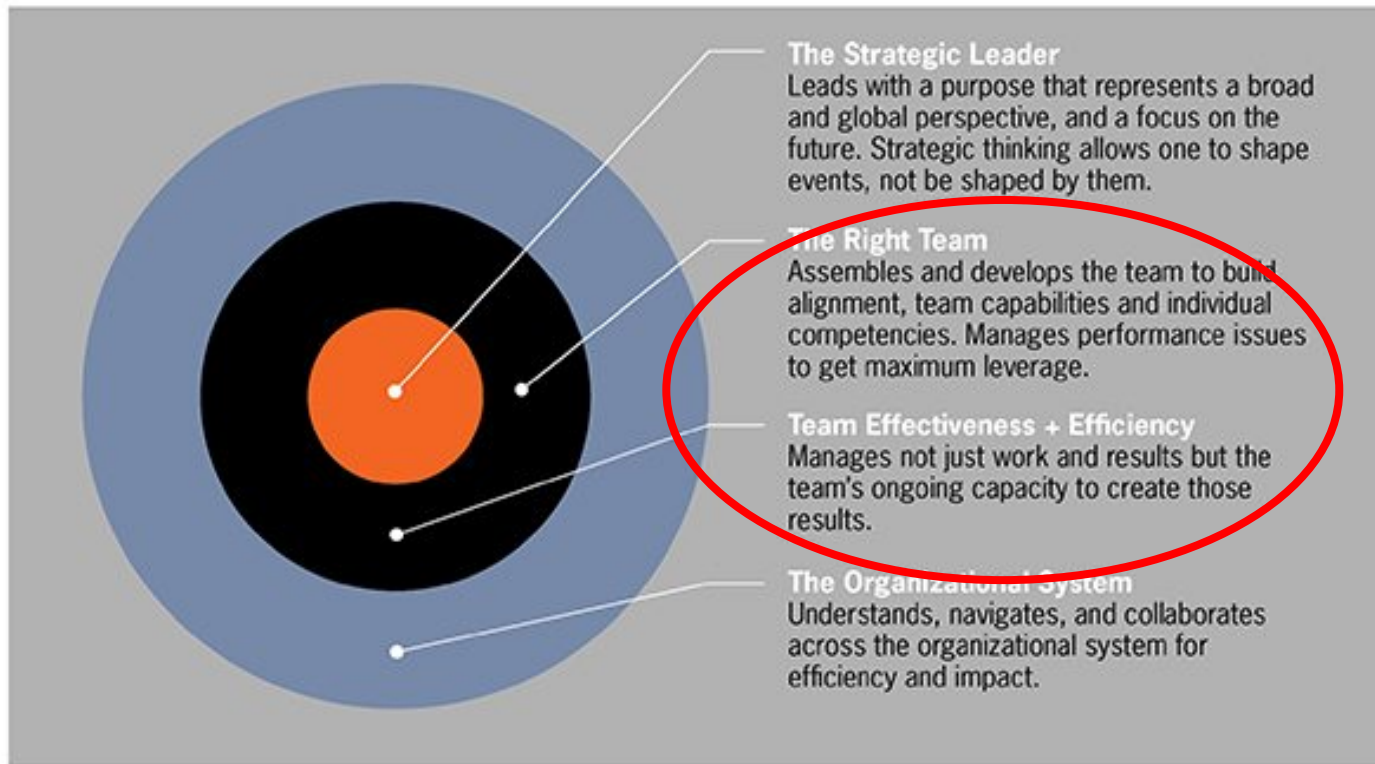




Team building

Half of strategic leadership is about the team

Strategic Leadership | Systemic Perspective



Strategic Leadership Model

NEXT STEP PARTNERS | *Leaders Without Limits*

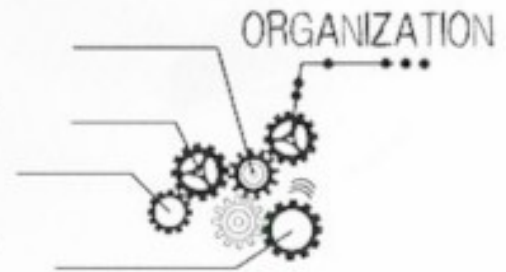
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- LEADERSHIP
- TEAMWORK
- COMMUNICATION



INNOVATION



team /ti:m/

an interdependent group of individuals who share responsibility and a common goal

high-performing team /hʌɪ pə'fɔ:mɪŋ ti:m/

an interdependent, **stable, role-defined** group of individuals who share responsibility, **mutual trust, and values**, while having a **strong leadership**, and **clear focus** on a common goal

Do you
have a
group or a
team ?

