

MANAGING  
TEAMS / L5M1  
KEY ASPECTS



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# Introduction

- ▶ This brief document summarises **some** of the key areas to consider when managing teams, the tools and models that are needed
- ▶ Whether you are studying CIPS or not, these are useful for your development when managing a team
- ▶ If you would like a full training package on L5M1 or on team management for your organisation please contact me
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# CIPS L5M1: Overview / Managing Teams Key Focus

Learning Outcome / Focus	Models	Tools
Understand and apply management and organisational approaches	Classical Management Theories, Contingency Theories, Systems Theory, Situational Leadership	SWOT Analysis, PEST Analysis, Balanced Scorecard, Management by Objectives (MBO)
Understand and apply approaches to managing individuals	Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, McGregor's Theory X and Theory Y	Performance Appraisals, 360-Degree Feedback, Personal Development Plans, Motivational Techniques
Understand and apply approaches to managing work groups or teams	Tuckman's Stages of Group Development, Belbin's Team Roles, Herzberg's Two-Factor Theory	Team Charters, Team Building Activities, Conflict Resolution Techniques, Group Decision-Making Processes
Understand and apply planning approaches for aspects of human resource management	Human Resource Planning, Succession Planning, Workforce Analytics	Recruitment and Selection Processes, Training Needs Analysis, Workforce Planning Software
Understand the application of individual capabilities required to manage the procurement and supply function	Emotional Intelligence, Cognitive Flexibility, Resilience	Self-Assessment Tools, Leadership Development Programmes, Continuous Professional Development (CPD) Plans

# Key Models LO1

Model	Summary	What It Does/Theorises
<b>Classical Management Theories</b>	Focuses on efficiency, hierarchy, and a clear division of labour.	Emphasises organisational efficiency, standardisation, and managerial control. Key figures include Frederick Taylor (Scientific Management) and Henri Fayol (Administrative Theory).
<b>Contingency Theories</b>	Suggests that there is no one best way to manage; effective management depends on the situation.	Proposes that managers must identify and adapt to different variables in the environment to be effective. Key theorists include Fred Fiedler and Paul Hersey/Ken Blanchard (Situational Leadership).
<b>Systems Theory</b>	Views an organisation as a system of interrelated parts that function together to achieve a common goal.	Emphasises the importance of understanding the interdependence and interactions between different parts of an organisation. Developed by Ludwig von Bertalanffy.
<b>Situational Leadership</b>	Proposes that the best leadership style depends on the maturity level of the followers and the specific situation.	Suggests that leaders should adjust their style based on the development level of their team members. Key figures include Paul Hersey and Ken Blanchard.

# Key Models LO2

Model	Summary	What It Does/Theorises
<b>Maslow's Hierarchy of Needs</b>	A motivational theory in psychology comprising a five-tier model of human needs, depicted as hierarchical levels within a pyramid.	Suggests that people are motivated to fulfill basic needs before moving on to other, more advanced needs. The levels are physiological, safety, love/belonging, esteem, and self-actualisation.
<b>Herzberg's Two-Factor Theory</b>	Also known as the Motivation-Hygiene Theory, it identifies factors that influence job satisfaction and dissatisfaction.	Proposes that job satisfaction and dissatisfaction arise from two different sets of factors—satisfiers (motivators) and dissatisfiers (hygiene factors).
<b>McGregor's Theory X and Theory Y</b>	A theory of human motivation and management.	Suggests that there are two fundamental approaches to managing people. Theory X assumes people dislike work and need control, while Theory Y assumes people are self-motivated and thrive on responsibility.

# Key Models LO3

Model	Summary	What It Does/Theorises
<b>Tuckman's Stages of Group Development</b>	A model describing the phases groups typically go through as they develop.	Proposes that teams go through five stages: forming, storming, norming, performing, and adjourning. Understanding these stages helps manage group dynamics effectively.
<b>Belbin's Team Roles</b>	A model that identifies nine different team roles.	Suggests that understanding individual team members' strengths and weaknesses can help build more effective teams. Each role contributes to the team's success in different ways.
<b>Herzberg's Two-Factor Theory</b>	Also used here for its relevance to motivation and group work.	Proposes that job satisfaction and dissatisfaction arise from two different sets of factors—satisfiers (motivators) and dissatisfiers (hygiene factors).

