AGLP Leadership Development Curriculum

Team Building

2/14/2022

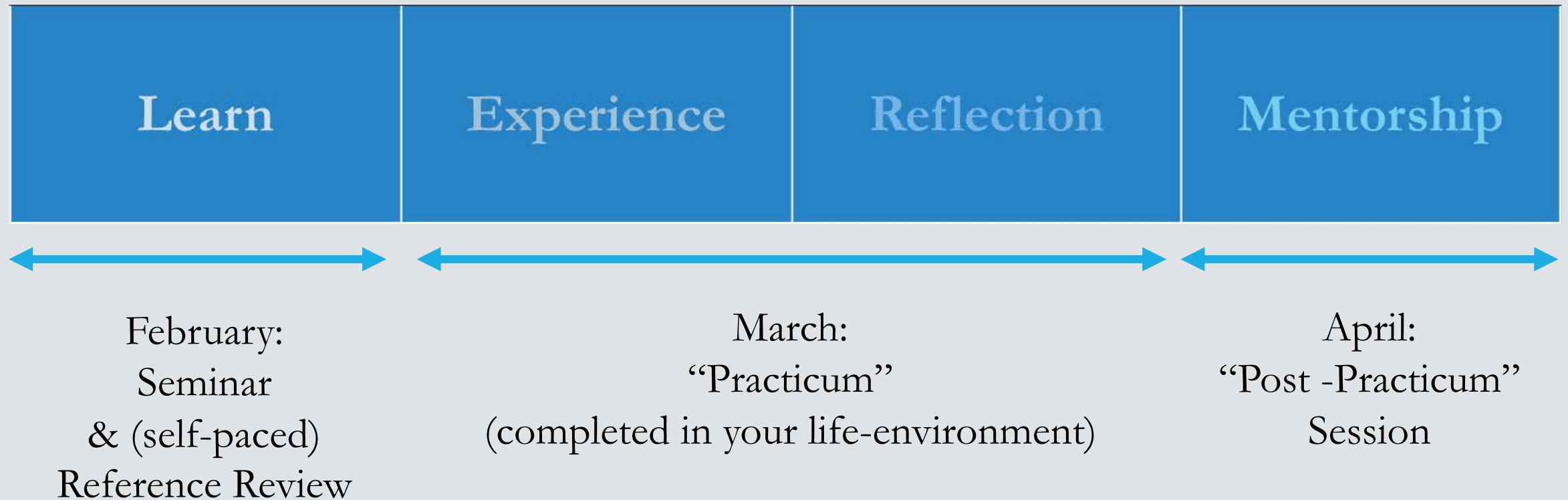|	Leading-Self Competencies	Leading-Others Competencies
Leadership Competencies (USCGA Leadership Development Model)	Accountability & Responsibility	Team Building
	Aligning Values	Influencing Others
	Followership	Effective Communications
	Health & Well Being	Mentoring
	Self-Awareness & Leading	Respect for Others & Diversity Management
	Personal Conduct	Taking Care of People
	Technical Proficiency	

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)

April:
"Post -Practicum"
Session

Leading Others: February – June
Leadership Principles: July - December

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LEADERSHIP DEVELOPMENT SCHEDULE

Members of the Yale community can access the videos, slides and references using the embedded links in this schedule.

Date	Leadership Competency Theory Seminar	Emotional Intelligence Theory Seminar	Practicum Preview Session	Practicum & Reflections	Topic Review Session (Mentorship)
February 10 12:00-1:00	Leading Self: Accountability & Responsibility				
February 24 12:00-12:30			Accountability & Responsibility		
March				Accountability & Responsibility	
March 1 12:00-1:00		EI Overview			
March 15 12:00-12:30			EI Overview		
April				EI Overview	
April 7 12:30-1:30 w/GC					Accountability & Responsibility
April 5 12:00-1:00	Aligning Values				
April 19 12:00-12:30			Aligning Values		
May				Aligning Values	
May 5 12:30-1:30 w/Yale					EI Overview
May 3 12:00-1:00		Managing Emotions			
May 17 12:00-1:00			Managing Emotions		
June				Managing Emotions	

Date	Leadership Competency Theory Seminar	Emotional Intelligence Theory Seminar	Practicum Preview Session	Practicum & Reflections	Topic Review Session (Mentorship)
January				Personal Conduct	
January 10 12:00-1:00	Technical Proficiency				
January 24 12:00-12:30			Technical Proficiency		
February				Technical Proficiency	
February 2 12:00-12:30 w/GC					Personal Conduct
February 14 12:00-1:00	Leading Others: Team Building				
February 21 12:00-12:30			Team Building		
March				Team Building	
March 2 12:30-1:30 w/GC					Technical Proficiency
March 7 12:00-1:00	Influencing Others				
March 21 12:00-12:30			Influencing Others		
April				Influencing Others	
April 6 12:30-1:30 w/GC					Team Building
April 4 12:00-1:00	Effective Communications				
April 18 12:00-12:30			Effective Communications		
May				Effective Communications	

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AGLP Leadership Development Curriculum

Technical Proficiency (and Technical Leadership)

1/10/2022

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ADDITIONAL REFERENCE

- "Transform Your Technical Expertise into Leadership" – Harvard Business Review, May 2021

- "Technical Leadership of Virtual and Remotely Distributed Teams" – Francesco Dazzi et al, 31st Annual INCOSE International Symposium, 2021

- "5 Questions That (Newly) Virtual Leaders Should Ask Themselves" – Melissa Raffoni, Harvard Business Review, May 2020

- Technical Leadership Development Guidebook, U.S. Department of Defense, 2018

TECHNICAL PROFICIENCY

Technical proficiency is an important leadership competency as leaders apply their technical proficiency to organize, prioritize tasks and use resources to solve challenges effectively and efficiently. Leaders maintain credibility with team members on technical matters, and leaders need to keep current on technological advances in their professional area. It is not uncommon for people to be promoted into leadership positions based on their technical expertise, but leadership skills are different from leadership skills. While it is easy to remain technically proficient as a graduate student, it takes effort to do so beyond academia.

Technical Leadership is the application of specific leadership skills to manage and deliver results in a collaborative team within a technology-based environment. The manufacturing plants created by Tesla are one example of an environment that relies on technical leadership as the manufacturing process relies heavily on robotics, integrates a range of high-technology subcomponents, and produces a sophisticated high-tech device. Technical Leadership includes communicating the team's vision and path to technical excellence, providing technical direction on complicated projects, and leading by example (thereby requiring the leader to have a high level of technical expertise). Skilled technical leaders work to identify and eliminate roadblocks to enable their team to perform at the highest levels. It is important for technical leaders to realize that they are not expected to know everything but rather create avenues for their team to contribute their own technical skills. Technical Proficiency and Technical Leadership are important skills in technology-dependent sectors of academia, government, and industry, as well as in entrepreneurship.

Additional skills are needed to lead technical teams remotely and virtually with clear communications essential to ensure connectedness and performance. Remote/Virtual Technical Leaders need to be comfortable using a variety of communication tools and have the wisdom to use the most appropriate communication tool for each application. These leaders need to keep an advance watch to predict their team member's needs and provide the right resources. Accessibility and openness is required of Technical Leaders, as well as empathy.

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Building Teams - Outline

- Definitions:
  - Teams/Building Teams

- Academic Literature Models - Team Building & Team Leadership:
  - Tuckman Classic & Beyond
  - Situational Leadership
  - Susan Kogler Hill Model

- Corporate Applications & Comparisons

- Next Steps

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

STAGES OF GROUP DEVELOPMENT

	Form	*Storm*	*Norm*	*Perform*
Characteristics of the Group	Uncertain Tentative Serious Goals unclear	Conflict Team organizing Goals still unclear Hostility Defensive	Committed to task Conflicts resolved Harmony Sense of team pride	Fully-functional Self-organizing Flexible Innovative
Team Member Behaviors	Talkative Polite Fearful Anxious Optimistic Seeking belonging	Disagree May resist demands of teamwork and homework	Comfortable Sense of belonging Share willingly Enjoy work Work earnestly	Function well together Understand other's views Experience personal growth
Output	Little if any	Low	Moderate-high	Very high
Leader's Tasks	Organize Teach Establish ground rules Set standards Set goals Manage expectations	Listen and observe Enforce ground rules Manage conflict Advise Intervene as needed	Provide feedback Affirm Coach Encourage	Foster consensus Coach Cheerlead Withdraw

