

## Stakeholders answers on Critical Questions (page 5) for Leadership and Management (Slovenian COER)

- **How would you tackle the problem of managing multi-professional teams, in which different experts and professionals see their discipline or line of work as more/less important than others?**
  - Stakeholder 1 answers: It is important for someone to take over the coordination of multi-professional teams, so that this person may, in case of decisive differences, consider all of the arguments presented and make the final decision. All disciplines can contribute equally to a certain issue. Someone has to recognise this from outside and make a decision.
  - Stakeholder 2 answers: Professional stance is the most important matter in these sorts of situations. Goals must be set, and tasks and roles properly divided. No profession must be put forward or assume a superior role in the management or resolving a certain problem or completing a task. Despite our differences in qualifications and backgrounds, it is important to make sure that discussions within the team take place on an equal footing.
  
- **In your opinion, which skills are important to manage and lead community projects?**
  - Stakeholder 1 answers:
    - willingness to communicate continuously with both the community and representatives of individual projects;
    - empathy in understanding the needs of the target community;
    - the ability to recognise when the project actually works towards improving the community and not solely for the sake of its implementation;
    - the ability to establish links between different stakeholders;
  - Stakeholder 2 answers: Important skills in organising and managing community projects include curiosity, thirst for knowledge, the desire to introduce change, a clear vision and goals that follow that vision. However, bringing together a group of people, who want to do something good for the community or a particular field of expertise, is a prerequisite.
  
- **How would you prevent the motivation of your team from diminishing?**
  - Stakeholder 1 answers:
    - regular meetings;
    - new challenges;
    - the possibility for everyone to actively contribute their share;
    - group networking and teambuilding activities;
    - relaxation activities;
    - providing clear objectives and methods for achieving them;
    - ensuring that creativity in the processes is encouraged;
    - recognition of burnout;
  - Stakeholder 2 answers: Motivation for teamwork arises out of joy and recognition experienced when achieving small triumphs, changes, etc. We all do certain things because we see them as a professional and personal challenge and because they seem to be fun, because they give us something more, an added value in the course of professional everyday life. The basis for successful teamwork is the quality of interpersonal relations, mutual cooperation, trust, openness, good knowledge of the strengths and weaknesses of each team member. It is also important to be flexible, to discuss matters and for the coordinator and team members to be energetic, because this is the only way a circle of mutual cooperation can be completed. It is important to plan jointly, delegate tasks and exchange different opinions and positions. The variety of opinions, attitudes and conflicts can be an opportunity for excellent new ideas and greater professionalism. In order for our work to be successful, clear rules, which must be accepted and adhered to by all team members, must be set. Humour or the ability to tolerate psychological stress through entertaining and humours attitude, is also a very important component. To achieve the growth and sound functioning of a team, it is also important for team members to meet, talk, get to know one another in an informal environment and in a relaxed atmosphere through various "team building" activities.
  
- **While managing and leading such teams might be demanding, which benefits and challenges would this create for you as a practitioner?**
  - Stakeholder 1 answers:
    - Learning to lead the group
    - Learning how to communicate at different levels
    - the realisation that a group can achieve more than an individual
    - discovering and developing new potentials among colleagues

- **Which activities would you encourage or suggest for your teams' teambuilding?**
  - Stakeholder 1 answers:
    - joint educational days, focused both on learning and on getting to know one another and socialising
    - group meetings
  - Stakeholder 2 answers: Sports teambuilding activities, such as visits to adrenaline parks, escape rooms, hiking and mountaineering. Cultural teambuilding activities, such as concerts. Taking time to celebrate birthdays, holidays, having a chestnut roasting day, motivational weekends, etc. Such shared experiences build stronger connections between team members and the efficiency of the team, communication becomes more open, genuine and relaxed, while members are bound by positive interdependence and positive attitude. The resulting positive experiences shared between colleagues enables people to work better with one another. They feel better, they share a feeling of a positive emotional experience and acceptance in the team. Good mutual understanding and respect in the team also encourages their professional growth and self-confidence, provides psychological relief and reduces stress at the workplace.