

EFFECTIVE LEADERSHIP OF COLLABORATIVE WORK TEAMS

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CONVERSATION GUIDELINES

Honor
confidentiality

Give unconditional
respect to yourself
and others

Create space for
everyone to
participate,
including yourself

Use “I” statements
– speak from your
own experience

Take responsibility
for your own
learning: ask for
what you need

Use active listening

Respect everyone
else's journey &
experiences

Others?

OBJECTIVES

- Develop a better understanding of the necessary foundation of a collaborative work team
- Identify barriers and bridges to success of collaborative teams
- Learn effective tips and tools aimed at more effective leadership and facilitation



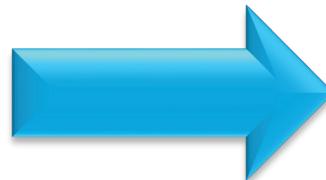
LAYING THE FOUNDATION





WHAT ARE WE DOING HERE?

Consensus



Collaboration

Facilitation



Leadership

Meetings



Teams



CONSENSUS VS. COLLABORATION





FACILITATOR VS. TEAM LEADER

Facilitator

- Is objective and impartial
- Has no vested interest in the task
- Remains neutral
- Does not provide content
- Is not part of decision making
- Monitors the team process

Team Leader

- Is an active team member
- Has a vested interest
- Voices opinions and ideas
- Provides input
- Is part of decision making
- Gets resources for the team to do its work



MEETINGS VS. TEAMS



Turn to your neighbor:

What are the key differences between leading or facilitating
MEETINGS and **TEAMS**?



ESSENTIAL ELEMENTS OF A TEAM



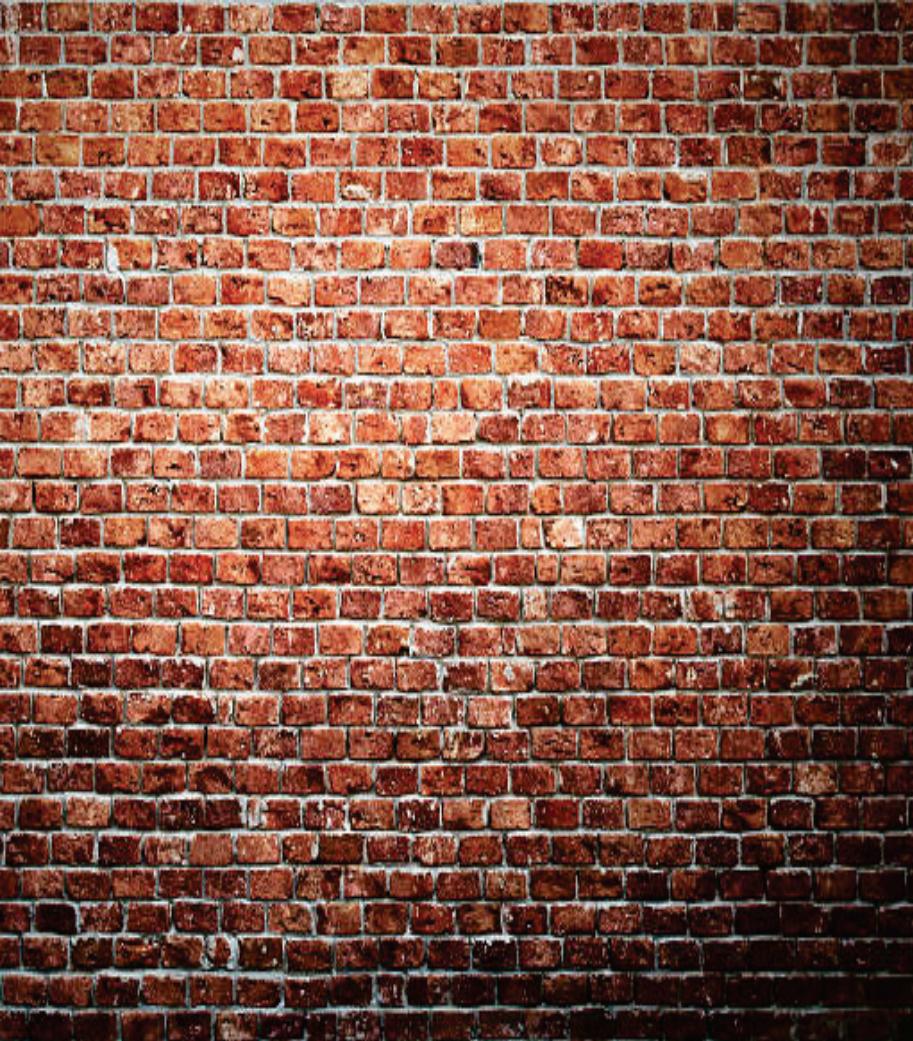


LEADING A COLLABORATIVE TEAM



Know your role

Slow your roll



BARRIERS AND BRIDGES



BARRIERS



Pick a new neighbor:

What are **BARRIERS**
you've seen that keep
TEAMS from being
PRODUCTIVE?



