

Team building skills

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NITB TIC training prospectus: the 8 modules

1. Understanding your customers: 12/13 April
2. Maximise your visitor spend: 8/9 Feb
3. Effective communication skills: 15/16 Mar
4. Communicating online: 8/9 Mar
5. Income generation: 5/6 Apr
6. Managing stakeholders and marketing your TIC:
16/17 Feb
7. Team building skills: 10/11 May
8. Managing difficult customers: 17/18 May

Course objectives

- Introduce the basic principles of first line management
- Help you to build an effective team to develop and deliver customer service excellence
- Develop supervisory and management skills relevant to the tourism sector
- Provide a stepping stone towards other management development programmes
- Identify further learning and continuous professional development needs.

Programme structure and content

1. Getting started
2. Share the objectives
3. Be a positive leader
4. Motivate and inspire your team
5. Fine tune your team
6. Make it happen

Some key learning outcomes from today

- Explain the importance of organisational, team and individual objectives for organisations
- Set SMART objectives for a team and for individual employees
- Explain good practice in managing change as a manager or supervisor
- Describe the characteristics of effective management and leadership
- Understand the principles of action centred leadership
- Understand current concepts on motivation
- Use effective communication methods
- Plan how to create a customer focused culture within a team
- Identify the main factors that cause teams to succeed or fail
- Deal with problems in a team

Session 1

GETTING STARTED

Communications exercise

	NAME	JOB	CLOTHING
BRIDE			
GROOM			
BRIDESMAID			
BEST MAN			

Communications exercise: answers

	NAME	JOB	CLOTHING
BRIDE	Jessica	Lorry driver	White
GROOM	Ben	Nurse	Blue
BRIDESMAID	Elsie	Surgeon	Grey
BEST MAN	Dave	Receptionist	Red

Communication: what can we learn?

- Do not assume
- Ask/use questions
- Beware of perceptions/gender roles
- Get all the information
- Label information
- Make notes on important points
- Beware of the dangers of transferring information
- Take time to think
- Check results before submitting them
- Have a system
- Pay attention to detail
- Incomplete information leads to mistrust

Session 2

SHARE THE OBJECTIVES

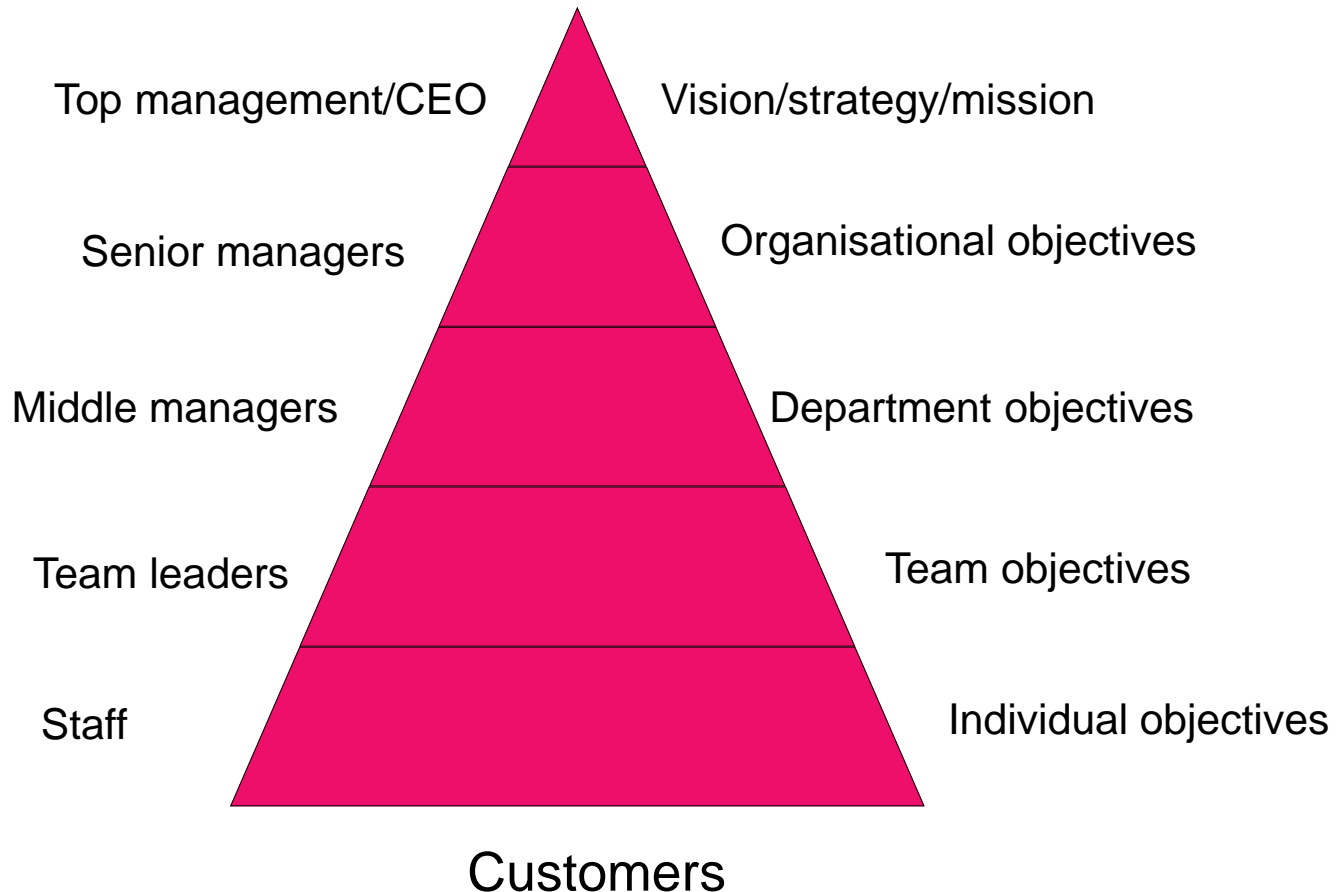
Vision

A vision (or vision statement) describes the aim to which the organisation aspires. It often states an intention to change, or to achieve a long term goal.

