

Tips on...

## Leading a team

*Be a role model for your team*—Being the team leader means you are the designated role model. Lead by example. If you take long lunches or cut corners, they will too.

*Don't be afraid to delegate*—One of the advantages of having a team around you is that you can delegate some tasks. There's little point in having a team if you don't let them get involved. Giving colleagues responsibility will also help in their own empowerment and self development. However, don't use delegation simply to avoid work that you should be doing yourself.

*Give your team clear goals and objectives*—Make sure everyone is clear about the team's long term goals and short term daily or weekly objectives. Teams work better when all players know what they're working towards. Give your colleagues reasonable time scales and deadlines rather than vague statements such as "as soon as possible."

*Support your team*—Make sure that colleagues are given full credit for what they do. If they do well, praise them to the senior managers. Defend them where appropriate and cultivate loyalty. This should make your team more productive.

*Avoid manipulating your team*—Discuss everything openly to cultivate an atmosphere of trust. Although keeping knowledge and information to yourself may make you feel more powerful, sharing information will make the team stronger and more cohesive.

*Listen to your team*—Don't forget to take on board any feedback they give you. Effective team leading is a two-way communication process.

*Play to the team's strengths*—Although you are the team leader, it doesn't mean you are the best at everything. So allocate tasks to whoever is best suited to the job in hand. And if someone comes up with a great idea, let them run with it and take credit for it.

*Be patient*—Team building takes time. You may be given a team of people who you wouldn't have hand picked yourself. Don't expect everything to come together instantly.

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