Team Building – New Teams – Tuckman Classic – **The Leader's Role**
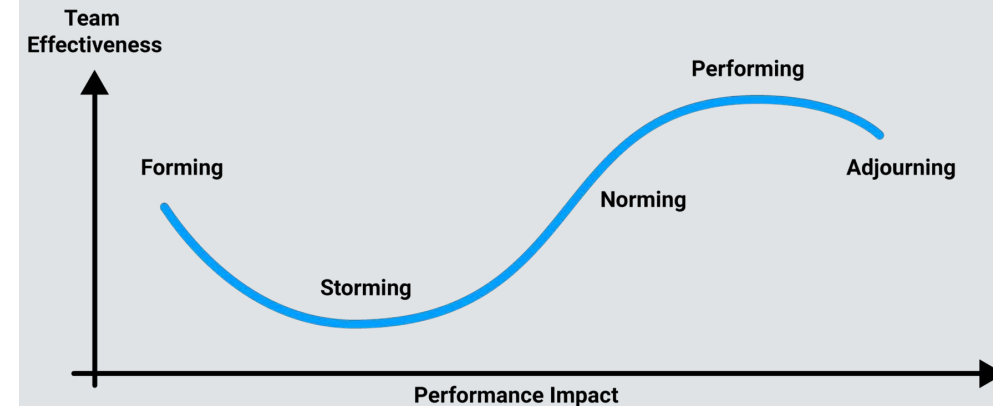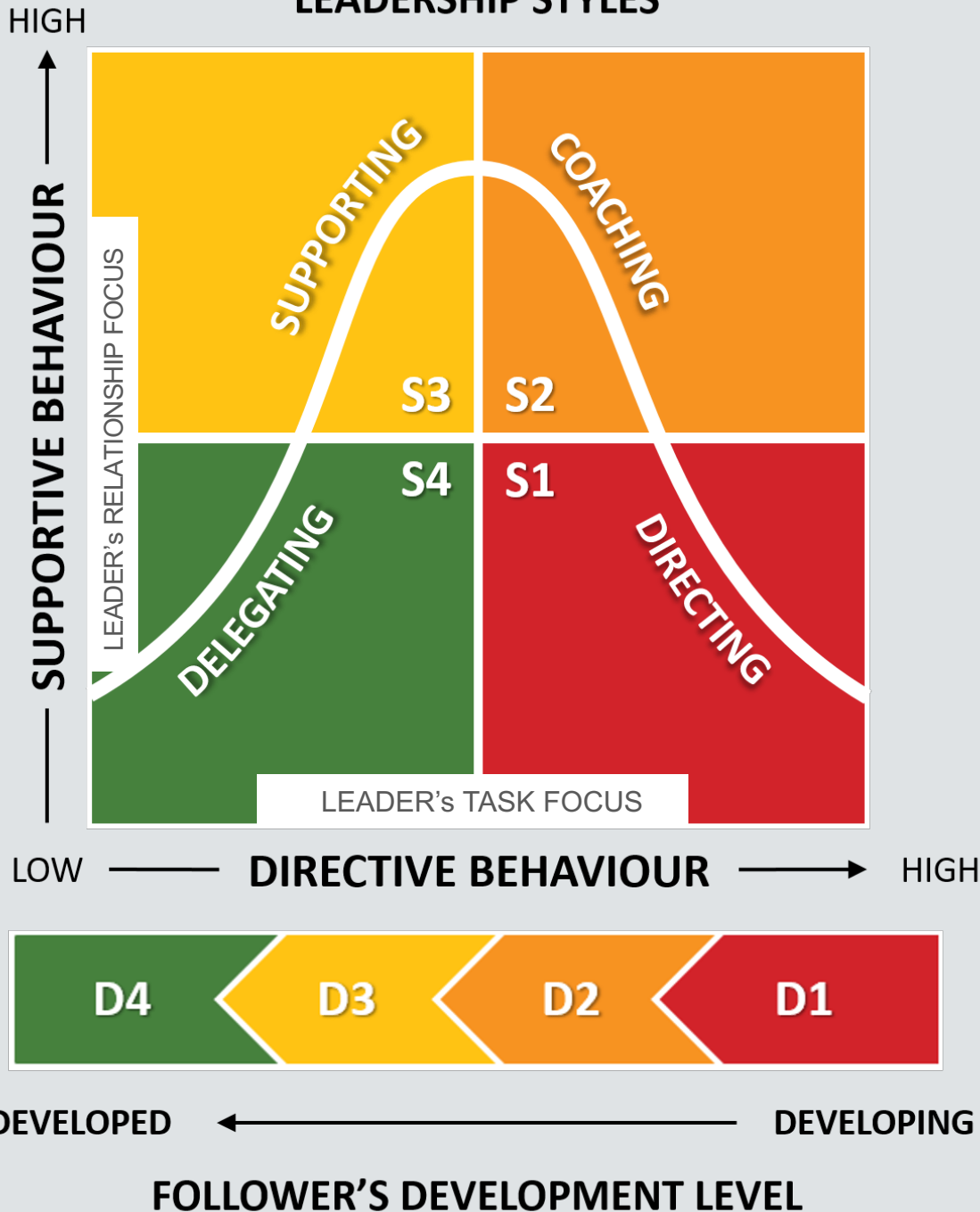

Tuckman's Model of Team Effectiveness

source: Loy Institute for Leadership

Drexler/Sibbet Team Performance Model

Situational Leadership
(Hersey-Blanchard Model)

- Leader Perspective Model - no single leadership style is better than another
- leadership style is adapted to those they lead & their abilities
- leadership is task-relevant and relationship-relevant
- Leader's Directive Behavior: amount of task-focus needed
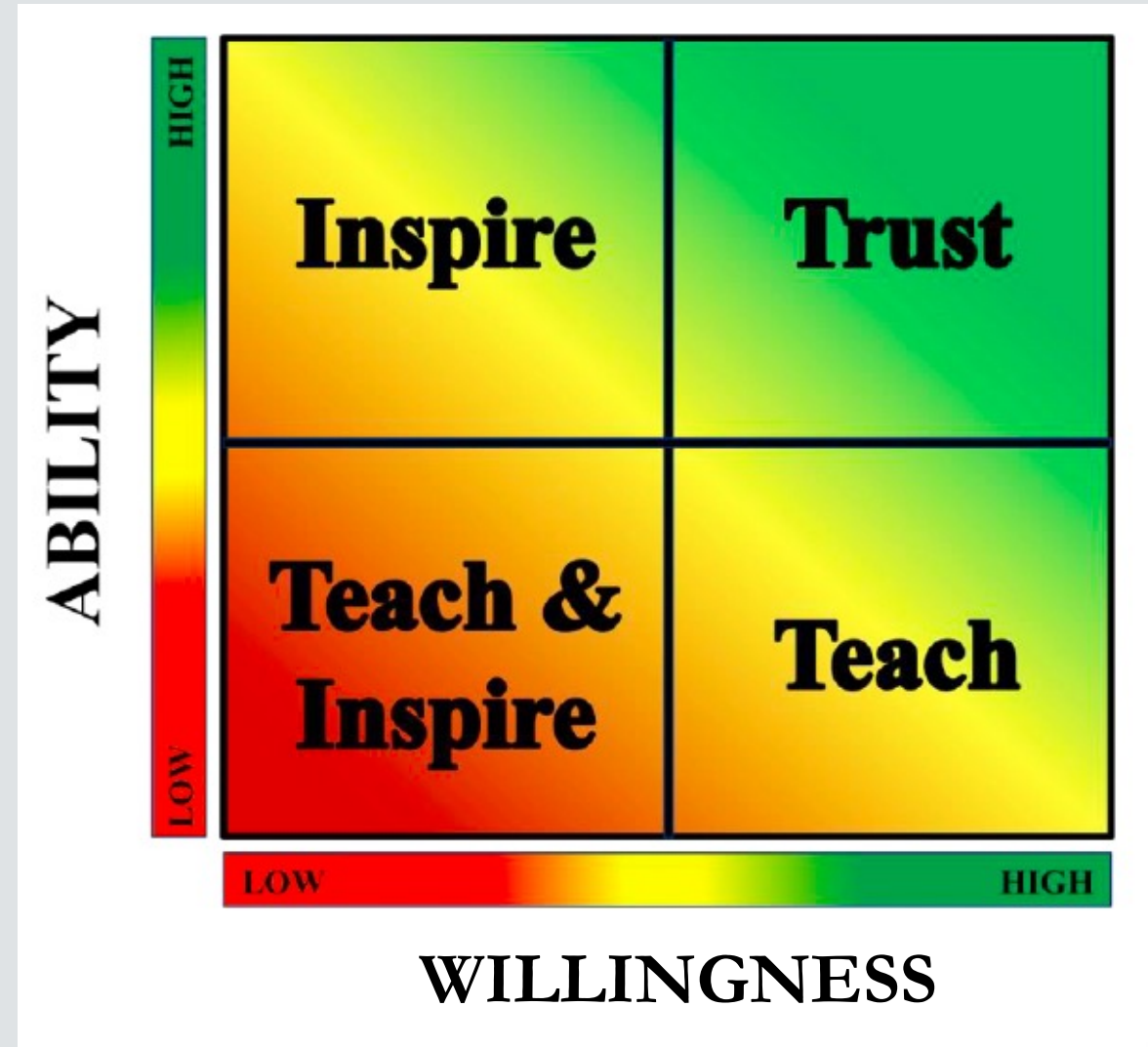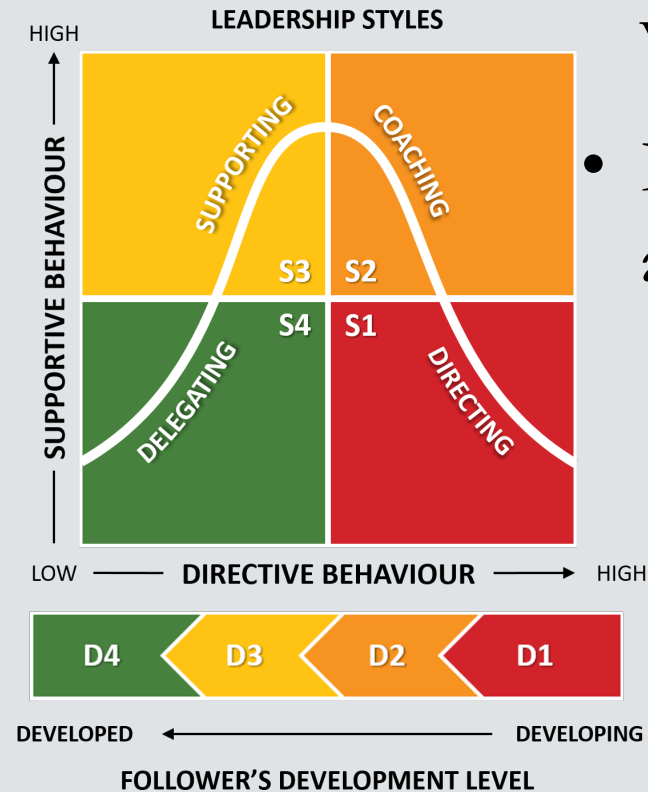- Leader's Supportive Behavior: extent a leader emphasizes building strong relationships