GROUP VERSUS TEAM

Group refers to a number of people who are connected by some shared activity, interest, or quality

Team refers to a number of persons associated together in work or activity

May not share a common goal

Share a common cause or goal

Specific roles and duties are not assigned to individuals

Specific tasks are assigned to each individual

Members are independent

Members are interdependent

Members may not know each other

Members are aware of each other's weaknesses

Group vs team

Affects
leadership
and
management
approaches

'Team' in name only

Only manager sets goals

Team members responsible for
own tasks

Manager assigns tasks to
individual team members

Feedback between manager &
team member

Discussions mostly between
manager & team member

'Real' Team

Team sets internal goals

Team shares responsibility

Manager assigns tasks to team
as a whole

Feedback mostly between team
members

Discussions mostly between
team members

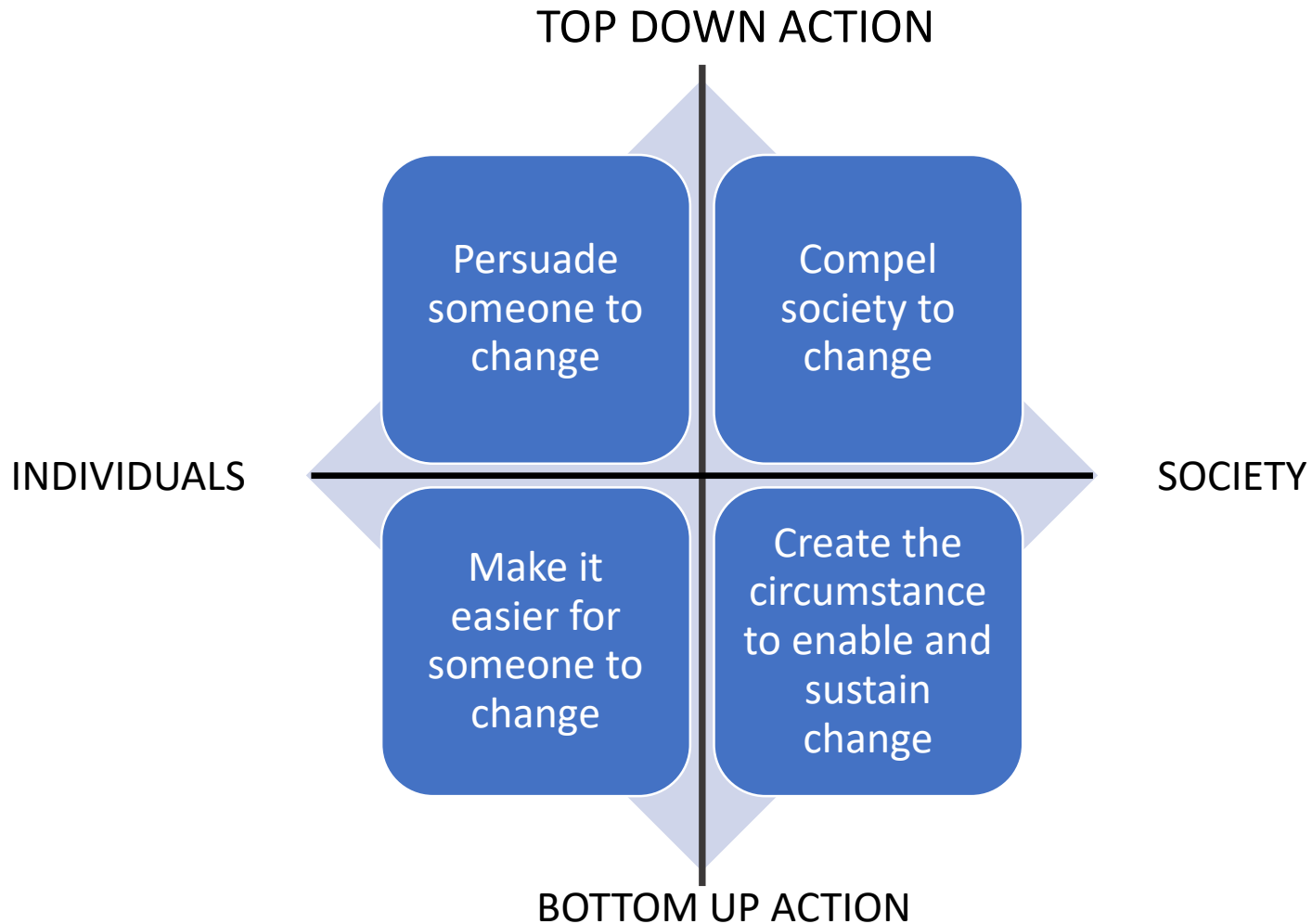
Four types of team

	Manager-led teams	Self-managing teams	Self-organizing teams	Self-governing teams
Setting overall direction / purpose & composition of team members				
Defining / modifying work process & policies				
Monitoring / evaluating the work process & monitoring progress				
Executing discrete tasks that make up the delivery of some valuable product / service				