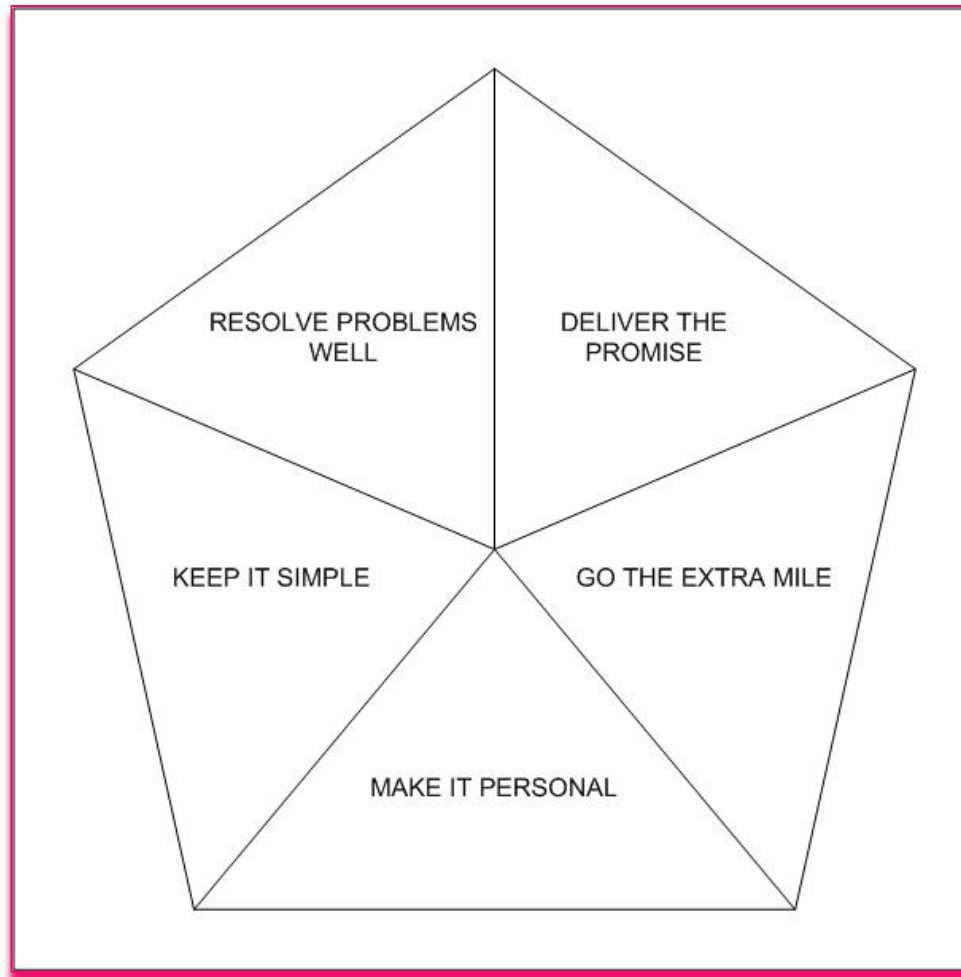
Mission

A mission (or mission statement) sets out the basic purpose of an organisation. It may describe what the organisation intends to do.

