

Assignment 3: HPAR7006 Archaeological Project Reporting

Managing a Team of Former Peers

A newly promoted supervisor, and indeed former peers, may feel apprehensive about a change in the team dynamic and having a former colleague lead the group. Altering the dynamic can be a difficult time for a team but steps can be taken to smooth the transition. Good communication is key, ensuring everyone in the team is aware of changes to roles and responsibilities and why each role is important and valued. Gently introducing a respectful level of authority and credibility by making small or slow-paced changes at first and asking the team for feedback will also help (Gallo, 2012). Adapting and maintaining working relationships with each team member, fostering a mutual value for respective roles and different levels of authority, will also help set a new and healthy dynamic.

Addressing Poor Performance

An under-performing team or team member could have a negative impact on wider performance, morale and the group's ability to operate cohesively. A newly promoted supervisor should aim to address this challenge whilst appreciating they may not yet be aware of all the circumstances that led to it. Fact-finding would be a necessary first step before any action, as the situation may not be the direct fault of the team or team member in question. The supervisor should assess what they already know and talk to the team about their performance as a whole and individually where relevant, and maintaining confidentiality, to gather all the necessary facts. If issues are identified with the team or a team member, the supervisor can give their feedback and collaboratively come up with proposals for improvement, outlining a solid plan with space for regular review and feedback opportunities where relevant (Gallo, 2014).

Conflicting Personalities

Strongly opposing personalities can produce internal team conflict and damage the group's ability to work together effectively, breaking the dynamic and affecting overall performance.

A newly promoted supervisor may be unfamiliar with the different personality types present in their new team and should make an effort to understand these quickly and how best to manage them. This can be achieved by simply talking to and getting to know colleagues, or else using some of the numerous personality indicators available (Martinuzzi, 2021). Establishing what motivates each colleague and collaboratively working to their strengths as a group, setting appropriate goals and objectives both individually and as a team, can help colleagues understand how best to work with each other rather than against, maximising productivity and output.

A Stressed Team

Stress in the workplace can have an extremely negative impact not only on individual and team performance and morale, but also on health and wellbeing. A newly promoted supervisor entering a stressed team environment should aim to quickly discover the root causes of the stress and implement strategies to manage and alleviate it. According to the Health and Safety Executive (HSE, 2022), some of the main causes of stress at work include excessive workload, lack of communication, conflict between colleagues, unclear responsibilities and being kept in the dark about large business changes. A newly promoted supervisor could adopt strategies such as those suggested by CIPD (2021), including leading stress management by example, reviewing workloads, changing management style, communicating effectively, resolving personality and people conflicts, protecting time off and managing mental health.

Bibliography

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