BRIDGES OF INSPIRATION

Create Urgency

Form a powerful coalition

Create a vision for change

- Determine the values that are central to the change
- Develop a vision that captures the future desired state
- Create a strategy to execute that vision
- Ensure your team knows the vision and has an ‘elevator speech’ ready and practiced



BRIDGES OF INNOVATION

People

Process

Culture

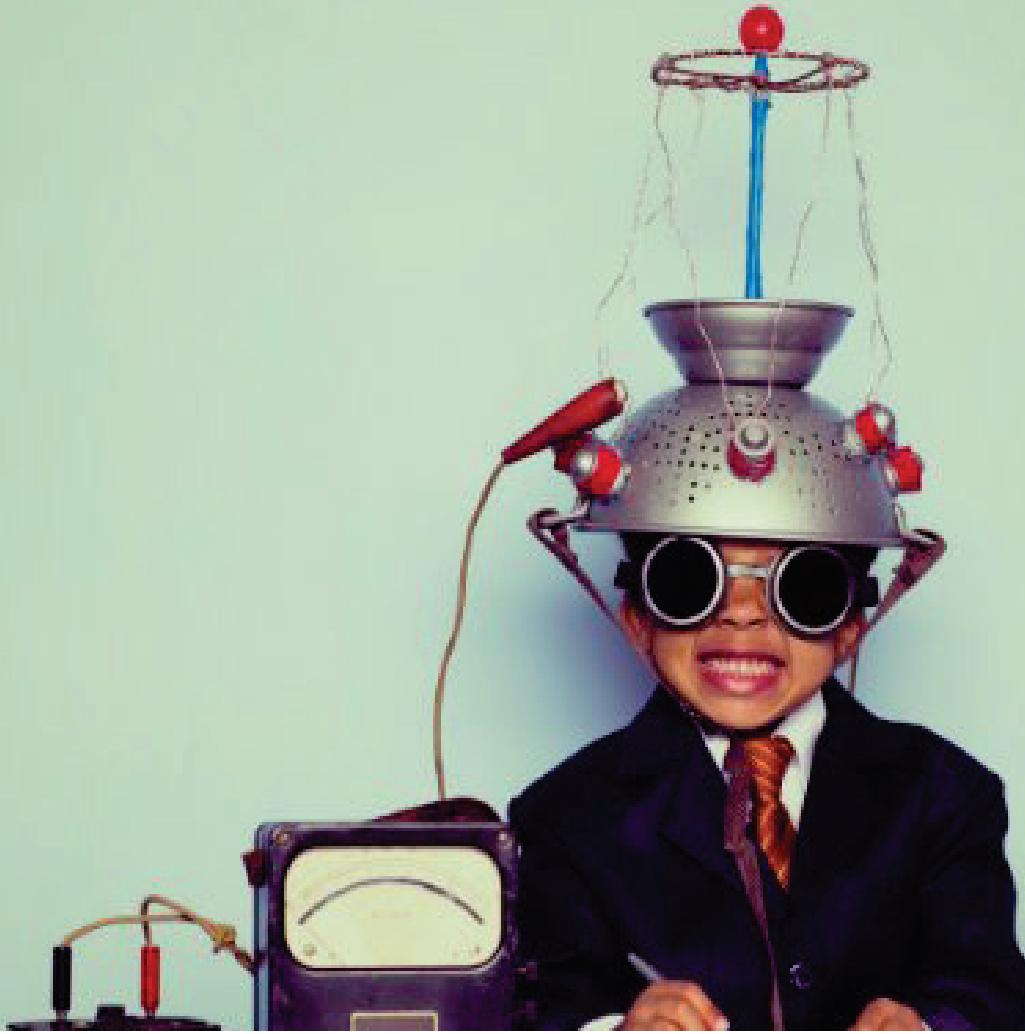


BRIDGES OF INCLUSION

Build trust

Activate each seat at the table

Invite various ways of looking at an issue



TIPS AND TOOLS





PLAN AHEAD

Plan

- Logistics
- Setting objectives/Project charter
- Develop an agenda
- Preparing participants