The objectives triangle



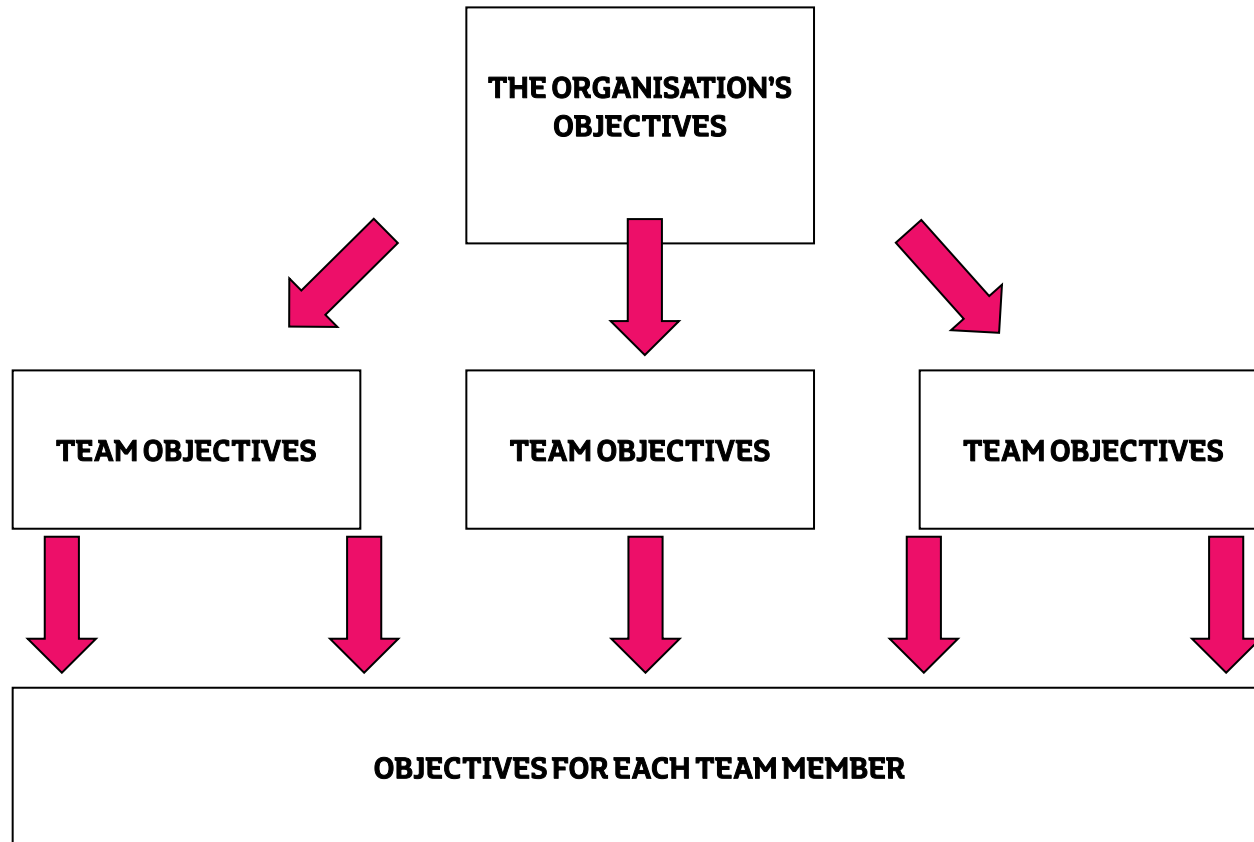
Components of great customer service



Make sure objectives are SMART

- **S**pecific
- **M**easurable
- **A**chievable
- **R**ealistic
- **T**imed

Team and individual objectives



Delegation

Delegation is the allocation of a task or responsibility to a team member in order to free up the time of the manager and increase the range of skills of the team member.

Group exercise: effective delegation

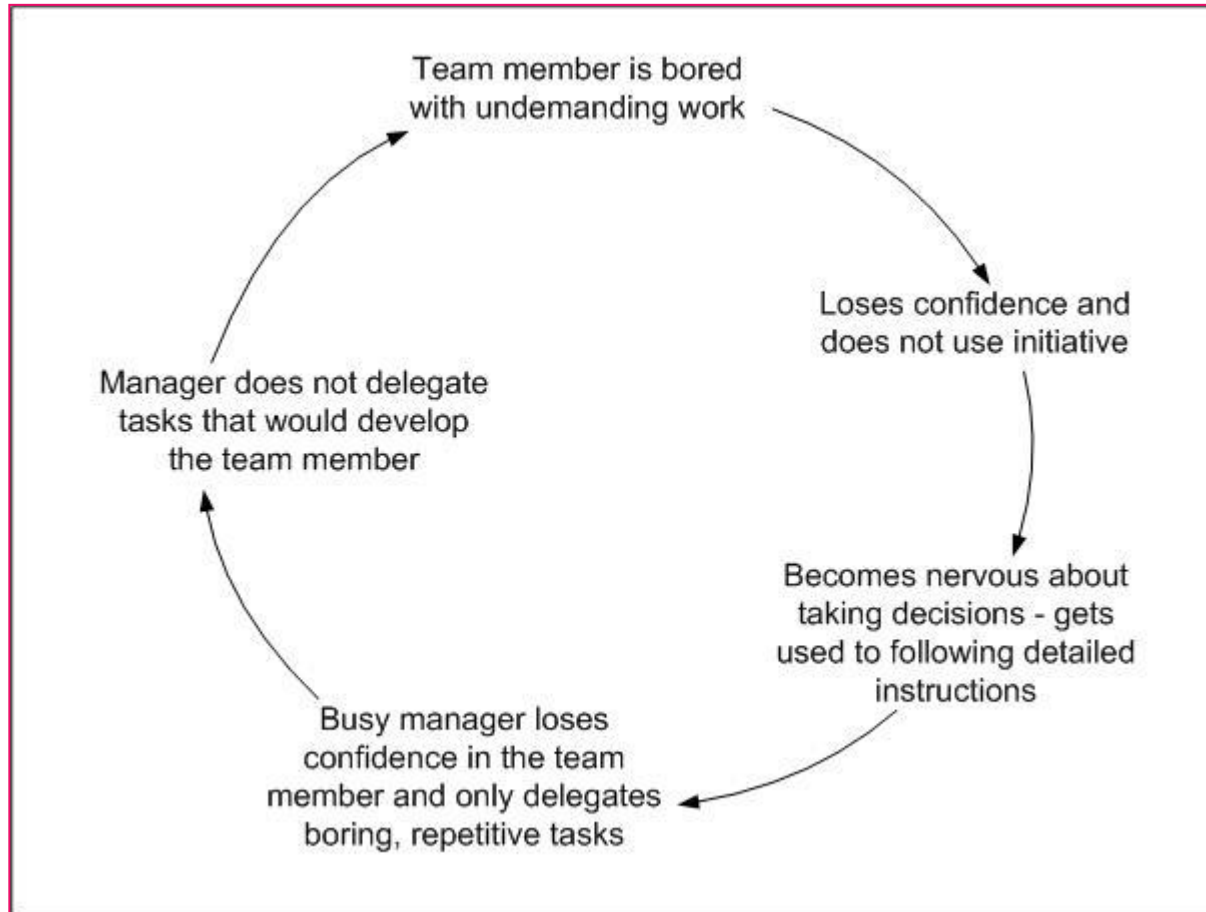
Group 1:

Advantages and risks of delegation

Group 2:

What to delegate and what not to delegate

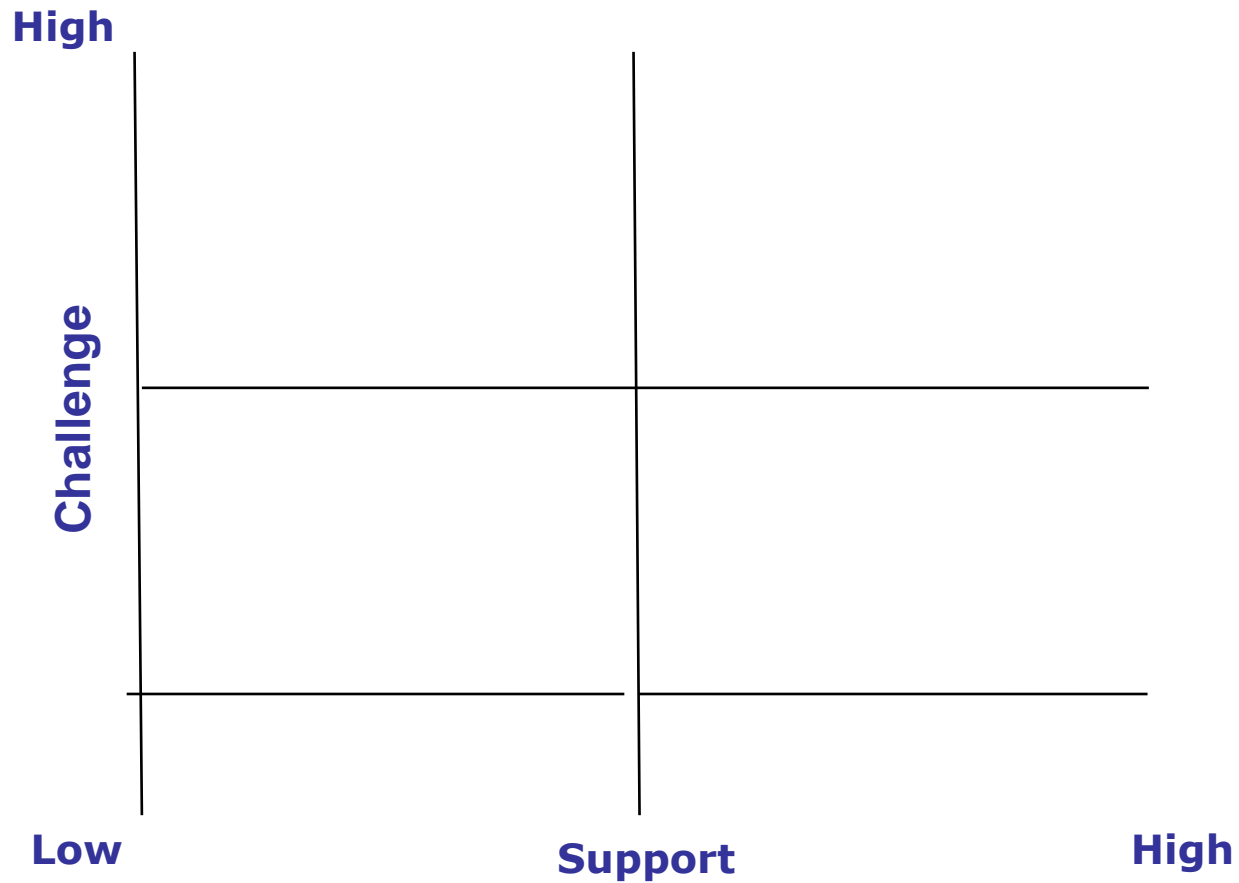
Circle of frustration



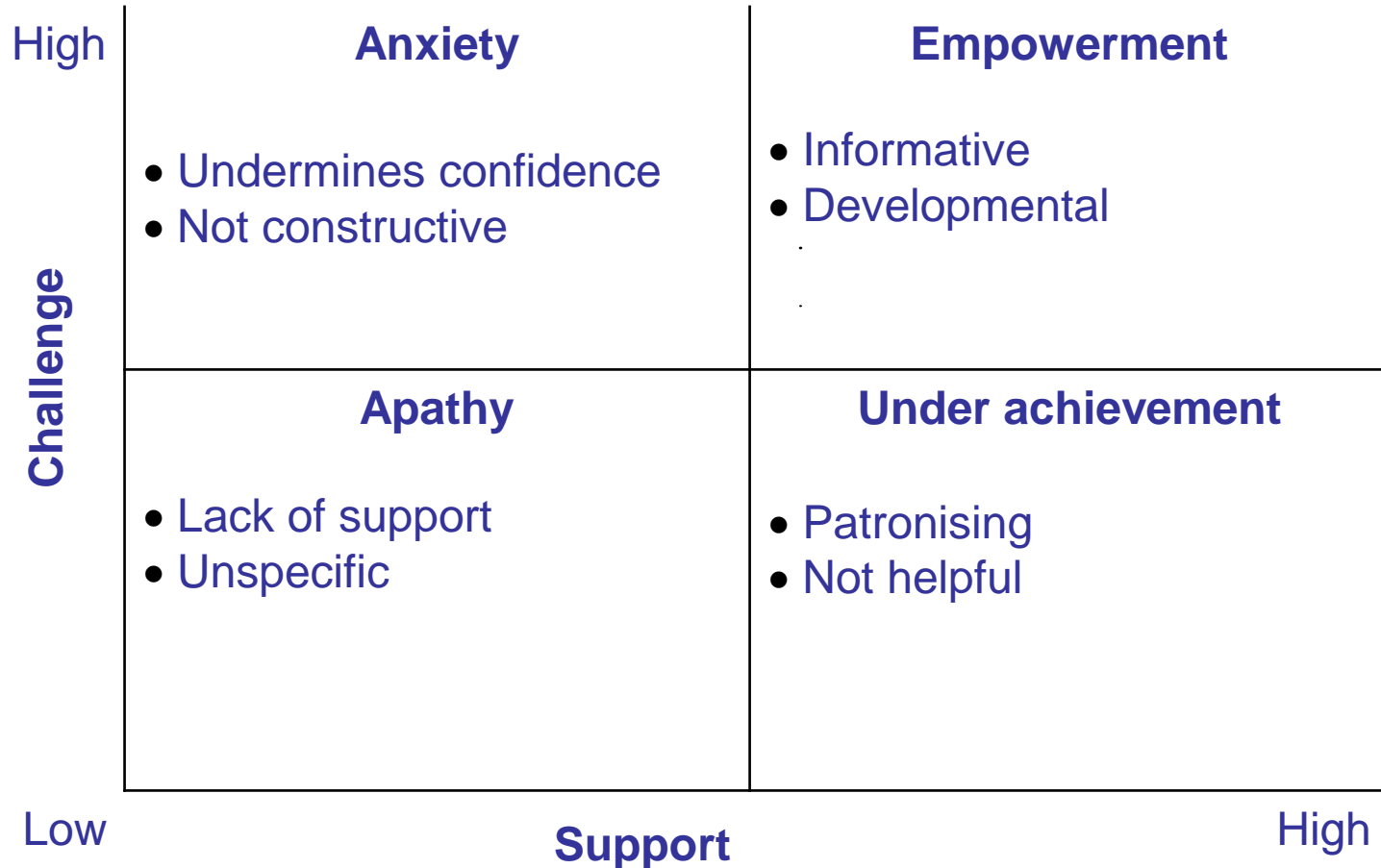
The seven steps to delegation

1. Identify reasons for delegating
2. Plan the results that are expected
3. Set deadlines
4. Allocate resources
5. Give feedback regularly
6. Put controls in place
7. Plan the support that is needed

The challenge/support model



The challenge/support model



Delegation: do's and don'ts

- **DO:**

- Plan carefully!
- Negotiate with the person concerned
- Be specific about the outcomes
- Let go, and allow them to complete the job effectively

- **DON'T:**

- Leave people to sink or swim
- Interfere or dictate how the job should be done
- Delegate to the same people all the time
- Take all the credit

