





2









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Teams and Jigsaws

- Each piece is **unique** in its nature (similar to the individual differences among people).
- Each piece plays a specific role in the solution.
- Pieces are highly interconnected when teamwork occurs.
- Pieces need someone to move them
- Rapid solution is aided by someone with an overall vision
- Some pieces are central, some are peripheral all are
- The solution is a fragile one (easily broken).
- There are boundaries (the straight-edged pieces).
- There are natural groupings (e.g. by colour or design).









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Vision: Benefits

- silos every member of staff knows how their work
- Without it you can't plan, set contributes.
- Management is how you go about achieving the Vision: objectives and then plans and individual targets.
- You might not know how you will get there yet - but at least you know in which direction you are going

prioritise

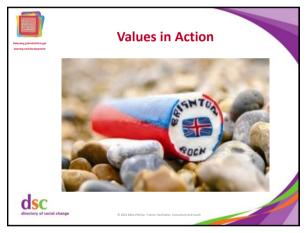
targets or know how to

Needs to inspire, motivate and be memorable



dsc

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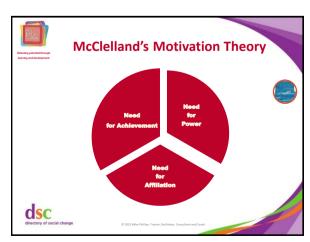
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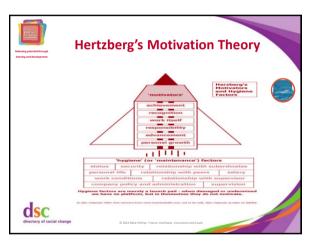




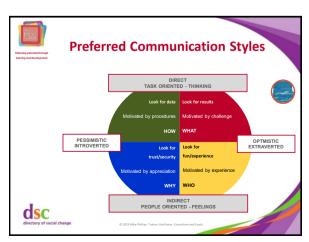








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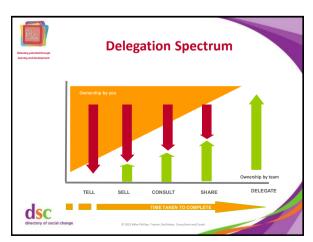






Pros and Cons			
Style	Use	Con's	Pro's
TELL	Dismissal Policy briefing	Reactions Stifle creativity	 Useful when only one way to do job
SELL	Choice of methodology When fait accompli needs buy in	Lack of commitment Ignores potential expertise	Useful if no experience or expertise
CONSULT	To seek views/info To choose between options	Sometimes seen as lip service Lots of ideas not taken up	Shows willingness to listen and open to views being heard
SHARE	To maximise on resource To grow or develop staff When no one already knows	Time consuming Needs mutual trust in team	Builds trust Can influence creativity
DELEGATE	Develops staff Best use of time/resource	Seen as a cop out Open to error Staff may lack confidence	Stretches and motivates Helps managers time mgt

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