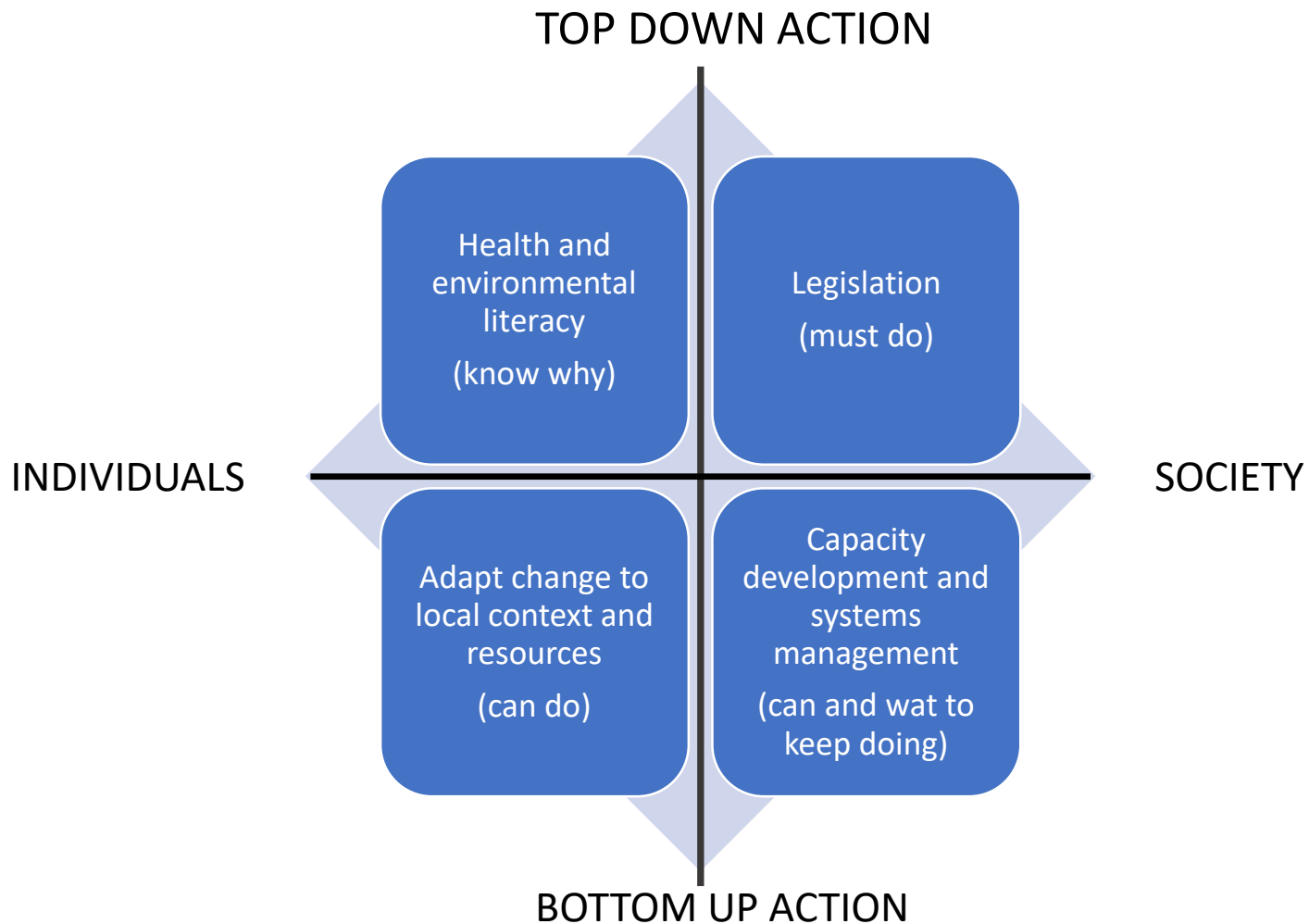
Manager responsibilities

Team responsibilities

Why teams are needed for real change

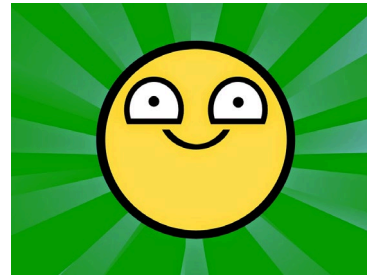


No 1 person or 1 discipline can do all of this



Best reason to have a team

*If you rely on your knowledge
your options are already
limited*



An inspirational message from Craig Corp

5 reasons to have a team



increase the ability to participate in planning, problem-solving, and decision-making



better understanding and more ownership of change and decisions



more support for and participation in implementing plans



more ability and willingness to participate in performance evaluation and improvement



more exposure to non-redundant ideas

ADVANTAGES OF TEAMS	DISADVANTAGES OF TEAMS
Provides a larger pool of ideas	Some individuals are not compatible with teamwork
Results in more work being accomplished in less time and in better quality products	Team commitments may overshadow personal desires.
Interaction among team members enhances the knowledge of the whole team.	Management may recognize group achievement rather than individual achievement
Team commitment may stimulate performance, motivation and attendance	One person's negativity can demoralize the entire team.

