

Silos are For Grain Not for Teams

The Most Powerful Tool Any Leader
Has is a Team at Its Best

Monty Moran

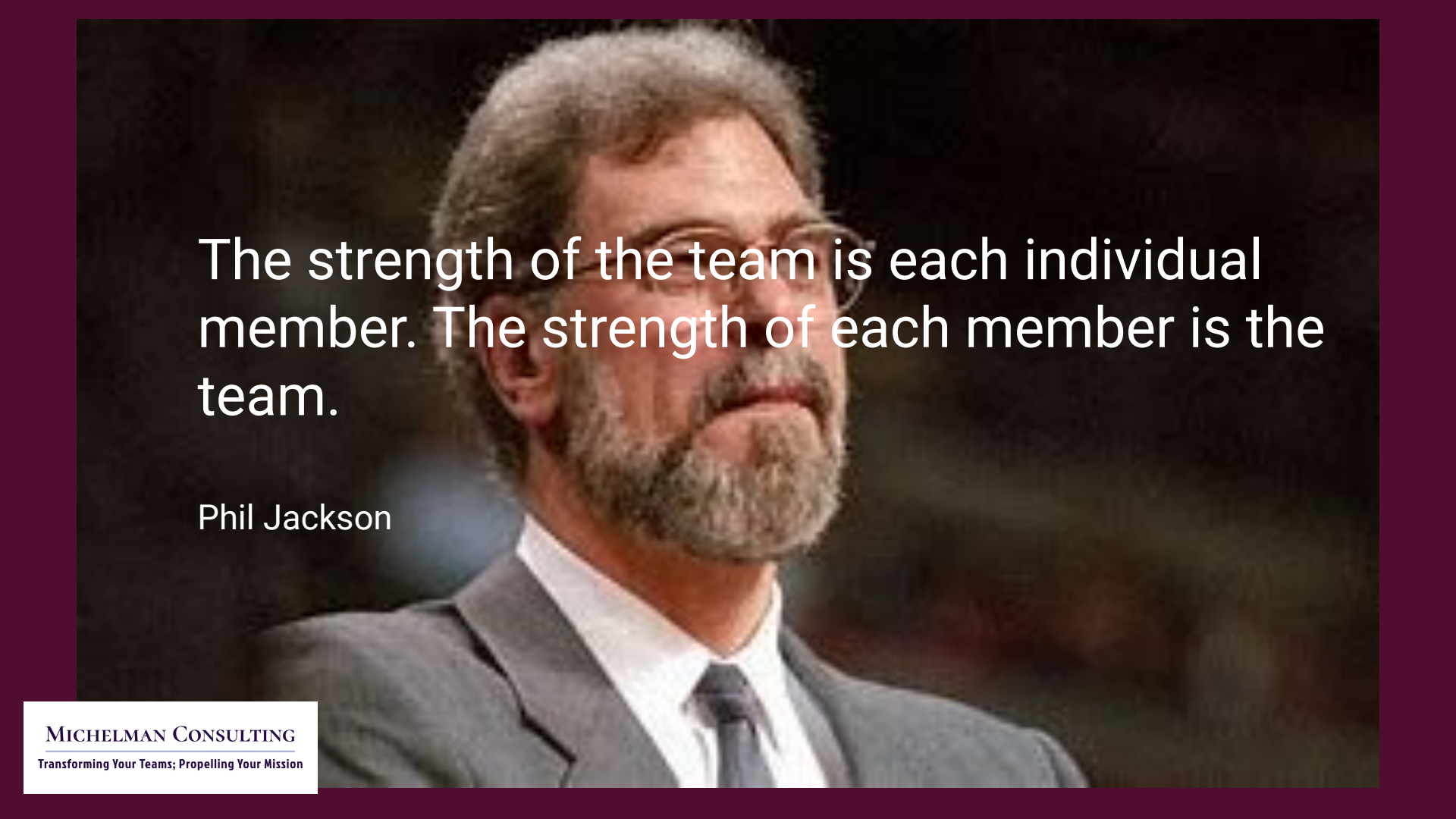
Ground Rules

Critical if we are going to have open conversations that will allow us to grow



Introduction

- Role?
- How many teams are you a member of?
- How many teams do you lead?
- What do you hope to learn from this presentation?



The strength of the team is each individual member. The strength of each member is the team.

Phil Jackson

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Great Teams

Recall the best team you were ever a part of and jot down

- What made it so powerful? (2--4 reasons)
- What was the most exciting thing the team was able to accomplish?

Weak Teams

Recall the weakest team you were ever a part of and jot down

- What made it so weak? (2--4 reasons)
- What was the team was able to accomplish?

