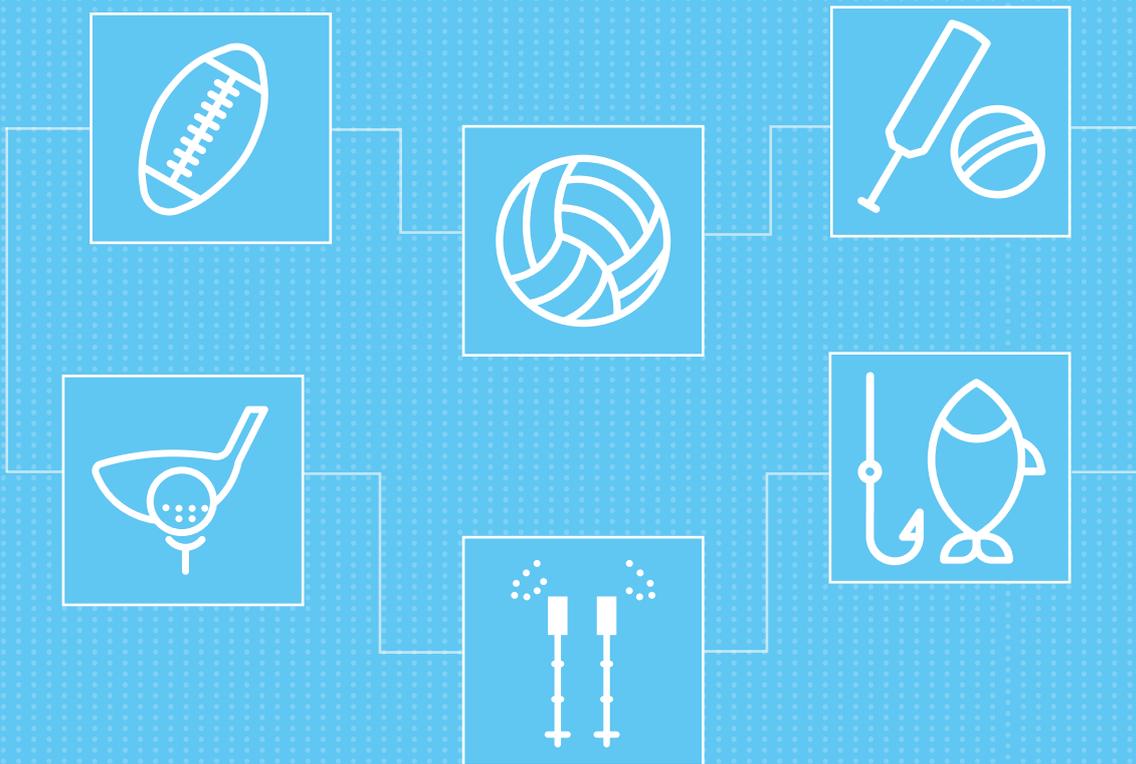


Self Development Guide Leading Teams

Module 3
Deliver / Kawenga



Deliver

As a team leader, the greatest challenge can be getting things done through other people. This means letting go of doing things and stepping back to support and co-ordinate other's work. You need skills in setting clear expectations, delegating, providing support and giving feedback. Your skills need to be flexible enough to change depending on each team member's level of motivation and ability. The overall aim is to have an engaged, motivated team that are delivering the right things, at the right time to the right people in the right way - what could go wrong!

Kawengga



Ideas and inspiration to get you thinking

Watch Anthony Donovan Management Training video
Delegating Effectively

🕒 5 minutes
➔ <https://www.youtube.com/watch?v=kKMfJReTOWU&t=4s>

Read the overview of **STAR/AR Feedback** at DDI website

➔ <https://www.ddiworld.com/products/interaction-management/star-feedback>

Watch the **Skill/Will Matrix** video clip from Capability Group

🕒 2 minutes
➔ <https://vimeo.com/248387159/c157053fb4>



Reflection questions

Delivering with clarity

Reflect on the following Skill/Will activity

1. Think about tasks in your role that you could delegate. Think strategically, are there tasks that would provide a development opportunity for someone in your team? The task you would like to delegate is:

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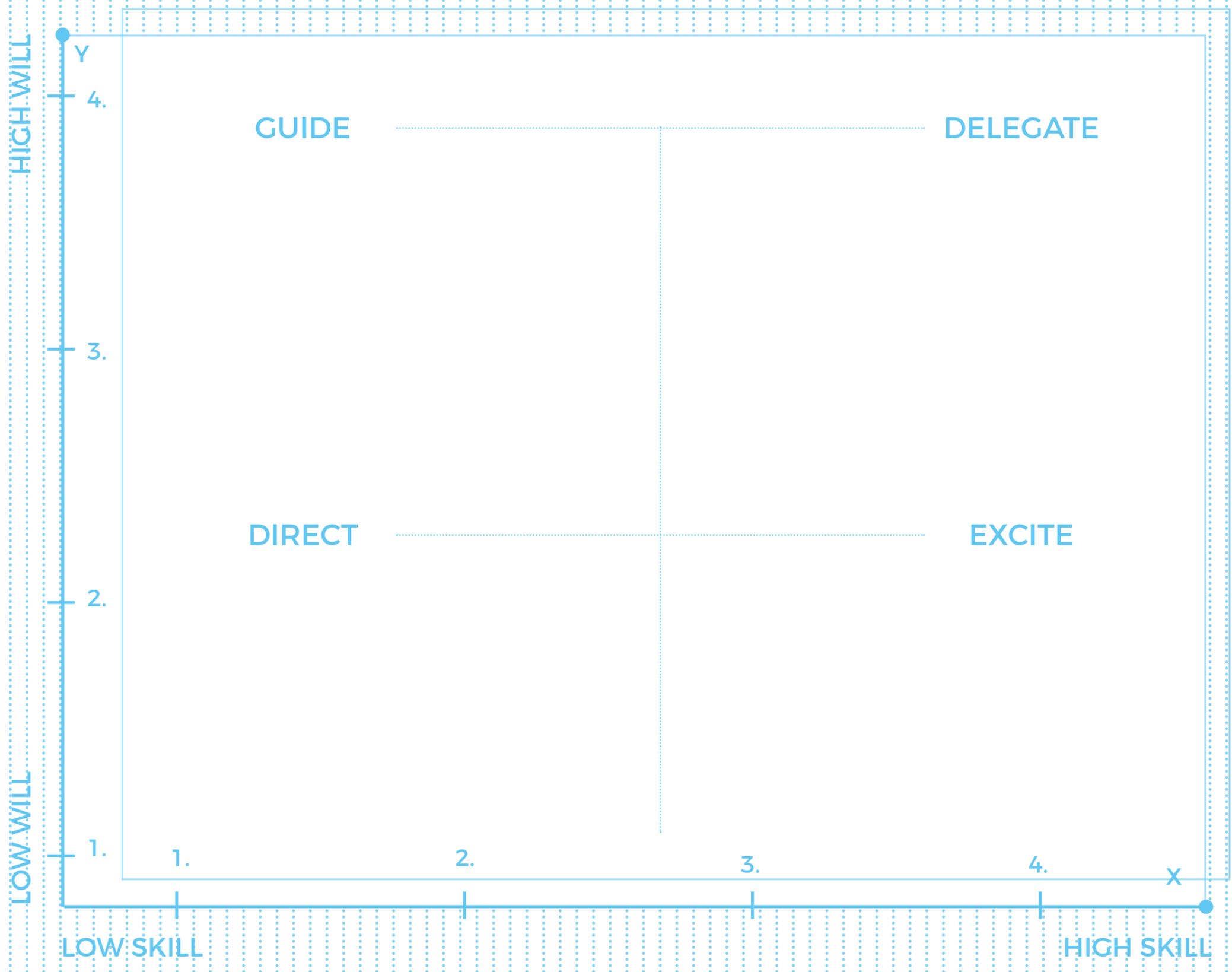
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2. Now reflect on each of your team members. What is their level of skill (knowledge, skills and experience) for that task. Give them a score of 1 (low) to 4 (high).

3. Now reflect on each team member and what is their level of "will" (confidence or motivation) for that task, give them a score of 1 (low) to 4 (high).

4. Now transfer your scores to the graph over the page.





After completing the table, reflect and answer the following questions:

a) How easy or difficult was this task to do?

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b) How could you improve both what you delegate and how you delegate?

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c) How well do you know the skill and will of your team members for that task? What about for other tasks?

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Reflect on the following questions:

1. How often do you meet with your team members individually to discuss work in progress, provide feedback and support etc.?

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2. How often do you give STAR/AR feedback to your team?

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3. What are ways you could increase STAR/AR feedback to your team?

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4. How clear is your team on your expectations and measures for success? (How often are your expectations met?)

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5. How often do you seek feedback on your own performance by your team?

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6. How else do you reflect on your own performance?

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7. In what ways do you step back and challenge your own thinking?

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8. How do you celebrate success with your team?

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From these questions what are two to three areas you could work on to support your team more:

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Practical ideas & suggestions to help you take the right actions

Be proactive

1 We often can get stuck in the doing and reacting, forgetting our role is to manage and lead. It may be worth reviewing how effective you are being and making sure you are spending enough time on the right things. Check out <https://www.robinsharma.com/article/21-tips-to-become-the-most-productive-person-you-know> for some hints and ideas.

Celebrate success

2 Celebrate small successes particularly when times are tough – personal emails and phone calls go a long way and cost nothing but time.

Reflect

4 Give yourself reflection and thinking time – being busy doesn't necessarily mean you're being effective!

Review

3 Spend time with your team reviewing your systems and processes – are they still effective? Are there better ways? Are there barriers to our effectiveness etc.?

Notes:



