

THE SKILLS YOU NEED GUIDE TO LEADERSHIP

LEADING AND MANAGING OTHERS:

Developing The Skills You Need
To Lead People And Teams



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Skills You Need

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“Leadership and learning are indispensable to each other.”

John F. Kennedy

Developing leadership skills is an ongoing process. Many of the skills that you need to lead are essential in life more generally, such as good communications skills. However, others are more specific to leadership positions.

This eBook follows from the previous eBook in the series, on the personal skills you need to lead. This eBook, however, focuses on the skills you need to develop to lead and manage other people or teams. Like the previous eBooks, it focuses on the skills which are likely to be new or unfamiliar to you when you first take up a leadership position. It explains each one, and gives you some ideas about how you can develop and practise these skills.

Like the first two eBooks in this series, this one is designed for those considering, or just starting, their first leadership post. Established leaders, however, should also be able to find some interesting ideas.

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PART 3:

**LEADING AND MANAGING
OTHERS: Developing The
Skills You Need to Lead
People and Teams**

1

An Introduction to Leading Others

The previous eBook in this series explains about the personal skills you need to be able to lead effectively: that is, the qualities that you need to display as an individual.

This eBook now moves on to consider the next stage of leadership: the skills you need in order to lead and manage other people, both individually and in teams.

Some of the skills described relate to formal management processes: recruitment, selection, induction and appraisal, for example. Others are less formal, but no less essential, such as being able to delegate work effectively, provide feedback and motivate your team. The structure broadly follows the process of building, and then leading, a team.

Leadership starts with forming a team

To be a leader, it is necessary to have followers. Many people are recruited to lead established teams, and so do not have to start by building their own.

However, over time, it is likely that you will need to recruit new team members, and you will therefore need to understand the selection process, and how to recruit and select effectively.

Building your team, however, does not stop once you have selected a suitable candidate. You also have to ensure that your chosen candidate is introduced to the organisation, and able to make a useful contribution from the earliest possible moment. As part of this, it is important to ensure that you are contributing to building an inclusive organisation, and avoiding bias in your selection and management processes.

Perhaps the most important skill in managing a team is to be able to manage and delegate work

This requires care to ensure that you delegate effectively, while still retaining sufficient control. You also need to ensure that you delegate in such a way that you motivate your team, and that nobody is overburdened.

Motivating your team has other elements apart from the work that you delegate. Creating an environment in which people are able to self-motivate also becomes more important as you move into more senior positions. These are key skills for leaders and we cover them in some detail.

Both managers and leaders also need the skills to manage others' performance

Managing performance has both formal and informal elements. Being able to give and receive feedback is essential. As a leader or manager, however, you also need to manage the formal processes in your organisation: appraisals and ongoing performance reviews, and learning how to manage both good and poor performance.

You also need to be able to persuade and motivate others, as well as yourself, using a variety of skills and techniques. As you move further up the organisation, the skills that you use to motivate teams and individuals will change, and we therefore also cover motivation from a more senior position.

**The full eBook
is available at**

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