Share with neighbor your thoughts

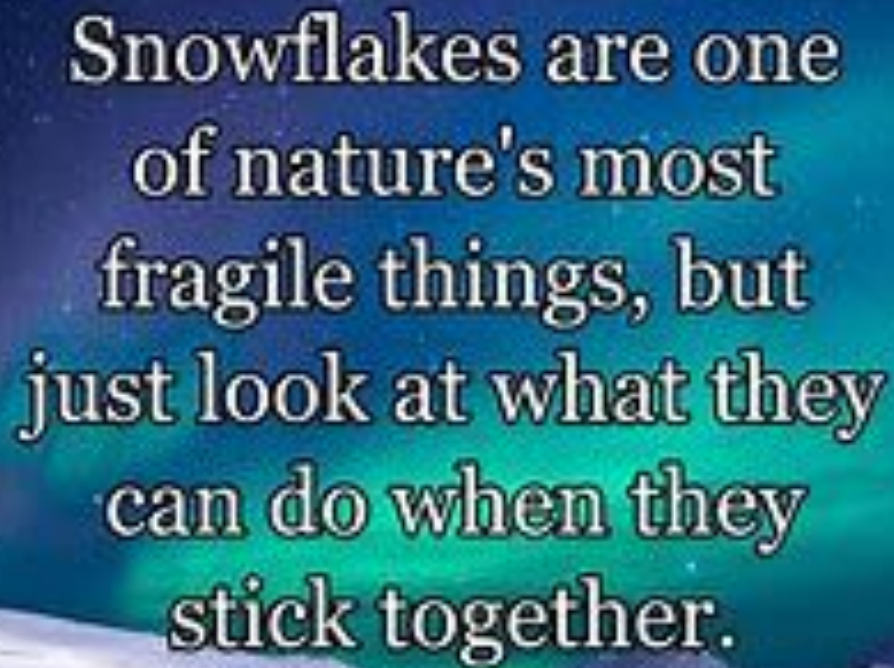
Your Teams

Think of each team you are a member of and decide where it lands on the continuum between greatest and weakest team

Rest of workshop think about how to move your teams along the continuum

Why Do We Have Teams?

- Tradition
- Appearance for rest of institution
- Information sharing
- Consultation
- Implementation of plans
 - Departmental
 - Whole school
- Decision making



Snowflakes are one
of nature's most
fragile things, but
just look at what they
can do when they
stick together.

Vesta Kelly

QuotesOfTheDay.com

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Definition of a True Team (Not a group)

A small group of people who work interdependently to achieve an important mutually understood purpose and possess the knowledge, skills and experience to accomplish the task

Teams vs Groups

Tradition (Group)

Appearance (Group)

Consultation (Group or Team)

Implementation

Departmental (Group)

Whole School (Team)

Decision Making (Team)

Essentials for Real Team

- Small size
- Right people on bus
- Clear understanding of who is on team
- Important purpose and goal
- Interdependence of work

How do your best and weakest team line-up with these essentials?

Importance of Purpose or Importance of Why



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Purposes of Team

- Write the ideal purpose for the “highest” team you are a member of
- Write the purpose of a team you lead
- Share with a neighbor

Purpose vs Goal

Purpose

- Broad
- Continuing
- Philosophical
- The Why

Goal

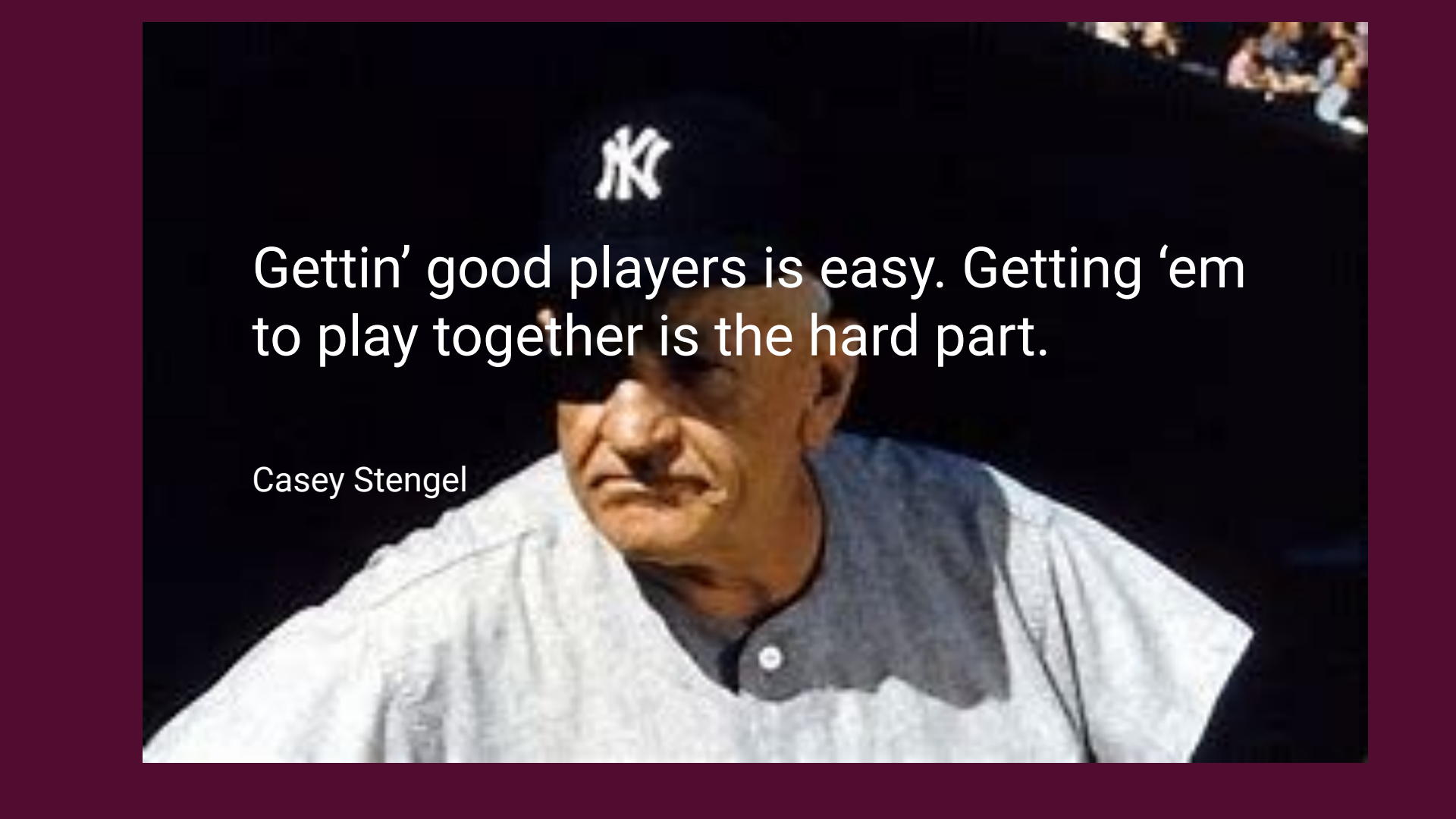
- Specific
- Deadline
- Concrete
- The What

What Makes a Goal Important

- Helps achieve the why
- Improve the life of your constituents
- Be large enough to be material
 - Does not need to be strategic
- Engaging to the team
- The work is interdependent
 - Not everyone doing the same thing
 - Everyone working towards accomplishing the same goal

SMARTI Goals

- Specific
- Measurable
- Achievable
- Relevant
- Time framed
- Interdependent

A close-up photograph of Casey Stengel, an older man with a serious expression, wearing a white New York Yankees baseball cap with the 'NY' logo and a white pinstriped Yankees uniform. The background is dark and out of focus, showing some spectators in the stands.

Gettin' good players is easy. Getting 'em
to play together is the hard part.

Casey Stengel

Interdependent

Everyone has a role; not the same role necessarily

How can these goals be interdependent?

- Reduce Student Attrition (Development Office)
- Reduce Faculty Attrition (Admissions Office)
- Increase Faculty Diversity (Business Manager)
- Increase Net Tuition Revenue (MS Director)

