

WORKING WITHIN ORGANISATIONS, IMPROVING PRODUCTIVITY THROUGH THE DESIGN
& FACILITATION OF PRACTICAL, MODERN & EFFECTIVE TRAINING PROGRAMMES
NZQA REGISTERED & ACCREDITED

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New Zealand Dairy Foods Ltd

Team Leader Series

Module One

Pre-workshop assignment

Purpose:

The purpose of a **Pre-workshop assignment** is not to make you do a whole heap of work. The purpose is to make you do some *thinking, sometimes interacting with others, and making a few notes*, so that you come to the workshop primed to contribute to the debates. **Post-workshop assignments** are designed to reinforce the things you have learned by challenging you to put the learning into practice in your real world - it's the part that gives the learning a *purpose*. The more you put into it, the more you will enjoy. Learning is supposed to be fun! - and we'll be doing our best to make it so.

The person you report to has an interest in what you are doing, and if things get difficult later on will be able to support you - but only if they know what's going on, and have had the opportunity for some input.

This pre-workshop assignment is being given to you with 2 weeks to go before Module One (27th June or 10/11 July depending on which group you're in). Don't leave it until the last minute, because **this assignment involves a discussion with the person you report to** - and s/he may not be able to see you at short notice.

Module One is all about:

Introducing the whole program, showing you the subject matter in overview, discussing the objectives, showing you how each subject is linked to the others, and preparing you for some of the assignment work and projects you will need to do in order to get maximum benefit from the programme.

Roles:

Then we'll discuss the difference between 'roles' and 'tasks', explain and discuss different roles, and you will create a 'role chart' that matches your actual position. You'll see that there is no such thing as a 'MK1 Team Leader'.

Communications:

Communications is the foundation skill on which most other skills depend. Most of us can speak English fluently, but that's just a language. It's knowledge, not a skill. Most of us were taught English at school - we weren't taught to communicate. We learned by default, by 'osmosis' - we soaked it up, and the quality of our communications today depends largely on the quality of our role models as we grew up. We'll have a look at the formal communication process, and some of the skills we need to employ to maximise it.

Leadership:

Much academic research exists on studies of Leadership - but only in the last 20 years or so has that research eye been turned on the skill of Supervision in the workplace. We've taken some of the more practical outputs of that research and put them in a format that will make it easy for you to relate to, and draw from it some skills you can implement in your workplace reality.

Participant's Name:.....

Assignment

Introduction section:

You will need the programme outline and the overview that came with the STA information pack. Sit somewhere quiet and read through the programme content and explanation. Make some notes about what you want to get out of the whole programme, including any specific learning points or skills.

Then give the programme overview and outline to the person you report to. Make an appointment for an informal chat about it (giving him/her time to read it!).

The purpose of your chat is for you to explain what **you** want out of the programme, and for her/him to tell you what **they** think you need to get out of it. Don't be surprised if the two sets of thoughts are different! *The way we see ourselves is not usually how others see us.* Together, you'll come up with some agreed objectives and specific focus points.

Make the key notes here (attach a separate page by all means):

The Role of the Team Leader:

Have a look at your current job description, then *in your own words, answer this question:*

What do you think your 'role' is? To help you, think about this question: 'Why do they have a person in this job? What is the person in this position supposed to achieve?' If you start writing down your *activities* - you're probably on the wrong track. Think about this: 'Personally checking & correcting time-sheets is an activity, or **task**. The accurate reporting of labour hours is a **role**.' *If you need more room to write in, than is provided below, think again!*

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Communication:

Think about NZ Dairy Foods as an organisation. How **well** does it communicate? *How* does it communicate? Do you have a sense of 'knowing what's going on' in general terms, or don't you have the faintest idea? How do you learn about things at work that affect you? How do you pass it on to your team - and do you 'censor' or in any other way *change* what you're passing on? if so - *why*?

Think about the one-on-one sessions you may have - either with your own team or the person you report to. Do you find these sessions flow smoothly, or are they halting, hesitant, or uncomfortable?

Leadership:

We're going to be examining Leadership Styles, and Leader Behaviour. Styles have been researched & talked about for ages - Autocratic, Democratic and Laissez-faire - that's just *one* way of describing them - and it's important we learn about them.

But people don't experience leader style. They experience leader *behaviour*. It's what you *do* as a leader that is important to your team.

So let's concentrate your thoughts for a minute or two on Leaders you've had *in the past*. What are some of the things your past Leaders have done that made you feel good about them, that motivated you, made you want to follow their lead or copy their example?

Now the reverse - what have they done that made you disrespect them or think badly about them - or demotivated you, stopped you from wanting to achieve?

And now a last question. Think and make a few notes on this question:

What do you think are the biggest challenges being faced by Team Leaders in today's employment world? Not just in NZ Dairy Foods - think NZ-wide, and International.