



KARDELEN
TRAINING

MANAGING TEAMS FOR HIGH PERFORMANCE

OBJECTIVES

Participants will learn and practise the core skills they need to become excellent managers, leaders and developers of teams:

- Communicating an attractive vision
- Setting clear responsibilities
- Using benchmarks and measures to give people priorities and direction
- Using regular reviews to reprioritise, redirect, challenge and support
- Creating a calm and inspiring working environment
- Establishing and using systems to support the team's quality and effectiveness

METHOD

The course is very interactive. We introduce a small number of concepts and skills, but spend most of the time practising applying the skills in a variety of common situations.

Participants also spend considerable time uncovering and reflecting on the gaps and weaknesses in their own management of teams. They prioritise where they can improve, and put together plans to address their priorities.

Participants leave the course with a skill set that they can apply immediately, so that their teams perform better and develop rapidly.

WHO SHOULD ATTEND

Anyone at any level who manages a team will benefit from the course.

FORMAT & DURATION

The course is conducted as classroom training.

The classroom course lasts 2 days, and works well with between 4 and 20 participants.

COST

Please see our website www.kardelen.training for course costs.

COURSE TOPICS

1. OVERVIEW OF A WELL RUN TEAM

- Top level characteristics of well run teams: vision, responsibility, measures & benchmarks, communication, reviews, support, environment, and systems
- Self diagnosis, and identification of major gaps and weaknesses
- The manager's challenge: ensuring quality work today, while developing a team and environment for better performance tomorrow

2. SETTING A VISION

- A team vision that aligns with the company vision
- How a well set team vision helps
- Critical characteristics of a well set team vision
- Creating a tangible, aspirational and engaging vision for your team

3. DELEGATING ROLES

- When to delegate roles versus tasks
- Delegating short term, project and permanent roles
- Matching individuals well to roles: capability, aptitude & desire
- Critical steps in delegating a role
- Self assessment and priorities for better role delegation

4. USING MEASURES & BENCHMARKS

- Benefits & drawbacks of measures & KPIs
- How to use measures & KPIs well: critical characteristics
- Using performance benchmarks

- Characteristics of well set benchmarks
- How to use benchmarks to set targets, review performance, identify improvement areas, and set development opportunities
- Self assessment and use of benchmarks to challenge and develop your team members

5. COMMUNICATION, REVIEWS & SUPPORT

- Using review sessions as the manager's key tool for performance management and prioritisation
- Types of reviews: checklist and self assessment
- Review frequency, why this is important and how it changes by task and individual
- The manager's role in review sessions: assessing progress, amending priorities, setting the right challenge, and providing support
- Using reviews with your team more effectively

6. PERFORMANCE ENVIRONMENT

- Characteristics of an excellent performance environment: visible inspiration, focused attention, well designed resources, and a supportive environment
- Creating an excellent physical environment
- Exemplifying the behaviour you want

7. SYSTEMS

- Benefits of systems in raising reliable quality and freeing energy for team creative endeavour
- Use of different types of system
- Implementing, improving and culling systems
- Self diagnosis and priorities for changing, adding or removing systems

+44 (330) 0889 535

TEAM@KARDELEN.TRAINING

WWW.KARDELEN.TRAINING