

MASTERING THE  
ART OF  
EFFECTIVE TEAM  
LEADERSHIP  
WORKBOOK



**TEAL**

LEARNING SOLUTIONS

## 1.1 Building Relationships Activity

Take a few minutes to reflect on the questions below and answer them honestly, as best you can.

1. What are some of your passions or hobbies that bring you joy?

2. What memorable experience or adventure have you had in your life?

3. What are some of your favourite books, movies, or songs, and why do you enjoy them?

4. What goals or aspirations do you have for your future?

5. How do you like to spend your free time and relax?

6. What are some values that you hold dear and why are they important to you?

7. Can you share a story about a person who has had a significant impact on your life?

8. What do you find most fulfilling or meaningful in your work or studies?

9. How do you handle challenges or setbacks in your life?

10. Is there something you've always wanted to learn more about or try, but haven't had the opportunity yet?

## 1.2 Personality Types Exercise

For the purpose of this exercise, we are going to focus on different personality types that are commonly found in a team:

- **Type 1: Results-oriented:** These are Team members who naturally organise work and take charge. They tend to be socially self-confident, competitive, and energetic.
- **Type 2: Relationship-focused:** These are Team members who naturally focus on relationships. They are attuned to other people’s feelings. They are the glue that keeps everyone together. They tend to be warm, diplomatic, and approachable.
- **Type 3: Process and rule followers:** These are Team members who pay attention to details, processes, and rules. They tend to be reliable, organised, and conscientious.
- **Type 4: Innovative and disruptive thinkers:** These are Team members who naturally focus on innovation, anticipate problems, and recognise when the team needs to change. They tend to be imaginative, curious, and open to new experiences.
- **Type 5: Pragmatic:** These are Team members who are practical, hard-headed challengers of ideas and theories. They tend to be prudent, emotionally stable, and level-headed.

In the table below write the names of all your team members, starting with yours in the first column. Then identify what personality type you think each member belongs to and mark the relevant type with an X. See the example below.

Name	Results-Oriented	Relationship-Focused	Process & Rule Followers	Innovative / Disruptive Thinkers	Pragmatic
<i>Marian</i>	X				

Now that you have completed the table take a moment to reflect on your team's personality mix and answer the following questions:

1.2.1 Where are the gaps? What personality type are you missing or lacking and what personality type is dominant?

1.2.2 What type of person is needed to make your team high-performing?

1.2.3 What are the potential challenges of working with too many of each personality type?

1.2.4 How will you overcome these challenges?

### 1.3 Stop, Start, Continue Template

Think about your own team and work environment and answer the following questions in the relevant boxes.

In the first box, what behaviours, actions or efforts will you STOP doing, as you feel that they may be preventing trust and psychological safety?

In the second box, what behaviours, actions or efforts will you START doing, as you feel that they will help build trust and promote psychological safety?

In the third box, what behaviours, actions or efforts will you CONTINUE doing, as you feel that they encourage trust and promote psychological safety?

Stop	Start	Continue

You can implement Stop, Start, Continue at your work very easily. Introduce this concept to the team before you begin. Explain the purpose of the exercise and how it will help the team improve and grow. In a group environment, reassure them that it is a safe place, where everyone has a voice, and their opinion is valued. However, you need to also set a few guidelines.

- 1. Any problem raised must be matched with a solution.**
- 2. No one can raise their voice or interrupt someone while they are speaking.**



1.4.2 Are there any potential cliques?

1.4.3 Where are the gaps?

1.4.5 What type of person is needed to make your team high-performing?

1.4.6 What are the potential challenges you face with your current team dynamics and how will you overcome them?



## 2.1 Leadership Style Assessment

Take a few minutes to complete the below assessment, answering the questions honestly. After answering these questions, you can assess your leadership style based on which responses you chose most frequently. Remember, leadership styles can vary, and there is no right or wrong style. It's important to understand individual preferences to enhance your leadership effectiveness.