Managing change

- **DO:**
- Discuss openly why change is needed
- Allow time for group discussions and 1-2-1s
- Plan in detail how changes will be brought in
- Review as you change
- Look for an ally if most are against
- Communicate, communicate, communicate!
- **DON'T:**
- Impose change without discussion
- Instruct or deliver a monologue when explaining changes
- Ignore the fears and hopes of your team
- Be put off – some change is essential even if nobody wants it

Setting team objectives

Identify desired changes

What are the main changes to be brought about in your team?

Set objectives

Write a list of SMART objectives for one of your team

Session 3

BE A POSITIVE LEADER

Leadership

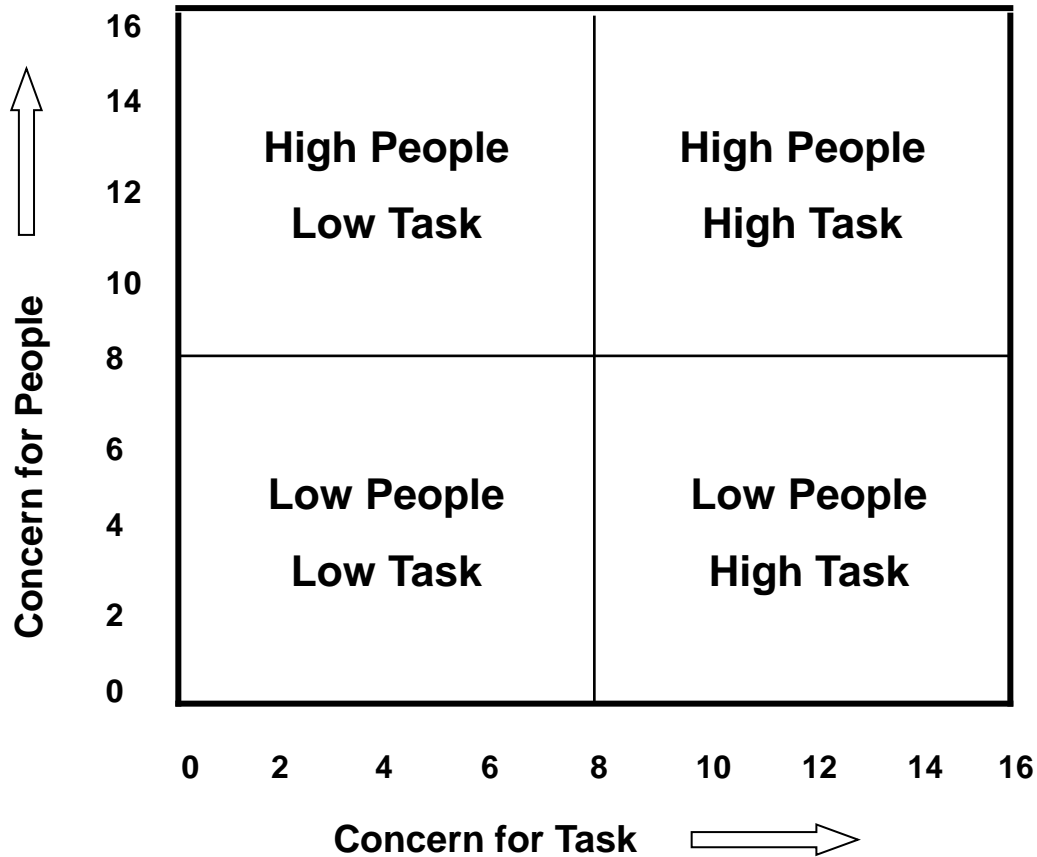
Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.

