtain the support needed for high achievement.

You should list the external and internal obstacles to be overcome:

Key results statement – obstacles to success

1. Obstacles

Action Needed

Assistance From

2. Obstacles

Action Needed

Assistance From

3. Obstacles

Action Needed

Assistance From

You should agree with your manager, the major opportunities to pursue and win positive help and commitment to them. A check-list would be:

Major opportunities

1. Purpose and results to be achieved:

2. Proposal:

3. Other tangible benefits to be produced:

4. Methods to be adopted:

5. Costs and time scale required:

6. Financial return to be achieved:

3.3 Delegation and team-building

It is essential to lead by personal example by:

- Defining your goals in writing and believing you will achieve them
- Identifying key results
- Using your appearance and style to reflect achievement of your success goals
- Planning to overcome internal and external obstacles.

You will need to recruit, retain and develop people who will achieve outstanding results and to create and maintain an atmosphere of excitement in which high achievement will flourish. You should ask people whether they:



Furthermore, what can they contribute by way of:

- Ideas to overcome difficulties
- Ideas for new opportunities

You need to select what to delegate by identifying key tasks and for each note down:

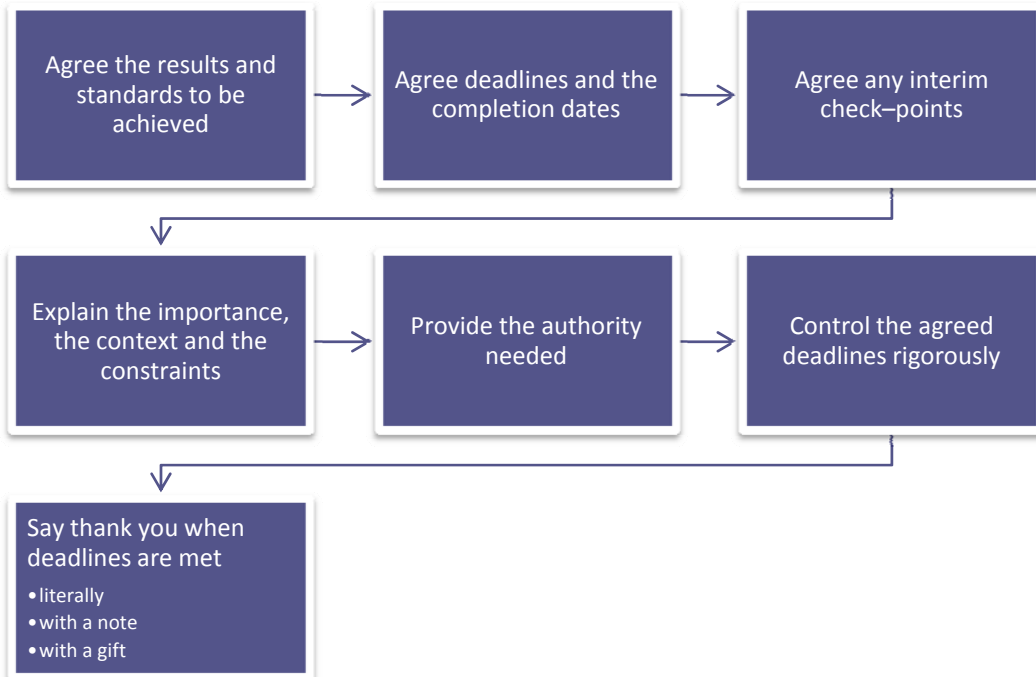
- Which member of your team could do this job
- What exactly is stopping you giving the task away
- What you will do to give the task away effectively

A suggested format for this list might be as follows.

Tasks to be Delegated

1.	Task		
	Delegated to		
			Time Saved
2.	Task		
	Delegated to		
			Time Saved
3.	Task		
	Delegated to		
			Time Saved

In order to delegate effectively (once you have identified the time-consuming tasks to delegate and identified key tasks to spend more time on) you need to:



You must invest time now to develop your team and should discuss with each person:

