Building an Effective Team

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Presentation Overview

• It is Not JUST About a Good Team
• Finding and Sharing Your Passion
• Identifying the Right People
• Setting Expectations
• Putting It All Together
• Discussion, Comments, Questions
It is Not JUST the Team

• Fill “Critical” Empty Positions if Any
• Set a Vision for the Transition Period
• Mission, Vision, Values Must Come FIRST
• Alignment with Your Personal Goals
• NOW - Develop the Plan as a Team
• The Team will be Molded in the Process
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Finding and Sharing Your Passion

• It Cannot be Just a Job
• What Values Are Part of Your DNA?
• Why Are You Here?
• It is Not About You!
• If the Institution Shines, You Shine
• Share Your Passion with Others
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Identifying the Right People

• Look Inside and Outside of the Organization for Your Team
  Give Incumbents a Chance
  A Mix of Fresh Ideas and Institutional Memory

• Look Nationally for Senior Leadership

• Personally Engage in the Search
  Interview Personally
  Find Out What Drives Them
  Share and Determine Institutional Loyalty
Identifying the Right People

• Balance Smart and Capable with Kind and Nice

• Personal Goals and Philosophy
  Hunger/Drive to Succeed
  Response to Setback/Defeat
  Hire “Builders” Looking to Touch the Future

• Follow Your Instincts
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Setting Expectations

• Aggressive, Stretch Goals Good, but Do Not Promise the Impossible

• Require the Best Effort of Everyone
  Success Will Come
  Tone is Set

• Be Accepting of Failure
  As Long As It Was a Best Effort
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Higher Education

• Finding the Passion in Higher Education is Easy
• We Touch the Future
• Our Students Are Our Future
• Our Students Are the Focus for ALL WE DO
Assuming a Leadership Role

• Do An Organizational Assessment Before Starting the Job
• This is a Transition for the Institution, Not Just the New Leader
• Put Yourself in the Position of Others
• Be Clear and Specific
Assuming a Leadership Role

• Study History and Culture
• Understand Context and Situation
• Set the Tone Early – Focus on Mission
• IT CANNOT BE ABOUT YOU!
• Make Your Values Known by Your Actions
Assuming a Leadership Role

• Respect Those Already “On the Job”
• Lead by Example
• Assess Strengths and Weaknesses
• Ask Questions and LISTEN
• Prioritizing Needs of the Organization
• Make Strategic Changes
Assuming a Leadership Role

• Identify a Focus – The Big Issues
• Delegate, Trust, and Teach
• Set Goals Together
• Allow for Mistakes and Learning
• Build Your Team in Concert with Priorities and Needs of the Institution
The Team

- Expect Truth and Honesty
- Require Mutual Respect
- Diversity is a Key to Success
- Lay Out the “Ground Rules”
  
  How to Disagree
  Expectations for Input
  The Team “OWNS” Major Decisions
The Team

• Develop Specific Attainable Goals
  Long term Vision with 3-5 Year Specifics
  Identify 1-3 Significant Short Term Goals
  Early Success Gets People Moving
  Play to Win – Pursue Excellence in all you do

• Do Not Neglect the Implementation Strategy
The Team

• Review Status/Progress Regularly
• Formalize the Annual Review
• Empower Direct Reports but Hold them Accountable
• Ensure the Team Knows What is Expected of Them
The Team

• Build Mutual Respect and Trust
• Appreciate Expertise and Skills
• Applaud Effort; Reward Accomplishment
• Ensure the Team Knows What is Expected of Them
• Offer Time for Informal Interaction
Pitfalls to Avoid

• Unclear Vision for the Future
• Confusion About Who Decides
• Showing Only Some of the Puzzle Pieces
• Applying Short-Term Thinking to Long-Term Problems

Implementation

• Delegate and Provide Freedom to Work
• Communicate Regularly
• NEVER Claim Credit Personally; All Victories Belong to the Team
• Make Decisions in a Timely Fashion
• Recognize You Will Make Mistakes

Inaction may be the biggest mistake of all
Implementation

- Celebrate Success
- Welcome Creative, Productive Input
- The Team Must be Willing to Move Outside the “Comfort Zone”
- Make Personnel Changes Quickly and With Respect
Final Thoughts

• The Team Must Share Core Values and Vision, but Will Disagree on Some Specific Decisions
• Build for the Long-Term
• Work Hard but Have Outside Interests
• HAVE FUN
Questions

Comments

Discussion