



## The TEAM module

### Leadership styles

- **What is leadership?** – defining the core characteristics
- **Different styles** – understanding and appreciating different leadership styles, and exploring their effectiveness in different environments / circumstances
- **Personal preference** – identifying your own preferred leadership style
- **Adopting temporary styles** – knowing why, when and how to move away from your preferred leadership style, and when to revert back

### Team roles and dynamics

- **What makes a successful team?** – exploring well-established and new thinking, and personal experience, to determine common success factors
- **Roles** – an in-depth look at the work of Belbin and others to build understanding and appreciation of different roles, and role structures
- **Barriers to success** – identifying common problems and potential solutions
- **Appointing leaders** – deciding between leading a team yourself, selecting temporary or permanent leaders, or allowing natural self-selection to occur

### Selection and formation

- **Foundation** – clearly identifying the purpose, goals and objectives of a team, the required activities and size of workload, and the subsequent roles to fill
- **Selection criteria** – choosing relevant criteria and evaluation techniques
- **Valuing diversity** – seeking to provide equal opportunities, and involve the widest selection of 'difference', with respect to other selection criteria
- **Selecting as team** – managing a process of selection that simultaneously appoints capable individuals, as well as a workable and dynamic combination

### Bonding and developing

- **Launch** – how to bring the team together and ensure a strong start
- **What to expect** – managing forming, storming, norming, and performing
- **Team spirit** – techniques to foster a strong team culture and morale, including shared values, honest communication, and a team-first attitude
- **Inclusive leadership** – why inclusivity is key to success, and how to ensure you consistently embody it within your leadership, and your team