# Key Models LO4

Model	Summary	What It Does/Theorises
<b>Human Resource Planning</b>	A process that identifies current and future human resources needs for an organisation to achieve its goals.	Helps organisations ensure they have the right number of employees with the right skills at the right time.
<b>Succession Planning</b>	A process for identifying and developing internal people with the potential to fill key business leadership positions.	Ensures that there is a pipeline of talent ready to step into critical roles when needed.
<b>Workforce Analytics</b>	The use of data and analytical processes to understand and improve workforce performance.	Provides insights into workforce trends and helps optimise human resource strategies.

# Key Models LO5

Model	Summary	What It Does/Theorises
<b>Emotional Intelligence</b>	The ability to understand and manage your own emotions, and those of the people around you.	Suggests that high emotional intelligence improves communication, management, problem-solving, and relationships within the workplace.
<b>Cognitive Flexibility</b>	The mental ability to switch between thinking about two different concepts, and to think about multiple concepts simultaneously.	Helps in adapting to new and unexpected conditions in the workplace.
<b>Resilience</b>	The capacity to recover quickly from difficulties.	Indicates that resilient individuals can handle stress and adversity more effectively, leading to better performance in challenging environments.



# Tools LO1

Tool	Summary	What It Does/Theorises
<b>SWOT Analysis</b>	A strategic planning tool used to identify strengths, weaknesses, opportunities, and threats.	Helps organisations understand internal and external factors affecting performance and make informed strategic decisions.
<b>PEST Analysis</b>	An analysis tool that examines the Political, Economic, Social, and Technological factors affecting an organisation.	Provides insight into the external environment and how these factors influence business strategies and decisions.
<b>Balanced Scorecard</b>	A performance management tool that provides a view of an organisation's overall performance using financial and non-financial measures.	Helps in aligning business activities to the vision and strategy of the organisation and improving internal and external communications.
<b>Management by Objectives (MBO)</b>	A management model that aims to improve performance by clearly defining objectives that are agreed upon by both management and employees.	Ensures that individual and organisational goals are aligned and enhances employee engagement and performance

# Tools LO2

Tool	Summary	What It Does/Theorises
<b>Performance Appraisals</b>	A regular review of an employee's job performance and overall contribution to the organisation.	Provides feedback to employees, identifies areas for improvement, and sets goals for future performance.
<b>360-Degree Feedback</b>	A feedback process where an employee receives confidential, anonymous feedback from the people who work around them.	Offers a comprehensive view of an employee's performance from multiple perspectives, encouraging personal and professional growth.
<b>Personal Development Plans</b>	A document that outlines an individual's goals and the steps they will take to achieve them.	Helps employees focus on their career and personal development, enhancing their skills and competencies.
<b>Motivational Techniques</b>	Various strategies used to encourage and motivate employees to perform their best.	Enhances employee engagement, satisfaction, and productivity by addressing individual motivational needs.

# Tools LO3

Tool	Summary	What It Does/Theorises
<b>Team Charters</b>	Documents that define the purpose, scope, and objectives of a team.	Establishes clear expectations, roles, and responsibilities, promoting effective team collaboration and performance.
<b>Team Building Activities</b>	Exercises and activities designed to improve team dynamics and collaboration.	Enhances communication, trust, and cooperation among team members, leading to more effective teamwork.
<b>Conflict Resolution Techniques</b>	Methods used to resolve disputes and conflicts within teams.	Helps in addressing and resolving conflicts constructively, improving team harmony and productivity.
<b>Group Decision-Making Processes</b>	Approaches and methods for making decisions within a group setting.	Facilitates collaborative decision-making, ensuring that diverse perspectives are considered and consensus is reached.

# Tools LO4

Tool	Summary	What It Does/Theorises
<b>Recruitment and Selection Processes</b>	Steps and methods used to attract, select, and appoint suitable candidates for jobs.	Ensures that the organisation hires the right people with the necessary skills and fit for the organisational culture.
<b>Training Needs Analysis</b>	A process used to determine the training requirements of employees.	Identifies skill gaps and training requirements, helping organisations to provide targeted training and development programs.
<b>Workforce Planning Software</b>	Tools and applications used to manage and analyse workforce data and plan for future staffing needs.	Helps in optimising workforce resources, improving efficiency, and supporting strategic planning and decision-making.

