

Unit: 519

Information Pack

Developing and Leading Teams to Achieve Organisational Goals and Objectives



INTRODUCTION

Leaders have a crucial role to play in motivating others to perform to the best of their abilities. Here we provide an overview of what you need to know about this complex subject, from key motivation models and theories to best practice advice for motivating others. We also look at the relationship between motivation and employee engagement and consider how the psychological contract can help leaders to ensure their employees are motivated and engaged.

The role of the management team and the managers employed within an organisation are pivotal to the success or otherwise of the organisation. Within all organisations there are different levels of management, demanding managers possess or acquire different skills sets to be effective in the role, and, crucially, different organisational configurations which reflect either the culture of the organisation or the work being carried out. Understanding the management role and the roles middle managers are typically required to undertake will enable you to develop your capabilities as a manager to meet the demands of today and tomorrow.

It is important that you can differentiate between Leadership and Management. People do sometimes confuse Leadership and Management and understandably so. There are jobs and roles in organisations that carry the title of 'Manager' and, which also, in the person specification, identify the need for Leadership skills.

SAMPLE

GUIDANCE

This document is prepared to break the unit material down into bite size chunks. You will see the learning outcomes above treated in their own sections. Therein you will encounter the following structures;

Purpose

Explains *why* you need to study the current section of material. Quite often learners are put off by material which does not initially seem to be relevant to a topic or profession. Once you understand the importance of new learning or theory you will embrace the concepts more readily.

Theory

Conveys new material to you in a straightforward fashion. To support the treatments in this section you are strongly advised to follow the given hyperlinks, which may be useful documents or applications on the web.

Example

The examples/worked examples are presented in a knowledge-building order. Make sure you follow them all through. If you are feeling confident then you might like to treat an example as a question, in which case cover it up and have a go yourself. Many of the examples given resemble assignment questions which will come your way, so follow them through diligently.

Question

Questions should not be avoided if you are determined to learn. Please do take the time to tackle each of the given questions, in the order in which they are presented. The order is important, as further knowledge and confidence is built upon previous knowledge and confidence. As an Online Learner it is important that the answers to questions are immediately available to you. Contact your Unit Tutor if you need help.

Challenge

You can really cement your new knowledge by undertaking the challenges. A challenge could be to download software and perform an exercise. An alternative challenge might involve a practical activity or other form of research.

Video

Videos on the web can be very useful supplements to your distance learning efforts. Wherever an online video(s) will help you then it will be hyperlinked at the appropriate point.

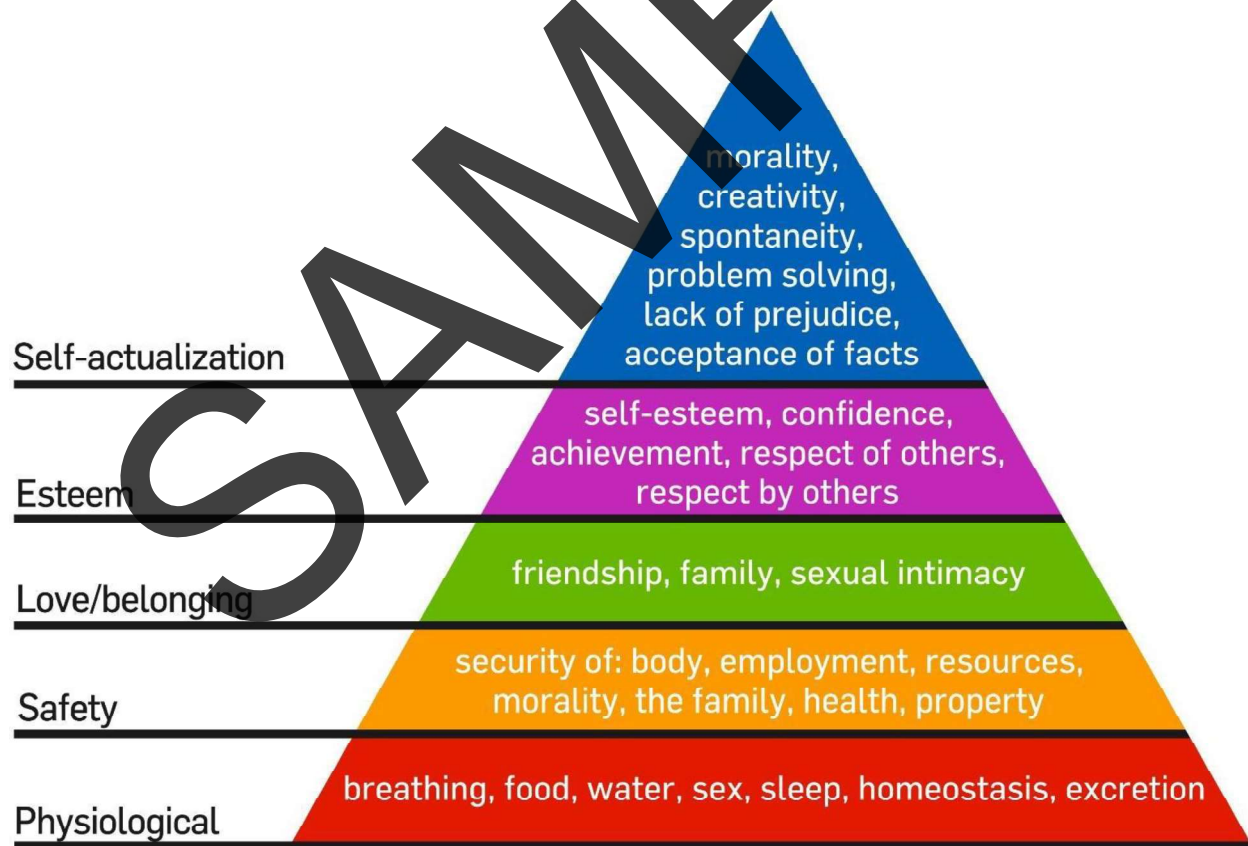
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Maslow's Hierarchy of Needs