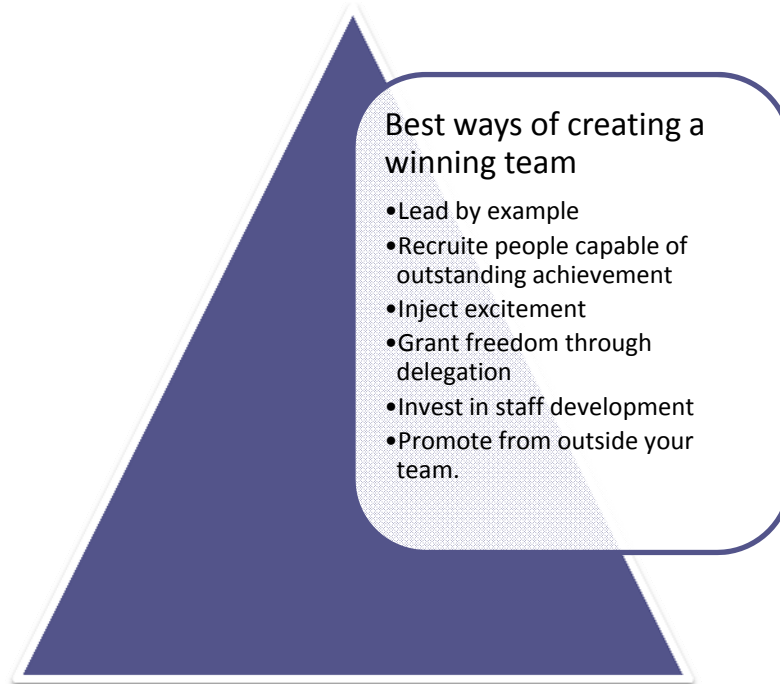
- Their success goals
- Training and development needs
- Job satisfaction
- Their next job or project

In respect of training and development programs, each person should have one and a sensible format is:

Name	Year
Training to be completed	
Personal development	

Delegation Checklist

- Don't let subordinates delegate to you
- Don't delegate only the work and not the authority
- Don't delegate and interfere (other than at agreed check-points)
- Don't delegate and forget to follow up
- Don't delegate without agreeing objectives / results expected
- Don't delegate and let the problems come back rather than the solutions
- Don't delegate and delay matters by withholding decisions / information
- Don't delegate without discussing workloads
- Don't withhold praise
- Don't do a task if you delegate it
- Don't confuse delegation with abdication



In recruitment, you should remember:

- To replace people incapable of outstanding achievement
- You have the team you deserve
- To pay well for outstanding achievement
- Recruit *resultaholics* not workaholics

To create an atmosphere of excitement to breed high achievement you must:

- Exude *enthusiasm* – it is contagious
- *Sell* not tell key results
- *Discuss* how to make work more enjoyable
 - invite ideas
 - consider, prizes / competitions
 - visits to trade shows, branches, etc.
 - sponsored events
- Keep people *informed* of results.

If you aim to reward high achievers (e.g. they should be promoted unselfishly because that policy is one of enlightened self-interest) you should also decide to tell people (in private) immediately when their performance falls short, otherwise you are condoning mediocrity.

As a brief introduction to the more formal ways of team operation, a structural and results analysis of some different ways of working in teams can be summarized as follows:

Type of team	Structure and function	Results
Problem solving	<ul style="list-style-type: none"> • 5-12 employees from different areas and levels of the business • meet 1-2 hours per week • discuss ways to improve quality, efficiency etc. • no power to implement ideas 	<ul style="list-style-type: none"> • can reduce costs • can improve quality • do not result in changes in work efficiency or involve managers enough • fade away over a short period
Special purpose	<ul style="list-style-type: none"> • design and introduce work reforms and new technology • link all separate functions • involve management, unions, etc. • make operational decisions 	<ul style="list-style-type: none"> • creates high level involvement • can make wide changes
Self-managing	<ul style="list-style-type: none"> • 5-15 employees who produce entire product • members learn all tasks and rotate jobs • handle all managerial duties 	<ul style="list-style-type: none"> • can increase productivity very significantly (research shows by 30 per cent) • fundamentally change an organization • employees more in control of their jobs • eliminates supervisor level

3.4 Meetings

Formal meetings

You should first of all test how effective your current formal meetings are by using this check-list:

- Was the action agreed worth the time spent in preparation, attendance and minute writing?
- Was the total amount of time spent by those attending justified by the action agreed?
- Why should the meetings continue to be held?
- Why do you need to attend the meetings?
 - Why not delegate the, job to someone else and attend only when the situation or agenda merits your contribution?
- Why not hold them quarterly instead of monthly, or monthly instead of weekly, or only when either actual results to date or year-end forecast is more than 5 per cent below budget?
- Who needs to attend regularly?
 - Who should be invited to attend when relevant?
 - Who only needs to receive the minutes for information?
- Do you compile or authorize the agenda?
- Are the agenda and background papers circulated soon enough for people to come adequately prepared?
- Do the meetings start on time with everyone present?
- Do you check at the start of the meeting that the actions arising have been completed?
- How long do the meetings last?
 - How long should they be allowed to last?
- Do you manage to complete the agenda within the scheduled time regularly?
- Do people know when the meetings are scheduled to finish?
 - Do they finish on time`?
- Is personal accountability and a deadline assigned to each action item?
- Why are the minutes not restricted to a list of actions agreed?
- How soon after the meeting are the minutes circulated?
 - Why aren't they circulated within 24 hours?
- How long do you spend either writing the minutes or approving them?
- What percentage of items are actioned by the due date?
- Why do you tolerate less than virtually 100 per cent?
- Have you asked those attending the above questions?

You can make your formal meetings more effective by focusing on:

Effective formal meeting checklist

Timing -treat starting time as sacrosanct	- schedule to finish at lunchtime / end of day (any overshoot would be unwelcome by all) - only give time to the key issues
Agenda - write it yourself	- make it specific - put important items first - circulate in advance (and insist people prepare)
Minutes - reduce to action, person responsible and deadline	- circulate within 24 hours of meeting.

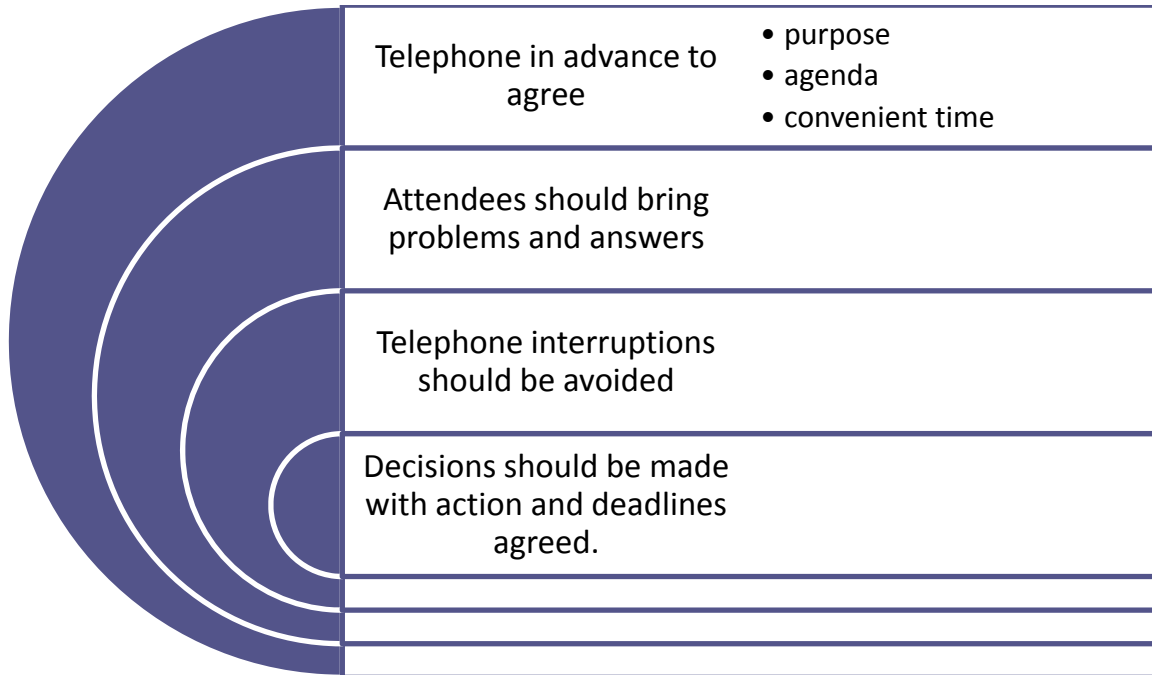
Informal meetings

You should first of all test how effective your current, informal meetings are by using this check-list:

- Do you always telephone to find out when it will be convenient for the other person to meet?
- When you telephone, do you briefly mention your purpose and agenda so that he / she will be prepared? And indicate how long a discussion is needed? And ask if there is anything else he / she wishes to discuss to ensure you are prepared?
- Whenever you meet with your manager, if you have a problem, do you always outline the answer you recommend and are able to mention the, alternatives you have rejected, and your reasons, if asked?
- Do you hold regular informal meetings with your staff to avoid frequent and unnecessary interruptions?
- Do you insist that, they must never bring a problem to you without having considered the available options and recommending a solution?
- Do you waste people's time by answering the telephone during informal meetings?
- Do you ask members of your team to come to your office without the courtesy of telling them your agenda?
- How often do you visit members of your team rather than have them always visit you?
- Whenever someone telephones you to suggest a meeting, do you always ask the purpose and the priority needed?
- Whenever someone visits your office for an informal meeting, do you suggest another time if you are not sufficiently prepared or it will interrupt a key task?
- Do your meetings always end with decisions approved or specific: action and a deadline for completion agreed?

•

Effective informal meetings usually have this *profile*:



Tips to successfully handle informal meetings include:

MBWA (management by walking around)	- you visit your staff (they don't interrupt you)
Visit people in their offices to meet, rather than letting them visit you	- you see for yourself - you maintain contact - you can decide when to leave
Stand up	-sitting can prolong an 'informal' meeting

The telephone

You must be ruthless in ensuring that you master the best ways of using the telephone to your advantage to ensure that you are using your time effectively and getting results.

Your policy must be to only take calls when and from whom you want. Effective time managers invariably have a policy of not taking incoming calls but operating a call back system (i.e. making the calls when they want and when they are prepared to do so).

Key tips are not to receive calls when:

- Interviewing
- In an informal meeting
- With a client or a supplier
- In a formal meeting
- You don't want a key task or your creativity to be interrupted.

It is usually better to group calls for a particular time in the day and you should think in advance what you wish each call to achieve. You should reduce time wasted on finding numbers, dialing numbers and making social calls by using your PA to best advantage to get the people you want (and give a list of people, not one at a time) and to keep a good system of regularly updated numbers and best contact times. You should use your PA to screen callers (and ask 'why?') and to handle routine calls or re-route them. If you are out or don't wish to take a call, the PA should take a message and find out when to call back.

Time wasters should be handled by telling them you only have a few minutes (and they should be called at lunchtime or after hours when they are less likely to take up your working time).

3.6 Personal productivity

The following is a summary of key ways in which you can boost your own productivity:

IN-TRAY ACTION LIST

- have PA stop unwanted mail
- scrap junk mail
- stop unwanted magazines
- re-route items before they reach you
- remove yourself from unwanted internal circulation lists
- get PA to sort mail into:
 - urgent action
 - team mail
 - reply or action
 - information only
- batch-process correspondence
- scan and dump the unimportant
- separate 'to action items
- separate 'to action items
- put to one side 'to be read... sometime items
- aim to handle items only once

READ EFFECTIVELY CHECKLIST

- preview long reports by reading the summary, the conclusion / recommendations and scanning the charts / graphs
- read with your eyes - don't sub vocalize - and scan and skip
- cope with figures by
 - reading headings
 - the horizontal lines
 - look at key figures
 - ignore non-contentious detail
 - check footnotes
 - ask for exception summary or get PA to highlight

REDUCE FILING CHECKLIST

- use waste-paper basket / shredder
- file address / phone number only

- use central filing for company / team
- put correspondence in date order
- separate bulky reports
- use dividers
- purge and archive or dump

TRAVEL PRODUCTIVITY CHECKLIST

- commute off-peak if possible
- use time to read and plan your diary
- minimize travel to meetings by having people come to your premises

3.7 Personal motivation

It is crucial that you master ways to motivate yourself as it is self-evident that without it, you will not, only fail to achieve your goals but also you will fail at motivating others to help you to achieve them.

What follows then is a self-motivation check-list (to be used whenever you feel your motivation is flagging).