Act

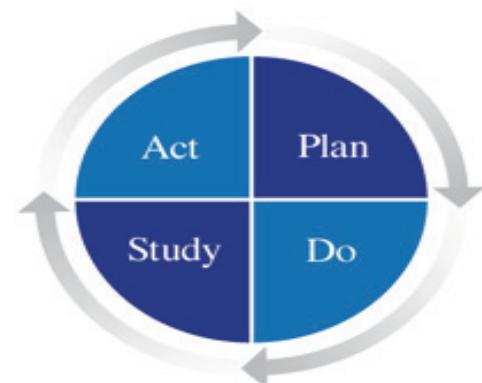
- Put the information from the study phase to use in improving future work

Do

- Facilitate/lead the meeting
- Set ground rules
- Record keeping
- Building open communication
- Increasing participation
- Accomplishing the task

Study

- Evaluating for result and progress





TASKS

- Use a project charter
- Use ground rules to create accountability
- Outlook and doodle invites
- Project related software
- Assign a time keeper
- Use calendars and agendas

Project Charter

1. Project Name:			
2. Project Lead:			
3. Supervisor/Manager/Mentor			
4. Project Description: What are the objectives of this project? How does project support the vision and mission of the City of Madison, the department, and your professional development goals?			
5. Team Members: Add more lines as needed.			
Name:	Job Title:		
6. Equity Impact Analysis: Who will benefit from this project? Who will be burdened? Is it possible that this project may have disproportionate impacts on communities of color or communities of low incomes? If so, what are the plans to mitigate any disproportionate impacts on these or other communities? Is there a need to conduct a racial equity analysis on this project? Please explain below:			
7. Potential Budget Implications: How much will the project cost in terms of money and/or staff time?			
8. Potential barriers: What are the potential elements that may restrict progress? How will you mitigate these barriers?			
9. Implementation Timeline: List SMART Goals, who is responsible, when the items are due, and how you will know you were successful. Add more lines as needed.			
SMART ¹ Project Goals	Responsible Team Member	Due Date	Performance Measure ²
1.			
2.			
3.			
4.			
5.			
6.			
7.			

10. Stakeholders: Who are the stakeholders that should be involved or know about this project? Add more lines as needed.

Name	Title	Organization	Role or Interest in Project

11. Communication Plan: Identify and list the names of the internal and external customers and stakeholders. How will you engage and communicate with them? List their needs, roles, and responsibilities. Add more lines as needed.

What key items need to be communicated?	Which stakeholders need to know?	When and how will this be communicated?

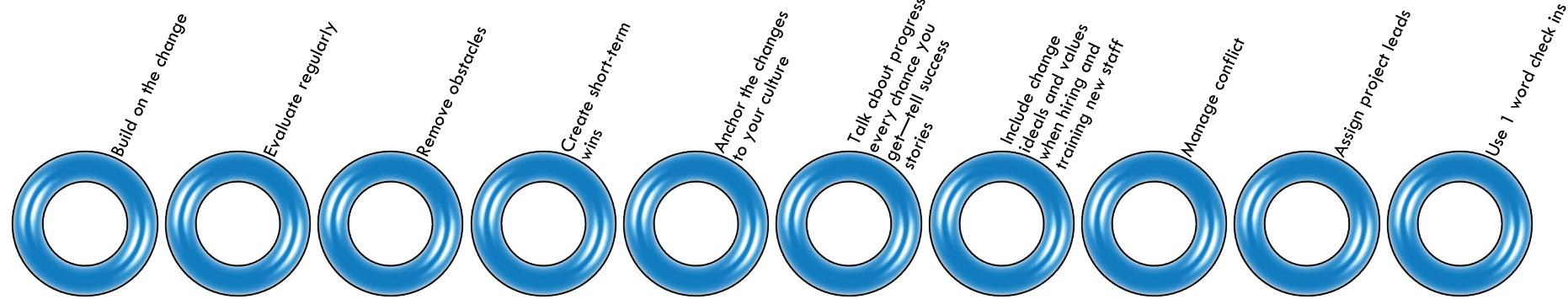
¹ S.M.A.R.T. is commonly used mnemonic acronym in performance management. It provides criteria for drafting strong goal statements. The concept originated in 1954 when Peter Drucker published a book about management by objectives. The idea is to ensure each goal statement fits all of the criteria in the acronym. The letters S and M usually mean specific and measurable. The other letters have evolved to mean different things to different authors, as described below.

