

COMMON TRAINING

PROFICIENCY LEVEL FOUR

INSTRUCTIONAL GUIDE

SECTION 1

EO M403.01 – DESCRIBE NEEDS AND EXPECTATIONS OF TEAM MEMBERS

Total Time: 30 min

PREPARATION

PRE-LESSON INSTRUCTIONS

Resources needed for the delivery of this lesson are listed in the lesson specification located in A-CR-CCP-804/PG-001, *Proficiency Level Four Qualification Standard and Plan*, Chapter 4. Specific uses for said resources are identified throughout the instructional guide within the TP for which they are required.

Review the lesson content and become familiar with the material prior to delivering the lesson.

Photocopy the Needs and Expectations of Team Members handout located at Attachment A for each cadet.

PRE-LESSON ASSIGNMENT

Nil.

APPROACH

An interactive lecture was chosen for TP 1 to orient the cadets to team members' needs.

An in-class activity was chosen for TP 2 as it is an interactive way to provoke thought and stimulate interest among cadets about expectations that a team member has of a team leader.

A group discussion was chosen for TP 3 as it allows the cadets to interact with their peers and share their knowledge, experiences, opinions and feelings about how a team leader should strive to meet team members needs and expectations.

INTRODUCTION

REVIEW

Nil.

OBJECTIVES

By the end of this lesson the cadet shall be expected to describe the needs and expectations of team members.

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IMPORTANCE

It is important for cadets to describe the needs and expectations of team members to assist in the development of their leadership skills. This information aids the cadets in meeting the aim of developing in youth the attributes of good leadership stated in CATO 11-03, *Cadet Program Mandate*. To become an effective team leader, the cadet must be aware of needs and expectations, and strive to satisfy those needs and expectations.

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Teaching point 1 **Describe the needs of team members.**

Time: 5 min Method: Interactive Lecture

THE NEEDS OF TEAM MEMBERS

To be an effective leader, a team leader must be aware that every team member has needs to be satisfied.

Acceptance of and by Other Team Members

Each team member needs to accept the other members of the team. There may be differences in age, gender, race and opinion but each team member should appreciate all other members. In turn, each team member needs to feel accepted by other team members. Once team members feel acknowledged and understood by others on the team, team members may strive to make teamwork possible. Once the team forms into a cohesive group, the accomplishment of a task becomes easier.

Acceptance and Understanding of Leaders

Team members need to know that the team leader will welcome them into the team. It is important for a team leader to encourage a sense of belonging in each team member. Team members also need the team leader to show compassion and sensitivity to their opinions and feelings.

Approval of Leaders

Team members need to know that the team leader appreciates them and their contribution. It is important for team leaders to show respect and praise team members.

Opportunities to Try Different Tasks and Roles

Team members need opportunities to attempt different tasks and roles to practice applying skills and knowledge.

CONFIRMATION OF TEACHING POINT 1

QUESTIONS:

Q1. What are the needs of team members?

Q2. Once team members feel acknowledged and understood by others on the team, what may happen?

Q3. How do team leaders show approval of team members?

ANTICIPATED ANSWERS:

A1. The needs of team members are:

- acceptance of and by other team members;
- acceptance and understanding of leaders;
- approval of leaders; and
- opportunities to try different tasks and roles.

A2. Once team members feel acknowledged and understood by others on the team, team members strive to make teamwork possible.

A3. Team leaders show approval of team members by giving team members respect and praise.

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Teaching point 2 **Conduct an activity where cadets describe the expectations that a team member has of a team leader.**

Time: 10 min Method: In-Class Activity

BACKGROUND KNOWLEDGE



The purpose of the in-class activity is to draw the following information from the three groups.

THE EXPECTATIONS THAT A TEAM MEMBER HAS OF A TEAM LEADER

Every team member has expectations of the team leader. Team members hope that the team leader will fulfill their expectations. Team member expectations include:

Good Leadership

Team members expect good leadership from team leaders. Team leaders need to display good leadership, to include:

- **Leading by example.** Team members expect that what they are asked to do can also be done by the team leader. They expect the team leader will model the correct behaviour.
- **Putting the needs of the team members first.** The team leader is expected to put the team's needs ahead of their own. Team members need to know that the team leader will accept, approve and understand them. Team members also expect that the team leader will give them opportunities to try different tasks and roles.
- **Being sensitive to cultural and gender differences.** Each team member is unique and the team leader must have an awareness of the differences between each of them. Having an understanding of cultural and gender differences between members of the team will allow the team members to feel included and appreciated.

Effective Communication

Team members expect that the team leader will provide them with effective communication. Team leaders need to display effective communication to team members, to include:

- **Giving information on what is expected of them.** Team members need to know what is expected of them. Team members require basic information about what they are to accomplish.
- **Explaining changes in situations.** Team members like to know when changes in situations occur. Keeping team members informed of changes and providing new directions may ensure that goals and tasks are accomplished.
- **Asking for assistance with tasks.** Team members are more cooperative when they are asked for assistance by the team leader rather than being ordered to do something. By asking for the team's assistance, team members may feel needed by their team leader.
- **Providing concrete examples during explanations.** Team members may understand concepts and ideas more easily if the team leader uses examples from life and if the team leader can connect the concept or idea to what the team member already knows.

