Medical laboratory technique

NTQF Level III

Learning Guide#70

Unit of Competence: -	Lead small team
Module Title: -	Leading small teams
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LO5. Facilitate accomplishment of organizational goals

Information Sheet-1	Making team members actively participatory.

Organizational goals are strategic objectives that a company's management establishes to outline expected outcomes and guide employees' efforts. There are many advantages to establishing organizational goals: They guide employee efforts, justify a company's activities and existence, define performance standards, provide constraints for pursuing unnecessary goals and function as behavioral incentives. For the goals to have business merit, organizations must craft a strategic plan for choosing and meeting them.

Importance of organizational goals

Goals help define a company's purpose, assist its business growth and achieve its financial objectives. Setting specific organizational goals can also help a company measure their organization's progress and determine the tasks that must be improved to meet those business goals.

Goals need to be specific, measurable, achievable and timely. By setting clear, realistic goals, organizations have a clearer path to achieve success and realize its vision. Goal setting, and attaining them, can also help an organization achieve increased efficiency, productivity and profitability.

Organizations should clearly communicate organizational goals to engage employees in their work and achieve the organization's desired ends. Having a clear idea of organizational goals helps employees determine their course of action to help the business achieve those goals. Employees should also be equipped with the proper tools and resources needed as they do their work to help meet the overall organizational goals.

Setting goals can also help companies evaluate employee performance -- for example, creating individual employee goals that support overall organizational goals and measuring individual performance against those individual goals. While an organization can communicate its organizational goals through normal channels, the most effective and direct way to do so is through employees' direct supervisors. This enables managers to work with their staff to develop SMART (specific, measurable, achievable, realistic and time-bound) goals that align with the organization's goals. Setting organizational goals also helps build workplace harmony because it makes employees work toward attaining similar goals.

While developing sound goals helps organizations with planning, over time, goals might turn out to be unrealistic and need to be modified accordingly.

5.1. Making team members actively participatory.

For most teams, successful staff meetings start with active participation and clear objectives. With strong engagement, staff meetings can contribute to the advancement of company goals and the empowerment of team members to accomplish more at work. In this article, we will review how to have effective staff meetings and discuss why actively participating is essential for a team.

What makes a good team meeting?

When your coworkers tend to keep busy and have limited time to spare, it's easy to assume that the best team meeting is one that covers all objectives as quickly as possible. While short discussions are certainly efficient, they are not always the most effective approach. To ensure you leave attendees with the sense that their contributions are valued, try to set aside enough time for a meeting that prioritizes participation.

Designing better team meetings involves using team engagement as your framework for success. From establishing objectives and creating an attendee list to developing an agenda and a follow-up strategy, focus on building a sense of teamwork. With this strategy, you can encourage greater participation and the motivation to collaborate.

Identify the main objective

It can be tempting to schedule standing meetings or to call for a meeting every time you want to discuss an issue with a larger group. Before adding another task to your coworkers' calendars, however, take a moment to identify whether a meeting is essential. If you simply want to check in with team members, consider whether a group email or an online chat message would be more effective. If you need to talk through a complex problem or discuss the details of a big project, a team meeting might be the ideal choice.

Once you have determined that you need a meeting, identify your main objective. For example, perhaps you want to conclude the meeting with a schedule for carrying out your team's next big

project. Maybe you want to agree on a decision related to a difficult problem. Either way, have an idea of what you want to accomplish during the meeting, and share it with other attendees. Naturally, when team members understand the overall goals, they will be more inclined to participate, especially if they can contribute to the resolution you're seeking.

Use a space that fits the meeting's goals

After establishing an objective, you should choose a space that makes sense for your goals. If you are planning a meeting for the entire staff, you will need a large room with plenty of seating and technology that allows everyone to see any visual components. However, if you intend to lead a small meeting with a few select attendees, keep the space proportional to encourage collaboration.

In addition to the size of the space, decide on a venue that has everything you will need when conducting team meetings. Choose a setup that allows the facilitator to direct the meeting, such as a conference room that will let the leader take the head of the table.

Remember to also account for technology. If you want to encourage participation in a large crowd, consider having microphones available so attendees can make themselves heard. If you want to encourage remote team members to participate, arrange for video conferencing to give all attendees an equal chance to participate.

Choose the right attendees

Before announcing a meeting, consider the attendees carefully. If you plan to cover policies, procedures or human resources issues that affect every member of the staff, you can consider inviting everyone. In other cases, however, you may want to be more selective. Naturally, meetings can be more cost-effective with fewer attendees, but larger meetings that include key decision-makers may end up more cost-effective in the long-term.

To create the ideal attendee list, start with the smallest number of staff members you need to accomplish your objectives. For example, you may need decision-makers from the marketing, design and accounting departments present to approve an advertising campaign for an upcoming project. However, giving yourself a bigger attendee list could help you gain a broader

perspective on the project. Consider inviting other staff from different departments to encourage a more robust discussion.

Select a reasonable start and end time

To design an effective meeting, choose a convenient time for the largest audience possible. First, consider what you want to accomplish and how long each item will take to address. Add in extra time for introductions and conclusions, and include enough discussion time so that attendees have a chance to contribute. Estimating meeting times will get easier with practice.

After determining how much time you will need, consider the right time of day for the meeting. Creative discussions might be most successful in the afternoon, while decision-making meetings might be most effective before lunchtime.

Before sending out meeting invitations, review the main participants' appointment calendars. This will help you avoid scheduling a meeting at conflicting times, increase invitation acceptance rates and prevent the need to reschedule to accommodate the group. No matter what time you choose, always strive to give attendees as much time as possible so they can prepare.

