AGLP Leadership Development Curriculum

Team Building: Experiential Learning & Reflections Preview

2/21/2022
AGLP Leadership Development Sequence

Leading-Self Competency: Team Building

Learn | Experience | Reflection | Mentorship

February: Seminar & (self-paced) Reference Review

March: “Practicum” (completed in your life-environment)

Leading Others: February – June

Leadership Principles: July - December

April: “Post-Practicum” Session
AGLP Leadership Development Curriculum

Team Building: Review
Teams & Team Building

- Team: a group formed to accomplish a specific goal
- Accountable as a unit within an organization
- Success:
  - depends on contributions of entire team (one person cannot carry a team)
  - correlates with team leadership
- Team Building
  - forming/establishing new teams
  - guiding/maintaining existing teams
Drexler/Sibbet Team Performance Model

Creating Stages

Creating Stages

Sustaining Stages

Creating Stages

Sustaining Stages

Engagement

Leader FOCUS

Empowerment

Orientation/purpose

Relations/trust building

Goals/roles

Plan

Action/plans

Commitment/participation

How

Who

What

Do

What Now

What-now blues

Renewal!

Performance!

Leader drives

Leader observes

am I here?

are you?

are we doing?

will we do it?
Situational Leadership (simplified model)

- Follower attributes & leadership styles:
  - unwilling & unable (teach/inspire/coach)
  - willing & unable (teach/support)
  - unwilling & able (inspire/direct)
  - willing & able (trust/delegate)

source: Loy Institute for Leadership
Team Leadership

Susan Kogler Hill
Chapter 14 - *Leadership*
by Peter G. Nordhouse
Psychological Safety
Team members feel safe to take risks and be vulnerable in front of each other.

2. Dependability
Team members get things done on time and meet Google's high bar for excellence.

3. Structure & Clarity
Team members have clear roles, plans, and goals.

4. Meaning
Work is personally important to team members.

5. Impact
Team members think their work matters and creates change.
### 14 Steps to Build a Successful & Effective Team

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
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<tbody>
<tr>
<td>1.</td>
<td>Set goals &amp; start planning</td>
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<td>2.</td>
<td>Promote individual development</td>
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<td>3.</td>
<td>Define roles within the team</td>
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<td>4.</td>
<td>Avoid micromanagement</td>
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<td>5.</td>
<td>Maximize skills of your team members</td>
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<td>6.</td>
<td>Motivate the team with positivity</td>
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<td>7.</td>
<td>Embrace diversity</td>
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<td>8.</td>
<td>Establish strong leadership</td>
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<td>9.</td>
<td>Set expectations from day one</td>
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<td>10.</td>
<td>Create a team culture</td>
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<tr>
<td>11.</td>
<td>Allow team to take risks</td>
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<td>12.</td>
<td>Foster connections within the team</td>
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<td>13.</td>
<td>Celebrate successes &amp; failures</td>
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<td>14.</td>
<td>Communicate frequently &amp; effectively</td>
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### Successful Teams Characteristics & How to Build

<table>
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<tr>
<th>Characteristics</th>
<th>How to Build</th>
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<tr>
<td>Goal-oriented</td>
<td>Set SMART goals</td>
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<tr>
<td>Commitment to roles</td>
<td>Establish well-defined roles</td>
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<tr>
<td>Open to learning</td>
<td>Experiment regularly</td>
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<tr>
<td>Diverse perspective/exp.</td>
<td>Embrace diversity</td>
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<tr>
<td>Shared culture</td>
<td>Share a common culture</td>
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<tr>
<td>Responsibility/accountability</td>
<td>Be accountable to the team</td>
</tr>
<tr>
<td>Clear communication</td>
<td>Communicate effectively</td>
</tr>
<tr>
<td>An effective leader</td>
<td>Welcome strong leadership</td>
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</tbody>
</table>
The New Science of Building Great Teams

by Alex "Sandy" Pentland

From the Magazine (April 2012)
The Idea
Team Building & Team Communications

• sociometric: science of communicating – coms, tone & intensity of task/social exchanges – patterns predict team success
• successful patterns: everyone on the team talks/listens in equal measure – contributions are short/sweet
• members connect w/one another & not just the team leader (with EI-based interactions)
• coms have energy & engagement

Team success doesn’t depend on individual smarts but rather on how the team communicates

*The New Science of Building Great Teams*
Team Building & Collaboration

Eight Ways to Build Collaborative Teams

by Lynda Gratton and Tamara J. Erickson

From the Magazine (November 2007)

Collaboration Attributes

- invest in supporting social relationships
- model collaborative behavior
- establish a “gift” culture (interactions = gift)
- mentor & coach
- create training programs in collaborative behavior & support informal community building
- create leaders who are both task- and relationship-oriented
- build on heritage relationships
- establish clearly defined roles for team members
Creating Effective Academic Research Teams

• create a team charter (team’s purpose, goals, strategies & team member’s roles/accountabilities)

• RACI Matrix: responsible, accountable, consulted & informed for significant tasks
Effective teams at Google:
1. Team members respect one another
2. Team members empathize with each other (high EI)
**Effective teams at Google:**
1. Team members respect one another
2. Team members empathize with each other (high EI)

**“good” group norms propel teams**

1. on good teams, members speak in the same proportion (conversational turn-taking)

2. on good teams, members have high “social sensitivity” - they are tuned in on how others felt based on tone, expressions & nonverbal clues (EI 😊)
Leadership – Resonating Themes

Leaders are role models (& should realize this responsibility)

Communication is essential for success

Emotions are data

Relationship-oriented attributes:
• Values
• Respect
• Trust

Task-oriented actions:
• Goals
• Roles
• Accountability & Responsibility
Team Building

Practicum
Team Building: Experiential Learning Scenarios

- **lab work environment** – can you ID where KH leadership intervention could/should be applied?

- **research publication process** – implement D/S team performance model
Team Building: Experiential Learning Scenarios

- Teaching Fellow environment – apply situational leadership

- home environment – does FSNP apply for established relationships?
Building Teams: VW Experiential Learning

- building new teams – using technology to create teams with "Tinder for startups"

• teaching & inspiring – also effective with highly motivated students
Next Steps

- Team Building – all March
- Influencing Others – March 7
- Review/Preview – March 14
- Technical Proficiency – March 2
- Influencing Others - all April
AGLP Leadership Development Curriculum

Team Building

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