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Lh LIGHTHOUSE

Support for managers

October 2022



LEADERSHIP IN PRACTICE

DEVELOPING TEAMWORK

The key to developing teamwork is systematic and purposeful leadership. Below is a list of best practices. Familiarise yourself with it and then mark what you already do regularly (R), what you could do more of (M) and what you could do less of (L).

- I provide the team with meaningful and **stimulating challenges** that at the same time develop the skills of individuals (team competency map).
- I create opportunities for people to **work together** combining skills and experiences within the group.
- I make sure that the weaker are **supported** by the stronger (support not only from the boss). This is one way of improving team helping skills.
- I rotate jobs and/or tasks, i.e. giving people the chance to get **new** experiences.
- I make sure that team members share their **knowledge and experience**.
- I am up to **date**. What is going on? What are the burning issues? What support does the team need (prevention)?
- I **explain my decisions**. It is a way of keeping up the engagement and mutual learning in the boss – team relationship.
- I **appreciate** people in due course. I **thank** people both for good work and for making the effort.
- I **let go** and do not try to do everything by myself. It is also a way of showing confidence in others.
- I encourage **open-mindedness** by, among other things, banning „Yes, but...” (which in practice means „no”).
- I learn from my **failures as well as my successes** – I take lessons from my failures and I also analyse my successes.
- Feedback in the team**: from boss to employee, to boss from employee, between team members.
- I expect **ideas from the team** and act upon them to show that I really listen to my people.



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- I **promote good ideas** and let people know whose ideas they were. I give credit to others and do not try to get praise for others (toxic behaviour).
- I **simplify** whatever I can. I reflect with the team on what not to do, how to eliminate time-consuming, unproductive ways of working together.
- I provide people with the **resources** they need to do their job (keeping them motivated).
- I run **engaging meetings** – I have an idea of how to run a meeting, everyone knows their role during the meeting, we set deadlines together, we adopt a work structure.
- I give people the chance to express their **opinions** in team meetings.
- I encourage people to **network** outside our group.
- I promote the **team's identity** – we have a vision for the team's development and a plan for growth, and we know the overarching goals.
- I care about **celebrating** individual and team successes.
- I **set an example** – I do not expect anything from others that I do not give myself.
- I **trust** my people and they trust me (how do I know this is the case?).
- I assume **good intentions** and „catch” people doing the right thing.
- I **make sure there are smiles and humour in the team** – after all, a good working atmosphere is crucial!



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