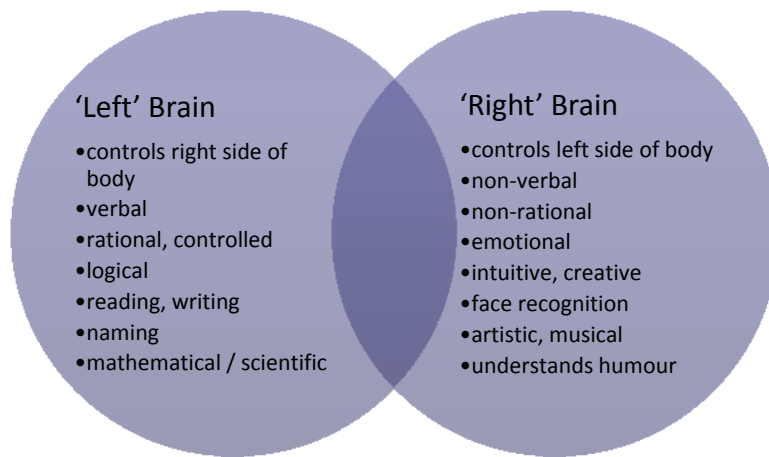
SELF-MOTIVATION CHECKLIST

- Focus on your goals and keep difficulties in perspective.
- See your problems as opportunities.
- Become a resultaholic not a workaholic.
- Set deadlines.
- Work on the important not the seemingly urgent.
- Take time out to think.
- Develop non-work interests and activities.
- Write down your fears/problems/ frustrations and ways of overcoming them.
- Don't pass over a difficult task - start the day with it, or fix a time to do it

The whole area of self-motivation requires separate study, but if a real motivation crisis is unfolding for you, you should refer back to the section on High Achievement to try to focus on what you want to achieve.

Remember, too, that research shows that the left side of your brain can be in 'conflict' with the right. You should be aiming to address certain self-motivation difficulties by using each part of the brain to compensate for the difficulties caused by the other.

Here is a comparison of the characteristics of the left and right sides of the brain:



A useful technique to 'change your way of thinking' about a situation, particularly when you feel de-motivated is to change a negative thought, pattern into a positive one.

3.8 Business knowledge

High achieving managers need to ensure that they develop an effective knowledge of their business and the environment it operates in. To have an improving approach you should:

Keeping up-to-date checklist

- Read the trade press regularly
- Scan the technical page of relevant newspapers to look for developments which may affect your business
- Maintain links with relevant university research departments or industry research associations
- Make sure you have the opportunity to meet, major customers even if you are no longer directly involved in sales
- Visit the point of sale for your products occasionally, e.g. the wholesaler, retail outlet, or your own branch, to know what is happening
- Meet with existing and potential suppliers occasionally to find out about their developments
- Visit the major exhibitions in your industry sector to keep informed about competitors
- Visit other countries expressly to meet overseas competitors, or to find new sources of supply, or to assess export opportunities, or to find out what is happening there at first hand
- Listen to your sales people to keep informed about your competitors
- Ask your customers about the opportunities and pressures facing them so that you can respond to their needs.

3.9 The effective manager

As a reminder to yourself, you should keep in mind these 10 qualities which research has generated as being the hallmarks of the effective manager:

Hallmarks of an effective manager

- Provide clear direction
- Use two-way communication
- Demonstrate high integrity
- Choose the right people
- Coach and support people
- Give objective recognition
- Establish ongoing controls
- Understand financial implications of decisions
- Encourage new ideas and innovation
- Give clear decisions when needed

4.0 SOLVING PROBLEMS AND DECISION MAKING

4.1 Effective decision making

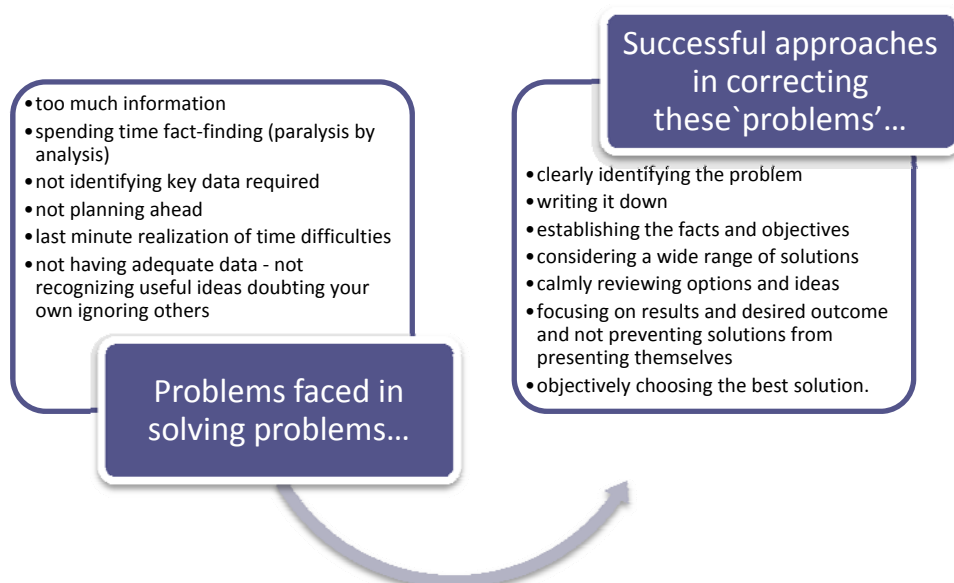
To be an effective decision maker:



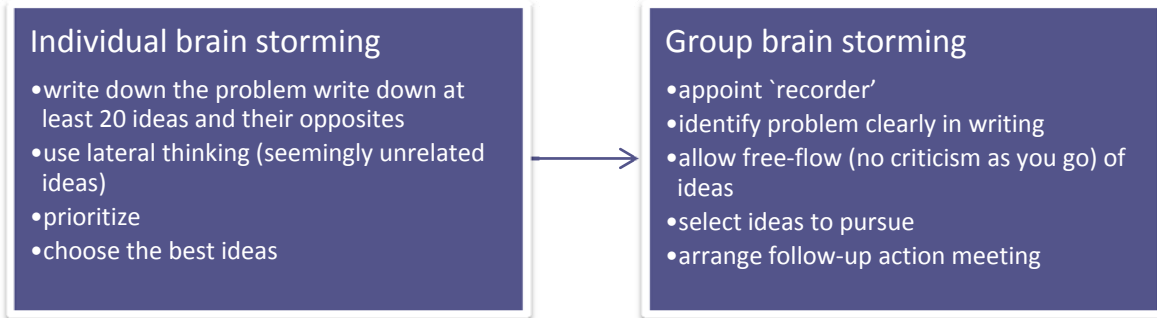
Remember, you should always make decisions in time for them to be effective.

4.2 Solving problems

Use this model in developing your approach to successfully handling problems:



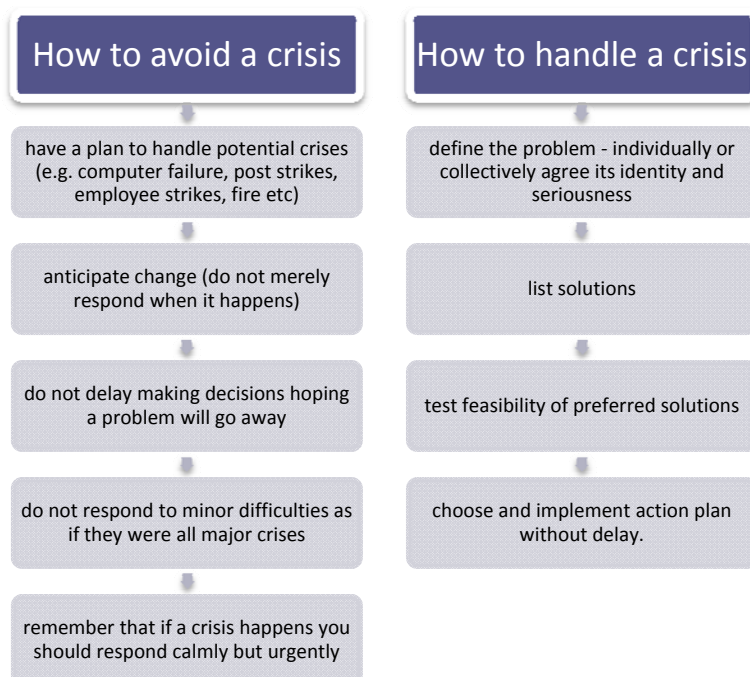
To come up with solutions to the problems you face, use brain storming techniques.



4.3 Handling crises

You should have your own personal approach to crisis management, to deal with crises as they will arise in business.

A helpful check-list is provided below for you to refer to at such times, but you should first of all test out whether you are good or bad at avoiding crises.



5.0 EFFECTIVE COMMUNICATION SKILLS

5.1 Effective writing

Avoid writing whenever possible

- don't merely confirm or acknowledge
- telephone rather than write
- use an internal memo and write your reply on it
- produce standard paragraphs for PA to use
- your PA should write routine letters
- don't write to team members, tell them