Source: Masters and Wallace (2011)



LEADERSHIP

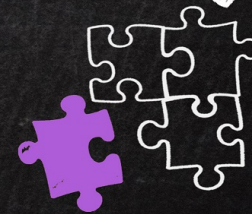
GOAL

MOTIVATION

TRAINING

TEAM BUILDING

COACHING



COMMUNICATION

COOPERATION

COLLABORATION

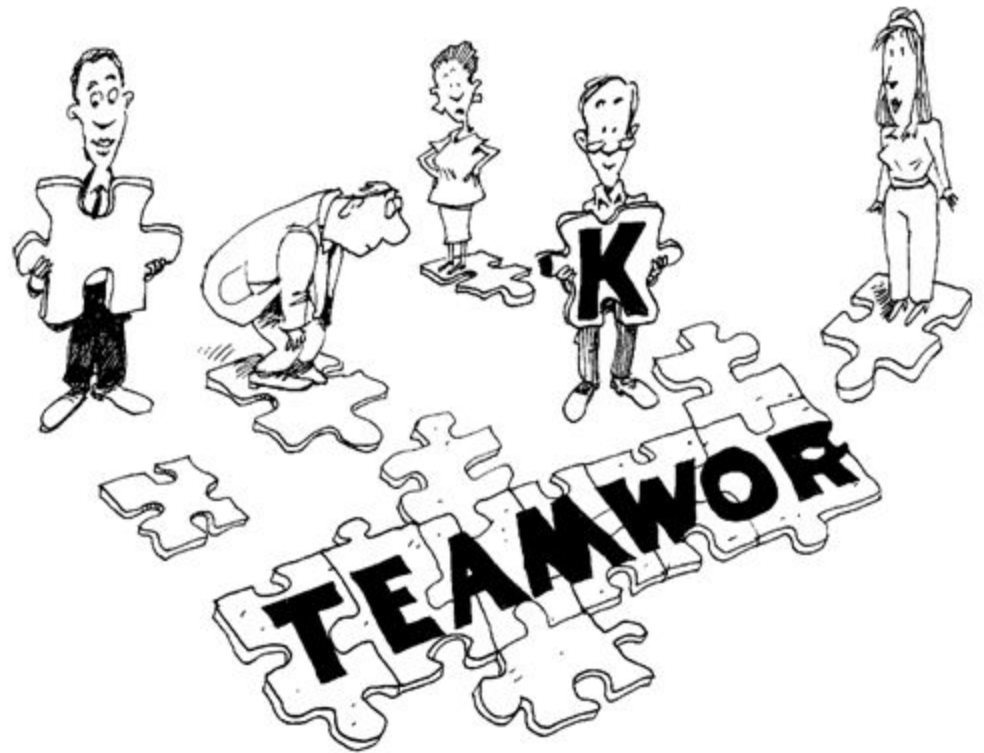
TEAM-BUILDING EXERCISES DON'T BUILD TEAMS



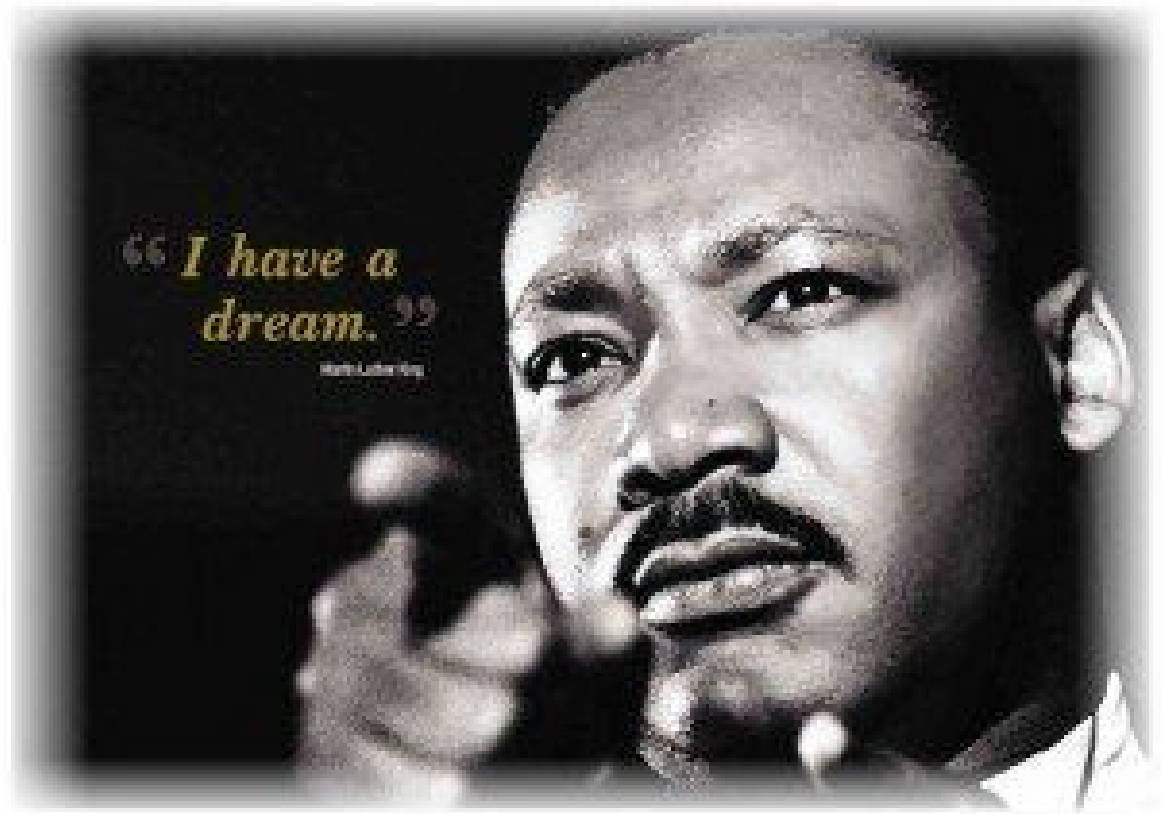
Team Building

“You Americans have caught on to our secret of productivity in Japan—teams! But we will still win. You think all you need to do is to put people together in groups and something will happen. We know that’s only the beginning.”

