Student Leadership Program 2009

Workshop 2 A

Stage 2: Ensure Team Effectiveness
Manage Projects
SLP Stage 2

Outcomes: Stage 2 vision

Students will be able to -

• Identify the attributes of an effective team

• Define their role within a team

• Exhibit personal assertiveness and conflict management skills

• Make sound decisions and problem-solve effectively
Outcomes: Stage 2 vision (cont.)

• Contribute to the planning, execution and evaluation of a major team project

• Define situational leadership and its relevance to project management

• Critique their ability to work effectively within a team environment

• Develop a Professional Development plan (how do I contribute more effectively to a team environment)
SLP Stage 2: Units of Competency

Unit 1: Ensure Team Effectiveness

Elements of competency

1. Establish Team performance plan
2. Develop and facilitate team cohesion
3. Facilitate team work
4. Liaise with stakeholders
SLP Stage 2: Units of Competency (cont)

Unit 2: BSBPMG510A: Manage projects

Elements of competency

1. Define projects

2. Develop project plan

3. Administer and monitor project

4. Finalise project

5. Review project

Assessment Tasks!!
TEAM ROLES
as explored with the Belbin Tool

• Coordinator
• Driver
• Finisher
• Implementer
• Monitor-evaluator
• Originator
• Resource investigator
• Supporter
TEAM DEVELOPMENT

Teams need:

• appropriate team size – not too large
• clear lines of autonomy, independence and authority
• training and some degree of multi-skilling
• appropriate external relations
• appropriate understanding of group boundaries
• access to the resources needed to achieve project objectives
• suitable leadership type and style
• a workplace culture which supports the team's activities
TEAM NEEDS

• openness, honesty, confrontation and conflict

• coordination, support and trust

• effective delegation

• sound working /decision making procedures

• regular planning and review processes

• sound inter-group relations
LEADERSHIP

Good team leadership relies on:

- responsibility, knowledge, understanding and expertise - not on position, power and authority
- high levels of autonomy and power sharing for team members
- equitable reward systems that acknowledge achievement
- encouragement of risk taking without recrimination or punishment for failure
- support from organisational manager/leaders – including support and acknowledgement to outside parties
- recognition of the positive role of conflict or questioning actions/behaviours
- reward for both individual and team performance
RESPONSIBILITIES

Each team member must know:

• what they should be doing
• when they should do it
• why they are doing it
• what the limits of their responsibility are
• what the responsibilities of other team members are
• who they should report to
• when to report
• how to access the necessary resources to do their job

Well run team meetings provide a forum for this type of information exchange
PROVIDING SUPPORT

One of the main roles of the project manager involves providing support to the team members who will do the work.

This could include:
- training, coaching or mentoring,
- sharing information
- providing a two way communication link
- managing conflict
- providing challenges and rewards
- monitor and evaluate processes
- evaluating performance and giving feedback
- ensuring resource availability
Effective teams

Group / Team Discussion

What is your experience working in teams / groups?
- Positive

- Challenges
  - How do you overcome these challenges?
SLP Stage 2

• Workshop Day 1

• Reflection

• Review

• Possible projects

• Assessment Tasks
SLP Stage 2