

Workplace training course outline



The role of the team leader/supervisor

Purpose of development

To provide team leaders with a clear understanding of their role and the principles and practices to lead a team.

Learning outcomes

When participants complete this workshop, they will be able to:

- ▶ Have a clear understanding of the organisational working environment
- ▶ Clearly articulate the role, people accountabilities and authorities of a manager, team leader, team members and the manager once removed
- ▶ Be able to demonstrate how to:
 - Work with their manager and team members
 - Assign and assess work
 - Recognise and reward good work
 - Build great teamwork
 - Assist in team development
 - Provide a safe working environment

Content

1. The working organisation

Team leaders work in the context of a working organisation. The aim of this section is to provide an understanding of their work environment.

- ▶ What is a working organisation?
- ▶ Beliefs about people at work

2. The role of the team leader

To be effective team leaders must understand their role. The aim of this section is to define the role, accountabilities and authorities of team leaders and how they work with others.

- ▶ Manager role, accountabilities and authorities
- ▶ Team leader role, accountabilities and authorities
- ▶ Manager once removed role, accountabilities and authorities
- ▶ Expectations of all employees
- ▶ Working with peer team leaders
- ▶ Working with your manager

3. People and work

The aim of this session is to provide an understanding of individual capability and work.

These concepts will be used in assigning and assessing work and developing team members.

- ▶ What is individual capability?
- ▶ What is work?

4. Assigning and assessing work

The aim of this session is to demonstrate how to assign and assess tasks to achieve the required outcomes in a trust inducing manner.

- ▶ Aligning work
- ▶ Assigning a task
- ▶ Assessing work

5. Developing individual capability

The purpose of this section is to outline the impacts on performance effectiveness and define those aspects that can and cannot be improved by training/development.

- ▶ Impacts on employee effectiveness
- ▶ Accountabilities for team member development
- ▶ Improving team member effectiveness
- ▶ Coaching team members

6. Building great teamwork

The purpose of this section is to demonstrate how team leaders create the shared understanding of why the team exists and create conditions that enable team members to work together.

- ▶ Enabling great teamwork
- ▶ Running effective team meetings (optional)

7. Building trust

To get work done there must be trust between the team leader each team member. The focus of this session is on how to build trust and fairness.

- ▶ Organisational trust
- ▶ Managerial trust
- ▶ How team leaders can build trust

8. Providing a safe place to work

This section focuses on providing clarity on the accountabilities and authorities for workplace safety.

- ▶ The concept of CARE
- ▶ Organisational accountabilities for safety
- ▶ Line manager accountabilities for safety
- ▶ Team leader accountabilities for safety
- ▶ Team member accountabilities for safety

9. Interpersonal skills for team leaders

The use of good interpersonal skills (by everybody) provides the 'social glue' to enable people to work together constructively and effectively.

- ▶ Interpersonal skills required by managers

- ▶ General principles requirements for constructive working relationships
- ▶ Addressing unacceptable performance
- ▶ Taking corrective action
- ▶ Handling a complaint
- ▶ Introducing change
- ▶ Recognising good work
- ▶ Addressing conflict

10. Getting started

The purpose of this session is to prioritise actions for implementation and improvement.

- ▶ Identify priorities and actions
- ▶ Continued learning and self-development