-- President of Matsushita



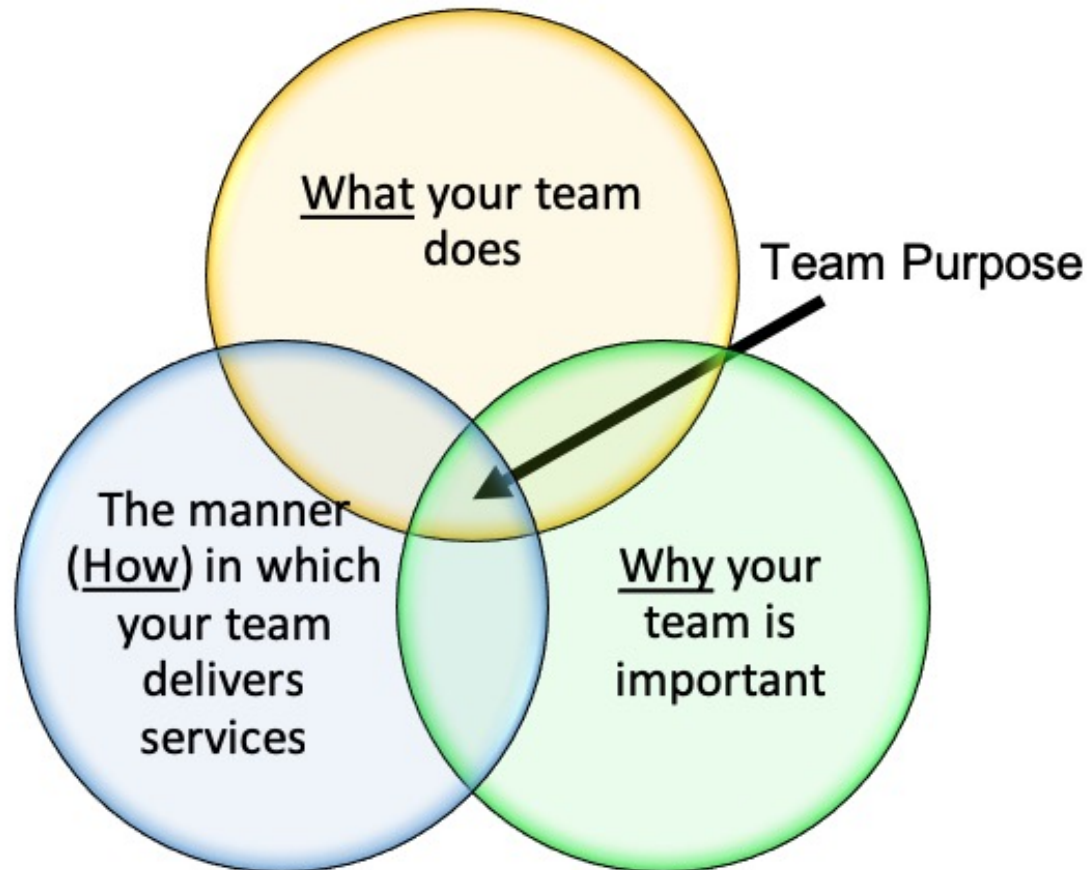
Not I have a
plan...



Teams build around the “why”

The Goal the Binds the Team

Can you explain why your team is needed?



Team building will go through stages.

Needs vary at each stage

1. **Ambiguity and Confusion**

- Why am I here, who are these other people, what are we trying to do, do I want to work with them?

2. **Conflict**

- Inter-personal conflict, power struggles, blaming others, frustration in lack of control, worry about the pace of change.