Share the staff meeting agenda

No matter when or how you structure your team meeting, you will need an agenda. Having an agenda will help your meeting maintain its direction.

To create an agenda, begin with a brief description of the main goal you will be working toward. Keep this section to a single sentence, and focus on the overall outcome. Next, consider the staff meeting agenda topics you intend to cover. Alongside each topic, mention the primary presenter for each and context to help attendees understand what you will discuss. Include the amount of time you plan to dedicate to each topic.

After creating your team meeting agenda, share it with attendees as early as possible. If you have allotted additional time to discuss related topics, ask attendees to add their concerns or ideas to the agenda.

Self-Check -1	Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1.   what   is   the   importance
   organizational goals
2. What makes a good team meeting?

Note: **Satisfactory rating - 3 and 5 points   Unsatisfactory - below 3 and 5 points**

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = _____

Rating: _____

Information Sheet 2	Developing individual and joint responsibility.

1.2. **Developing individual and joint responsibility.**

What is the team leader's responsibility in building team Building?

The first responsibility of the team leader is to define the objective of the team, why is this team together. When the purpose is unclear, unknowable or complex framing the boundaries and defining that this team is going to work to make progress or identify clues that may work to achieve a shared outcome is still setting the teams' objective.

Once the team understands and accepts the objective, each person will develop trust within the team and team members by knowing the skilled knowledge and role that each team member will occupy. This should be worked out jointly between the leader and individual concerned.

Team Leader functions in teambuilding

Effective leaders in team building need to provide the functions of:

Boundary setting / Planning

1. seeking all available and relevant information

2. defining the task, purpose or goal

3. devising a realistic framework for achieving the desired outcome

Initiating

1. openly briefing the team on the aims and the plan of action

2. explaining why the task in necessary and the reasoning behind the plan

3. allocating tasks to team members

4. setting group standards

Monitoring

1. maintaining the group standards as previously set

2. keeping a watch on timing and progress

3. ensuring all actions are moving towards desired end results

4. keeping discussions relevant and on-track

5. keeping the group moving and active

Coaching and Supporting

1. expressing recognition of individuals contributions

2. providing encouragement to the whole group as well as to individuals

3. dealing with team / individual dysfunction where necessary and appropriate

4. create a team spirit and boosting morale

5. watching and dispersing tension between team members

6. reconciling disagreements and controlling the exploration of disagreements

Informing

1. clarifying the task and the plan as the project makes progress

2. sharing new information with the team and keeping them informed of developments

3. listening to the group and receiving feedback from them

4. discussing ideas and suggestions within the group

Evaluating

1. checking the feasibility of ideas

2. testing the consequences of new ideas and proposed solutions

3. evaluating group performance and giving feedback

4. working with the group to evaluate themselves against the standards set

Not all these functions will be necessary all the time, and together they will allow the to:

- achieve the task

- build & maintain the team

- develop the individual

1.3. **Sustaining collaborative efforts.**

We often talk about the essential elements of forming a strong nonprofit partnership: shared values and vision, clarity of purpose, open communication and trust-building, etc. But what about the important work of sustaining a collaborative relationship over time?

When a collaborative effort is launched, there's typically a lot of excitement about the new venture. There may even be dedicated funding or other resources to help get the collaboration off the ground. But what about a year or two down the road, once the newness has worn off?

Collaboration at this later stage of development faces challenges a bit different from those it overcame to first establish itself. Turnover among the individuals leading the effort, disappointment in perhaps not meeting its initial goals, taking on too much or losing focus, and garden-variety burnout can all take a toll. Meanwhile, the original funder may seek to dial back

its investment in hopes that the work can attract broader support or become more self-sustaining. All these can threaten to derail collaboration.

Although there is no simple recipe or formula for sustaining collaborations over time, we can point to six strategies to lend them greater resilience and staying power.

1. Formalize. Make it "official" by documenting mutual commitments, such as those regarding the collaboration's purpose, structure, values, policies, decision making processes, etc.

2. Lead. Plan for leadership turnover. Decide how you will replace members who leave. As an organization participating in a collaboration, keep collaborative skills in mind as you recruit and hire new staff for key positions. Within the collaborative, develop shared leadership by giving all members leadership opportunities, such as by rotating responsibilities for meeting facilitation and other key tasks.

3. Measure. Make data work for you and track progress toward key outcomes. The ability to measure success is critical to maintaining your momentum as well as in attracting resources and support from others to sustain the work.

4. Broaden. Cultivate broader involvement beyond the core group of individuals. Consider whether the collaboration might benefit from expanding involvement to more levels of the organization, such as senior management, line staff, etc.

5. Learn. Continually learn from what you're doing. Acknowledge successes as well as shortfalls, and adjust as needed. Look at the work of other collaboratives and what you can learn from one another.

6. Deepen. Build on your experience to keep deepening your understanding of the issue(s) you're addressing. Document lessons learned to prepare for outreach to new supporters and funders. Pay attention to needs or opportunities that emerge beyond those you've already planned for, and determine their implications for your work. Consider different ways of funding your activities that you may not have been ready for or had access to when you first began (for

example, has your success opened up the possibility of an earned income model, or of adding new partners with additional resources to bring to bear, etc.?).

All of these strategies contribute toward institutionalizing the collaboration within the organizations involved, beyond the initial group of individuals responsible for its early formation. This is key to sustaining momentum over time and continuing to deliver on the benefits of collaboration.

Self-Check -1	**Written Test**

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1.   list boundary setting /planning
2. What do we mean sustainable collaborative effort?
3. What is the monitoring?

Note: **Satisfactory rating - 3 and 5 points   Unsatisfactory - below 3 and 5 points**

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = _____

Rating: _____

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