Business 2 You: Situational Leadership Model for Leadership Studies

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Steve Jobs on Leadership (video link on an early perspective)

Situational Leadership (simplified model)

- Perspective: follower's willingness & ability

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

source: Loy Institute for Leadership

Situational Leadership (simplified model)

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LOW   **LEADERSHIP STYLES**

LEADER's RELATIONSHIP FOCUS

S1 — DIRECTING   S4 — DELEGATING

COACHING   SUPPORTING

S2   S3

HIGH   LEADER's TASK FOCUS   LOW

D4   D3   D2   D1

DEVELOPED   ←   DEVELOPING

FOLLOWER'S DEVELOPMENT LEVEL

HIGH / LOW ABILITY

Inspire   Trust

Teach & Inspire   Teach

LOW   HIGH   WILLINGNESS
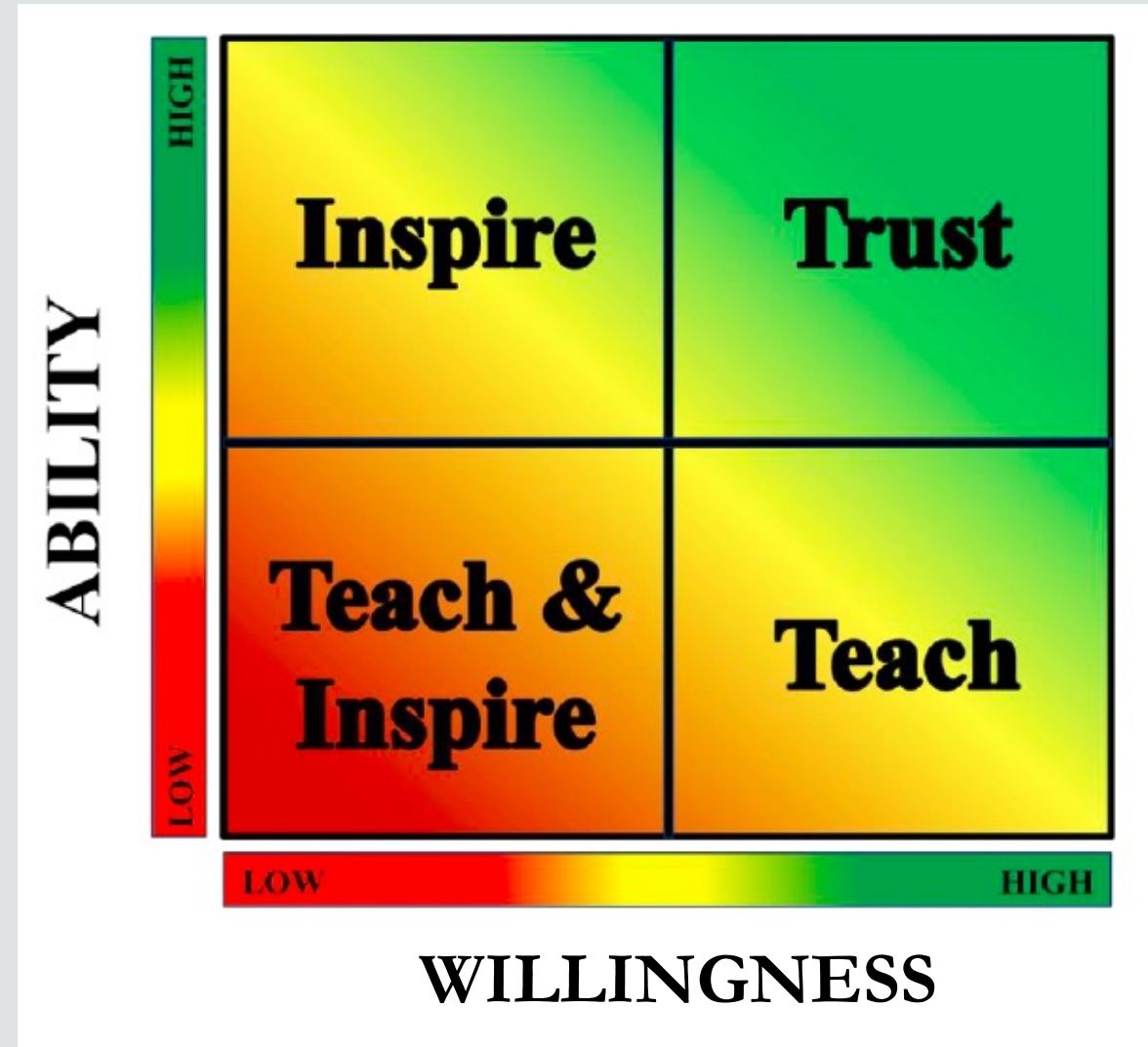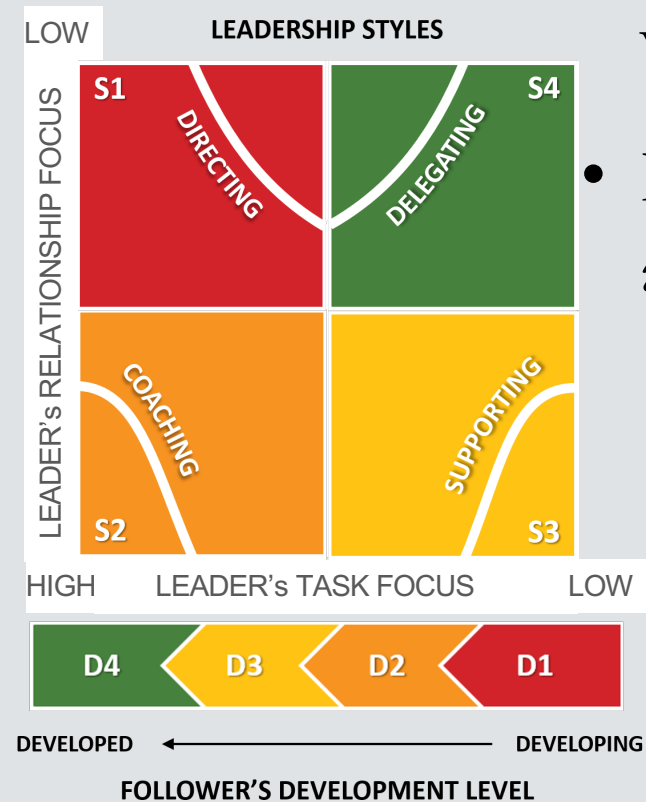
source: Loy Institute for Leadership

Situational Leadership Styles (beyond the 4 Hersey-Blanchard styles)

- no single leadership style is better than another
- leadership style is adapted to those they lead & their abilities
- leadership is task-relevant and relationship-relevant