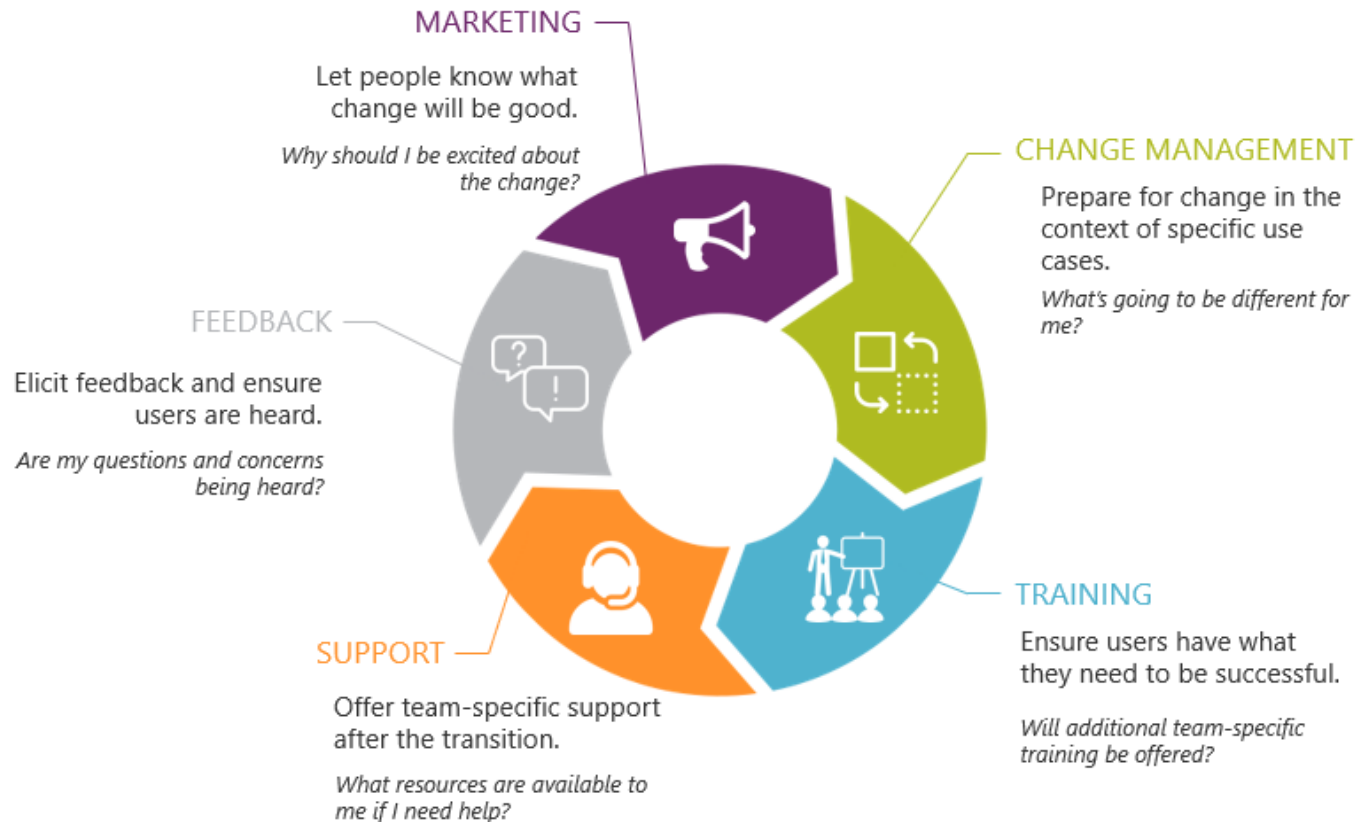
3. **Acceptance**

- Open communication, starts to confront tasks together, figuring out how to work as a team, trust building

4. **Getting it done**

- Using strengths to go to the shared goal, trust, know how to work together

Be ready to answer these questions



Team leader role in team building



Conflict management



Monitoring, evaluation and constructive feedback to help identify achievable goals