Leadership: some essential qualities

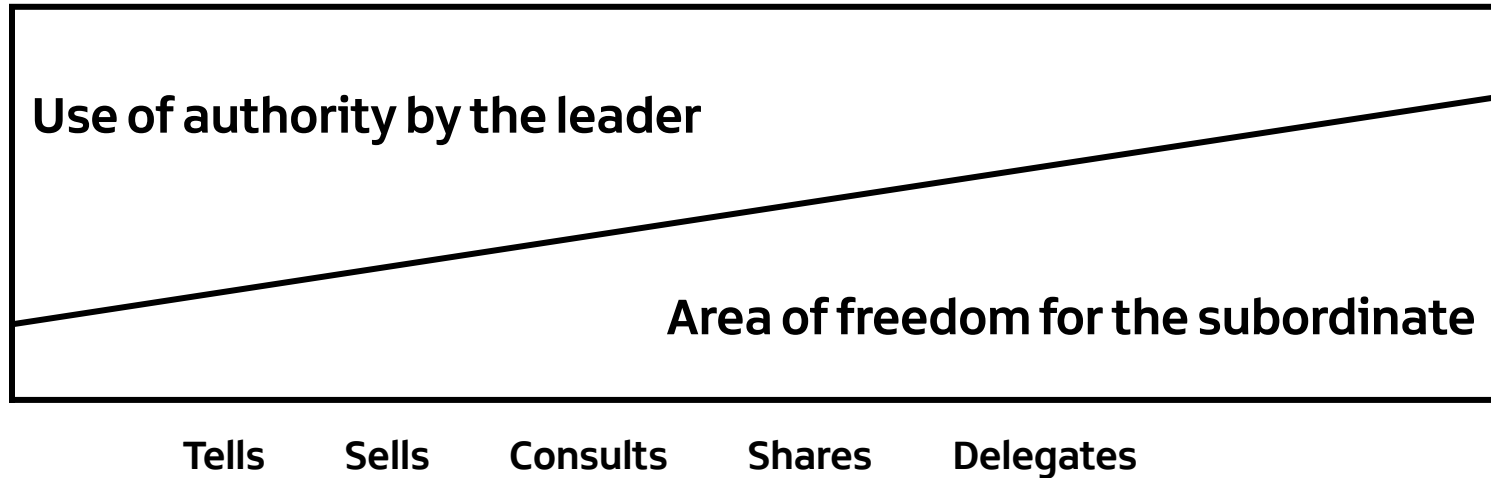
- People you trust and feel supported by
- Have a clear vision of the future and set direction for their team
- Show commitment and enthusiasm, leading people through times of change
- Communicate honestly and openly, listening and talking to their team
- Empower people, giving them the authority and confidence to get the job done

What kind of leader are you?

