

Competency: Leading and Supervising

Activity 1

Specify to others exactly what needs to be done and ensure they have the skills and knowledge to deliver. Give people the resources and time they need. Give people room to make their own decisions and act as a consultant to support them. Make it clear what decisions they can take and what will still need to come to you. Ask them what they need in order to succeed and ensure you deliver what is required of you.

Activity 2

Meet with your team to discuss the vision of the organization and your team's goals within this vision. Establish the key result areas for your team and explicitly link these to people's personal accountabilities and key performance indicators. Share objectives with the team so everyone understands each other's goals.

Activity 3

Systematically analyze the strengths and weaknesses of potential team members and build teams based on complementary skills. Match individuals to roles that suit their strengths.

Activity 4

Meet with each of your staff individually and discuss their strengths, aspirations, work preferences and development needs. Create a personal profile for each person that includes his or her present job description, capabilities, stretch goals and development requirements. Review development progress on a regular basis. Ensure that people have a balance of new and familiar tasks to address. Avoid allocating work only to those who are experienced in a given skill.

Activity 5

When giving feedback to a member of the team, balance your feedback by saying what you like about what they are doing as well as what you dislike. Be specific. When offering feedback give examples of what he or she could improve on and how the improvements could be made rather than making general criticisms. Concentrate on one or two things rather than giving a long list.

Activity 6

Agree on your team members goals in a simple format, using SMART (Specific, Measurable, Achievable, Relevant, Timed). Conduct regular progress checks against the agreed objectives. Identify key benefits to you knowing how people are progressing on tasks. Get others to review their own performance during a task and report back to you on how they are doing.

Activity 7

Identify specific actions you could take to display energy and enthusiasm towards others. These may include: responding positively to new ideas from others, identifying the benefits of change for people and selling these benefits to others, building constructively on the suggestions of others, implementing suggestions as soon as requested. Try to avoid expressing only doubts and concerns.

Results: