

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

Source: DiPietro, Joseph, "Higher Education Funding: Sustainability for Success," Ellington Agricultural Center, Nashville, Tennessee. 10 September 2014. Opening Remarks.

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