Matching tasks to team members skills



Securing training and resources to enable the team



Supportive communications to empower the team



Create a positive culture of collaboration

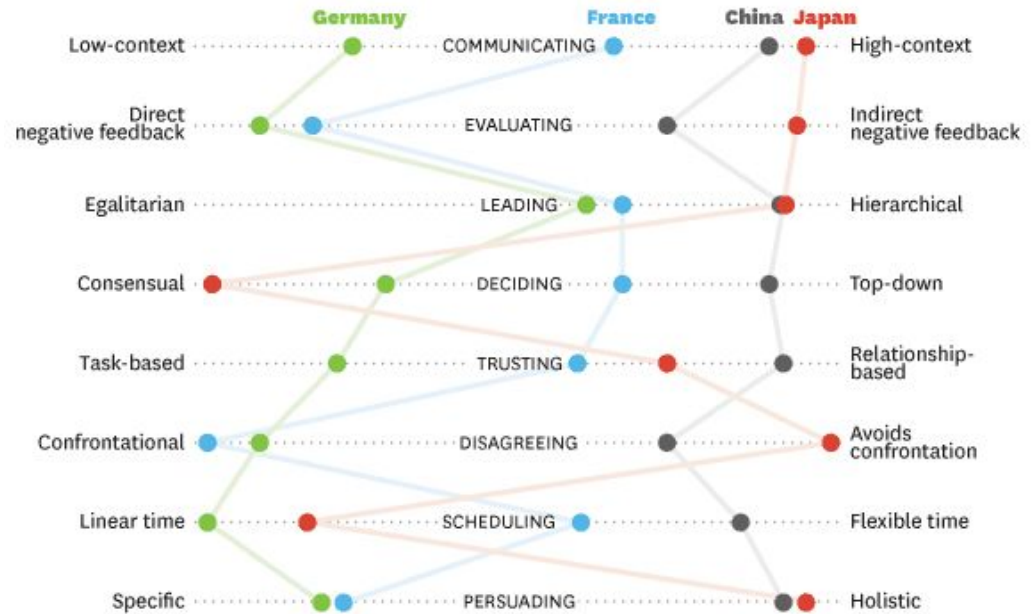


Respect the team and ask for help

Western-centric views

Lots of team building mumbo-jumbo is North American focussed

MANAGEMENT STYLES ACROSS FOUR DIFFERENT CULTURES



SOURCE ERIN MEYER

HBR.ORG

Leading across cultures



Seeing Differences

- Cultural Self Awareness
- Invite the Unexpected



Closing the Gap

- Results through Relationships
- Frame-Shifting



Opening the System

- Expand Ownership
- Develop Future Leaders



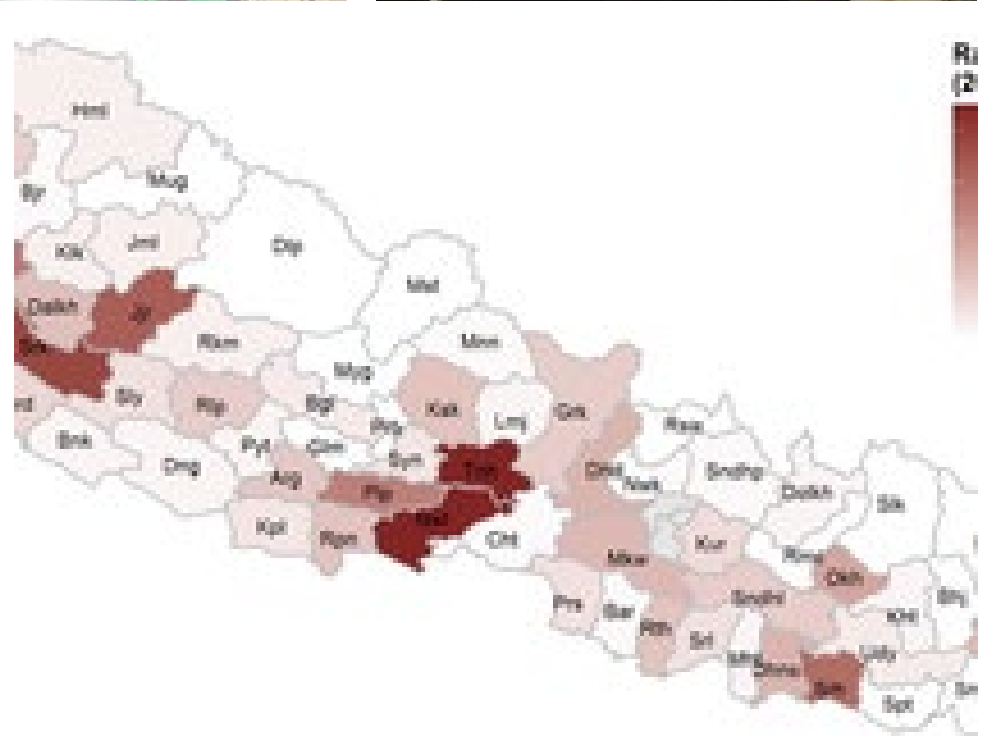
Preserving Balance

- Adapt & Add Value
- Core Values & Flexibility



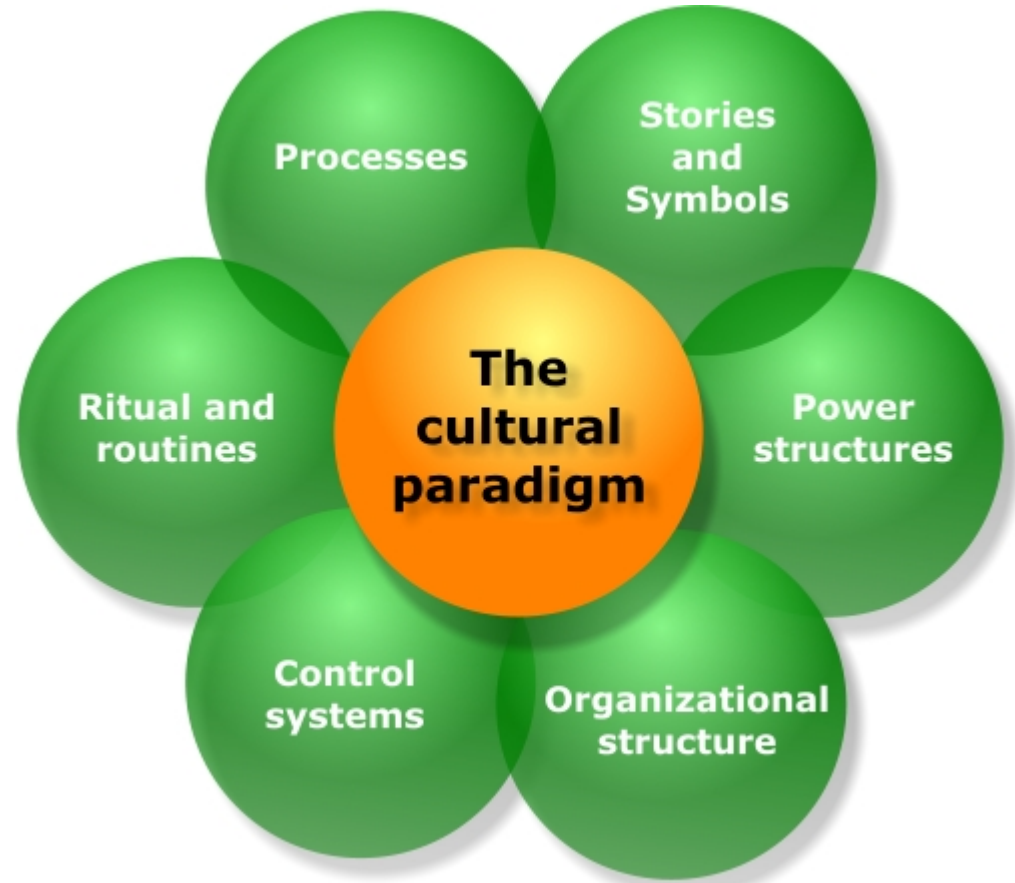
Establishing Solutions

- Influence across Boundaries
- Collaborative Solutions



Wildlife health is a cross-cultural field

- Where you work
 - Conservation, public health, agriculture, social culture
 - Government, academia, NGO, private
- Where you live
 - Urban, rural
 - North America, Asia, Africa.....



Big push for interdisciplinary teams

