L.E.A.D.ing Teams
Building Connections: Community Leadership Program
Creating Synergy and Productivity

“There are many objects of great value to man which cannot be attained by unconnected individuals, but must be attained if at all, by association.”
--Daniel Webster

Lesson Objectives
1. Analyze the ten essentials of teamwork
2. Review and evaluate the steps of the L.E.A.D. Model
3. Devise a strategy for implementing the L.E.A.D. Model

Team Leader Idol Search
- Tell the gang – Simon, Paula and Randy – why you should be the first selected on Team Leader Idol Search!
Leading Teams

- Identifying Desirable Characteristics of Leaders

- What does this tell us about the characteristics we see as important in a team leader?
- What are some generalizations we can draw?

Ten Essentials of Teamwork

1. Common goals:
   - Reason for being and working together
   - Rationalize existence
   - Clear goals produce team achievement

2. Leadership:
   - Members can and are able to lead
   - Respected and influential individuals
   - Build bridges
Ten Essentials of Teamwork

3. Interaction and involvement of all members:
   - Members must contribute actively
   - No holding back
   - Leaders must know how to get individuals involved

4. Maintenance of individual self-esteem:
   - Individual contributions must be heard, valued and acknowledged

5. Open communication:
   - Members can speak their mind
   - Ample time should be given for communication
   - Good informal communication channels

6. Power to make decisions:
   - What does the team have the power to change?
   - Team carries out decisions

7. Attention to process and content:
   - Process used to do the work; how the work should be done
   - Content of the work done; what has to be done

8. Mutual trust:
   - Treatment of each other, team members and team leader
   - Discussion of how behaviors affect trust

9. Respect for differences:
   - Disagreement and difference without punishment
   - Respect for the needs of others
   - If not met, can be demotivating

10. Constructive conflict resolution:
    - Healthy resolution
    - Leader facilitates member expression of conflict

Leading Teams
Task and Social Dimensions

- Inseparable components of teamwork
- Team leaders must work continually with both dimensions, as must the team members
- If the team does its tasks well, it will be productive

Task

- Applies to the work that team members are to perform
- Outlines the jobs and how the jobs are to be done

Social

- Applies to how team members feel about one another and their membership on the team
- When ideas are developed, plans for working together are also developed

Preserving Dignity

- Team is a diverse collection of individuals
- People have their own unique characters and potential for contribution to the team
- Conformation and subjugation is degrading
Dignity

- People are more comfortable as part of a group
- Leader must be sensitive to the need to preserve individual dignity, to capitalize on differences, and to not try to achieve conformity

Why is this important?

- Unique character and potential for contribution
- Conforming and subjugation is degrading
- Takes into consideration: race, gender, age, religion or culture
- Capitalizes on differences

What people fear...

- “Groupthink”
- Loss of personal power and identity
- No patience to work with others – would rather be independent
- Frustration due to time demands for consensus building
- Want work to have personal mark

What an effective team leader can do

- Realize the need for individuality
- Teamwork is an ongoing negotiation
- Facilitate bringing different views to consensus
- Challenge team to meet individual needs
- Provide work alone or with team
Leading Teams

The L.E.A.D. Model

- Lead with a clear purpose
- Empower to participate
- Aim for consensus
- Direct the process

What L.E.A.D. does

- Includes key leadership functions:
  - Setting goals and objectives
  - Involving people
  - Reaching consensus
  - Attention to task and relationships
- Ensures 10 essentials are met

Lead with a clear purpose

- Use goals as motivation for teams
  - Set realistic, team-oriented goals
  - Publish the team’s goals
  - Have milestones to make sure the team is going in the “right” direction

Empower to participate

- Give the team members the power (authority) to follow through and act on the established goals
- Team members become unmotivated if they cannot participate in important decisions
More empowerment

- Help people solve problems they are capable of solving
- Encourage participation by listening
  - Listening and asking questions
  - Regularly seek team members’ ideas, opinions, and reactions without judging

Even more...

- Allow teams to assess themselves and determine team performance
- Positive reinforcement often
  - Genuine appreciation
- Focus on: Consideration, Attention, and Encouragement

Aim for consensus

- Consensus?
  - Help people move toward general agreement
- Bring many ideas, opinions and conflicts to the table
- Help find the approach that best meets the needs of the organization and team members
- Responsibility of leader to act on decision or empower the team to act

Direct the process

- Use various techniques to help the team complete its work
- Be aware of methods and practices that help team members work well together
- Direct does not mean to order the team around
Review of Objectives

- What does L.E.A.D. stand for?
- How are the two dimensions related?
- What does preservation of dignity have to do with team leadership?
- How can we use the L.E.A.D. model in teamwork on a regular basis?