

Developing Your Team

Your team is exceptional. It operates at the highest level of effectiveness and responds quickly in every situation. When extra effort is needed, team members seamlessly transition between roles at a moment's notice, right? If this doesn't accurately describe your team at the moment, don't worry, it could soon.

Developing your team is a crucial part of your role, whether you're a new team leader or an experienced manager. This is not limited to new hires. People require training and support throughout their careers, both individually and as part of a team, to enhance their skills and maintain effectiveness.

As a manager, you are well positioned to understand how your team operates, identify the training needed for improvement, and collaborate with other supportive teams that can deliver timely and appropriate training.

Explore various aspects of team development. Here are practical tips and tools to help you maximize your team's potential and achieve your goals!

IDENTIFYING TRAINING NEEDS

One of the most challenging aspects of developing your team is knowing where to start. Begin by understanding your team members' developmental needs. Update their job descriptions, communicate with them, and observe them in action.

Simply asking the right questions can often reveal knowledge and skill gaps. For instance, what is the most essential part of a team member's role? What is the most urgent performance issue for your team?

This approach is particularly useful if your workplace lacks a culture of performance management. Gathering specific information about what your team needs for success can foster positive attitudes towards self-improvement.

A "Training Needs Assessment" can help you pinpoint who needs to enhance their skills and determine suitable training for them. This enables targeted training for individuals who truly need it. Furthermore, self-assessment can help you identify areas for your own improvement, which in turn can benefit your team's growth.

CHOOSING THE RIGHT TRAINING METHODS

Once you've identified areas where your team can improve, you can select training that suits their needs. Balancing different learning methods to accommodate everyone can be challenging.

For example, the 70:20:10 model suggests that 70 percent of learning occurs through experience, 20 percent through conversations with others, and 10 percent through traditional training courses. Providing opportunities for skill application, discussing with experienced practitioners, and appropriate training are essential.

COACHING

It's important to note that many performance gaps can be bridged through improved communication rather than a training program. Engage in confidential one-on-one conversations with your team members to coach them. Regular conversations can help you effectively address a range of issues, from helping individuals achieve their goals to tackling performance problems. Providing routine feedback is also crucial.

TEAM BUILDING ACTIVITIES

Team building exercises can be enjoyable and effective for improving teamwork and identifying strengths and weaknesses. Carefully select exercises that align with your training objectives based on your team's main challenges.

DELEGATING WORK

Efficient delegation can also enhance your team. Handing over responsibility for your projects and tasks to someone else might make you apprehensive, but you cannot accomplish everything on your own. Additionally, your team members need opportunities to acquire new skills and gain experience.

If there are tasks that you haven't delegated but your team is capable of handling, create a list and prioritize your most critical tasks to delegate the ones at the lower end. As your team gains experience, they can progress through the list.

When delegating, you must effectively manage the process to ensure the best outcome for your team. Transfer tasks carefully and provide support and

Continued on Next Page

guidance to the team member taking them on to help them succeed. Failing to do so may discourage your team members from taking on additional tasks in the future.

Successful delegation allows you to focus on enriching your own work. Taking on new challenges will boost your team's confidence and give them a strong sense of empowerment.

MANAGING TALENT

Your Human Resources or Operations departments may have a formal plan for talent management that identifies and develops individuals with key skills, abilities, and potential within your organization. As a manager, you can identify specific talents within your team, help retain them, and develop their capabilities. You can collaborate with HR to recruit individuals with the right skills and support their development using an effective performance management system.

SUCCESSION PLANNING

Once you have identified your team members' abilities and performance levels, you can establish plans to prevent the loss of crucial skills and knowledge if any of them decide to move on. Effective succession planning ensures that individuals transfer their skills, experience, and knowledge to their colleagues well before departing. Being prepared and managing these transitions will facilitate dealing with change.

If you have team members in roles so vital that even a day's illness would disrupt everything, it might be beneficial to cross-train them in each other's responsibilities. This will provide you with a flexible team that can step in and support one another at a moment's notice.

An effective team doesn't come into existence by chance. There are several actions you can take to cultivate a high-performing team. It starts with clearly defined roles for your team members to keep them on track and help them attain their objectives. Observing their work will help identify their strengths and weaknesses and enable you to tailor training to their learning preferences. Besides enrolling your team in training courses, you can coach them to aid in their learning. You can also help your team members bond and establish trust through team-building activities. Support their skill and experience development by delegating some of your tasks and ensuring that everyone can take on responsibilities by cross-training them in each other's roles.



TPM U is an educational series provided to TPM members free of charge. For more information or to register for one of these classes, please

go to the TPM website tab "Education" and click on Upcoming Webinars (<http://www.timberassociation.com>) or call (509) 535-4646. Registration is limited to 50 computers per webinar.

Overview of Equity, Diversity, and Inclusion

Tuesday, July 23, 2024 2:00 PM (PDT)

This webinar will provide an overview of Equity, Diversity, and Inclusion (EDI). We will discuss the difference between EDI vs Diversity, Equity, and Inclusion (DEI) and proactive strategies to implement this program, equipping you with the knowledge to contribute towards inclusive workplace culture.

Proposed Changes to OSHA's HazCom/Chemical Safety Standard

Wednesday, July 24, 2024 1:30 PM (PDT)

OSHA has recently submitted a proposed final rule to update its Hazard Communication Standard (HazCom), which regulates the classification and labeling of hazardous chemicals in the workplace. The rule aims to align the HazCom with the latest version of the Globally Harmonized System of Classification and Labeling of Chemicals (GHS), which is an international framework for consistent chemical hazard communication. The rule introduces some significant changes and challenges, particularly with chemical labeling. This webinar will discuss the proposed changes and how it would affect your enterprise. It will also discuss when we could expect (if approved) when the changes would take place.

Managing Conflict in the Workplace

Tuesday, August 13, 2024 2:00 PM (PDT)

This webinar will address workplace conflict. We will address the causes, the importance of addressing a conflict, and discuss proactive strategies of how to manage conflict in the workplace.

2024 Changes to Online Injury Recordkeeping

Wednesday, August 21, 2024 1:30 PM (PDT)

January 2024, employers in certain high-hazard industries are required to submit detailed information regarding recordable workplace injuries and illnesses using OSHA's new filing system called Injury Tracking Application (ITA). This webinar will discuss the new requirements and help you determine if they apply to your business.