### 1. How do you prefer to make decisions?

- a) Independently, based on my own expertise and knowledge
- b) By involving others and seeking their input before deciding
- c) By analysing data and facts thoroughly before making a decision

### 2. How do you handle conflicts within a team?

- a) By taking charge and making the final decision
- b) By encouraging open dialogue and facilitating a collaborative resolution
- c) By seeking a compromise that satisfies everyone involved

### 3. How do you motivate your team?

- a) By providing clear instructions and setting specific goals
- b) By recognizing and praising individual achievements
- c) By empowering team members and giving them autonomy

### 4. How do you communicate with your team?

- a) By giving clear instructions and expecting them to be followed
- b) By actively listening and encouraging open communication
- c) By providing regular feedback and fostering a transparent environment

### 5. How do you handle failure or setbacks?

- a) By taking responsibility and finding ways to fix the issue
- b) By analysing the situation and learning from the mistakes
- c) By encouraging the team to learn from the experience and move forward

### 6. How do you approach innovation and change?

- a) By taking calculated risks and pushing for innovative solutions
- b) By involving the team in decision-making and considering their perspectives
- c) By analysing the potential benefits and drawbacks before embracing change

**7. How do you build relationships with your team members?**

- a) By maintaining a professional distance and focusing on the tasks at hand
- b) By showing empathy and understanding their personal needs and aspirations
- c) By fostering a friendly and collaborative work environment

**8. How do you handle feedback from your team?**

- a) By taking it as an opportunity for growth and adjusting accordingly
- b) By considering the feedback but ultimately making decisions independently
- c) By discussing the feedback openly with the team and reaching a consensus

Based on the answers provided, you can associate the leadership styles as follows:

1. **If someone chooses mostly (a) answers:** They may exhibit an autocratic or directive leadership style. They prefer to make decisions independently, relying on their own expertise and knowledge.
2. **If someone chooses mostly (b) answers:** They may demonstrate a democratic or participative leadership style. They value input from team members and seek collaboration before making decisions.
3. **If someone chooses mostly (c) answers:** They may align with a laissez-faire or delegative leadership style. They trust their team members' expertise and provide autonomy in decision-making.

It's important to note that these are general associations, and leadership styles can be a combination of multiple approaches. Some individuals may have a dominant style while incorporating elements from other styles based on the situation at hand. Leadership styles can also evolve and adapt over time as leaders gain experience and encounter different scenarios.

2.1.1 What would you consider your strengths and opportunities for development?

## 2.2 Adapting Your Leadership Style To The Environment

“A company is going through a major transition period, with a shift in its core business model. The employees are confused and anxious about the changes. They need clear guidance and direction on what their new roles are, and how they should adapt to the new changes. The new CEO adopts a **laissez faire style of leadership**, giving the employees complete freedom to figure out their own paths.”

2.2.1 What do you think would be the outcome? How would this leadership style affect the employees? How will it affect productivity?

## 2.3 Adapting To Your Environment Activity

Take a moment to think about your environment and how it influences your leadership style.

2.3.1 How would you describe your company culture and what leadership style do you think it promotes?

2.3.2 What economic circumstance is your business in and how does this influence your leadership style?

2.3.3 What industry are you in and how does this influence your leadership style?

2.3.4 Look at your team dynamics and how developed they are, how does this influence your leadership style?

2.3.5 What do you need to change to adapt?

## 2.4 Adapting To Different Situations Activity.

Take a minute to read through this situation and answer the questions that follow.

You are managing a team that is well established and has plenty of experienced and knowledgeable people. The team dynamics are strong, and the business as a whole is running like a well-oiled machine. You have a **transformational leadership style** and focus on developing and building confidence in your team.

A few months later, your company opens a new branch. Half of your team are transferred to help train and develop the team in that branch. Your team is now made up of a mix of new and experienced staff, some with and some with no knowledge. It's the same business, but a very different situation. What used to be a well-oiled machine now has a few glitches in the operation. The experienced staff are getting frustrated and are starting to form a clique. Their motivation levels have dropped and aren't putting as much effort into their work. New starters are feeling lost as they are receiving the guidance they need to perform their role. Complaints start to rise, and resignations start to come in. You seem to be putting out more fires than inspiring and developing your team.

