Building Effective Teams to Achieve Results

Presented by: James M. Burke, Ph.D. and Linda L. Pierce, MBA
Are Universities inherently strange or only mine?

- The culture of universities vs. other places
  - Independent players (faculty)
  - Divide between faculty and administration
  - Faculty often lack an understanding in administration and finance
- Why does the culture in which admin and finance exists make the “team” more important?
Why teams?

- To achieve shared goals with individual specialties
- To promote information sharing
- To create an environment for innovation
Key Ingredients of a Successful Team (Larson & LaFasto, 1989, 2001)

- Clear, elevating goal
- Results-driven structure
- Competent team members
- Unified commitment
- Collaborative environment
- Standards of excellence
- External support and recognition
- Principled leadership
Effective Team Leaders
(Larson & LaFasto, 2001)

- Keep the team focused on the goal
- Maintain a collaborative environment
- Build confidence among members
- Demonstrate technical competence
- Set priorities
- Manage performance
Key Leadership Decisions

- Should I monitor the team or take action?
- Should I intervene to meet task or relational needs? (Virtual teams require more front end work on relationships.)
- Should I intervene internally or externally?
Leading Teams for Innovation
FourSight: The Breakthrough Thinking Profile (2011) Gerard J. Puccio, Ph.D.; www.FourSightOnline.com

Clarify the situation
Generate ideas
Develop solutions
Implement plans
So, what’s a **Clarifier**?

- Clarifies the problem
- Not quick to move to solutions
- Wants to address the right problem
- Gathers information
- Looks at details
- May over analyze & not move forward
Clarifiers

are...

focused, methodical, orderly, deliberate, serious, organized; may analyze to the extreme and not move forward

need...

order, the facts, an understanding of history, access to information, permission to ask questions

annoy others by...

asking too many questions, pointing out obstacles, identifying areas that haven't been well thought out, overloading people with information, being too realistic
So, what’s an Ideator?

- Looks at the big picture
- Toys with ideas and possibilities
- Stretches the imagination
- Takes an intuitive approach
- Thinks in more global terms
- May overlook the details
Ideators

are...
playful, imaginative, social, adaptable, flexible, adventurous, independent; may overlook the details

need...
room to be playful, constant stimulation, variety and change, the big picture

annoy others by...
drawing attention to themselves, being impatient when others don't get their ideas, offering ideas that are too off-the-wall, being too abstract, not sticking to one idea
So, what’s a Developer?

- Puts together workable solutions
- Plans steps to implement an idea
- Analyzes and compares potential solutions
- Examines the pluses and minuses of an idea
- May get stuck in developing the perfect solution
Developers

are...
reflective, careful, pragmatic, planful, patient, dedicated, discerning; may get stuck in developing the perfect solution

need...
a chance to consider and evaluate the options, time to craft and develop ideas into useful solutions

annoy others by...
being too nit-picky, finding flaws in others' ideas, getting locked into one approach
So, what’s an **Implementer**?

- Gives structure to ideas
- Brings ideas to fruition
- Focuses on workable solutions
- Takes the ‘Nike’ approach
  (“Just do it”)
- May leap to action too quickly
Implementers

are...
persistent, decisive, determined, assertive, action-oriented; may leap into action too quickly

need...
the sense that others are moving just as quickly, timely responses to their ideas, control

annoy others by...
being too pushy, readily expressing their frustration when others do not move as quickly, overselling their ideas
2-way styles

Early Bird

Theorist

Analyst

Driver

Accelerator

Finisher
3- and 4-way styles

Hare

Realist

Idea Broker

Optimist

Integrator
A final thought...

“Simple can be harder than complex. You have to work hard to get your thinking clear to make it simple. But it’s worth it in the end, because once you get there, you can move mountains.”

Steve Jobs