# ToolsLO5

Tool	Summary	What It Does/Theorises
<b>Self-Assessment Tools</b>	Instruments and methods used for individuals to evaluate their own performance and skills.	Encourages self-reflection, identifies strengths and areas for improvement, and supports personal and professional development.
<b>Leadership Development Programmes</b>	Structured programs designed to develop leadership skills and competencies.	Prepares individuals for leadership roles, enhancing their ability to manage and lead effectively.
<b>Continuous Professional Development (CPD) Plans</b>	Plans that outline ongoing professional development activities for individuals.	Ensures that individuals keep their skills and knowledge up to date, supporting career growth and organisational effectiveness.

# Management By Objectives

- ▶ Managing by Objectives (MBO) is a strategic management model that aims to improve organisational performance by clearly defining objectives that are agreed upon by both management and employees.

# Key Elements of MBO

Key Element	Description	Example
<b>Setting Objectives</b>	Clear, measurable goals are established at all levels of the organization.	A sales team sets a goal to increase sales by 15% over the next quarter.
<b>Participation of Employees</b>	Employees are involved in the goal-setting process to ensure commitment and alignment.	A marketing team collaborates to define their objectives for a new product launch.
<b>Monitoring Progress</b>	Regular tracking and assessment of progress toward achieving the objectives.	Monthly check-ins to review sales figures and adjust strategies as needed.
<b>Performance Evaluation</b>	Measuring employee performance against the agreed objectives.	At the end of the quarter, the sales team's results are compared to the 15% increase target.
<b>Feedback and Improvement</b>	Continuous feedback is provided, leading to necessary adjustments and improvements.	Managers provide constructive feedback and suggest new techniques during regular reviews.

# Benefits & Challenges of MBO

Aspect	Description	Example
<b>Benefits</b>		
<b>Alignment</b>	Ensures individual goals align with company objectives.	Employees know how their work contributes to the company's goal of increasing market share.
<b>Motivation</b>	Engages employees by involving them in the planning process.	A team feels more invested in their work after participating in setting their project goals.
<b>Clarity</b>	Provides a clear understanding of expectations and success metrics.	Employees receive specific targets, like achieving a 20% increase in customer satisfaction.
<b>Performance Measurement</b>	Offers tangible ways to assess and reward performance.	Bonuses are awarded based on the achievement of pre-set targets, such as sales quotas.
<b>Challenges</b>		
<b>Time-Consuming</b>	The process of setting and reviewing objectives can be lengthy.	Managers spend significant time in meetings to define and review goals with their teams.
<b>Overemphasis on Objectives</b>	Can lead to a focus on short-term goals at the expense of long-term planning and innovation.	Teams may prioritise immediate sales targets over investing time in innovative projects.
<b>Rigid Structure</b>	May not be flexible enough to adapt to rapid changes in the business environment.	A sudden market shift may render set objectives obsolete, requiring a swift strategy overhaul.



# Herzbergs Theory

Aspect	Description	Example
<b>Hygiene Factors</b>	Factors that can cause dissatisfaction if missing but do not necessarily motivate if increased.	
<b>Company Policy</b>	Clear, fair, and non-bureaucratic policies help reduce dissatisfaction.	Transparent company policies ensure employees understand expectations and procedures.
<b>Supervision</b>	Quality of supervision and leadership; poor supervision can cause dissatisfaction.	Employees appreciate managers who provide guidance and support without micromanaging.
<b>Working Conditions</b>	Safe, clean, and comfortable work environment; poor conditions can cause dissatisfaction.	Providing ergonomic office furniture and adequate lighting enhances workplace comfort.
<b>Salary</b>	Fair and competitive compensation; inadequate salary can cause dissatisfaction.	Ensuring employees receive fair wages that match industry standards.
<b>Interpersonal Relationships</b>	Positive relationships with colleagues and supervisors; poor relationships can cause dissatisfaction.	Encouraging team-building activities to foster positive working relationships.
<b>Motivators</b>	Factors that can lead to higher motivation and job satisfaction when present.	
<b>Achievement</b>	Sense of accomplishment and success in one's work.	Recognising employees for reaching significant milestones, like completing a challenging project.
<b>Recognition</b>	Acknowledgement of an individual's work and contributions.	Publicly praising employees for their hard work and dedication during meetings.
<b>Work Itself</b>	The nature of the job tasks; engaging and meaningful work can enhance motivation.	Assigning tasks that align with employees' interests and skills to keep them engaged.
<b>Responsibility</b>	Ownership and accountability for tasks; more responsibility can increase motivation.	Delegating important projects that allow employees to take charge and make decisions.
<b>Advancement</b>	Opportunities for career growth and promotions.	Providing clear career pathways and opportunities for promotions within the organisation.
<b>Personal Growth</b>	Opportunities for personal and professional development.	Offering training programs and workshops to help employees develop new skills.