Team Goals

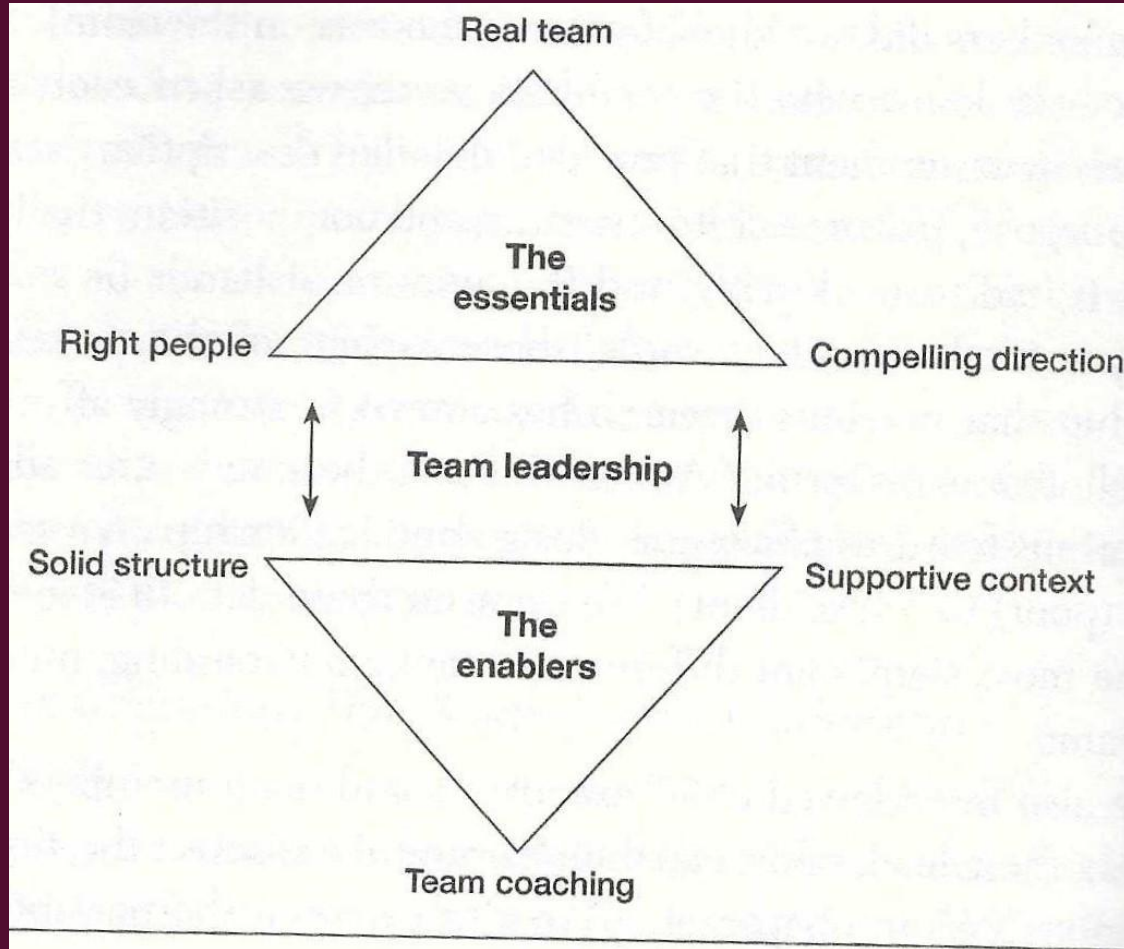
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Create an important and SMARTI goal for your leadership team

Create an important and SMARTI goal for a team you lead

Does your team set goals?

How does the team hold itself accountable for achieving those goals?



*Senior Leadership
Teams by Wageman
et. al.*

Supportive Context

- HOS taking work seriously
 - Providing necessary resources
 - Insisting on engagement
 - Insisting on accountability
- Members of team are growing personally
- The team is getting better at its work

A photograph of Ken Blanchard, an older man with glasses and a dark suit, speaking on a stage. He is gesturing with his right hand, pointing upwards. The background is dark, and the lighting is focused on him. The quote "None of us is as smart as all of us." is overlaid in white text on the left side of the image.

None of us is as smart as all of us.

Ken Blanchard

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Solid Structure

- Developing behavioral norms (Operating norms)
- Purpose of team is compelling and clear to members and community
- Responsibilities tracked
- Creation of agenda process
- Clear calendar of what to be done when
- Different types of meetings for different purposes

Solid Structure

- Clear SMARTI Goals
 - Including implementation plans
 - Including accountability processes
- List of To Do's
- Index of Decisions Made
- Defining the purpose of each agenda item
 - Inform, consult, debate, decide



2020-2021 Leadership Team Goals and Links

[Playbook](#)

[Metrics](#)

[Watchlist](#)

[Deliverables](#)

[Tickler](#)

[FIRE Timeline](#)

[LT Google Drive](#)

Leadership Team Mission

The leadership team ensures daily practices at Duke School are consistent with its mission and values and, in partnership with the Board, plans for the school's robust future.

MEETING SCHEDULE

- Next Tactical Meeting: [May 5, 2021](#)

- Next Strategic Meeting: [May 12, 2021 - Strategic Retreat](#)

Location: Zoom


[May 19, 2021](#)

[May 26, 2021](#)

[June 2, 2021](#)

Team Getting Coaching

- All great teams great coached and think about their performances and how to improve
- Quarterly check
 - Talk explicitly about how the team is performing
- Can be done internally or externally

A photograph of John Wooden, an elderly man with white hair and glasses, wearing a dark suit, light blue shirt, and dark tie. He is looking slightly to the left. In the background, several people in white Stanford basketball jerseys are visible, though out of focus. The word "STANFORD" is partially visible on one of the jerseys.

The main ingredient in stardom is
the rest of the team.

John Wooden

How Do You Improve Teams You Don't Run

Write a three prong strategy to improve a team you are engaged with

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