Team Leadership

**Susan Kogler Hill
Chapter 14 - *Leadership*
by Peter G. Northouse**
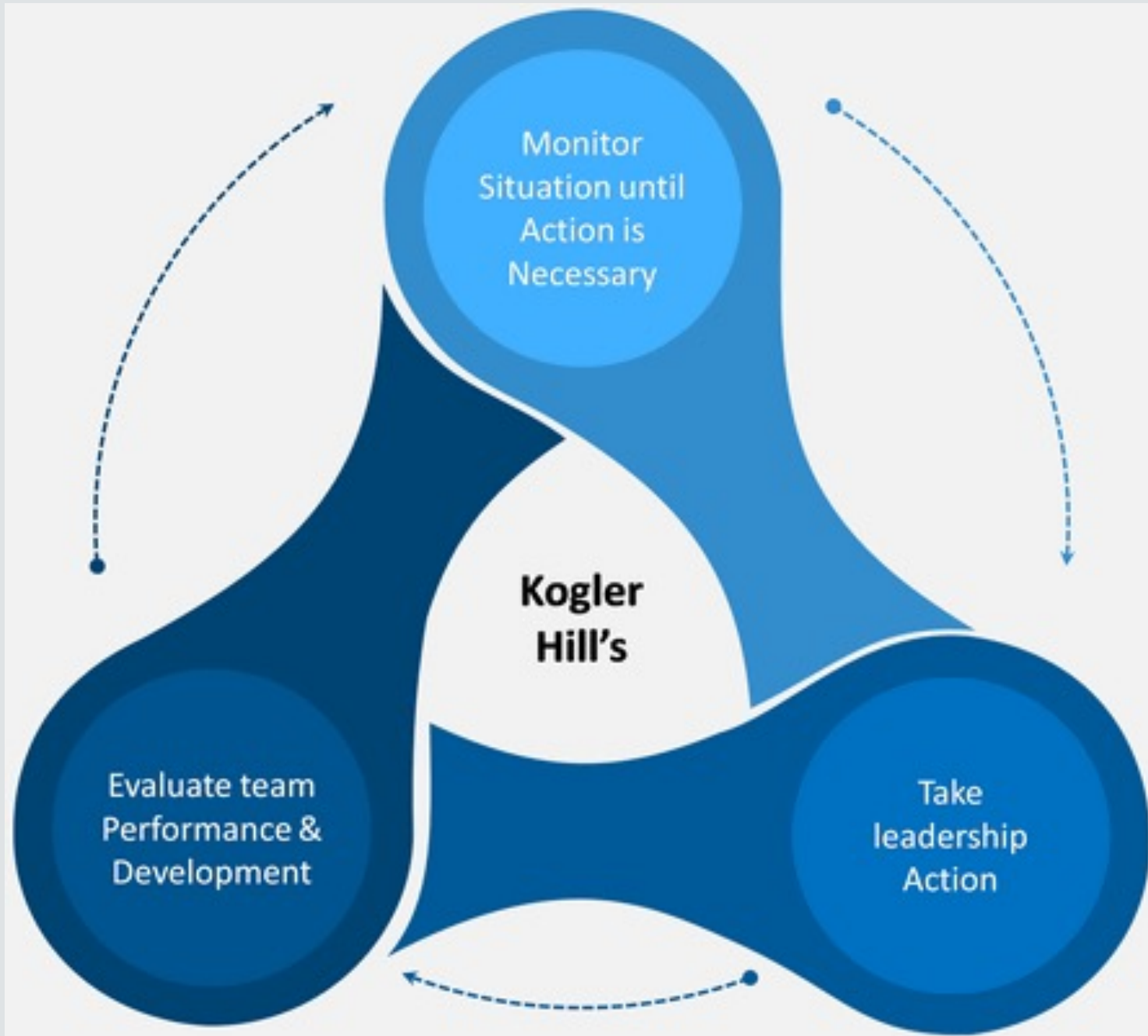
- team success depends on team leadership
- leadership functions can be done by a formal leader or shared by team members (peer leaders/distributed leadership)

image source

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Team Leadership

- cyclic process
  - leadership action is only implemented when necessary
  - leaders take action based on the circumstance
  - leaders evaluate performance

- road map
  - diagnose team problems
  - take action to attack problems
  - evaluate results

image source

Yale SCHOOL OF ENGINEERING & APPLIED SCIENCE
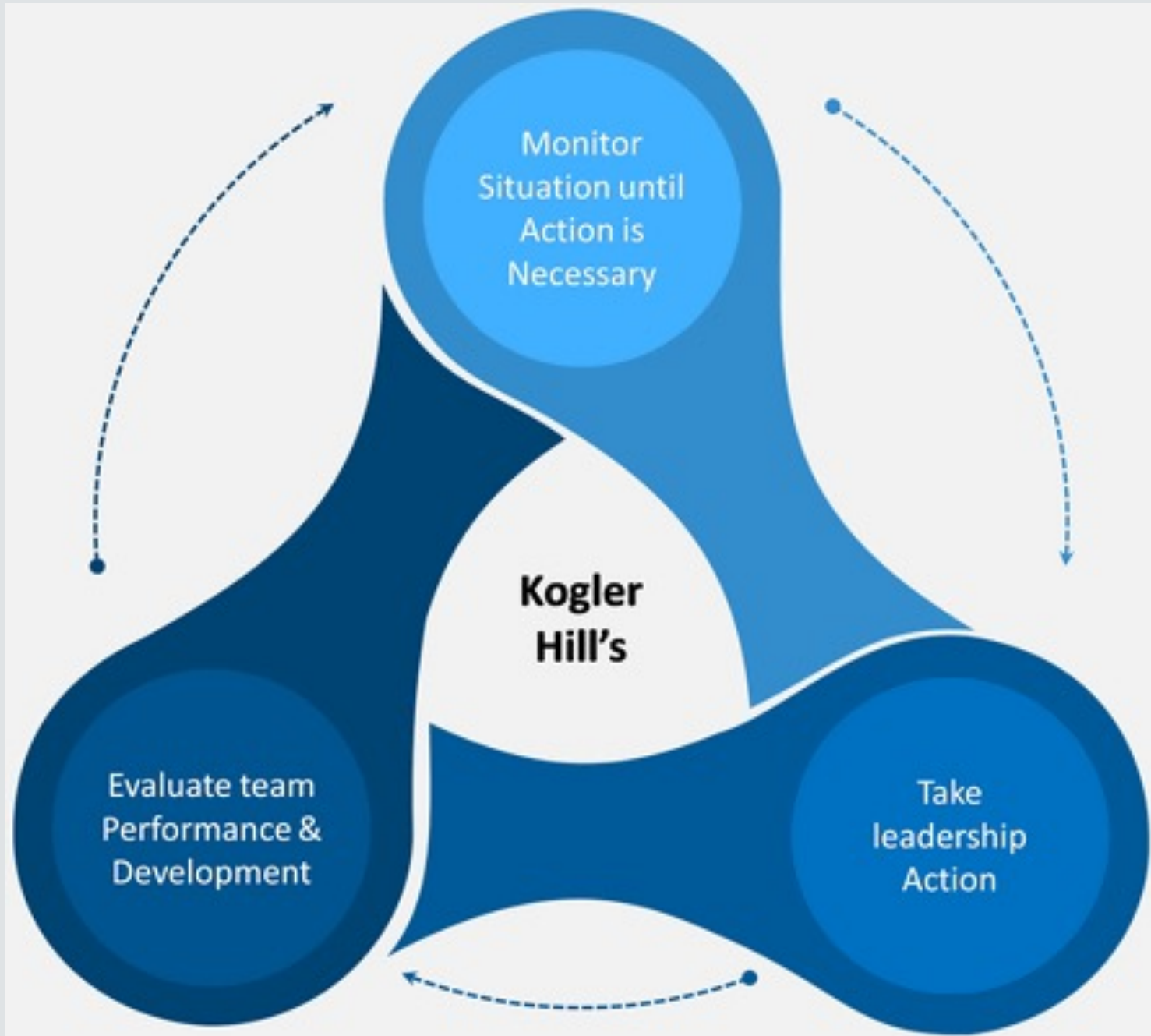
Team Leadership - *When should leaders intervene & take action?*
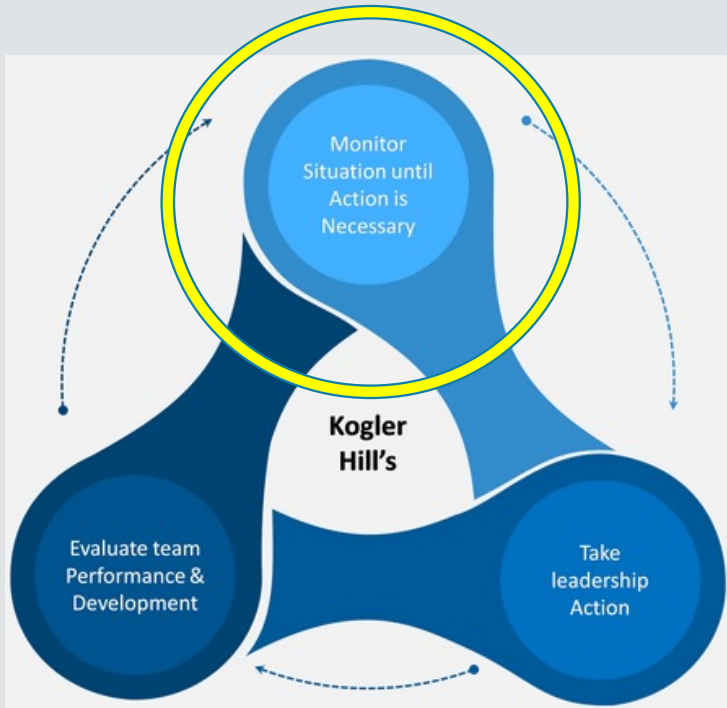
Characteristics of Excellent Teams (Larson & LaFasto, 1989)	
clear, elevating goals	collaborative climate
results-driven structure	standards of excellence
competent team members	external support & recognition
unified commitment	principled leadership

