TEAMWORK

"Teamwork is the ability to work together toward a common vision. It is the fuel that allows common people to attain uncommon results."

- Andrew Carnegie
Agenda

- Introductions
- Series Overview
- Recruiting
- Selecting
- Developing
- Empowering
Training Objectives

- Understand the recruiting and team selection process
- Understand the stages of team building
- Understand ways to best deploy your team to accomplish an objective given time constraints
- Understand ways to empower your team to be their own leaders
Learning Contract

- Give your full attention to the class
- Listen to everyone speaking
- No side conversations
- Raise hand to be recognized
- Everyone must participate and contribute
Series Overview

1. Knowing Thyself: Finding Your Inner Leader
2. Mastering Your Emotions
3. Stakeholders: Leading from the Middle
4. Communicating Is Key to Leading
5. Identifying Your Leadership Style
6. Recruiting, Selecting, Developing and Empowering Your Team to Be Leaders
7. Understanding Forms of Powers
Series Overview (cont)


9. Managing Change

10. Managing Projects: Time, Money, Workload and Stakeholders — OH MY

11. Negotiating the Win-Win: Cultivating Additional Resources

12. Speaking Your Mind: Why Silence Kills

13. Leading With Aloha
Your Facilitator

- Jonathan K. Wong, MBA, MEd, MPA

- Student Leadership Experiences
  - Student Council (4th grade - 6th grade)
  - JPO (4th grade - 6th grade)
  - Student Government (9th grade - 12th grade)
  - JROTC (9th grade - 12th grade)
Your Facilitator (cont)

- Jonathan K. Wong, MBA, MEd, MPA

- Student Leadership Experiences
  - Peer Tutor, The Learning Center at HonCC (1997 - 1999)
  - Phi Theta Kappa Vice President (1997 - 1998)
  - Mortar Board Honor Society Comm Director (1999 - 2000)
  - ETEC Hui (2008 - 2010)
Your Facilitator (cont)

- Jonathan K. Wong, MBA, MEd, MPA
- Professional Experiences
  - Math Lab Coordinator
  - Computer Lab Manager
  - Tech Coordinator
  - IT Project Manager
Your Facilitator (cont)

- Jonathan K. Wong, MBA, MEd, MPA

- Professional Experiences
  - Federal Grants Manager
  - Strategic Planning and Budget Chair
  - Technology Task Force Chair
  - Technology Advisory Group Chair
  - Staff Senate Chair
Introductions

- Name
- Major
- Organizational Affiliation
Recruiting

- Step 1: Envision and analyze the organizational need — what type of work needs to be done
- Step 2: Analyze the type of people this person will need to interact with
- Step 3: Analyze the type of background the person in the position will need to have
- Step 4: Write it all up into a job description — duties and qualifications
- Step 5: Recruit through word of mouth / networking or advertising
Selecting

- Screen resumes, cover letters and portfolios to see if at a high-level “first pass through” the candidate has the skills and background you are looking for.

- Interview questions should elicit open-ended responses to see if the person does possess the technical and interpersonal skills to do the job you need done.
Selecting

- Question #1: Do they have the technical skills to do the job?
- Question #2: Do they have the interpersonal skills to interact with the people they need to interact with?
- Question #3: Are they a fit for the organization’s culture?
Developing
### Developing

<table>
<thead>
<tr>
<th>Forming</th>
<th>Storming</th>
<th>Norming</th>
<th>Performing</th>
<th>Adjourning</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHARACTERISTICS</td>
<td>CHARACTERISTICS</td>
<td>CHARACTERISTICS</td>
<td>CHARACTERISTICS</td>
<td>CHARACTERISTICS</td>
</tr>
<tr>
<td>- Questioning</td>
<td>- Resistance</td>
<td>- Reconciliation</td>
<td>- Demonstrations of interdependence</td>
<td>- Shift from task to process</td>
</tr>
<tr>
<td>- Socializing</td>
<td>- Lack of participation</td>
<td>- Relief, lowered anxiety</td>
<td>- Healthy system</td>
<td>- Sadness</td>
</tr>
<tr>
<td>- Displaying eagerness</td>
<td>- Conflict</td>
<td>- Members are engaged &amp; supportive</td>
<td>- Ability as a team to effectively produce</td>
<td>- Recognition of team &amp; individual efforts</td>
</tr>
<tr>
<td>- Focusing on group identity &amp; purpose</td>
<td>- Competition</td>
<td>- Developing cohesion</td>
<td>- Balance of task and process orientation</td>
<td>-</td>
</tr>
<tr>
<td>- Sticking to safe topics</td>
<td>- High emotions</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>- Moving toward group norms</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>STRATEGIES</td>
<td>STRATEGIES</td>
<td>STRATEGIES</td>
<td>STRATEGIES</td>
<td>STRATEGIES</td>
</tr>
<tr>
<td>- Take ‘lead’, individual contacts</td>
<td>- Normalize</td>
<td>- Recognize individual &amp; group efforts</td>
<td>- Celebrate</td>
<td>- Acknowledge change</td>
</tr>
<tr>
<td>- Clear expectations &amp; consistent instructions</td>
<td>- Encourage leadership</td>
<td>- Provide learning opportunities and feedback</td>
<td>- &quot;Guide from the side&quot;, minimal intervention</td>
<td>- Provide opportunity for summative team evaluations</td>
</tr>
<tr>
<td>- Quick response</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
Deploying and Developing Your Team

- Know the strengths and weaknesses of yourself and your team members
- Set development goals for each member of your team so they can improve on both their strengths and weaknesses
- Deploy them accordingly on tasks and projects to give them opportunities to meet their development goals
- Provide them training opportunities to meet their development goals
Deploying and Developing Your Team

- Example Project 1: Project has a SHORT turnaround time to finish a deliverable. Assign each group member tasks that play to their strengths.

- Example Project 2: Project has a LONG turnaround time to finish a deliverable. You may consider using a project like this as a chance to assign team members to tasks that are out of their comfort zone so they can develop and fortify their weaknesses.
Developing Your Team

- Provide training opportunities for your team to develop: workshops, conferences
- Provide mentorship or coaching opportunities for your team
Empowering Your Team

- Once your team members are fully trained and performing at a high level allow them opportunities to take lead on projects or tasks.
- Everyone should have a chance to step up and be a team leader or project manager.
Closing Thoughts

“Coming together is a beginning, staying together is progress, and working together is success.”

— Henry Ford
Questions?
Next Time:
Understanding Forms of Power