

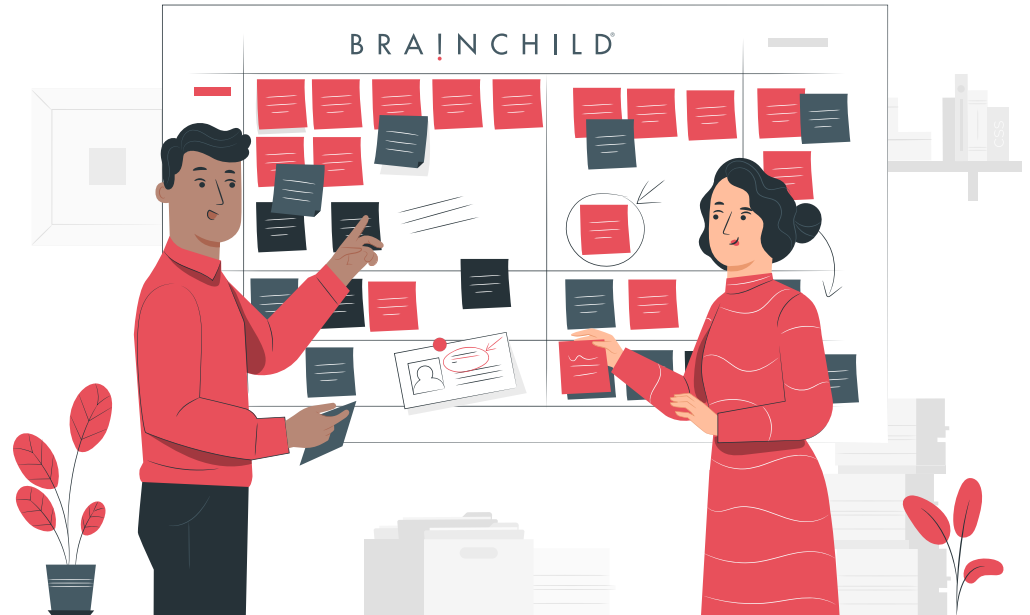
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**GUIDE**

**How to Build and Retain  
an Excellent Team?**

The planning process for the upcoming school year is a significant challenge, as it involves setting **clear goals** and **assembling the team** that will help you achieve them.



Once you have completed the strategic planning for the new academic year and defined your objectives, the crucial question arises: **How can you be sure that your team is the right one to pursue these recent accomplishments?**

To create and sustain an **exceptionally effective team**, it's crucial to recognize that your team is made up of **individuals**. Therefore, your leadership should prioritize supporting these individuals rather than solely focusing on meeting goals.

From the school's organizational culture perspective, you can identify the necessary behaviors in your team members to **achieve the results** established in the strategic planning.

# 1. Do you truly know each member of your team?

Building a solid team is a matter of **responsibility**, genuine concern, and a caring attitude. An effective leader cares about and tries to support everyone within their group.

This is why the hiring process begins long before the interview. Before seeking new personnel, it's essential to **define the profile of the person you need for your team.**



Before initiating any hiring process, it's crucial to have clarity on the following questions:

- ✓ What will be the person's roles and responsibilities?
- ✓ What performance indicators will be managed?
- ✓ What will happen if the person successfully meets their objectives?
- ✓ What will happen if the person falls short of expectations?
- ✓ What is the timeframe for the person to achieve their goals?



## 2. Do You Want to Be the Sole Leader?

Leadership extends beyond a mere title or position; it resides in **attitude, commitment, decision-making prowess**, and **willingness** to shoulder responsibilities for assigned tasks.

That's precisely why assessing individuals you're considering for your team is fundamental to evaluating their **professional qualifications** and inner **essence**.



As part of the interview process, alongside delving into their **academic and professional** backgrounds, it is beneficial to inquire about **personal aspects**, such as:

- ✓ What childhood did they experience, and how has it shaped their development?
- ✓ What is their current life situation like?
- ✓ What dreams and aspirations do they hold?
- ✓ In which areas do they perceive opportunities for personal growth?
- ✓ What do they view as their personal strengths?

The inability to respond to these questions reflects a need for more **self-awareness** and potentially a lack of clarity regarding their personal **objectives** and **values**. Consequently, it becomes challenging to ascertain whether their focus aligns with the institution's values. Furthermore, individuals who still need to address their insecurities may encounter difficulties assuming leadership roles and harbor apprehensions about achieving success.

Exercising discernment in selecting individuals for your team is of utmost importance. Continuously look for individuals who **match** or **exceed your skills and capabilities**. Surrounding yourself with **exceptional individuals** ensures the formation of a **high-performing team**.

### 3. Do you have a methodology for delegating tasks?

Being able to delegate effectively is a crucial skill for a school principal. Delegating isn't just about passing on responsibilities; it's also about **equipping your team with the tools they need to achieve their goals**.

Sometimes, it's not that people aren't unwilling to meet expected results; they simply lack clear guidance on how to do it.

Providing your team with a delegation methodology enhances efficiency and nurtures a work environment where **staff members feel empowered and valued**. In this methodology, there are some key steps to consider:



**Assigning the function** involves picking a **specific task or responsibility** to hand over to a staff member. At this stage, as a principal, you decide who will carry out a particular task.