Write clearly

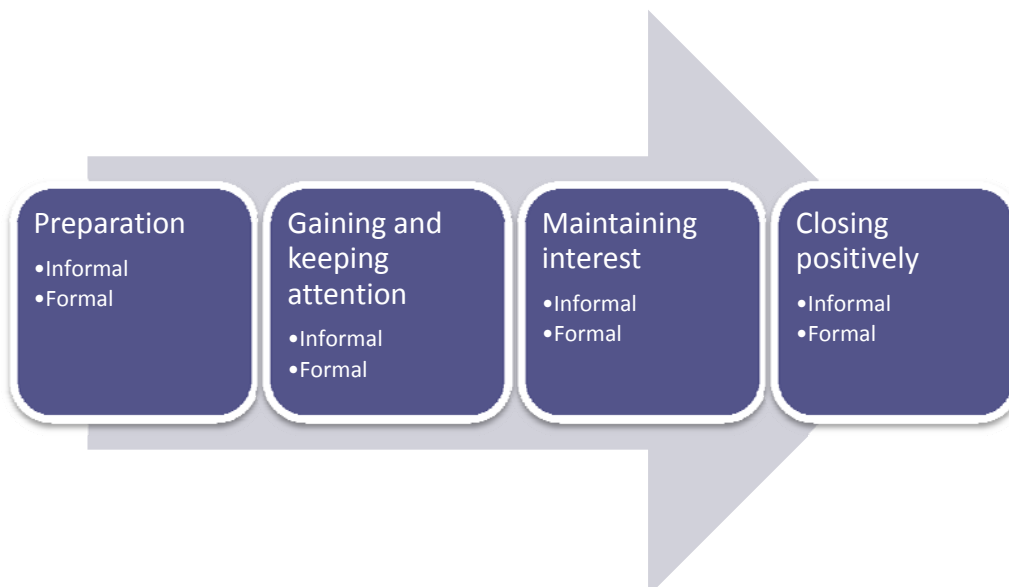
- use headings
- use short sentences
- itemize individual points
- use short paragraphs
- don't be frightened of using one sentence letters
- be informal

Effective reports

- start with executive summary
- summarize recommendation
- outline financial justification and benefit
- use precise key points and figures only
- must be capable of making sense on its own
- have a contents page
- number the pages
- use dividers
- relegate the back-up information to appendices

5.2 Effective presentations

There are four essential steps to take to ensure that presentations in different situations (informal/formal) are going to be successful. They are:



The following checklist is to help you in the delivery of your informal / formal communications, to increase the probability of you not only getting your message across but also increasing the chances of success; you getting your ideas accepted.

PREPARATION	
Informal presentation / meetings	<ul style="list-style-type: none"> Define the desired outcome (check out support, of key team members, if appropriate) Set the agenda (circulate if appropriate) Gather the data Spell out the benefits Summarize financial justification
Formal presentations	<ul style="list-style-type: none"> Check out the venue and set up (numbers attending, lay-out, equipment available, etc.) Check time available for your presentation and how you will be introduced Check out who will attend and get background on them Rehearse your presentation (and check on slides, etc.) Expect to be nervous (but know that 'nerves' will fade after five minutes) Try to meet attendees before your 'session' so that you will 'know' them.
GAINING AND KEEPING ATTENTION	
Informal presentation / meetings	<ul style="list-style-type: none"> Fix the best (most convenient/ distraction free) place Only start when you have the complete attention of the others Agree start and finish times Ensure there are no interruptions
Formal presentations	<ul style="list-style-type: none"> Make sure the audience is ready and seated before you start Deliver your opening sentence positively to command attention
MAINTAINING INTEREST	
Informal presentation / meetings	<ul style="list-style-type: none"> Don't waffle; stick to the point Involve other people Focus on 'good news' and benefits Mention key opportunities / results/ issues in a way that will command attention Convince by showing financial justification, how it will work in practice and What the evidence is that it will work Talk with conviction
Formal presentations	<ul style="list-style-type: none"> Tell people why the subject is important to them Tell them the topics you will cover (and when you would like to take questions - throughout or at end) Advise them of the decision / approval you expect, if appropriate Use flip-charts / slides / videos to hold audience concentration - use key words on slides Don't read your presentation Demonstrate your own conviction and enthusiasm in words, voice and gesture Spell out benefits Present factual evidence (not opinions) Demonstrate financial justification Show that potential problems have been identified and overcome Handle questions as arranged and authoritatively
CLOSING POSTIVELY	
Informal presentation / meetings	<ul style="list-style-type: none"> Close with agreement to the outcome you want Agree who will do what by when If no agreement, try to ensure that some positive action is taken towards your goal
Formal presentations	<ul style="list-style-type: none"> Ask for the approval, order or action you want to conclude your presentation