

LEADING AND MOTIVATING TEAMS

ACTIVITY MANUAL



ABOUT THIS MANUAL

This activity manual includes a range of activities, exercises, and reflective areas to help guide you through leading and motivating teams. Consciously taking your time to reflect will influence your experience from being something you 'did' to something you can learn from. In Typsy style, we encourage you to accelerate your learning and complete all these reflections as the benefits are helpful for your journey as a leader.

LEADERSHIP & MANAGEMENT - WHEN TO LEAD AND WHEN TO MANAGE

For further reading about management and leadership copy and paste this link into your browser

<https://www.susannemadsen.co.uk/blog/what-is-the-difference-between-management-and-leadership-and-how-does-it-relate-to-project-managers>

Reflective area: Your role as a leader

How do you view your role as a leader?

COMMON CAUSES OF A DYSFUNCTIONAL TEAM

Reflective area: Understand your team

Use the scale below to indicate how each statement applies to your team. It is important to evaluate the statements honestly and without over-thinking your answers.



SCALE: 1 = RARELY 2 = SOMETIMES 3 = USUALLY

STATEMENT	SCALE
1. Team members are passionate and unguarded in their discussion of issues?	
2. Team members call out one another's deficiencies or unproductive behaviors?	
3. Team members know what their peers are working on and contribute to the collective good of the team?	
4. Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team?	
5. Team members willingly make sacrifices in their departments or areas of expertise for the good of the team?	
6. Team members openly admit their weaknesses and mistakes?	
7. Team meetings are compelling and not boring?	
8. Team members leave meetings confident that their peers are completely committed to the decisions that were agreed on, even if there was initial disagreement?	
9. Morale is significantly affected by the failure to achieve team goals?	
10. During team meetings, are the most important and difficult issues put on the table to be resolved?	
11. Team members are deeply concerned about the prospect of letting down their peers?	
12. Team members know about one another's personal lives and are comfortable discussing them?	
13. Team members end discussions with clear and specific resolutions and calls to action?	
14. Team members challenge one another about their plans and approach?	
15. Team members are slow to seek credit for their own contributions but quick to point out those of others?	

COMMON CAUSES OF A DYSFUNCTIONAL TEAM...

SCORING: Combine your scores for the statements as indicated below

<u>Dysfunction 1:</u> <i>Absence of trust</i>	<u>Dysfunction 2:</u> <i>Fear of conflict</i>	<u>Dysfunction 3:</u> <i>Lack of commitment</i>	<u>Dysfunction 4:</u> <i>Avoidance of accountability</i>	<u>Dysfunction 5:</u> <i>Inattention to results</i>
Sentence 4: ____	Sentence 1: ____	Sentence 3: ____	Sentence 2: ____	Sentence 5: ____
Sentence 6: ____	Sentence 7: ____	Sentence 8: ____	Sentence 11: ____	Sentence 9: ____
Sentence 12: ____	Sentence 10: ____	Sentence 13: ____	Sentence 14: ____	Sentence 15: ____
Total:	Total:	Total:	Total:	Total:

BUILDING & MAINTAINING TEAM CULTURE

Organize and write the communication types you want to put in place in your team

TEAM COMMUNICATION	COMMUNICATION TYPE	WHEN
<i>Example: Team updates</i>	<i>Slack</i>	<i>Daily</i>

Host a team meeting with the goal to establish and decide on the ground rules for team culture

Reflective area: Establish team ground rules

Example: We show up at agreed times



LEADING OTHERS AUTHENTICALLY

Reflective area: Challenge your stories

Your turn now! Gently reflect on the stories that can get in the way of you, and how you lead

Example: What is the story you tell yourself about people who don't speak up in meetings?

Challenge yourself with the list of questions

Is this the "right" conclusion?

Why am I making these assumptions?

Why do I think this is the "right" thing to do?

Is this really based on all the facts?

Why do you believe that?



ENGAGING TEAMS WITH A VISION

Watch the YouTube talk from Simon Sinek: *How great leaders inspire action*



How would you describe why you do what you do at a deeper level?

Reflective area: Why do you do what you do?

Because -



LEADING CHANGE & OVERCOMING RESISTANCE

Reflective area: Leading change

Answer the following questions to explore how you manage change

When did you last experience change?

How did you react during the ending stage?

How did you react during the neutral stage?

How did you react during the new beginnings stage?

LEADING FOR THE LONG TERM

Reflective area:

1. Write a list of your recurring tasks.
2. Decide who is capable now and who you can train for the future?
3. Then put your plan into action.

COLUMN A	COLUMN B	COLUMN C
Recurring and routine tasks	Who can do it now?	Who could be trained to do it?
Tasks that would increase or develop an employee's skills or knowledge	Who can do it now?	Who could be trained to do it?
Occasional duties or tasks	Who can do it now?	Who could be trained to do it?
Tasks I do that are in someone's area of expertise or interest	Who can do it now?	Who could be trained to do it?