2.4.1 What needs to change?

2.4.2 How can you adjust your mindset and prepare yourself?

2.4.3 What leadership style would you adapt and why?

2.4.4 How will you adapt it?

## 2.5 Adapting your Leadership Style to Your Team Activity

You have two new staters joining your team, Lucy and John. Lucy has just finished school and this is her first proper job. She has never worked in the industry and doesn't have the knowledge, skills or ability to perform her role. She did however, interview very well and is eager to learn and grow in the business. John on the other hand, has worked in the industry for many years in a similar role. He is familiar with the processes and the technology used in the business.

2.5.1 What leadership style would Lucy need? What does she need from you?

2.5.2 What leadership style would John need? What does he need from you?

2.5.3 What would happen if you used the same approach for John, with Lucy?

2.5.4 How would it impact Lucy on a personal and a professional level?

2.5.5 What would happen if you used the same approach for Lucy, with John?

2.5.6 How would it impact John on a personal and a professional level?

## Post-Course Activity

Think about your own team and their capabilities and answer the below questions:

What do they need from you on an individual level and team level?

What are their competence and commitment levels like? Who do you feel needs development? Are any individuals lacking commitment?

Are there any individuals that need more direction than others?

Are there any individuals that need more support than others?

Are there any individuals that need more coaching than others?

Who in your team is ready to step up and take on more responsibility?

### 3.1 Motivated vs Demotivated Team Activity

Take a few minutes to reflect on your own experiences of a motivated and demotivated team. This can be in a work environment or something outside of work. First write down a motivating scenario and answer the questions below, then do the same for a demotivating scenario.

#### 3.1 Motivating scenario

#### 3.1.1 How did this experience make you feel?

#### 3.1.2 How did you perform in your role while you were in this team?

#### 3.1.3 If you chose to leave the team, how hard was it to leave?

#### 3.1.4 What made you leave?



3.1.5 Demotivating scenario

3.1.6 How did this experience make you feel?

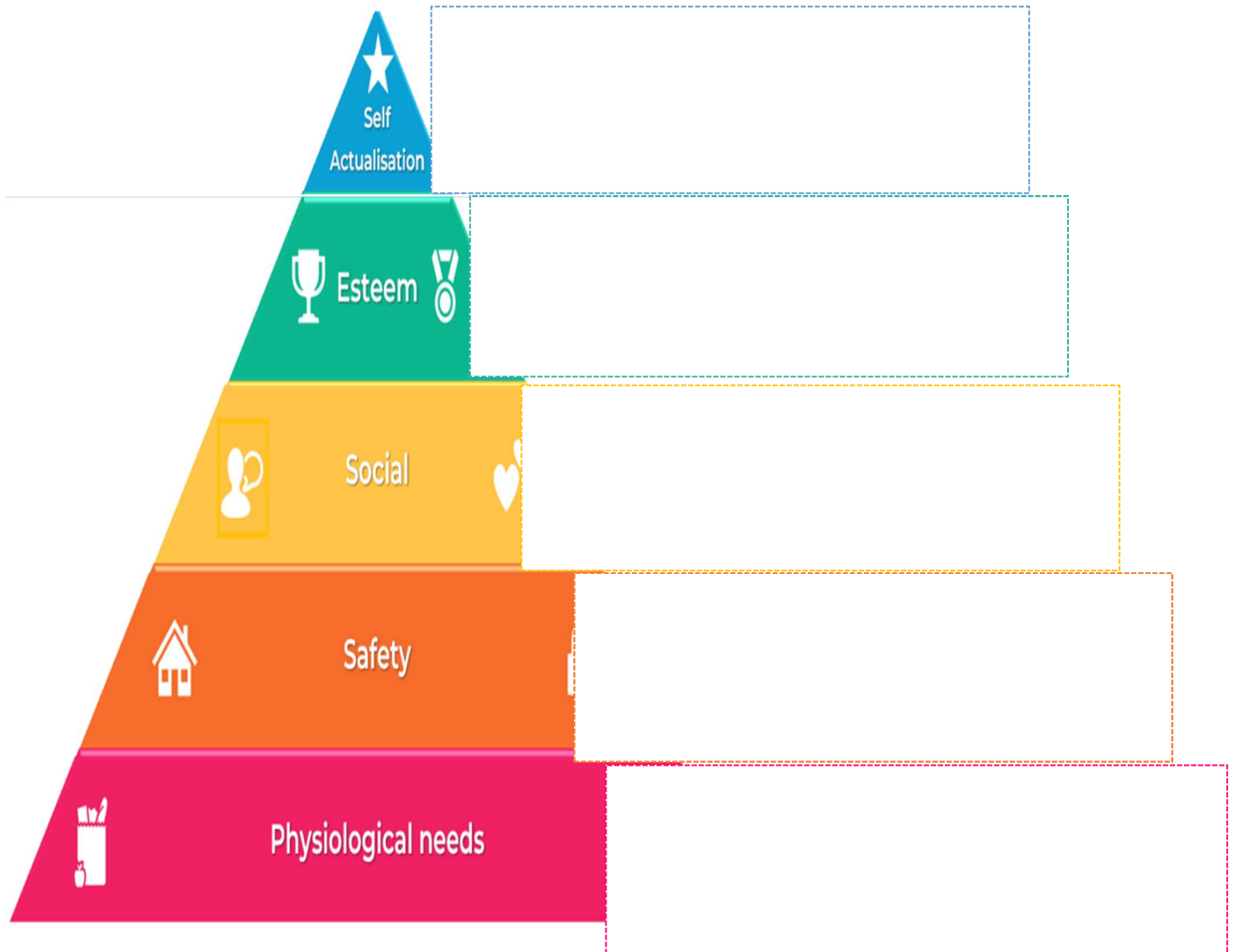
3.1.7 How did you perform in your role while you were in this team?