One of the earliest models of motivation, developed by Dr Abraham Maslow, a clinical psychologist, is a needs-based framework of human motivation. Maslow's Theory of Motivation, now known as Maslow's Hierarchy of Needs, was set out in his book *Motivation and Personality* in 1954. His theory, based on observation and analysis of his own clinical practice, asserted that human beings are motivated by unsatisfied needs, and that certain lower factors need to be satisfied before higher needs can be met. According to Maslow, there are general types of needs (physiological, survival and safety, love, and esteem) that must be satisfied before a person can act unselfishly. Maslow called these needs 'deficiency needs'. He suggested that as long as people are motivated to satisfy or meet the various needs at each of the hierarchical levels they will continue to grow, ultimately achieving self-actualisation. In terms of workplace motivation, it is important that managers and leaders understand that people will be motivated to meet the immediate, or active, need before giving any priority to other needs. Maslow's model indicates that fundamental, lower-order needs like safety and physiological requirements have to be satisfied in order to strive to achieve the higher-level motivators or needs. The corollary to this is that after a need has been satisfied it ceases to act as a motivator, with the next need on the pyramid superseding it as a motivator. Maslow observed that achievement of self-actualisation is not an end in itself. He considered self-actualisation to be the level at which personal growth can continue ad infinitum. Maslow's Hierarchy of Needs is often depicted as a triangle or pyramid:



Belbins Team Roles Theory

Dr Meredith Belbin and his team discovered that there are nine clusters of behaviour - these were called 'Belbin Team Roles'. According to Belbin a team is not a bunch of people with job titles, but a congregation of individuals, each of whom has a role which is understood by other members. Research showed that the most successful teams were made up of a diverse mix of behaviours.

By using Belbin, individuals have a greater self-understanding of their strengths, which leads to more effective communication between colleagues and managers. Great teams can be put together, existing teams can be understood and improved, and everyone can feel that they are making a difference in the workplace.

In many organisations, teams are well-established in set locations with team members having defined job descriptions and roles. However, in Belbin terms, it can be beneficial to assemble a team to meet a specific challenge – for example, when beginning a new project or introducing change. The formation of a new team provides an opportunity to move outside existing structures and to put together a number of individuals who may not previously have worked together, but who – in combination – provide the best spread of roles to meet the requirements of the task at hand.

Being more flexible about the composition of teams (and setting up and disbanding teams for specific purposes) can help to ensure that the most suitable individuals are able to contribute, regardless of rank or role. It can also prevent stagnation and circumvent interpersonal conflicts or ineffective management diplomatically and without undermining traditional hierarchical structures.

So how do you go about assembling a new team?

Decide on the team's purpose

Before you can begin to put the team together, you need to decide what the team needs to do and consider which Team Roles are required to make this happen. This table shows the Team Roles which are most appropriate to each stage of a hypothetical project's life cycle:

As Projects progress different Team Roles are required



Read more on this theory by clicking [here](#) or on the Moodle resource titled 'Belbin how to use team roles'.

Developing Your Management Skills

It goes without saying that every manager can improve their management skills, whether it be something as simple as remembering to say 'thank you' to a colleague for their support, or a job well done, or something more substantive like a change in behaviour. Self-awareness remains an important element of personal development: we can learn new skills and change behaviour only if we are prepared to acknowledge our limitations, to accept feedback from others, and to reflect on our performance.

For some managers, undertaking a psychometric assessment of their personality - the Myers Briggs Type Indicator (MBTI), the 16pf (16 Personality Factors) or the Strength Deployment Inventory (SDI) - is a significant and worthwhile step. To understand the differences between personality and behaviour and how our own preferences affect our style of management is extremely helpful. If you have already completed a psychometric assessment - and many of us have as part of a management development programme or a job selection process - you will recognise how preference affects personal style. For those that have yet to complete a psychometric assessment, it is worth considering as part of your strategy to develop your skills as a manager.

If you consider how you like to be lead and managed by your boss, you are actually expressing a preference for that particular leadership style. Thus, if you like to be delegated to, your preferred leadership style is likely to be a 'delegating' style. Consequently, if you employ your preferred leadership style working with a member of staff who has a different preference, it is entirely possible that you will not be as effective in