Leadership intervention is appropriate when any/several of the characteristics of effective/excellent teams are missing

Team Leadership – *What form should the intervention take?*
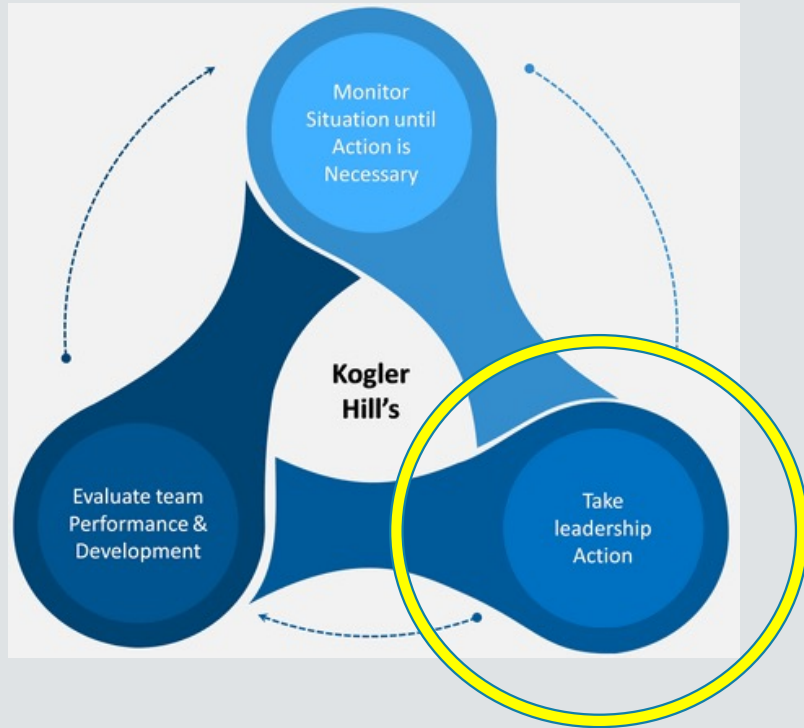
	MONITOR	EXECUTIVE ACTION
INTERNAL	**1** Diagnosing Group Deficiencies	**2** Taking Remedial Action
EXTERNAL	**3** Forecasting Environmental Changes	**4** Preventing Deleterious Changes

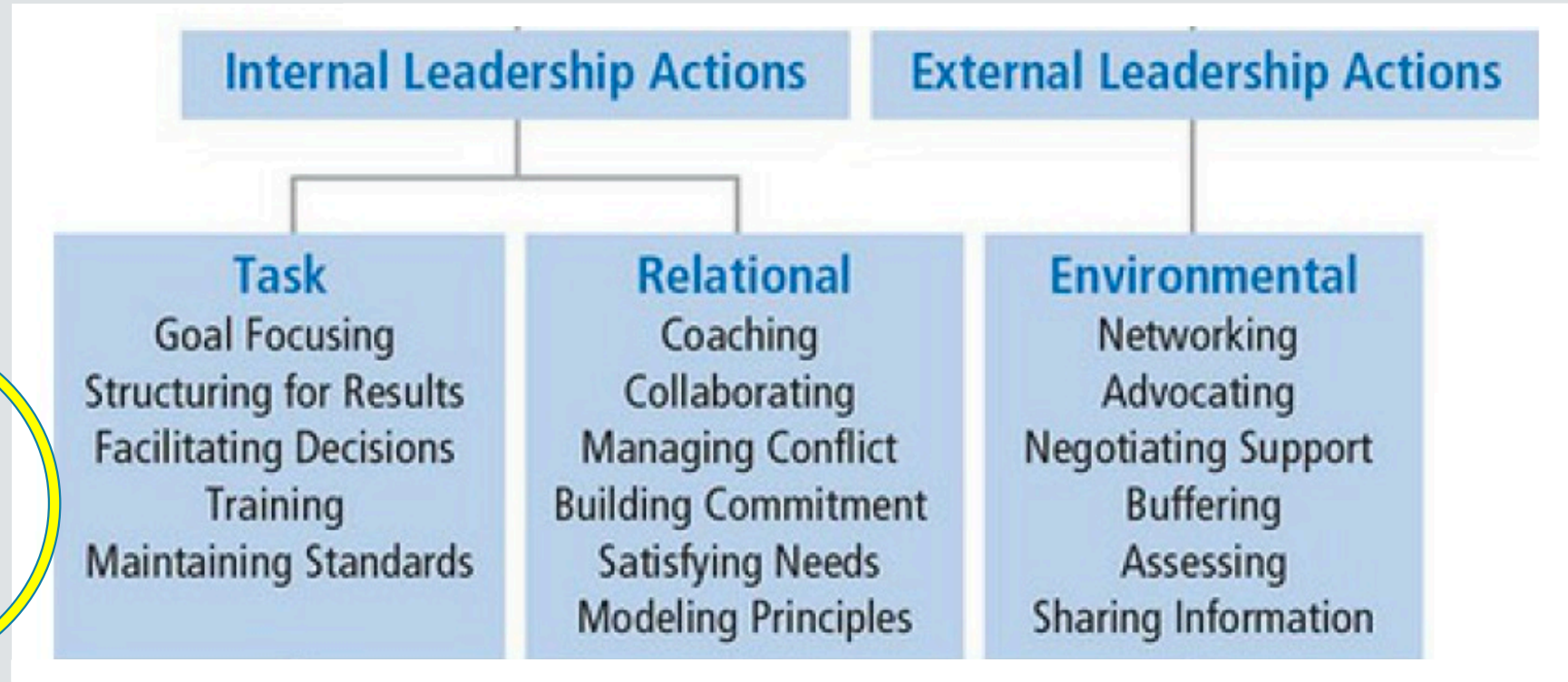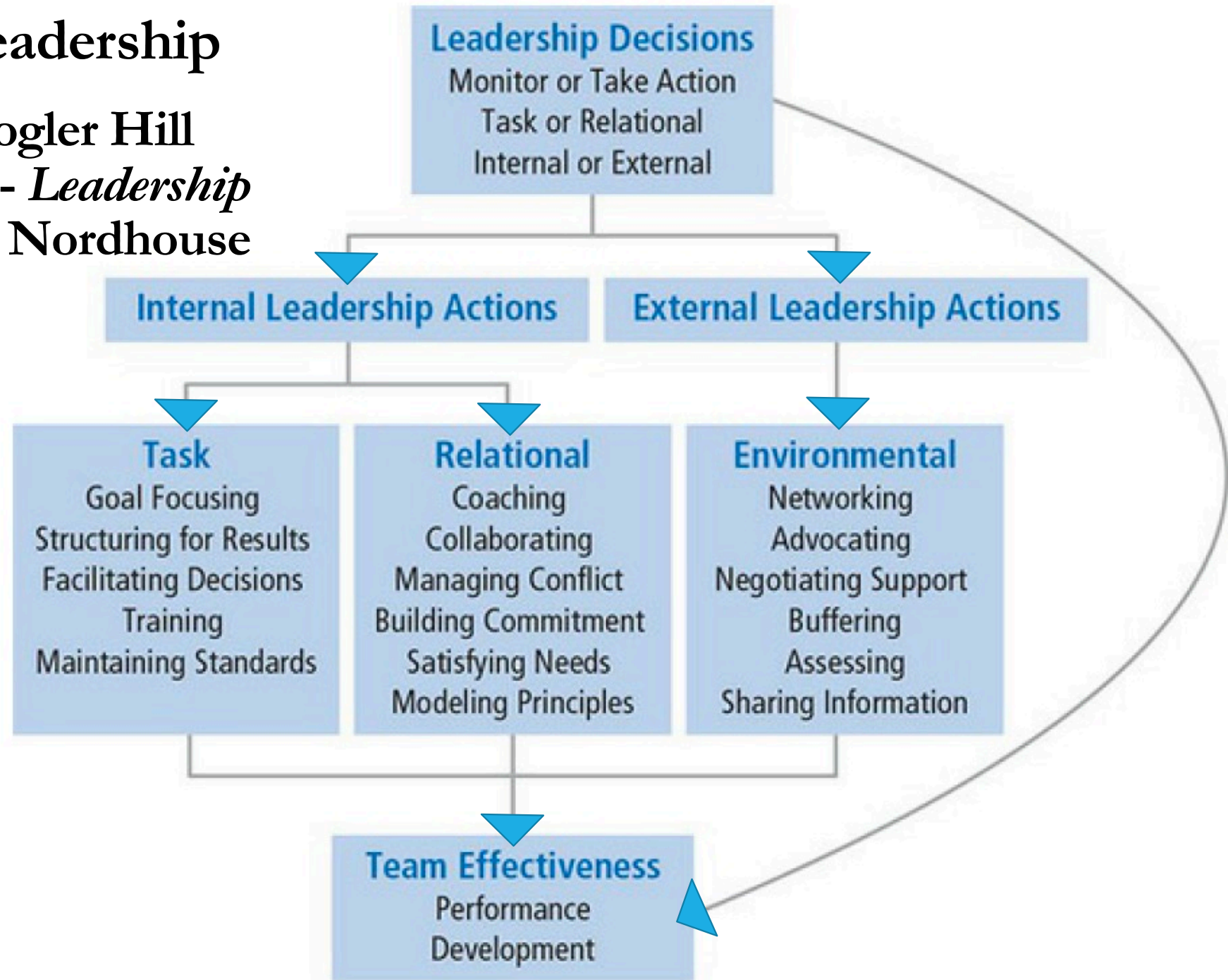**internal leadership action** - needed when conflict between team members or when team goals are unclear