3.1.8 If you chose to leave the team, how hard was it to leave?

3.1.9 What made you leave?

### 3.2 Maslow's Triangle Activity

Take a moment to think about how you can bring Maslow's Hierarchy of Needs Theory in a work context. What can you do in your workplace that will fulfil your team's hierarchy of needs? Add your ideas of what you can do or stop doing in each level to meet these needs for your team members to create a motivated culture at work. For example: In Physiological needs, you might provide staff meals that satisfy different dietary requirements. Or install a water filter system to provide them with filtered drinking water.



### 3.3 Herzberg's Two-Factor Activity

Thinking about your workplace, highlight what you think the Hygiene factors and Motivators are and complete the table.

3.3.1 List Hygiene and Motivators under the relevant columns.

Hygiene Factors	Motivators

3.3.2 Figure out the combination of hygiene and motivator factors by counting and comparing how many you have in each column. i.e. Anything above 5 is high, below 5 is low

- a) High hygiene and high motivation
- b) High hygiene and low motivation
- c) Low hygiene and high motivation
- d) Low hygiene and low motivation:

3.3.3 What hygiene factors can be implemented to eliminate employees' dissatisfaction with work? Example, implementing a better employee benefits package.

3.3.4 What motivators could you implement to improve employee satisfaction, motivation and engagement towards their work? Example, providing more growth and development opportunities for your team.

Put these suggestions into practice when you return to work.

### **3.4 Motivation activity.**

Take a few minutes to reflect on these 4 questions. If you are struggling with this activity, see my example at the end.

3.4.1 What type of motivation works for you?

3.4.2 What demotivates you?

3.4.3 What long term goal do you want to achieve and why?

3.4.4 What short term goals can you break this long-term goal into to keep you motivated?

**Example:**

3.4.1 I am motivated by personal development and career progression.

3.4.2 Not being challenged at work or not knowing what I am working towards demotivates me.

3.4.3 My long-term goal is to be a director in my company in 2 years' time.

3.4.4 Breaking this down in short-term goals, I want to be head of development in 6 months' time, I want to be able to write a business strategy in 9 months' time and I want to be cross trained into all departments by the end of next year.

As a post work activity, take the time to have motivational conversations with your team. Have 1-2-1 conversations with them individually and ask them the same questions. This will enable you to identify how you can keep them motivated and focused and drive your team to high performance.

## 4.1 SWOT Analysis

4.1.1 Identify your strengths and note them down in your **S Quadrant**.

4.1.2 Identify internal weaknesses that may hinder your development and note them down in your **W Quadrant**. You need to be honest in assessing these weaknesses to determine how to address or overcome them.

4.1.3 Identify external opportunities that you can build on and note them down in your **O Quadrant** in your workbook.

4.1.4 Identify external threats that can challenge your development and note them down in your **T Quadrant** in your workbook.

### Personal SWOT Analysis

S	W
O	T

Once you have completed your SWOT analysis you can analyse the information gathered and align your goals with the insights gained. Leverage your strengths to capitalise on opportunities, address weaknesses to minimise their impact, and develop strategies to overcome threats.

## Team SWOT Analysis

4.1.5 Identify your teams strengths and note them down in the **S Quadrant** in the Team Analysis.

4.1.6 Identify your teams weaknesses and note them down in the **W Quadrant** in the Team Analysis.

4.1.7 Identify your teams opportunities and note them down in the **O Quadrant** in the Second Analysis. Think about how you can leverage these opportunities to your advantage.

4.1.8 Identify your teams threats and note them down in the **T Quadrant** in the Second Analysis. Anticipate and plan for how you can mitigate these threats.

## Team SWOT Analysis

S	W
O	T

Once you have completed your SWOT analysis you can analyse the information gathered and align your goals with the insights gained. Leverage your strengths to capitalise on opportunities, address weaknesses to minimise their impact, and develop strategies to overcome threats.

## 4.2 SMART Goals Activity

Look at your Personal SWOT analysis and highlight **3 areas of development** you would like to focus on. Set yourself 3 SMART goals. Remember to make them Specific, Motivating, Achievable, Relevant and Time-bound.

Goal 1:

Goal 2:

Goal 3:

## 4.3 GROW Activity

### 4.3.1 Set a Goal

Focusing on the Team SWOT Analysis, set a Goal. Think about a behaviour you want to change in your team or something you would like to work towards. Structure this change or objective as a goal that you want to achieve. Remember to make this goal SMART: Specific, Motivating, Attainable, Realistic, and Time-bound. For example: All team members are to be above 90% with their online compliance training in the next 30 days.

Top tips: When doing this, it's useful to ask questions like:

- How will you know that your team has achieved this goal?
- How will you know that the problem or issue has changed or been solved?
- Does this goal fit with the overall company objectives?



Team Goal:

#### 4.3.2 Examine the Current Reality

Look at your Team SWOT analysis and figure out what the current situation or behaviours are. This is an important step. Too often, people try to reach a goal without fully considering their starting point. And often they're missing some information that they need in order to reach their goal effectively. When you start thinking about the current reality, the solution may start to emerge.

Top tips: Ask the following questions in this step:

- What actions and steps have been taken so far to achieve this goal?
- What is your evidence to suggest the current situation should be addressed?
- What development have they had that will help them achieve the goal?
- What are the gaps in your team that needs to be addressed?
- What would happen if you did nothing?
- What other factors are relevant in achieving this goal?

Current Reality:

### 4.3.3 Explore the Options.

Once you have explored the current reality, it's time to determine what is possible – meaning all the possible options for reaching your team objective. Brainstorm as many good options as possible. Then, decide on the best ones.

Top tips: Ask the following questions in this step:

- What could you do to achieve this goal?
- What else? What else?? What else???
- What are the advantages and disadvantages of each option?
- What do they need to stop doing in order to achieve this goal?
- What obstacles stand in the way?
- What option would you choose?

Options:

### 4.3.4 Establish the Will or Way Forward.

By examining the current reality and exploring your options, you will now have a good idea of how you can achieve your goal. What specific actions will you commit to in order to achieve the goal. In doing this, you will establish the way forward and boost motivation.

Top Tips: Useful questions to ask here include:

- What are the next steps?
- What actions do you need to start, stop and continue?
- What might get in the way and what can you do?
- What development will help them to achieve your goal quicker and be sustainable?
- What shift in behaviours will you notice?
- What is your timeframe?
- What support will you need?
- Who else needs to know what your goals and actions will be?

Actions you will take:

#### **4.4. Sharing your goal**

How will you share your goals and objectives with the team and how will you keep them motivated?

## 5.1 Influence Activity

Take a journey down memory lane and think about who has influenced you in your life and answer the questions below. Take your time with this activity. It's not always easy to reflect on our own lives.

