Leading Teams

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Introduction

This workshop isn't about building teamwork in our group. This isn't a team building workshop. We're going to discuss, and experience, what it's like to lead effective teams and why some of our teams don't seem to get anything done.

Teams Defined…

A *small number of people* with *complementary skills* who are committed to a *specific objective, goal, and approach* for which they hold themselves *mutually accountable*.

Teams Defined…

- Teams that recommend things

- Teams that make or do things

- Teams that run things

Just because you have people reporting to you, doesn't mean you have a team!

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Teams vs. Workgroups

Do you work in a team or workgroup?

What's the difference?

Teams vs. Workgroups

Characteristic	Workgroup	Team
Leadership	Strong, clearly defined	Shared leadership roles
Accountability	Individual	Individual and mutual
Purpose	Same as the organizational mission	Specific team purpose that the team delivers
Work Products	Individual	Collective
Performance	Sum of the individual members	Greater than the sum of individual parts
Meeting Goal	Efficiency	Open-ended discussion and active problem solving
Focus of Meeting	Discussion and decisions	Add the rubber on the road
Measurement of Effectiveness	Indirectly by influence on others	Directly by assessing collective outcomes

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In your GROUPS, Describe Your Team

- What's your clear and explicit purpose? Does the team have one?
- Does the team have clear and explicit goals?
- Who are the members of your team? Do you have all the right seats filled?
- What's your timeframe to meet goals? Who says when goals have to be met?
- What are some of the quirks of your team?
- How does your team communicate? Is it effective?
- How do you know when you've met your goals?

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Why Teams?

- Maximizes human resources

- Encourages risk taking and innovation

- Teams outperform individuals, due to ***synergy***

- Teams foster a culture of continuous improvement

- EVERYTHING about a team is about PERFORMANCE

- Describe your own great experience in a team.

Team Player Style Survey

- Complete the Team Player Style Survey

- What does this remind you of?

- How can you use this information?

Types of Teams

- Functional Teams
- Cross-Functional Teams
- Self-Managing Work Teams
- Process Improvement Teams
- Problem Solving Teams
- Virtual Teams

What do you want?

- Do high-performing teams need leaders?

- If they do (hint), what kind of leader do they need?

- Individualism vs. Collectivism Assessment

http://highered.mheducation.com/sites/0073381225/student_view0/chapter2/self-assessment_2_3.html

Team Effectiveness

- Leadership is distributed and shared among team members

- Individual talents are used effectively

- Conflict is not suppressed

- Risk-taking and innovation are encouraged

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Evaluating Effectiveness

- Goals developed through consensus

- Leader has good people skills, committed to team approach

- Active participation by all members

- Ongoing constructive feedback

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Evaluating Effectiveness

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Communication in a Team

ZOOM!

- As a team, organize your pictures IN SEQUENTIAL ORDER.

- DO NOT show your picture to anyone!

- DESCRIBE your picture as much as you want.

- Get in line from beginning to end, end to beginning.

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Executive Leadership Teams

Who is involved in a senior, shared governance or executive leadership team?

What is the focus of these types of teams?
- Growth
- External focus
- Clear thinking
- Imagination
- Inclusiveness
- Expertise

Problems in Teams

- Leaders select people who are too similar to themselves
- Individual talents are not used
- Leader fails to motivate the team
- Communication is not open, leading to a lack of trust. Criticism becomes personal
- Leader allows a member to dominate conversations or fails to involve all members

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Barriers to Effective Teamwork

Category	Description
Management	Lack of sufficient support and commitment from senior leadership. Pressure for short term results.
Management and Leadership	Political meddling and power politics. Lack of trust with team members and leadership.
Leadership	Lack of clear vision, goals and objectives. Unwillingness to allow teams the necessary autonomy and decision making power. Poor communication and interpersonal skills.
Leadership and Resources	Failure to reward and recognize group efforts.
Resources	Insufficient release time from other duties.
Training	Inadequate training or skills development.

Team Dysfunctions

1. Absence of trust

2. Fear of conflict

3. Lack of commitment

4. Avoidance of accountability

5. Inattention to results

From *Conquer Team Dysfunction* by Patrick Lencioni

Team Myths

- A good leader and a cohesive team can achieve any goal.

- Leaders lose their power in teams.

- Newly formed teams are automatically self-directing.

- Employees want to work on teams.

- Resistance must be overcome.

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Great Teams...

- Set clear goals and objectives with defined roles

- Have clear and open communication

- Effective decision making

- Value diversity

- Share credit for cooperative accomplishments

- Engage in appreciative inquiry and debriefing

- Create subcommittees for key areas and give them authority to make decisions

- Let other members facilitate team meetings

- Leader speaks last and is clear when expressing personal opinions.

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Great Teams...

- Why do some teams do great work and others seem to never get anything done?

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The Tuckman Model

- **Forming** – cautious affiliation

- **Storming** – competitiveness

- **Norming** – harmonious cohesiveness

- **Performing** – collaborative teamwork

- *Adjourning*

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Team Activity

You have 30 minutes to complete this team activity.

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Questions?

Next time…

Fuller Session: Leadership Today

October 25, 2017

9 am to 4 pm

Embassy Suites, LaVista

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