

Team Leader Masterclass | Learning Objectives and Assessment tasks

Module	Core Topic	Subtopics	Learning objectives	Assessment tasks
1	What type of team leader do you want to be?	<ol style="list-style-type: none"> 1. Understand motivational styles and how they affect performance 2. Identify your current approach and skills in relation to team leadership 	<ol style="list-style-type: none"> 1. Understand motivational styles and how they affect performance 2. Describe your natural coaching style and how it impacts on performance management 3. Identify how different coaching styles can be used in specific situations 	<ol style="list-style-type: none"> 1. Outline characteristics of different coaching styles. Think of individuals you know that demonstrate each of these styles. How effective are their coaching skills? 2. Identify your natural coaching style. In which situations is this an effective coaching style? In which situations is it ineffective? 3. Identify 3 specific situations in your team that require different coaching styles. Consider how you would provide coaching support in each situation. 4. Identify up to 3 SMART actions in relation to your learnings from this module. Remember to use the Consolidated SMART action template in the RESOURCES folder.
2	Nine key steps to effective team coaching for leaders	<ol style="list-style-type: none"> 1. Review the key attributes of effective team coaches in business 2. Identify simple coaching strategies to guide staff to achieve results 	<ol style="list-style-type: none"> 1. Understand the difference between teaching, coaching and mentoring 2. Review the key attributes of effective team coaches in business 3. Identify simple coaching strategies to guide staff to achieve results 	<ol style="list-style-type: none"> 1. Consider the core principles of effective coaching – (1) ask questions, (2) ask for solutions and (3) adapt your style. What are you good at? What could be improved? 2. Identify 3 situations where you should use coaching in preference to teaching or mentoring. 3. Identify a real-life situation where you can use your coaching skills to improve individual performance. How will you go about doing this? 4. Identify up to 3 SMART actions in relation to your learnings from this module. Remember to use the Consolidated SMART action template in the RESOURCES folder.

3	How to develop a strong team culture for results	<ol style="list-style-type: none"> 1. Explore the culture of your team in relation to leading performance 2. Develop a plan to create a stronger, more positive culture in your team 	<ol style="list-style-type: none"> 1. Explore your personal leadership performance map 2. Explore the culture of your team in relation to leading performance 3. Develop a plan to create a stronger, more positive culture in your team 	<ol style="list-style-type: none"> 1. How would you describe the culture of your team? Consider the 12 attributes described in slide 5. Rate each attribute from 5 (strong) to 1 (poor). What's preventing your team culture from improving at this time? 2. What can you do to create a culture of collaboration in your team? Explain specifically what actions you intend to take. Share these actions with your team 3. Develop a statement of team culture that reflects the things you feel are important. Explain what this means in relation to your behaviour and expectations of team members. 4. Identify up to 3 SMART actions in relation to your learnings from this module. Remember to use the Consolidated SMART action template in the RESOURCES folder.
4	Implement your team's training and PD plan	<ol style="list-style-type: none"> 1. Identify the personal and professional skills you require in your team 2. Put in place a growth strategy that effectively engages team members 	<ol style="list-style-type: none"> 1. Review key elements associated with identifying the right roles for team members 2. Identify the personal and professional skills you require in your team in relation to workflow and client relationship management 3. Put in place a professional development / training plan that effectively engages team members 	<ol style="list-style-type: none"> 1. Map your team in relation to roles and responsibilities. Then consider whether each team member has the skills to manage their job effectively. Identify the gaps. Refer to the Professional Skills Matrix provided in supporting materials. 2. Review or document the professional development status of each team member. What specific training or coaching do they require in the next 12 months? Are they aware of this need? What actions have been taken to provide this training or coaching? 3. Explore the steps outlined in relation to workflow and client relationship management within your team. Have you identified any gaps that need to be addressed through training or coaching?