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Effective Supervision

Team members expect that the team leader will provide them with effective supervision. Team leaders need to effectively supervise team members, to include:

- **Operating in a safe environment.** Team members expect to be operating in a safe environment. Every team leader must be concerned with the team's safety and well-being at all times.
- **Freedom from over-supervision.** Team members should feel like their team leader has confidence in them to accomplish tasks. Very few team members appreciate it when the team leader is always looking over their shoulder.
- **Recognition of good performance.** Team members like to be praised when things go well. Praise may be verbal or may take the form of certificates and awards.

ACTIVITY

Time: 10 min

OBJECTIVE

The objective of this activity is to have the cadets describe the expectations that a team member has of a team leader.

RESOURCES

- Three flip charts, and
- Three markers.

ACTIVITY LAYOUT

Set a flip chart in three corners of the room.

ACTIVITY INSTRUCTIONS

1. Divide the cadets into three groups.

2. Assign each group to a flip chart.

3. Have each group write one of the headings on the flip chart: Good Leadership, Effective Communication, and Effective Supervision.

4. Have the cadets brainstorm short descriptions for the heading on the flip chart paper for three minutes and write their ideas on the flip chart paper.

5. Have one cadet from each group present their ideas to the rest of the cadets.



Any of the background information that was missed during the presentation by cadets must be stated before moving to the next TP.

SAFETY

Nil.

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CONFIRMATION OF TEACHING POINT 2

The cadets' participation in the activity will serve as the confirmation for this TP.

Teaching point 3 **Conduct a group discussion on how a team leader should strive to meet the needs and expectations of team members.**

Time: 10 min Method: Group Discussion



If the class of Proficiency Level Four cadets is large, divide them into groups.

This teaching point has been designed to provide the cadets an opportunity to reflect on and share their opinions and feelings about how a team leader should strive to meet team member's needs and expectations.

BACKGROUND KNOWLEDGE



The purpose of the group discussion is to draw information from the group using the tips for answering / facilitating discussion and the suggested questions provided.

GROUP DISCUSSION



TIPS FOR ANSWERING / FACILITATING DISCUSSION:

- Establish ground rules for discussion, eg, everyone should listen respectfully; don't interrupt; only one person speaks at a time; no one's ideas should be made fun of; you can disagree with ideas but not with the person; try to understand others as much as you hope they understand you; etc.
- Sit the group in a circle, making sure all cadets can be seen by everyone else.
- Ask questions that will provoke thought; in other words avoid questions with yes or no answers.
- Manage time by ensuring the cadets stay on topic.
- Listen and respond in a way that indicates you have heard and understood the cadet. This can be done by paraphrasing their ideas.
- Give the cadets time to respond to your questions.
- Ensure every cadet has an opportunity to participate. One option is to go around the group and have each cadet answer the question with a short answer. Cadets must also have the option to pass if they wish.
- Additional questions should be prepared ahead of time.

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SUGGESTED QUESTIONS:

Q1. Give examples of when you have seen a team leader satisfy the needs of their team members.

Q2. List ways a team leader might satisfy the needs of their team members.

Q3. Give examples of when you have seen a team leader meet the expectations of team members.

Q4. List ways a team leader might meet the expectations of their team.

Q5. Give examples of when you have seen a team leader not satisfy the needs or not meet the expectations of their team.



Other questions and answers will develop throughout the group discussion. The group discussion should not be limited to only those suggested.



Reinforce those answers given and comments made during the group discussion, ensuring the teaching point has been covered.

CONFIRMATION OF TEACHING POINT 3

The cadets' participation in the group discussion will serve as confirmation of this TP.

END OF LESSON CONFIRMATION

QUESTIONS:

Q1. What are the needs of team members?

Q2. What are the three expectations that team members have of the team leader?

Q3. List ways a team leader might satisfy the needs or meet the expectations of their team members.

ANTICIPATED ANSWERS:

A1. The needs of team members are:

- acceptance of and by other team members;
- acceptance and understanding of leaders;
- approval of leaders; and
- opportunities to try different tasks and roles.

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A2. The three expectations that team members have of the team leader are:

- good leadership,
- effective communication, and
- effective supervision.

A3. Answers will vary.



Distribute the Needs and Expectations of Team Members handout located at Attachment A to each cadet.

CONCLUSION

HOMEWORK / READING / PRACTICE

Nil.

METHOD OF EVALUATION

This EO is assessed IAW A-CR-CCP-804/PG-001, *Proficiency Level Four Qualification Standard and Plan*, Chapter 3, Annex B, 403 PC.

CLOSING STATEMENT

To be an effective leader, team leaders must satisfy the needs and meet the expectations of team members. Having an awareness of those needs and expectations will assist the team leader in doing so.

INSTRUCTOR NOTES / REMARKS

Nil.

REFERENCES

A0-047 A-PA-005-000/AP-004 Canadian Defence Academy–Canadian Forces Leadership Institute. (2005). *Leadership in the CF conceptual foundations*. Ottawa, ON: Department of National Defence.

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