external leadership action - needed when the organization is not providing sufficient support

Team Leadership – *Should intervention meet task or relationship needs?*
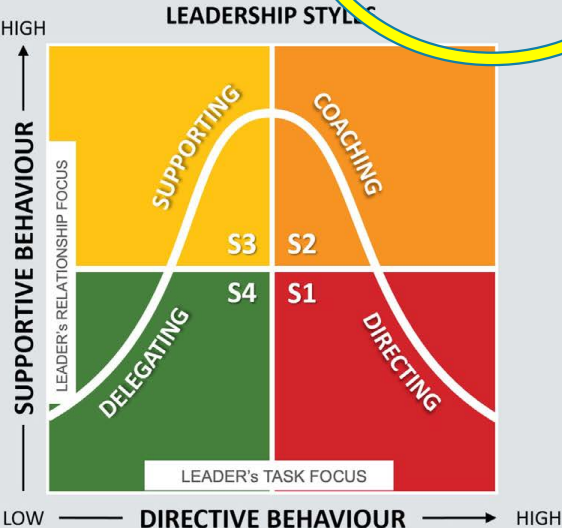
Task Needs	Relationship Needs
project progress/achieving goals	creating a positive climate
making decisions/making plans	solving interpersonal problems
solving problems	satisfying member needs
adapting to change	developing cohesion

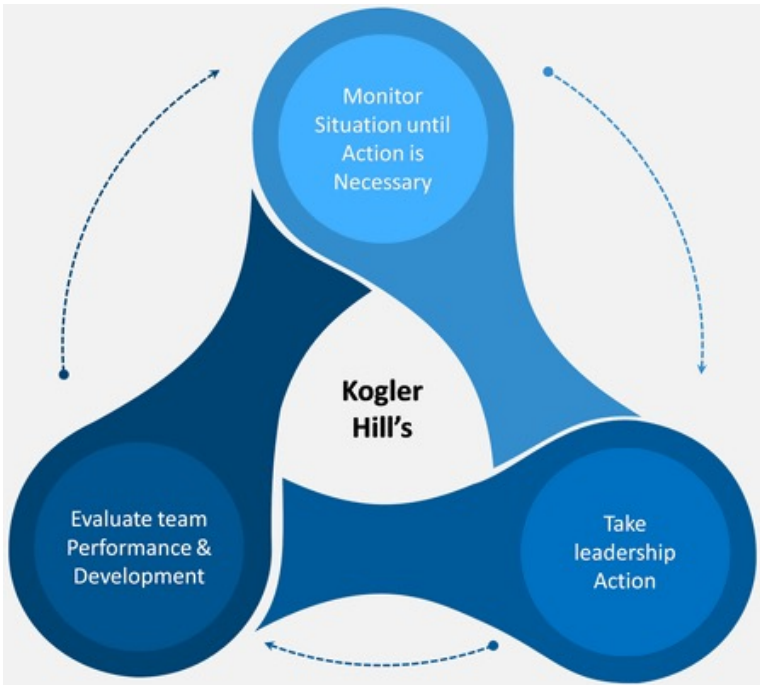# Team Leadership – *What actions/interventions should be taken?*

internal leadership action - needed when conflict between team members or team goals are unclear

external leadership action - needed when the organization is not providing the needed support

Team Leadership

Susan Kogler Hill
Chapter 14 - *Leadership*
by Peter G. Nordhouse

Leadership Decisions
Monitor or Take Action
Task or Relational
Internal or External

Internal Leadership Actions

External Leadership Actions

Task
Goal Focusing
Structuring for Results
Facilitating Decisions
Training
Maintaining Standards

Relational
Coaching
Collaborating
Managing Conflict
Building Commitment
Satisfying Needs
Modeling Principles

Environmental
Networking
Advocating
Negotiating Support
Buffering
Assessing
Sharing Information

Team Effectiveness
Performance
Development

Monitor Situation until Action is Necessary

Kogler Hill's

Evaluate team Performance & Development

Take leadership Action

Corporate Applications of Team Building – University HR Offices

MIT Human Resources

Community & Inclusion > Learn & Grow > Learning Topics > Working on Teams

Important Steps when Building a new Team

This article outlines **essential steps in forming a new team**. These steps are also useful for existing teams that are interested in assessing their format and effectiveness.

First, the work of the team needs to be clearly defined and matched to some real needs of the department, lab or center or of the Institute as a whole. If the team doesn't get a clear **mission** or **scope statement** from the team **sponsor**, creating these should be part of the team's kick-off process. (See our Checklist for Team Start-up Microsoft Word tool.)

In the early stages it is important to talk to the team's sponsor about their role and how they will support the team's work. What will the sponsor do for the team? What does the sponsor expect from the team? Teams need the clear support of the organization's leadership, including concrete support such as release time, funding and resources.

UC Berkeley | Administration   Managers   HR Network   Complaint Resolution   FAQ   Events

Forms

Berkeley People & Culture

Compensation & Benefits ▾   DEIB ▾   Employee & Labor Relations ▾   Grow ▾   Performance ▾

Talent Acquisition ▾   About Us ▾

Home » Guide to Managing Human Resources » Section 3: Interaction in the Workplace » Chapter 14: Team Building » Steps to Building an Effective Team

Steps to Building an Effective Team

GUIDE TO MANAGING HUMAN RESOURCES
- Preface
- Section 1: Recruiting Staff
- Section 2: Managing Successfully
- **Section 3: Interaction in the Workplace** ▾
  - Chapter 12: Managing Diversity in the Workplace
  - Chapter 13: Communication
  - **Chapter 14: Team Building** ▾
    - Introduction

The first rule of team building is an obvious one: to lead a team effectively, you must first establish your leadership with each team member. Remember that the most effective team leaders build their relationships of trust and loyalty, rather than fear or the power of their positions.

**MIT HR Team Building**   _**UC Berkeley HR Team Building**_

Yale SCHOOL OF ENGINEERING & APPLIED SCIENCE

Corporate Applications of Team Building – University HR Offices

MIT Human Resources

How can I build a successful team?

Six items are crucial to help teams function effectively.

- ➕ 1. Mission
- ➕ 2. Goals
- ➕ 3. Roles and responsibilities
- ➕ 4. Groundrules
- ➕ 5. Decision-making
- ➕ 6. Effective Group Process

MIT HR Team Building

Steps to Building an Effective Team

TEAMWORK

The first rule of team building is an obvious one: to lead a team effectively, you must first establish your leadership with each team member. Remember that the most effective team leaders build their relationships of trust and loyalty, rather than fear or the power of their positions.