5.1.1 Who influenced you in your life?

5.1.2 What was it about them that made such an impact on you?

5.1.3 How did your life change?

5.1.4 How do you think you influence the people around you?

## 5.2 Trust and Credibility Activity

It's time to get creative. Create a poster with the 6 points mentioned in the building trust and credibility exercise. You can make it as bright and colourful or a simple and plain as you like – this is completely up to you. Make it something that you can look at and reflect on. Maybe even frame it and put it on your desk. Use it as a reminder for how you can influence through trust and credibility.



### 5.3 Influencing Styles Activity

The 5 Influencing styles and their descriptions (B.R.A.I.N)

- **Bridging:**
  - People who use a bridging style of influence, tend to motivate by building on personal relationships.
  - They are comfortable drawing on the connections of friends and colleagues.
  - They bring people together and invite relevant people into conversations to build consensus.
- **Rationalising:**
  - These types of influencers are analytical.
  - They use and rely on facts and figures to support their point of view.
  - People with a rationalising style, tend to use logic and reasoning when trying to persuade others.
- **Asserting:**
  - Asserting influencers are straight shooters.
  - They are confident and motivate others to act.
  - Those with an asserting influencing style tend to use authority and assurance, but without being aggressive or disrespectful.
- **Inspiring:**
  - Use examples and emotional queues to motivate and influence others.
  - They are a great public speaker and they speak with gravitas.
  - They use stories or metaphors to help people understand complex ideas, to offer encouragement, or to instil a feeling of shared purpose
- **Negotiating:**
  - Giving something to get something, seeking compromise, and exchanges
  - People with this style tend to search for a middle ground as a way to motivate and influence others.
  - They are a team player.
  - They proactively look for ways to satisfy different interests. They make room for all voices to be heard, and create harmony.

5.3.1 What influencing style resonates most with you and why?

5.3.2 What techniques do you need to develop to become an influential leader?



## 5.4 Delegation Activity

5.4.1 Think about all the tasks and responsibilities you have to manage in your role and list them in the table below.

	Tasks & Responsibilities	N/D
a)		
b)		
c)		
d)		
e)		
f)		
g)		
h)		
i)		
j)		
k)		
l)		
m)		

5.4.2 Mark all the vitally important things that can only be done and have to be done by you with an **N**. Be careful not to be too possessive of some of these tasks.

5.4.3 Then mark all the other tasks that can be done by others, even if you need to show them how, with a D.

5.4.4 Focusing on the tasks you labelled D, think about the people in your team that you could delegate these tasks to.

Tasks & Responsibilities	Name



## 6.1 Feedback Scenarios Activity

In this activity, there are a number of scenarios for you to read and determine:

- a) Whether you would give positive feed or constructive criticism
- b) Depending on your answer, write down what you would say when giving feedback.

Remember, constructive criticism is actionable, clear, and beneficial to the recipient. It does not focus solely on the negative aspects. It is intended to help individuals or teams identify and address weaknesses or areas of development.

**6.1.1 Scenario A.** Jack consistently contributes insightful and thought-provoking comments during your meetings, adding value to the great content.

- a) Positive feed or constructive criticism

**6.1.2 Scenario B:** Paula frequently misses deadlines for submitting projects which results in deadlines not being met and other members of the team wasting time.

- a) Positive feed or constructive criticism

**6.1.3 Scenario C:** Jo consistently demonstrates excellent teamwork skills during group activities, actively listening to others, and contributing valuable ideas.

- a) Positive feed or constructive criticism

**6.1.4 Scenario D:** Terry often interrupts other people during meetings, which disrupts the flow of conversation and makes it difficult for others to express their thoughts.

a) Positive feed or constructive criticism

**6.1.5 Scenario E:** Tracey tends to dominate group discussions, often overshadowing the contributions of other team members and hindering effective collaboration.

a) Positive feed or constructive criticism

## 6.2 Impact of Feedback Activity

Take a moment to reflect on the questions below and answer them honestly.

6.2.1 What negative feedback have you received in the past that was not delivered constructively?

6.2.2 How did this impact you and your performance? How did it make you feel?

6.2.3 What constructive or positive feedback have you received in the past?

6.2.4 How did this impact you and your performance?

### 6.3 What Would Be The Outcome Activity

Read the different responses given by a manager below and think about what the psychological/emotional consequences would be for the person receiving that feedback. Give a reason for your answer.