**Defining the "what":** Here, you clearly outline what's expected of the employee when they perform the assigned function. It's crucial to specify **objectives**, expected **outcomes**, and precise **expectations**.

**Figuring out the "how":** This part revolves around the methods, strategies, or approaches used to complete the function. It includes details about the **processes**, **resources**, and **tools** that might be needed to achieve the established objectives.

**Determining the "when":** During this phase, you set the **deadline or schedule** for completing the task. Depending on the situation, it could involve deadlines, work hours, or specific timetables.



**Defining the level of authority for your team** involves specifying how much **autonomy and responsibility** you're entrusting to the employee for carrying out the function. You must decide if they'll need constant approval, minimal supervision, or the freedom to make independent decisions within certain limits.

Typically, you **delegate the task or "what"** to do, so it's crucial to define the functions and responsibilities for each position clearly. However, in some cases, especially regarding specific activities, it's equally essential to standardize the "how" to do them. This means establishing clear processes to ensure consistency and efficiency in task execution.

It's worth mentioning that when you delegate, you transfer the authority to execute a task or project. Still, **the responsibility** remains a shared effort between you as a leader and the team member. This means that the person who delegates must keep an eye on **progress and results** to ensure the established goals and targets are met.

A practical tool for this supervision is organizing **regular meetings**. Consider scheduling weekly meetings where each team member can answer the following questions:

- ✓ Which tasks have you **finished** among those assigned, and which tasks are still **pending**?
- ✓ What are your plans for the **upcoming week** about these tasks?
- ✓ Do you require any **support or assistance** to carry out your responsibilities effectively?

These questions provide a way to assess the progress of each team member, identify potential obstacles, and offer help where needed. Moreover, these meetings create an opportunity to **discuss and address productivity issues**.

By incorporating these meetings into the delegation process, you can determine whether the challenges faced by staff are due to **attitudes or abilities**. As a result, make informed decisions to **enhance team performance and development**.

## 4. How do you boost your team's emotional motivation?

### Recognition and Celebration:

Your influence as a leader is significant. Use it to motivate your team and recognize their achievements. Celebrate their successes, even the small ones, as it can be a powerful way to boost motivation. Encourage your team's creativity by giving them the space to suggest innovative solutions and showcase their unique skills. When you **let your team shine**, you strengthen their **commitment and job satisfaction**.



### Shared Responsibility:

Remember that, as a leader, you share responsibility for your team's well-being and performance. Acknowledge that everything that happens within the team is a collective responsibility. Collaborate with your team to address challenges and overcome obstacles. This shows your commitment to the team's success and can **enhance trust and a sense of unity** among team members.

### Invest in Training and Development:

Investing in your team's professional development is a wise move. Poor practices and skill gaps can lead to frustration and demotivation. Provide training and growth opportunities that enable your team to acquire **the skills they need to excel in their roles** and advance in their careers. This benefits your team and demonstrates your commitment to their individual growth.

Effective leadership isn't just about task delegation; it's about nurturing your team's emotional well-being. Doing so strengthens their dedication, which ultimately contributes to the **success and retention of talent** within your educational institution. Being a successful leader involves more than just getting tasks done; it's about inspiring and uplifting your team emotionally. Here are some practical ways to do it:

### **Open and Clear Communication:**

Ensure you communicate openly and clearly about the team's goals and the purpose behind their work. Let them know what resources are available to help them excel in their roles. Transparent communication builds **trust** and provides a **sense of direction**, which can drive **motivation**.

### **Listening Actively:**

Listening actively to your team members is paramount. Acknowledge they have valuable insights into what they need to perform at their best. Pay attention to their concerns, ideas, and viewpoints. You foster a **sense of ownership and empowerment** by involving them in decisions that affect the team.





## 5. How Are You Providing Feedback to Your Team?

In the realm of personnel management within an educational institution, one of the key skills is the ability to offer **constructive and meaningful feedback**. Effective feedback isn't just about enhancing individual performance and boosting employee engagement and job satisfaction. Here are some practical techniques for delivering feedback effectively:

### Align Feedback with Organizational Goals:

Make sure your feedback aligns with the institution's objectives and mission. This helps employees understand **how their work contributes** to the organization's overall success.

### Offer Timely Feedback:

Feedback is most impactful when given promptly. Avoid holding onto

observations or criticisms for too long. **Address issues as they arise**, and acknowledge achievements without delay.

### Listen Actively:

Remember that feedback is a two-way street. Actively listen to your employees' responses and concerns. Foster open dialogue and ensure you grasp their perspective. This can lead to **collaborative problem-solving**.

### Be Constructive and Suggest Solutions:

In addition to pointing out areas for improvement, provide **practical suggestions for overcoming challenges**. Help employees identify specific steps they can take to enhance their performance.

### Promote 360-Degree feedback:

Encourage employees to provide feedback to one another and up the organizational hierarchy. This creates a **culture of continuous learning** and improves communication throughout the educational institution.

By mastering these techniques, you'll be able to provide feedback that genuinely supports the growth and development of your staff. This, in turn, will contribute to **retaining talented individuals** within your school and achieving the institution's goals. Feedback is a potent tool for effective educational leadership and cultivating a **productive and enriching work environment**.



**“Effective leadership goes beyond defining the path; it involves guiding, empowering, fostering collaboration, and inspiring shared goals”. AI**



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