- **Consider each employee's ideas as valuable**. Remember that there is no such thing as a stupid idea.
- **Be aware of employees' unspoken feelings**. Set an example to team members by being open with employees and sensitive to their moods and feelings.
- **Act as a harmonizing influence**. Look for chances to mediate and resolve minor disputes; point continually toward the team's higher goals.
- **Be clear when communicating**. Be careful to clarify directives.
- **Encourage trust and cooperation among employees on your team**. Remember that the
- **Encourage team members to share information**. Emphasize the importance of each team
- **Delegate problem-solving tasks to the team**. Let the team work on creative solutions together.
- **Facilitate communication**. Remember that communication is the single most important factor
- **Establish team values and goals; evaluate team performance**. Be sure to talk with members
- **Make sure that you have a clear idea of what you need to accomplish**; that you know what
- **Use consensus**. Set objectives, solve problems, and plan for action. While it takes much longer
- **Set ground rules for the team**. These are the norms that you and the team establish to ensure
- **Encourage listening and brainstorming**. As supervisor, your first priority in creating consensus
- **Establish the parameters of consensus-building sessions**. Be sensitive to the frustration that

UC Berkeley HR Team Building

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Corporate Applications of Team Building – University HR Offices

MIT HR Team Building

Corporate Applications of Team Building – University HR Offices

MIT HR Team Building

Corporate Applications of Team Building – University HR Offices

Steps to Building an Effective Team

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UC Berkeley HR Team Building

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KEY CHARACTERISTICS OF EFFECTIVE TEAMS

Clarity of Purpose	The purpose of the team must be clearly defined in concrete and measurable objectives. Effective teams know how their work contributes toward an organizational goal. The team leader reminds members of how each team member makes business success possible.
Good Communication	Open and accurate communication both between the team members and between the team and the larger organization is critical to keep members informed, motivated and focused. Part of the communication process involves establishing roles, making plans, and following standard business protocols and procedures.
Positive Role for Conflict	We will look at the role of positive and negative conflict in more detail later in this module, but generally effective teams use conflict to improve decision-making and problem solving processes.
Accountability and Commitment	Each member of the team understands his role on the team and takes responsibility for his actions. Team members take proactive measures to ensure that they can complete tasks, and they alert management when a problem arises. Members of effective teams not only know the team's purpose but are committed to achieving it and demonstrate the behavior needed to meet the goals. Team members have the authority to do what they need to do without being checked every step along the way. Finally, members must be incentivized and rewarded on both an individual and team basis.
Shared Leadership	Effective team members are willing to assume leadership roles when appropriate. Shared leadership reinforces a sense of shared responsibility and increases morale and team performance.
Positive Group Dynamics	Interpersonal relationships in effective teams are built on trust, respect, honesty, and acceptance. Conflict will still occur, but a positive group dynamic will focus the conflict productively.

KEY CHARACTERISTICS OF EFFECTIVE TEAMS

SUNY Team Building

Clarity of Purpose

Good Communication

Positive Role for Conflict

Accountability and Commitment

Shared Leadership

Positive Group Dynamics

Leadership Decisions
Monitor or Take Action
Task or Relational
Internal or External

Internal Leadership Actions

External Leadership Actions

Task
Goal Focusing
Structuring for Results
Facilitating Decisions
Training
Maintaining Standards

Relational
Coaching
Collaborating
Managing Conflict
Building Commitment
Satisfying Needs
Modeling Principles

Environmental
Networking
Advocating
Negotiating Support
Buffering
Assessing
Sharing Information

Team Effectiveness
Performance
Development

SUNY Principles of Management Course

CISCO Team Building Guidance

[Video Link](#)

#TheFutureIn5 with Jacob Morgan

EPISODE 123

THE TOP THREE TIPS FOR BUILDING HIGH PREFORMING AND EFFECTIVE TEAMS

THE
FUTURE
IN
5

CISCO Team Building Guidance

Leadership Decisions
Monitor or Take Action
Task or Relational
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Environmental
Networking
Advocating
Negotiating Support
Buffering
Assessing
Sharing Information

Team Effectiveness
Performance
Development

1. Know strengths of the team
2. Create an environment of shared values
3. Ensure that teammates have their backs

THE TOP THREE TIPS FOR BUILDING HIGH PREFORMING AND EFFECTIVE TEAMS

Corporate Applications of Team Building – *Google re:Work*

Psychological Safety
Team members feel safe to take risks and be vulnerable in front of each other.

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

Structure & Clarity
Team members have clear roles, plans, and goals.
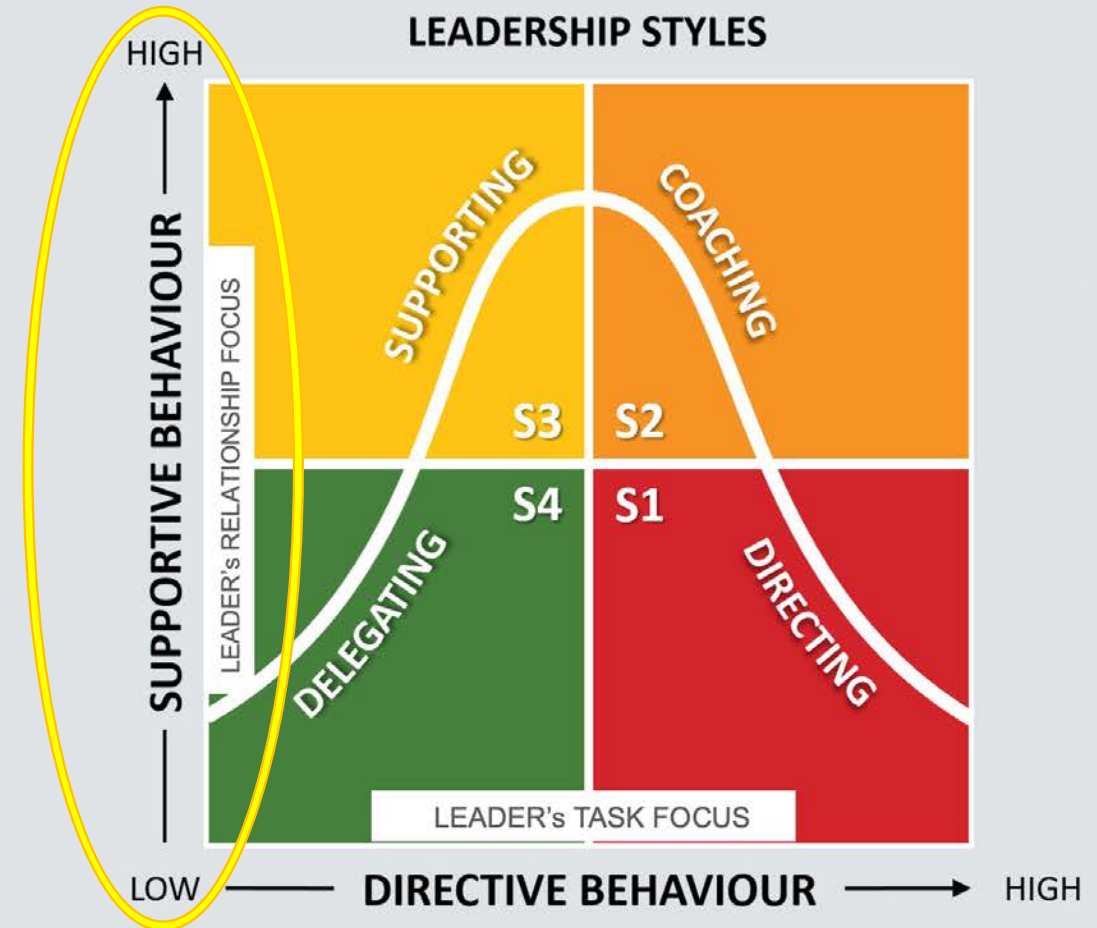
Meaning
Work is personally important to team members.

Impact
Team members think their work matters and creates change.

re:Work

---

re:Work — Guide: Understand team effectiveness

Introduction

Much of the work done at Google, and in many organizations, is done collaboratively by teams. The team is the molecular unit where real production happens, where innovative ideas are conceived and tested, and where employees experience most of their work. But it's also where interpersonal issues, ill-suited skill sets, and unclear group goals can hinder productivity and cause friction.

Following the success of **Google's Project Oxygen research** where the People Analytics team studied **what makes a great manager**, Google researchers applied a similar method to discover the secrets of effective teams at Google. Code-named Project Aristotle - a tribute to Aristotle's quote, "the whole is greater than the sum of its parts" (as the Google researchers believed employees can do more working together than alone) - the goal was to answer the question: "What makes a team effective at Google?"

Read about the researchers behind the work in The New York Times: What Google Learned From Its Quest to Build the Perfect Team

Google Teamwork Guidance

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1 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.

re:Work

Corporate Applications of Team Building – *Google re:Work*

LEADERSHIP STYLES

HIGH

SUPPORTIVE BEHAVIOUR — LEADER's RELATIONSHIP FOCUS

SUPPORTING   COACHING

S3   S2

S4   S1

DELEGATING   DIRECTING

LEADER's TASK FOCUS

LOW — DIRECTIVE BEHAVIOUR — HIGH

Google Teamwork Guidance

Yale SCHOOL OF ENGINEERING & APPLIED SCIENCE

The New York Times Magazine

THE WORK ISSUE

What Google Learned From Its Quest to Build the Perfect Team

New research reveals surprising truths about why some work groups thrive and others falter.

