

15. Team Leaders

Grow through Delegation

This chapter will define the role that your team leaders should play in your company. If you intend to grow your company into one that has 200, 300, 500 or more regular clients, you won't be able to do this without cultivating good employees to become good team leaders.

Duties of the Team Leader

Basic Function

The basic function of the Team Leader is the responsibility of supervising cleaning staff on her team and assigning cleaning duties within clients' homes.

Responsibilities:

1. Determine routing schedule and delegate work flow and give instructions to cleaning staff on a daily basis.
2. Inform the office manager or owner of the status of supplies so they may purchase various house cleaning supplies as required.
3. Resolve problems and discrepancies on job and interact with clients to solve issues.
4. Train and supervise new employees. Instill and maintain "top-to-bottom, front-to-back, right-to-left, and don't retrace your steps" work-ethic philosophy with employees, and lead by example.
5. Assign team to turn in cleaning supplies to the utility room at the end of each day, unless otherwise instructed.
6. Listen to clients' queries and specific cleaning requests and respond as needed, and communicate same to team members.
7. Maintain and update the *Team Control Book* and *Daily Team Report* on a daily basis.
8. Maintain clients' keys throughout the day and return them to the office at the end of the day or as otherwise instructed.
9. Perform Quality Control Check walk-through before leaving every client's home. Redirect cleaning as needed.
10. Leave personal note on Client Invoice in every home, all the time, on every visit.
11. Maintain first-aid kit and fire extinguisher and refill as necessary. Be familiar with first aid supplies and use.

12. Enforce safety precautions and rules specified in your company Safety Program Handbook.
13. Attend and participate in meetings as required.
14. Supervisory Responsibilities:
 1. Develop and maintain an effective team through the training, motivation and supervision of cleaning personnel.
 2. Arrange work schedules for team members.
 3. Oversee and supervise cleaning work on a daily basis.

Qualifications for Team Leader

Skills:

- ✓ Oral Communication
- ✓ Written Communication
- ✓ Reading
- ✓ Organization
- ✓ Professionalism
- ✓ Efficiency
- ✓ Ability to lead a team of up to 50 employees
- ✓ Ability to manage a budget

Experience:

- Must have experience in all facets of house cleaning, including but not limited to all questions asked in each professional house cleaning interview.

Education:

- Must meet various insurance underwriting requirements.

Position Requirements to:

- Owner or Owner's Manager

Identifying Your Team Leaders

Employee is a Team Leader Candidate

By definition, a Team Leader has to be someone who can lead. And by that definition, she must develop skills over and above those required to be a good house cleaner.

You will have people who are excellent cleaners but who lack the skills necessary to be a good team leader. However, if the individual is not a good cleaner, she shouldn't be made a team leader even if leadership skills are present.

Skills can be learned. One can learn to be a good cleaner and also learn to be a good team leader.

A good cleaner will lead her team mates by example. It is probably easier for a good cleaner to learn to develop the skills required to be a leader than it is for most people with a supervisory background to be a good house cleaner.

You can probably teach many employees to be good team leaders given enough time, training and patience by both you and the employee. If they know how to do the job and can learn to do it better than you do, as well or better, they are potential candidates to be team leaders.

Look for opportunities to "test" potential team leaders

Most employees in any company will work their way up to a higher position so by first proving they can handle the responsibilities of the next step up. Most employers who promote an employee to a more responsible job are already pretty much convinced the employee can handle the job that she will be able to handle the previous job. Very often some of these duties are assigned to an employee prior to being promoted.

This is the reason you need to be careful before making a mistake of officially promoting someone to a team leader who can't make the grade. There's no going back. A promotion that will be regarded as a demotion won't work.

