

PART 3

# LEADING AND MANAGING OTHERS

Developing The Skills You Need to Lead People and Teams

The Skills You Need Guide to  
**Leadership**

**SKILLS YOU NEED**  
Helping You Develop Life Skills



**The Skills You Need  
Guide to Leadership**

# **LEADING AND MANAGING OTHERS: DEVELOPING THE SKILLS YOU NEED TO LEAD PEOPLE AND TEAMS**

Skills You Need

This is one of a series of eBooks  
by Skills You Need available for sale at:

**[www.skillsyouneed.com](http://www.skillsyouneed.com)**

All rights reserved. No part of this publication may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, without the prior written permission of the publisher, except in the case of brief quotations embodied in critical reviews and certain other non-commercial uses permitted by copyright law.

ISBN: 978-1-911084-18-1

Published by Skills You Need Ltd

© 2019 Skills You Need Ltd

This version was published in January 2019

Skills You Need Ltd

**“LEADERSHIP AND LEARNING  
ARE INDISPENSABLE TO EACH OTHER.”**

John F. Kennedy

Developing leadership skills is an ongoing process. While many of the skills that you need to lead are essential in life more generally, such as good communications skills, 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.

# CONTENTS

<b>CHAPTER 1 - An Introduction to Leading Others</b> .....	<b>5</b>
Avoiding common managerial mistakes.....	<b>7</b>
<b>CHAPTER 2 - Building a Team</b> .....	<b>11</b>
Selecting and recruiting a team.....	<b>12</b>
Induction, orientation and 'onboarding' skills.....	<b>23</b>
<b>CHAPTER 3 - Managing and Overseeing Work</b> .....	<b>28</b>
Getting started .....	<b>29</b>
<b>CHAPTER 4 - Delegating Work</b> .....	<b>33</b>
From no control to total control .....	<b>34</b>
Nine levels of delegation .....	<b>35</b>
Key skills in delegating work .....	<b>36</b>
<b>CHAPTER 5 - Giving and Receiving Feedback</b> .....	<b>38</b>
What is effective feedback?.....	<b>39</b>
Receiving feedback .....	<b>42</b>
<b>CHAPTER 6 - Coaching Skills</b> .....	<b>44</b>
Understanding coaching.....	<b>45</b>
Essential coaching skills.....	<b>47</b>
Other key coaching skills and attributes .....	<b>50</b>
<b>CHAPTER 7 - Appraisals and Performance Management</b> .....	<b>52</b>
Understanding appraisal and performance management .....	<b>53</b>
Discipline and managing poor performance .....	<b>57</b>
<b>CHAPTER 8 - Influencing, Persuading and Motivating Others</b> .....	<b>62</b>
Motivational techniques.....	<b>63</b>
Set challenging but achievable goals.....	<b>65</b>
Persuasion skills .....	<b>67</b>
Developing better persuasion skills.....	<b>72</b>
Tim Baker's influencing strategies.....	<b>74</b>
<b>CHAPTER 9 - Moving Up the Ladder: Motivation from a More Senior Position</b> .....	<b>79</b>
Show your appreciation.....	<b>80</b>
Help your people to develop 'mastery' .....	<b>81</b>
Share the big picture .....	<b>83</b>

# 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.

## **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 also has other elements apart from the work that you delegate, and creating an environment in which people are able to self-motivate 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 the final chapter therefore covers motivation from a more senior position.

# The full eBook is available at

[www.skillsyouneed.com](http://www.skillsyouneed.com)

## The Skills You Need Guide to Leadership