# Contingency Theory

- ▶ Contingency Theory in managing teams posits that there is no one-size-fits-all approach to leadership and management. Instead, the optimal course of action is contingent (dependent) upon the internal and external situation.

# Key Aspects of Contingency

Key Component	Description
<b>Situation Analysis</b>	Evaluating the specific circumstances, including team dynamics, tasks, and the external environment.
<b>Leader-Member Relations</b>	The quality of relationships between the leader and team members.
<b>Task Structure</b>	The clarity and structure of the tasks the team needs to complete.
<b>Position Power</b>	The leader's authority and the resources they can access to motivate and guide the team.
<b>Flexibility</b>	The ability to adapt leadership style based on the situation and team needs.

# Examples

Key Component	Description	Example
<b>Situation Analysis</b>	Evaluating the specific circumstances, including team dynamics, tasks, and external environment.	Analysing the team's skills and workload before deciding on the best leadership approach for a new project.
<b>Leader-Member Relations</b>	The quality of relationships between the leader and team members.	Building strong rapport with team members to foster trust and open communication.
<b>Task Structure</b>	The clarity and structure of the tasks the team needs to complete.	Providing a detailed project plan with milestones for a high-priority task.
<b>Position Power</b>	The leader's authority and the resources they can access to motivate and guide the team.	Using your position to allocate additional resources to a team struggling with workload.
<b>Flexibility</b>	The ability to adapt leadership style based on the situation and team needs.	Switching to a more collaborative leadership style when the team is working on a creative brainstorming session.

# Systems Theory

- ▶ Systems Theory is an interdisciplinary approach that examines complex entities as integrated wholes rather than isolated parts. It emphasises the interdependence and interaction of all components within a system, whether it's a biological organism, an organisation, or a social group.

# Key Components

Key Component	Description	Example
<b>Interdependence</b>	Teams are part of a larger system and their success depends on the interaction with other parts.	A marketing team collaborating with the product development team to create a unified launch strategy.
<b>Holistic View</b>	Viewing the team as a whole rather than just individual parts.	Evaluating team performance based on collective outcomes rather than individual accomplishments.
<b>Feedback Loops</b>	Mechanisms for providing feedback within the system to adjust and improve processes.	Conducting after-action reviews post-project to identify what worked well and what needs improvement.
<b>Open Systems</b>	Teams are open systems interacting with their environment, including other teams and external factors.	Adjusting team objectives in response to competitive market changes and new technological advancements.
<b>Boundaries</b>	Defining clear boundaries within which the team operates, while recognising external influences.	Clarifying the scope of a project while acknowledging dependencies on external suppliers and partners.

# Mc Gregor

- ▶ McGregor's Theory X and Theory Y are theories of human motivation and management. They describe two contrasting models of workforce motivation applied by managers in human resource management, organisational behaviour, and organisational communication.

# Key Aspects

Aspect	Theory X	Theory Y
<b>Assumptions</b>	Employees are lazy and dislike work.	Employees are self-motivated and enjoy work.
<b>Management Style</b>	Authoritarian, controlling, and directive.	Participative, empowering, and supportive.
<b>Motivation</b>	Relies on external control and punishment.	Relies on internal motivation and rewards.
<b>Supervision</b>	Close supervision and strict rules.	Minimal supervision and flexible rules.
<b>Communication</b>	Top-down communication.	Open and two-way communication.
<b>Decision Making</b>	Centralised decision-making.	Decentralised decision-making.