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5	21st Century approach to performance management	<ol style="list-style-type: none"> 1. Understand the influence of KPIs on the behaviour of individuals 2. Develop an effective feedback process for professional development 	<ol style="list-style-type: none"> 1. Address common performance issues in accounting firms 2. Understand the influence of KPIs on the behaviour of individuals 3. Develop an effective performance management and feedback process 	<ol style="list-style-type: none"> 1. How well do you identify, communicate and manage expectations of team members? Consider one example where this has not worked well. What could be improved? 2. Critically review your team and firm's approach to performance management and review. Consider daily, weekly, monthly, quarterly and annual review processes. What's working well? What could be improved? Document up to 3 SMART actions to implement from this session. 3. Develop your own personal balanced scorecard based on your goals. If you are unsure how to proceed, ask your manager for support. 4. Identify up to 3 SMART actions in relation to your learnings from this module. Remember to use the Consolidated SMART action template in the RESOURCES folder.
6	Keys to working effectively with remote staff	<ol style="list-style-type: none"> 1. Establish guidelines for remote workers in professional firms 2. Identify and address challenges in dealing with remote workers 	<ol style="list-style-type: none"> 1. Explore the different type of remote working environments and teams 2. Identify and address challenges in dealing with remote workers 3. Establish guidelines for remote workers in professional firms 	<ol style="list-style-type: none"> 1. Identify any direct or indirect team members that work remotely. Consider the benefits and disadvantages of this relationship. What can you do to improve the relationship you have with remote workers? {If you have no remote workers in your team, consider how you engage with people who you don't see regularly}. 2. How can you best monitor the performance of remote workers? Consider productivity, revenue, profitability

				<p>turnaround time, client engagement, team engagement, value activities. Do you use any other measures of performance?</p> <p>3. Which internal systems and processes need to be formalised or improved to enhance the way work is completed within your team? What impact will this have on remote working?</p> <p>4. Identify up to 3 SMART actions in relation to your learnings from this module. Remember to use the Consolidated SMART action template in the RESOURCES folder.</p>
7	How to delegate, leverage to create capacity	<ol style="list-style-type: none"> 1. Understand the key principles of effective delegation in teams 2. Identify the steps that you and your team can take for greater leverage 	<ol style="list-style-type: none"> 1. Understand the key principles of effective delegation in teams 2. Identify the steps that you and your team can take for greater leverage 3. Explore specific actions to delegate responsibility for workflow and client management 	<ol style="list-style-type: none"> 1. Estimate the percentage of your time that you could free up to focus on client relationships or business development with effective delegation. Make a list of the projects and tasks that you could delegate to others. 2. Identify the key challenges you have with effective delegation. [If you feel courageous, ask your team members for feedback on your management style and approach to delegation]. 3. With each challenge identified in assessment task 2, provide potential solutions, based on the 7 steps of effective delegation. 4. Identify up to 3 SMART actions in relation to your learnings from this module. Remember to use the Consolidated SMART action template in the RESOURCES folder.

8	Self-motivation and how to deal with burnout	<ol style="list-style-type: none"> 1. Understand what motivates you and the people around you 2. Develop skills to improve resilience and deal with change at work 	<ol style="list-style-type: none"> 1. Explore your time and task management skills 2. Understand your motivated abilities as a team leader 3. Address personal challenges with setting and completing tasks, jobs and projects 4. Develop skills to improve resilience and deal with change at work 	<ol style="list-style-type: none"> 1. Review your strengths in relation to core leadership skills – team development, client management, workflow management and business development. Where are your current strengths? What do you need to work on in the next 12 months? 2. Document the top 3 stress triggers for you at work. Identify the physical and emotional response you present to these triggers. What can you do to address this? 3. Explore the way you structure your workday. What needs to change to take more control of the things you do each day? How can you effectively communicate with team members whilst finding quiet time to focus on important tasks and projects? 4. Identify up to 3 SMART actions in relation to your learnings from this module. Remember to use the Consolidated SMART action template in the RESOURCES folder.
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