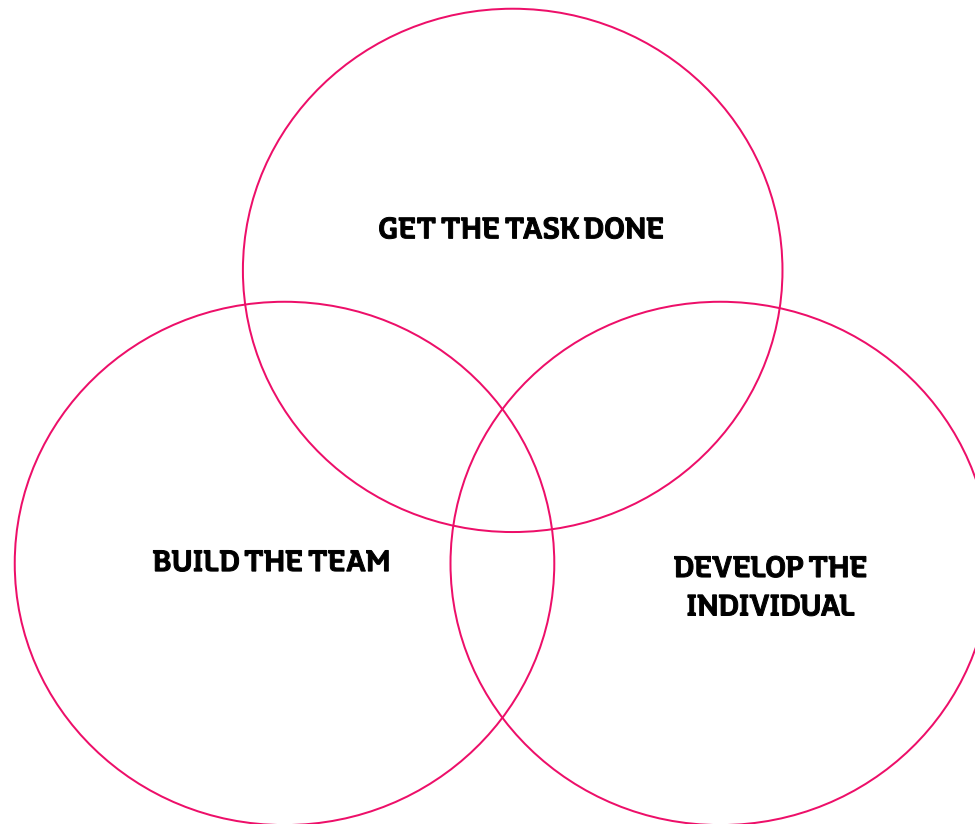
Leadership styles



Tannenbaum and Schmidt Continuum



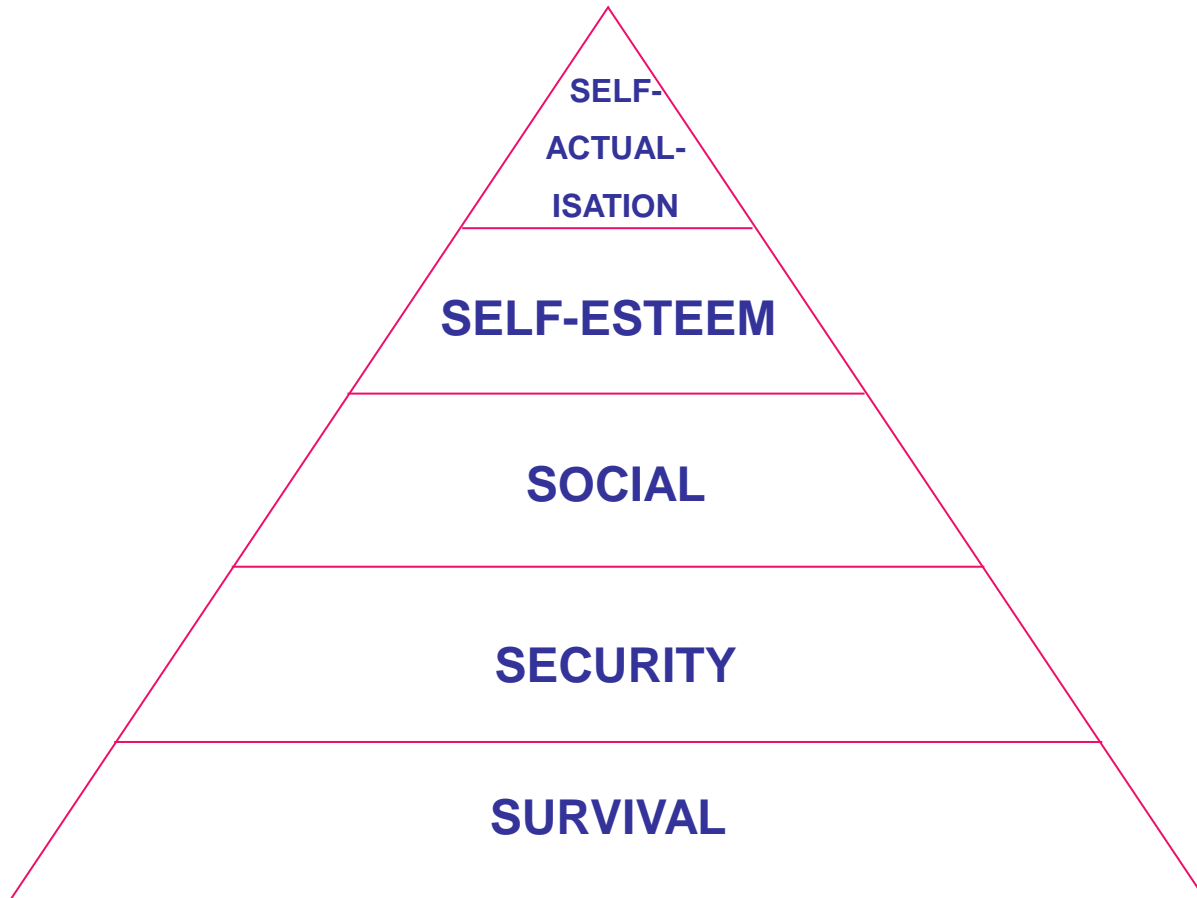
Action centred leadership



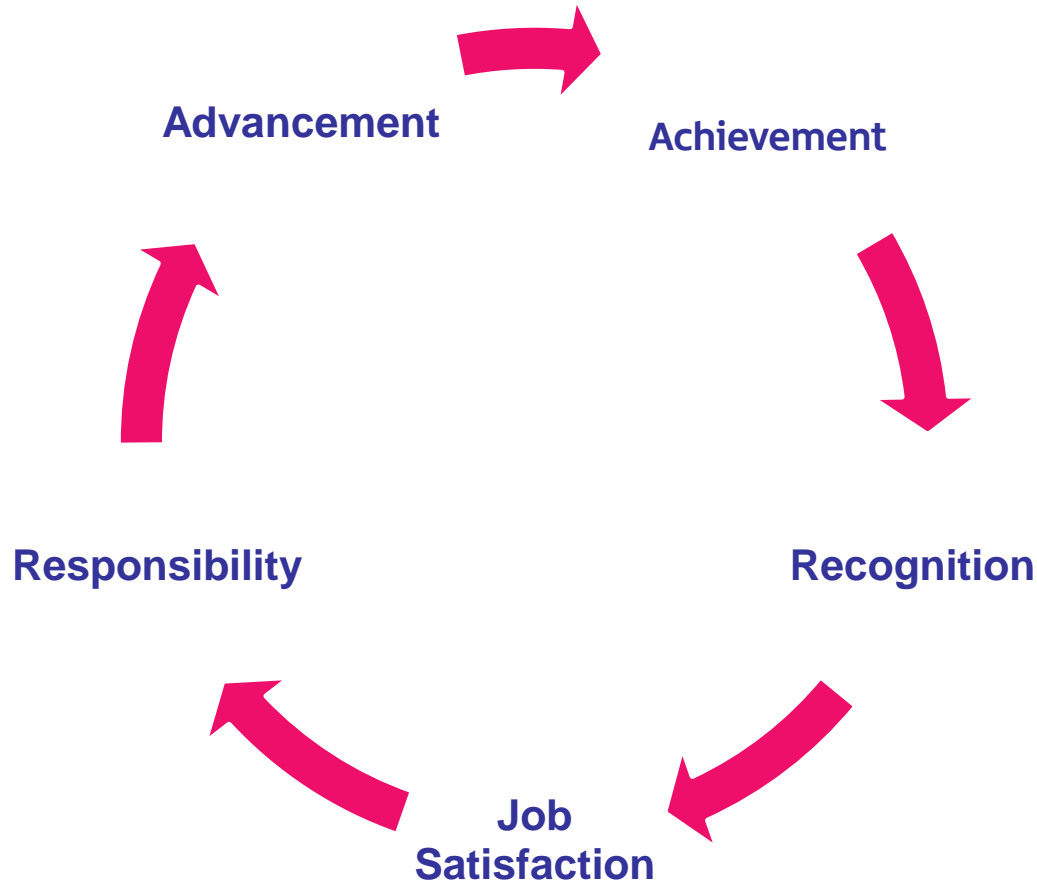
Session 4

MOTIVATE AND INSPIRE YOUR TEAM

Maslow's hierarchy of needs



Hertzberg's motivators



Are you motivating your team?