VW Summary
Effective Teams at Google:
1. Team members respect one another
2. Team members empathize with each other (high EI)

Corporate Applications of Team Building – *upwork*

14 Steps to Build a Successful & Effective Team	
set goals & start planning	promote individual development
define roles w/in team	avoid micromanagement
maximize skills of your team members	motivate the team with positivity
embrace diversity	establish strong leadership
set expectations from day one	create a team culture
allow team to take risks	foster connections within the team
celebrate successes & failures	communicate frequently & effectively

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Corporate Applications of Team Building – *indeed*

Successful Teams	
Characteristics	**How to Build**
goal-oriented	set SMART goals
commitment to roles	establish well-defined roles
open to learning	experiment regularly
diverse perspective/exp.	embrace diversity
shared culture	share a common culture
responsibility/accountability	be accountable to the team
clear communication	communicate effectively
an effective leader	welcome strong leadership

upwork Teamwork Guidance

Corporate Applications of Team Building – *upwork* & *indeed*

14 Steps to Build a Successful & Effective Team	
Set goals & start planning	promote individual development
define roles w/in team	avoid micromanagement
maximize skills of your team members	motivate the team with positivity
embrace diversity	establish strong leadership
set expectations from day one	create a team culture
allow team to take risks	13. Foster connections within the team
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Corporate Applications of Team Building – *GitLab*

What Makes a High Performing Team at GitLab

Through various interviews with executive leadership and managers at GitLab, we have identified a series of skills, behaviors, and attributes of high performing teams at GitLab. Many of these points are in alignment with our values. To operate as a team in a remote environment, trust needs to be at the center of the formation of the team. Additional skills, behaviors, and attributes of high performing teams include:

- Handbook first approach
- Shared desire to grow others
- High Level of self-awareness
- Living our values
- Strong sense of ownership by individual team members
- Ego's are put into check
- Ability to see viewpoints from different perspectives
- Bias towards action
- Asynchronous communication practices
- Iteration, breaking down complex information into digestible parts
- Trust-based relationships where everyone is open to provide feedback

Strategies to Improve Building High Performing Teams

The Drexler-Sibbet Team Performance Model is an excellent tool to help build high performing teams at GitLab. The model provides a roadmap for a team and a common language. It is a simplified description of how a team works together that highlights the most important things the team needs to focus on to reach high performance. At GitLab, we can use it as a frame of reference to developing high performing teams. It can help Managers ensure new and existing team members know the mission and direction of the team by the following:

Drexler Sibbet Model — Team Performance Model

Stage 1 Orientation - Why am I here?

Why am I here? Team needs to move from complete freedom to a set of "boundaries and constraints" that are needed to operate. The first step is to understand the purpose of the team.

- The first step of orientation is to understand the purpose of the team. Why does the team exist and what is expected of it?
- Team members need to see a sense of Team Identity in relation to the team.
- Membership has to do with understanding how you fit in on the team. New team members may be asking - "How can I make a difference on this team?"

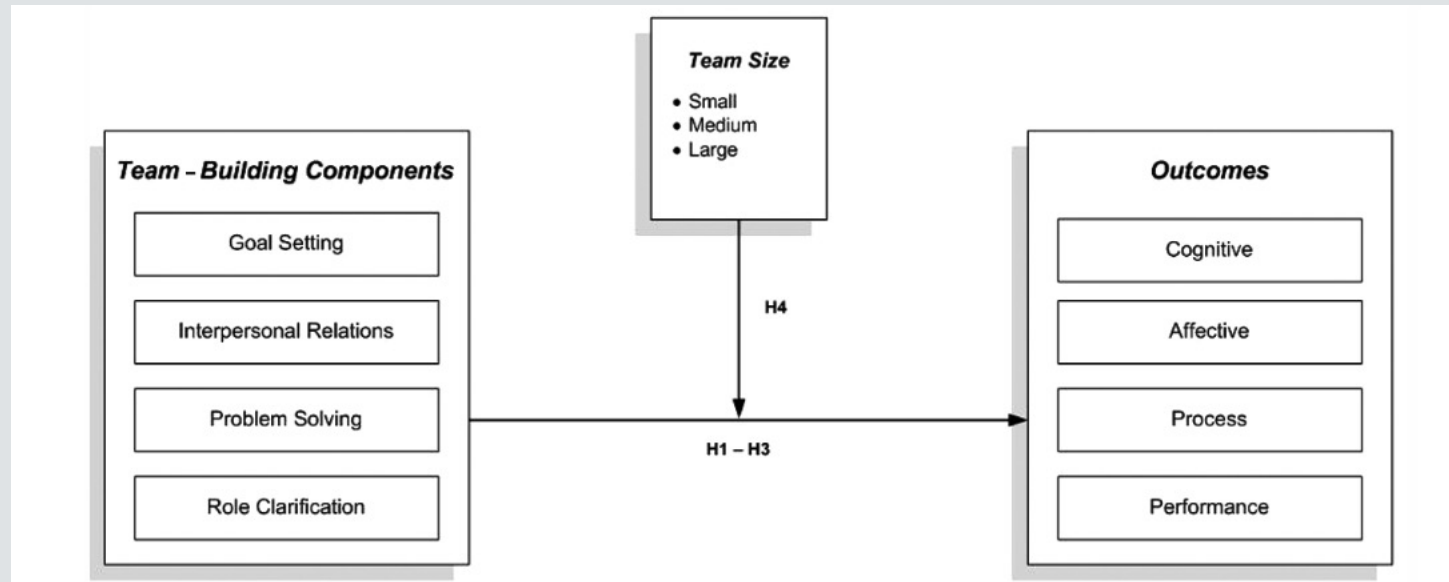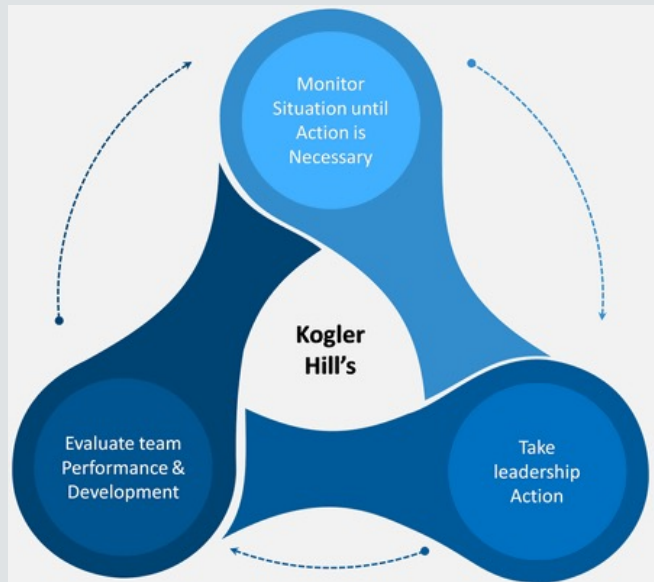# AGLP Leadership Development Curriculum

Team Building Questions

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- "Creating effective academic research teams: Two tools borrowed from business practice" – Holly H. Brower, et. al., *Journal of Clinical and Translational Science* ([available on-line](#))

- "What Google Learned From Its Quest to Build the Perfect Team" – Charles Duhigg, Feb. 25, 2016, *The New York Times Magazine* ([available on-line](#))

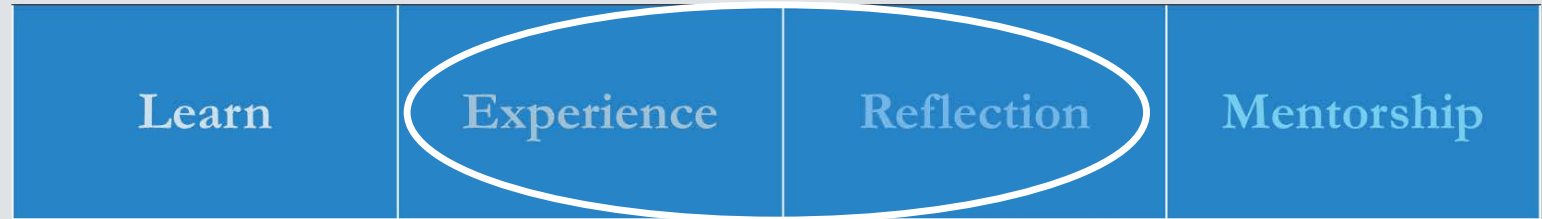Yale SCHOOL OF ENGINEERING & APPLIED SCIENCE

Team Building Additional References

- "Does Team Building Work" – Deborah DiazGrandos, et.al., SAGE Publications, March 10, 2009 (available on-line)

- *Leadership: Theory and Practice* – Peter G. Northouse, SAGE Publishing, 2019, Chapter 14 Team Leadership (available online)

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Next Steps

- EL & R – Technical Proficiency – all FEB

Learn	Experience	Reflection	Mentorship

- Review Team Building & Preview EL&R – FEB 21

Learn	Experience	Reflection	Mentorship

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