- S = Specific, Strategic
- M = Measurable
- A = Achievable, Attainable, Action-Oriented, Agreed-upon, Aligned, Ambitious
- R = Relevant, Realistic, Resourced, Reasonable, Results-based
- T = Time-bound, Time-based, Time-limited, Timely, Time-sensitive

² Performance Measure: A quantifiable unit which provides information about the success of a program, department, service, or outcome people care about achieving or maintaining. A government may identify a measure/metric by inventorying data that it already collects, collecting new data, or using validated external data. Measures/metrics can focus on inputs, outputs, service quality, efficiency (e.g. cost per application processed); productivity (e.g. throughput); and effectiveness/outcomes (e.g. unemployment rate). 'Setting Performance Targets: Getting Started Guide,' What Works Cities, November 2015.

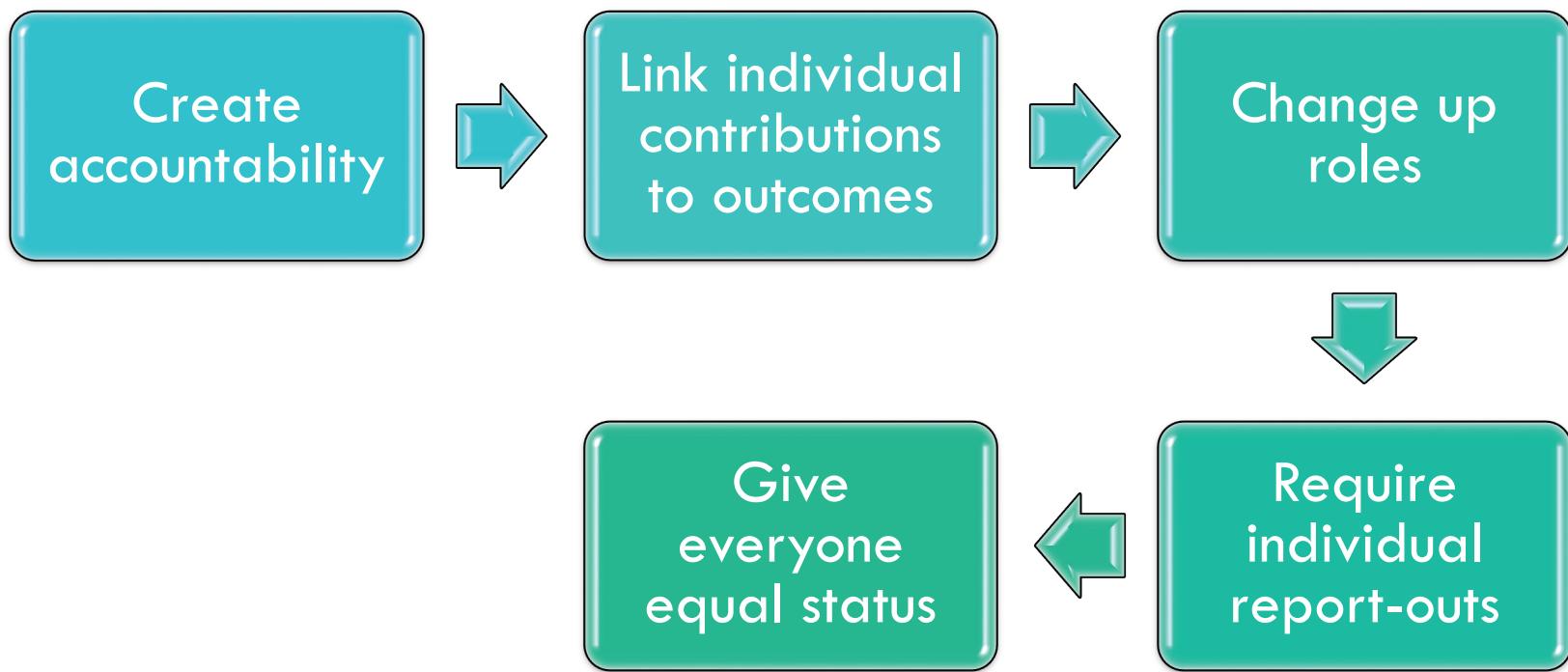


TEAM DYNAMICS





INDIVIDUAL CONTRIBUTIONS



Expectations



Reality



EXPECTATION



REALITY



APPLYING OUR LEARNING

Part 4

YOUR COLLABORATIVE TEAM

Are there any **barriers** on your teams that at least one of the **bridges**, **tips**, or **tools**, would not be able to help address?

WHAT WILL YOU APPLY?