6.3.1 "You did a terrible job on that project. Your work was sloppy and full of mistakes. I can't believe you messed up again."

6.3.2 "You are such a terrible waiter. Customers are always complaining about you. I don't understand how you mess up every order and can't even keep track of the tables. You're a disgrace to this restaurant."

6.3.3 "Your performance this year was disappointing. You didn't meet all your targets, and your work quality was subpar. I expected better from you. You need to work harder and be more productive."

6.3.4 "During the last project, I noticed that there were several instances where you missed important deadlines. This affected the overall progress and caused delays in the team's work. It's crucial that you improve your time management skills and prioritize your tasks to ensure timely delivery in the future."

6.3.5 "You are always late with your work! I can't believe how incompetent you are. You're dragging the whole team down with your laziness. I don't understand why I even hired you in the first place."

## 6.4 Balance Activity

Take a few minutes to reflect on your feedback skills and answer the questions below.

6.4.1 What type of feedback do you feel more confident giving - Positive feedback or negative feedback?

Positive  Negative  Neither

6.4.2 What are the reasons for this?

6.4.3 What do you need to do to be more balanced?

## 6.5 Compliment Sandwich Activity.

Reflect on the different scenarios and use the 70/30 rule to give feedback. Write your feedback under each scenario.

**6.5.1 Scenario a)** Jane is a team member who has a great relationship with all her teammates. She always offers to help others with their tasks but finds herself overwhelmed a lot of the time and tends to fall behind with her own tasks.

**6.5.2 Scenario b)** Alan has been working with you for 1 month and he has made a lot of mistakes on an order. The customer has complained, and you have had to give a refund for the inconvenience that this has caused. Alan is trying really hard, but his confidence is lacking and he doesn't want to fail.

**6.5.3 Scenario c)** Kim is one of your supervisors. She is brilliant at organising tasks and dealing and makes your life easier by dealing with a lot of admin. She often works overtime and comes in early. When she is tired, her interactions with the rest of the team is strained and her reactions become irrational.

## 7.1 Recognising Conflict Activity

For this activity, reflect on your own team and answer these questions.

7.1.1 Have you noticed any tension or hostility between any of your team members? Give a reason for your answer.

7.1.2 On a scale of 1-5, how would you rate the overall collaboration and teamwork within our team? 1: Very poor and 5: Excellent

1 \_\_\_\_\_ 5

7.1.3 Have you noticed a decline in productivity?

7.1.4 Do you feel comfortable addressing conflicts openly within the team? Why or why not?

7.1.5 What could be done to improve communication and resolve conflicts more effectively within the team?

7.1.6 Are there any specific instances or behaviours that contribute to conflicts within the team?

## 7.2 Solve the Conflict Activity

For each scenario found below, write a possible solution that you think would solve the conflict. Think creatively and consider different perspectives.

**7.2.1 Scenario a)** Two team members have different approaches to completing a project. James is structured and methodical and Claire is spontaneous and creative, leading to disagreements and tension within the team.

**7.2.2 Scenario b)** Matthew and Mark have different personalities. Matthew is quiet and introverted and Mark is boisterous and the life of the party and they clash frequently.

**7.2.3 Scenario c)** Your team is working on a project, but there's a lack of clarity regarding roles and responsibilities and frustrations are rising.

**7.2.4 Scenario d)** Michelle never responds to text messages or emails when she receives them from her supervisor Jane. Jane is feeling frustrated and ignored and doesn't feel Michelle is invested in her job.



**7.2.5 Scenario e)** Mike and Lisa both believe they deserve a promotion and are competing for the same position. The conflict arises as they try to outshine each other and undermine one another's work.

**7.2.6 Scenario f)** There's a clash between older employees who prefer traditional work methods and younger employees who embrace technology and innovation. This leads to tension and resistance to change.

### 7.3 Self-Awareness Activity

Take a few minutes to reflect on yourself by answering the below questions. Answer them freely and honestly, without judgment or pressure to have all the answers. As you delve into each topic, try to dig deeper and reflect on the reasons behind your thoughts, feelings, and behaviours. Consider how your past experiences and upbringing might have influenced your current self.