- One Health driving this
- Mostly talk and not action
- **Why are interdisciplinary teams tough?**
 - Each discipline has a unique culture, language and a mental model in how they approach a situation
 - Assume they are working on a common goal without defining it
 - Not sure of the unique knowledge, skills and abilities that each discipline brings to the team
 - Not valuing everyone as equal players and or seeing the need for everyone to be involved and participate

My lessons from building teams across cultures



Start with finding the common values and shared goals



Practice and support mutual respect



Facilitate finding the advantage of different perspectives



Establish how decisions will be made early



Discuss the roles and responsibility of team members and how they work toward the shared goal

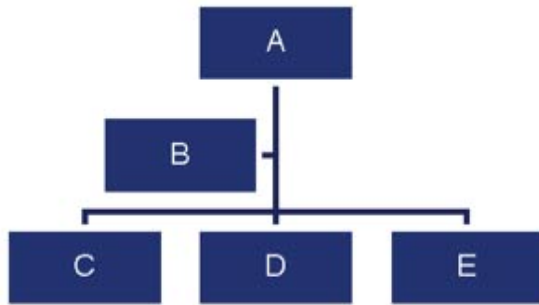


Beer and pizza – build relationships and trust

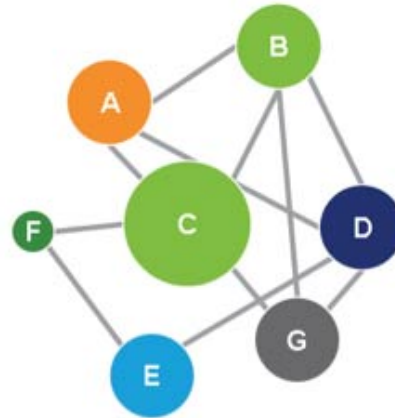
Leaders empower teams

STEPS OF EMPOWERING

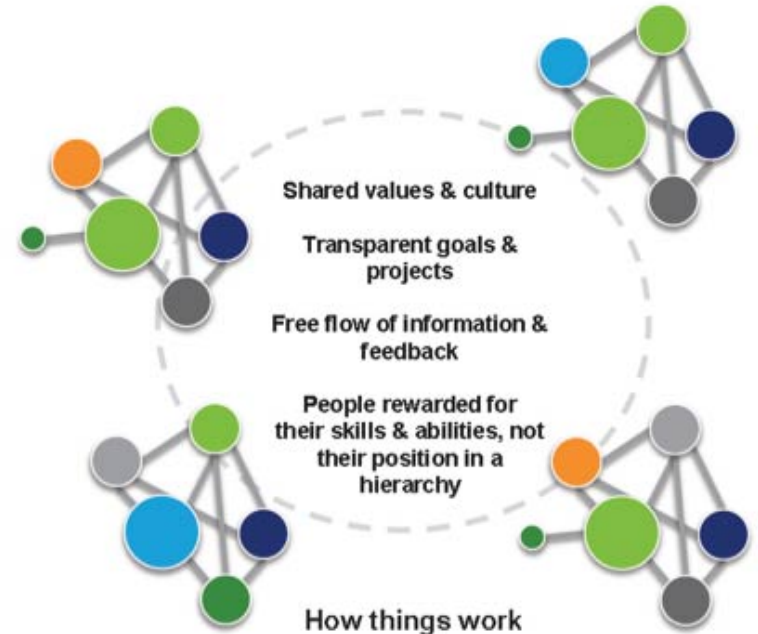




How things were



How things are



How things work

From teams to networks
The same but different
