

Team Leadership

1. Aim of Subject:

To provide an introduction to how teams operate in the workplace and how they are developed and effectively managed. Candidates will gain an understanding of the importance of communication, coaching and training and dealing effectively with conflict and change.

2. Subject Specific Learning Outcomes:

Outcome 1

Describe how teams operate in the workplace

Knowledge, Understanding and Skills

- Teams in the Workplace
- Types of teams
- Why work in teams?
- Formal teams, the individual and informal groups
- The role of the team manager
- Teams and Organisational Structure and Culture
- Management theories
- Contemporary organisational structures
- Culture and team development
- Teams in the organisation
- The dynamics of Team Working
- Group dynamics in the workplace
- The stages of team development

Outcome 2

Describe how teams are developed and motivated

Knowledge, Understanding and Skills

- Building a new team
- Filling vacancies in an existing team
- Recruiting team members
- Employment law and recruitment
- Finding the right people
- How to select the “ideal” candidate
- Making the offer of employment
- Contract of employment
- Managing the team
- Leadership or management?
- Approaches to management theory
- Approaches to motivation
- Application of motivation theory to the workplace
- Team Design and Development
- Team design and structure
- Formal and informal teams
- Developing the team
- Managing and controlling team development

Outcome 3

Demonstrate an understanding of how team performance is managed and rewarded effectively

Knowledge, Understanding and Skills

- Performance management
- The performance management process
- Set performance objectives and standards
- Performance appraisal
- Team objectives and performance
- Rewarding and recognising the individual and the team
- Reward and motivation
- Managing underperformance
- Succession planning and talent management
- Quality

Outcome 4

Demonstrate an understanding of the importance of communication in a team

Knowledge, Understanding and Skills

- Communication in the organisation
- The role of the team manager
- Benefits of good communication
- How to communicate effectively
- Negative effects of poor communication
- Limitations of communication systems
- The paradox of communication
- Methods of communication
- Counselling within the team

Outcome 5

Demonstrate an understanding of coaching and training of teams

Knowledge, Understanding and Skills

Benefits of training and development

- What is training?
- What is coaching?
- Induction
- Theories of learning
- The training cycle
- Planning training
- Selecting training methods
- Evaluating training
- Coaching
- The process of coaching

Outcome 6

Demonstrate an understanding of conflict and change in teams

Knowledge, Understanding and Skills

- Change
- Managing change
- Conflict
- Strategies for managing conflict
- Project and temporary teams
- Teams of flexible workers
- Employees working offsite in the UK or abroad
- Consultants and short term specialists
- Outsourcing and off-shoring