

+ Skills for + Developing Others

1. Incik Abiyyu Dhaif Ramadhan (2311011008)
2. Yekaterina Didenko
3. Maretha Yola Elpa Denta (2351011019)



1. Setting Goals

Effective goal-setting is critical for guiding performance and development. Goals should be:

Specific and observable, providing clear criteria for measuring success (e.g., "lose 10 pounds" vs. "do better").

Attainable but challenging, ensuring they stretch capabilities but remain realistic.

Committed, with support from both leaders and team members to encourage ownership

Accompanied by feedback, allowing progress to be tracked and adjustments made as necessary





2. Providing Constructive Feedback

Constructive feedback is essential for performance improvement. Effective feedback should be:

- Helpful, aimed at fostering growth rather than criticizing.
- Specific, focusing on concrete behaviors rather than vague comments.
- Descriptive, sticking to observable actions and avoiding assumptions about motives or attitudes.
- Timely, delivered as close to the relevant behavior as possible.
- Flexible, adjusted according to the receiver's emotional state and readiness to act on the feedback

3. Team Building and Interventions



Team-building activities help improve collaboration and cohesion among team members. Successful interventions include:

- Awareness-raising, helping teams understand their dynamics and dispel misconceptions about teamwork.
- Diagnostic feedback, providing a clear picture of where the team stands and identifying areas for improvement.
- Experiential practice, giving teams a safe space to experiment with new behaviors before applying them in real situations

k



+ Team Stock Photos,

Quality Free Images

B

Team Building for Work Teams

the rise of team-building workshops in organizations due to a shift from individual to team-oriented work. While these workshops can help teams recognize challenges and develop coping strategies, they often fail to address the root causes of problems. To achieve effective teamwork, it's essential to make broader organizational changes alongside team-building efforts.

Team-Building Interventions

organizations are committed to teamwork and are willing to change structures and systems to support it, but are not committed to the “bottom-up” work that is required. organizations may struggle with teamwork if they focus on team training without ensuring a solid foundational support system. Without this base, team interventions can lead to competition or apathy among members...



What Does a Team-Building Workshop Involve?

Successful team-building interventions require awareness raising, diagnostic feedback, and practice opportunities. Effective facilitators connect activities to real-world dynamics. Examples include a wilderness experience for hospital staff and a retreat for executives, both enhancing collaboration and performance.

Building High-Performing Teams



leadership is a collective effort aimed at achieving shared goals. It introduces the Rocket Model of Team Effectiveness, which provides a practical framework for building and diagnosing high-performing teams across various industries. This model emphasizes the importance of context, mission, and talent, noting that teams functioning well in all components tend to achieve better results. The text prepares for a detailed exploration of the model's eight components.

Context: What Is the Situation?

Gaining alignment on team context is essential for high-performing teams, as leaders should facilitate discussions to ensure all members share their assumptions about key external constituencies, which helps prevent misunderstandings and improves performance.

Mission: What Are We Trying to Accomplish?

leaders clarify a team's purpose and set specific, measurable goals to ensure all members understand their direction and enhance collaboration and performance.

Talent: Who Is on the Bus?

the talent component of the Rocket Model focuses on ensuring the team has the right number of people, clear roles, necessary skills, and an effective organizational structure, emphasizing the importance of careful selection, continuous skill development, and clarity in responsibilities to enhance team performance.

Norms: What Are the Rules?

Leaders must establish clear team norms aligned with goals to ensure effective decision-making, communication, and accountability.

Buy-In: Is Everyone Committed and Engaged?

Understanding a team's goals and roles doesn't guarantee commitment; leaders can build buy-in through a compelling vision, credibility, and involving members in goal-setting.

Morale: Can't We All Just Get Along?

Understanding team goals and rules doesn't ensure harmony, as high morale stems from effectively addressing interpersonal conflict, and leaders can improve morale by establishing clear rules for conflict resolution rather than ignoring issues or promoting artificial harmony.

Results: Are We Winning?

The Rocket Model shows that morale guides team-building processes, while results reflect achievements, with high-performing teams succeeding by addressing all components, including clear goals and actionable plans.



Delegation

Delegation is a critical skill that helps leaders manage time, foster follower development, and accomplish more. It empowers team members to take responsibility for tasks, enhancing their autonomy and growth. Research shows that leaders who delegate effectively often have higher-performing teams and more satisfied followers.



Importance of Delegation

1. Frees Up Leaders' Time

Effective delegation allows leaders to focus on essential tasks that align with their unique skills, benefiting the organization overall.

2. Develops Followers

Delegating significant tasks to followers offers them practical growth opportunities, such as initiative, problem-solving, and decision-making.

3. Strengthens the Organization

A culture of delegation can increase motivation, satisfaction, and trust within the organization, fostering innovation and growth.

Principles of Effective Delegation



Monitor Appropriately :
Balance autonomy with progress checks,
addressing errors constructively.

Credit, Not Blame :
Acknowledge successes publicly, take
responsibility for mistakes, use balanced
feedback for improvement.

Decide What and Whom to Delegate :
Analyze tasks and delegate based on
team skills and workload balance.

Provide Clear Assignments :
Communicate expectations clearly,
encouraging questions for clarity.

Assign Goals, Not Procedures :
Focus on outcomes, allowing flexibility in
approach to boost innovation.

Coaching



- Forge a Partnership
Build trust and respect to create a genuine coaching partnership.
- Inspire Commitment with GAPS Analysis
Align coaching with the coachee's career goals, skills, and development needs.
- Develop Skills via Coaching Plans
Guide coachees in creating growth plans, with ongoing feedback and strategic support.



Coaching



- Promote Persistence

Reinforce progress by addressing routine challenges and recognizing learning opportunities.

- Encourage Skill Transfer

Foster a learning-focused environment that supports continuous growth and shared development.



[Home](#)

[Content](#)

[Sign Out](#)



10

Thank You!