Questions to ask yourself before promoting

Following are the factors you should rate a potential team leader candidate on before making a decision:

3. Initiative
4. Integrity
5. Dependability
6. Judgment

Internal and External Relationships

Potential Team Leader Worksheet

KNOWLEDGE	Rating	Score
<ul style="list-style-type: none"> Does the employee understand all phases of the job? 		
<ul style="list-style-type: none"> Does the employee have the knowledge to use those skills in training? 		
Score		

You feel VERY positive =

5

You feel SOMEWHAT positive =

✓

2

You feel SOMEWHAT negative =

-

-10

You feel VERY negative =

QUALITY	Rating	Score
<ul style="list-style-type: none"> What has been the quality of this employee's work? 		
<ul style="list-style-type: none"> Has the employee had good client and team leader complaint record? 		
Score		

You feel VERY positive =

+

5

You feel SOMEWHAT positive =

✓

2

You feel SOMEWHAT negative =

-

-5

You feel VERY negative =

X

-10

QUANTITY	Rating	Score
<ul style="list-style-type: none"> Does the employee meet established workload standards? 		
Score		

You feel VERY positive =

+

5

You feel SOMEWHAT positive =

✓

2

You feel SOMEWHAT negative =

-

-5

You feel VERY negative =

X

-10

INITIATIVE	Rating	Score
• Is the employee willing to accept responsibility?		
• Does the employee complete work tasks?		
• Does the employee assist others when time allows?		
• Does the employee seek out ways to increase efficiency?		
Score		

You feel VERY positive =

You feel SOMEWHAT positive =

You feel SOMEWHAT negative =

You feel VERY negative =

		5
✓		
X		-1

DEPENDABLE	Rating	Score
Does the employee complete all assigned work on time?		
Does the employee have a good attendance and on-time record?		
Is the employee willing to change plans in order to meet deadlines?		
Is closer review of work necessary during periods of pressure?		
Score		

You feel

+

5

You feel

✓

2

You feel SOMEWHAT negative =

-

-5

You feel VERY negative =

X

-10

JUDGMENT	Rating	Score
Does the employee think quickly and logically under normal situations?		
Does the employee think quickly and logically under pressure?		
Has the employee exercised good judgment in the current job position?		

Score		
You feel VERY positive =	+	5
You feel SOMEWHAT positive =	√	2
You feel SOMEWHAT negative =	-	-5
You feel VERY negative =	X	-10

INTERNAL/EXTERNAL RELATIONSHIPS	Rating	Score
• Does the employee promote a positive public image with clients?		
• Does the employee have acceptable relationships with coworkers?		
Score		

You feel VERY positive		
You feel SOMEWHAT positive =	√	2
You feel SOMEWHAT negative =	-	-5
You feel VERY negative	X	-10

Scoring the Worksheet

Rating	Score
+	= 5
√	= 2
-	= -5
X	= -10

Scoring

Perfect = 90 Points

Good = 60+ Points

Minimal = 36 Points (No Xs)

When completing the Worksheet you need to rate your responses objectively, no over-rating because you happen to like somebody, or underrating employees you like less as a person.

This Worksheet can be particularly helpful when you have two or more candidates in mind who you think might qualify for

promotion to team leader.

Again, this is another quantifiable way of helping you to make the right decision.

Test by Trial

The wise thing to do before making a final decision to promote an employee to Team Leader is to give her the opportunity to be a "team captain." You may or may not give the position that title C or any title for that matter.

You can assign a member of the team to be captain the day or the week. See how it goes. Then you may make another member of the team captain the day or the week. It could be the person whose captaincy you had in mind. Or it could be somebody you've already identified as a potential Team Leader that you want to "test."

By immersing team members into some of the responsibilities they will have as Team Leader, you can determine what potential they may be to make a good one.

We don't suggest a high rate of competition for employees who are designated as captains. The temporary role is a part of the training for promotion to Team Leader. The employee hasn't demonstrated the capability yet.

Monitor New Team Leader

It is in your advantage, to the new Team Leader's advantage, to the other team members' advantage, and to your clients' advantage that you follow up with monitoring the progress of your new Team Leader's right "get-go."

You should be the lookout for catching them "doing something wrong" as they are doing something incorrectly, or not at all. But you must make sure they're on track and following through on their responsibilities as set forth in their job description.

During the early stages you will probably want to do Job Performance Reviews at a similar frequency as you do with new employees during their first 90 days or so.

Documents relating to

Team Leaders

Team Leader Job Description

Potential to Team Leader Worksheet

DO NOT COPY