

M&LD9 Build and manage teams

Overview

What this Unit is about

This Unit is about building a team and managing it through its various stages of growth. It covers teams set up for a particular project or to carry out a specific task and also teams that are ongoing. It is equally relevant to cases where the manager has to set up the team from scratch and to those situations where the manager inherits an existing team and needs to help it to function effectively.

Who is the Unit for?

The Unit is recommended for any manager who is required to lead a team.

Links to other Units

This Unit is linked to Units **B5. Provide leadership for your team**, **D1. Develop productive working relationships with colleagues**, **D3. Recruit, select and keep colleagues**, **D8. Help team members address problems affecting their performance**, **D10. Reduce and Manage conflict in your team** and **D13. Support individuals to develop and maintain their performance** in the overall suite of National Occupational Standards for Management and Leadership.

M&LD9 Build and manage teams

Skills

Listed below are the main generic 'skills' that need to be applied in building and managing teams. These skills are explicit/implicit in the detailed content of the Unit and are listed here as additional information.

- ◆ Acting assertively
- ◆ Communicating
- ◆ Decision-making
- ◆ Evaluating
- ◆ Involving others
- ◆ Leadership
- ◆ Monitoring
- ◆ Motivating
- ◆ Obtaining feedback
- ◆ Problem-solving
- ◆ Providing feedback
- ◆ Setting objectives
- ◆ Valuing and supporting others

M&LD9 Build and manage teams

Performance Criteria

*You must be able
to:*

- 1 Clearly articulate the purpose of the team — what it has to achieve, and why a team rather than an individual approach is required.
- 2 Identify the diversity of expertise, knowledge, skills and attitudes required to achieve the team purpose.
- 3 Identify team members' expertise, knowledge, skills and attitudes and agree their particular roles within the team.
- 4 Use team selection and development processes to develop any expertise, knowledge, skills and attitudes lacking in the team.
- 5 Agree with team members the behaviours that are likely to help the achievement of the team purpose and those that should be avoided because they are likely to hinder progress.
- 6 Help team members understand their unique contribution to the team, the contributions expected of fellow team members and how these complement and support each other.
- 7 Provide opportunities for team members to get to know each other's strengths and weaknesses and build mutual respect and trust.
- 8 Allow time for the team to develop through its stages of growth.
- 9 Help the team seize opportunities presented by changes in the team composition and support the introduction of new team members.
- 10 Encourage team members to share problems with each other and solve these creatively together.
- 11 Encourage open communication between team members, including providing feedback designed to enhance the performance of fellow team members and the team as a whole.
- 12 Review the performance of the team at appropriate points and evaluate how well its purpose is being achieved.
- 13 Celebrate team and individual successes together, and acknowledge when things go wrong, before refocusing the team's energy on achieving its purpose.
- 14 Disband the team if and when its purpose has been achieved and it is no longer required for other purposes.

M&LD9 Build and manage teams

Behaviours

You will exhibit the following behaviours:

- 1 You present information clearly, concisely, accurately and in ways that promote understanding.
- 2 You keep people informed of plans and developments.
- 3 You encourage and support others to make best use of their abilities.
- 4 You clearly agree what is expected of others and hold them to account.
- 5 You check individuals' commitment to their roles in a specific course of action.
- 6 You create a sense of common purpose.
- 7 You articulate a vision that generates excitement, enthusiasm and commitment.
- 8 You identify and work with people and organisations that can provide support for your work.
- 9 You work to develop an atmosphere of professionalism and mutual support.
- 10 You recognise when there are conflicts, acknowledge the feelings and views of all parties, and redirect people's energy towards a common goal.

M&LD9 Build and manage teams

Knowledge and Understanding

You need to know and understand:

General knowledge and understanding

- 1 The principles of effective communication and how to apply them.
- 2 How to maximise communication when managing remote teams using communications technology (including instant messaging, virtual meetings, conference calls and internet/intranet forums for sharing knowledge).
- 3 How to identify the diversity of expertise, knowledge, skills and attitudes required to achieve the team purpose.
- 4 The importance of selecting team members with the required expertise, knowledge and skills and different personalities so they can play complementary roles within the team, and how to do so.
- 5 The importance of agreeing with team members the behaviours that are likely to help achievement of the team purpose and those that are likely to hinder progress and should be avoided.
- 6 How to help team members to understand their unique contribution to the team purpose, the contributions expected of fellow team members and how these complement and support each other.
- 7 The importance of providing opportunities for team members to get to know each other's strengths and weaknesses and build mutual respect and trust.
- 8 How to encourage team members to get to know each other's strengths and weaknesses and build mutual respect and trust.
- 9 The importance of encouraging open communication between team members, and how to do so.
- 10 How to provide feedback to team members to enhance the performance of fellow team members and the team as a whole.
- 11 The importance of allowing time for the team to develop through its stages of growth (forming, storming, norming, performing), and how to do so.
- 12 The importance of celebrating team and individual successes together and commiserating together when things go wrong.
- 13 Ways of refocusing the team's energy on achieving its purpose.

M&LD9 Build and manage teams

Knowledge and Understanding

You need to know and understand:

Industry/sector specific knowledge and understanding

- 1 Industry/sector requirements for building and managing teams.

M&LD9 Build and manage teams

Knowledge and Understanding

You need to know and understand:

Context specific knowledge and understanding

- 1 The purpose of the team and what has to be achieved.
- 2 The required mix of expertise, knowledge and skills to achieve the team purpose.

M&LD9 Build and manage teams

Evidence Requirements

PC	Evidence of Performance Criteria: ◆ possible examples of evidence	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
Records of your actions to build and manage an effective team					
PC1 PC2 PC3 PC4 PC14	◆ notes, reports, e-mails, memos, presentations and other records of meetings with managers and HRD specialists to discuss team purpose, structure, membership, roles, operational characteristics and development needs, opportunities and activities	1, 2, 8	1, 2, 3	1	1, 2
	◆ job descriptions and person specifications you have prepared, selection activities you have devised, and notes and other records of selection processes in which you have engaged	1, 2, 4, 8	2,3,4	1	1, 2
	◆ personal statement (your reflections on your role in building and disbanding a team)	1, 2, 4, 7, 9, 10	1, 2, 3	1	1, 2
	◆ witness statement (comments on your role in building and disbanding a team)	1, 2, 7, 9, 10	-	-	-
Records of meetings with the team and individuals					
PC1 PC2 PC3 PC5 PC6 PC7 PC8 PC9 PC10 PC11 PC12 PC13	◆ notes, reports and other records of meetings with the team to discuss team purpose, membership, structure, roles, operational characteristics, performance, problems and development needs, opportunities and activities	1, 2, 3, 4, 6, 7, 9, 10	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13	1	1, 2
	◆ notes, reports, e-mails, memos and other records of meetings with individual team members to discuss their role, behaviour, problems, relationship with other team members and their development needs and opportunities	1, 2, 3, 4, 5, 6, 7, 9, 10	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1	1, 2
	◆ personal statement (your reflections on your role in maintaining a team)	1, 2, 3, 4, 5, 6, 7, 9, 10	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12	1	1, 2
	◆ witness statement (comments on your role in maintaining a team)	1, 2, 3, 4, 5, 6, 7, 9, 10	-	-	-