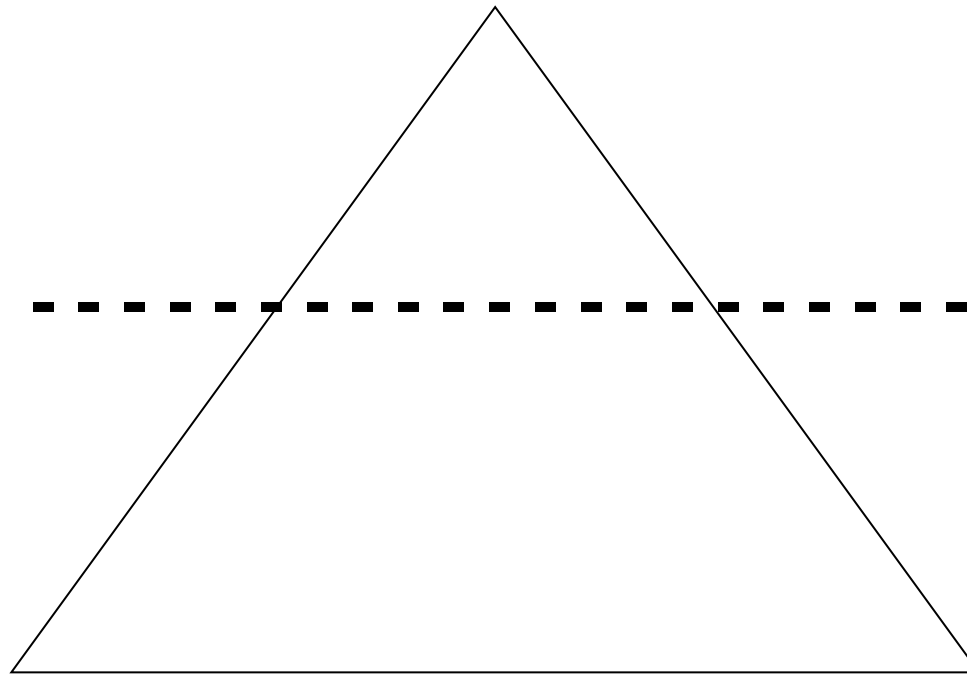
Communication

Communication is the process of creating, transmitting and interpreting ideas, facts, opinions and feelings.

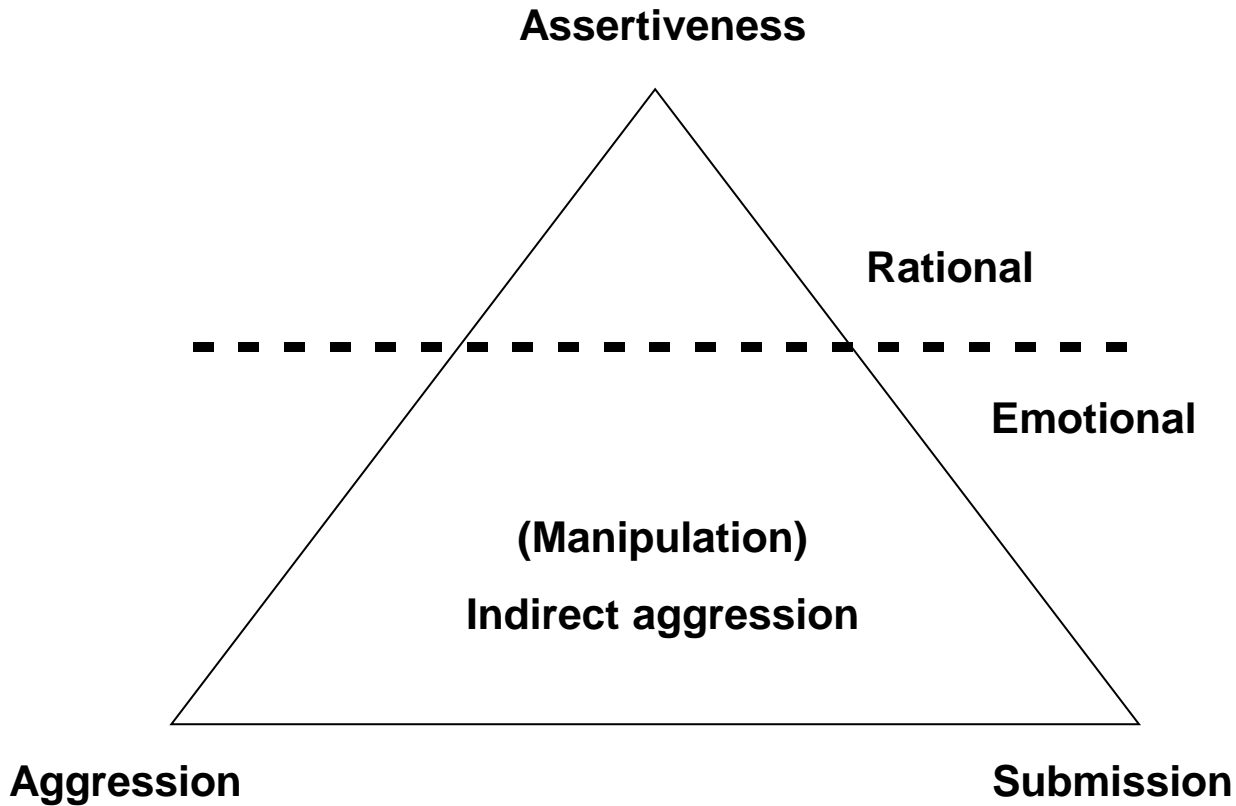
Session 5

FINE TUNE YOUR TEAM

Assertiveness triangle



Assertiveness triangle



Assertiveness

Assertiveness is the capacity to express our ideas, opinions and feelings openly and directly without putting down ourselves or others.

Three steps to being assertive

1. Say what they are doing (that you want to change)
2. Say how that makes you feel
3. Say what you want to happen

Remember to use the 'I' statements.

Six stages in handling conflict

- Tackle conflict early to avoid it escalating
- Get to the root causes of the conflict
- Accept views, wishes and needs
- Avoid instinctive reactions
- Look for creative solutions
- Resolve by agreeing a solution

Emotional intelligence

Emotional intelligence is understanding the emotions of yourself and other people, and how they are likely to change in different situations.

Five emotional intelligences

- Self awareness
- Emotional resilience
- Motivation
- Empathy
- Social skills

Why do teams succeed?

Session 6

MAKE IT HAPPEN

Action planning

What will you do differently tomorrow?

Team building skills

Thank you for coming today!