7.3.1 What are my strengths and weaknesses?

Strengths	Weaknesses

7.3.2 What are my core values and beliefs?

7.3.3 What are my passions and interests?

7.3.4 What are my goals and aspirations?

7.3.5 What are the recurring patterns or habits in my life?

7.3.6 How do I handle stress or difficult emotions?

7.3.7 How do I communicate with others?

**Bonus Activity: Prevention is Better than Cure**

Think about your own team and work environment and answer the following questions in the relevant boxes.

In the first box, what behaviours, actions or efforts will you and your team STOP doing, as you feel that they may be reasons for conflict?

In the second box, what behaviours, actions or efforts will you and your team START doing, as you feel that they will prevent team conflict from occurring?

In the third box, what behaviours, actions or efforts will you and your team CONTINUE doing, as you feel that they encourage collaboration and prevent team conflict from occurring?

**Stop**

**Start**

**Continue**



## 8.1 Culture Assessment

Think about your own experience in your own company and give a rating between 1-10 for each question. Think carefully about each question and be true to yourself. Once you have answered each question, add your result to give you a total out of 100. This total will reflect the culture you are currently working in.

8.1.1 How proud are you to be working in your company?

1	2	3	4	5	6	7	8	9	10
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8.1.2 How would you rate your overall job satisfaction?

1	2	3	4	5	6	7	8	9	10
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8.1.3 How secure do you feel in your job?

1	2	3	4	5	6	7	8	9	10
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8.1.4 How do you feel the organization's values are reflected in its policies and practices?

1	2	3	4	5	6	7	8	9	10
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8.1.5 How confident are you in your ability to recite your company's values and mission statement by heart?

1	2	3	4	5	6	7	8	9	10
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8.1.6 How do you reflect the company's values in your behaviours and interactions?

1	2	3	4	5	6	7	8	9	10
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8.1.7 How much do the company values reflect your personal values?

1	2	3	4	5	6	7	8	9	10
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8.1.8 How do you rate your relationships with your team? Do they run deep or are they shallow?

1	2	3	4	5	6	7	8	9	10
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8.1.9 How safe and respected do you feel when sharing your ideas and opinions?

1	2	3	4	5	6	7	8	9	10
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8.1.10 How empowered and supported do you feel by other leaders in the business?

1	2	3	4	5	6	7	8	9	10
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Total: \_\_\_\_\_ / 100

Total %: \_\_\_\_\_ %

## 8.2 Mission Activity

A Mission statement unifies the efforts of all employees toward a long-term goal. It communicates what gives you and your team purpose. Your why. It defines your ultimate goal for your team and how you are going to achieve it. Your mission statement gives your team a sense of identity and drives their behaviours and the team culture. To write your mission statement, you first need to answer the below questions. Take your time with this activity, don't rush it. Your mission statement can be as long and detailed or short and sweet as you like, but it has to have meaning. You need to believe in it.

8.2.1 What is your team's purpose?

8.2.2 What do you want to achieve?

8.2.3 How are you and your team going to achieve this?

8.2.4 What values and behaviours do you want to model in your team?

8.4.5 Write your mission statement thinking about these questions.

### 8.3 Relationship Building Activity

Answer the below questions honestly.

8.3.1 What do you love the most about your work?

8.3.2 What do you find most challenging in your job and why?

8.3.3 What's important to you and drives your behaviour?

8.3.4 What information about you could you share that may surprise your team?

8.3.5 How do you like to communicate and what response do you generally receive from others?



8.3.6 What could your line manager change to get the best from you?

### **8.4 Team Support Activity**

Think about your role as the leader of your team and answer the following questions:

8.4.1 What can you do to support your team and their development?

8.4.2 What resources or tools can you give them to help them perform their jobs effectively?

8.4.3 What training do your team need to bridge any gaps in skills or knowledge?

8.4.4 How can you encourage your team to learn from any mistakes they make?

## 8.5 Stop, Start, Continue

Think about your own team and answer the following questions in the relevant boxes:

In the first box, What behaviours, actions or efforts will you STOP doing, to help build a strong, positive culture?

In the second box, What behaviours, actions or efforts will you START doing, to help build a strong, positive culture?

In the third box, What behaviours, actions or efforts will you CONTINUE doing, as you feel that they help build a strong, positive culture?

Stop	Start	Continue