TEAMWORK & TEAM LEADERSHIP

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AGENDA

PART I: TEAMWORK

- What is the knowledge economy
- What is a team?
- How can individuals work together effectively

PART II: LEADERSHIP

- What is the role of a leader?
- Is a leader the boss or coach?

SOCIAL STRUCTURE & ITS TRANSFORMATION

- Prior to World War I – largest workforce was farmers and second largest group were live in servants. Limited opportunity and little power.

- The turn of the 20th Century and the industrial revolution created a new class of workers – blue collar workers. More opportunity & power through unionization

- By the 1960s and 1970s a new field was emerging that focused on the production and distribution of information – the workforce became known as Knowledge Workers. Uncertainty, rapid change, greater competition

WHAT IS NEW ABOUT KNOWLEDGE WORKERS?

- Emphasis is no longer on individual workers but the because knowledge work is more effective the more specialized it is, teams become the actual work unit rather than the individual him/herself.

- Teams confront challenges that change, are surrounded by uncertainty and its members may only work together on a single project.

CASE STUDY: RATE APPEAL FOR SUNY HOSPITALS

- CONTEXT:
- In 1991 NYS Bureau of the Budget removed $50 million from 3 SUNY hospital accounts (Stony Brook, Upstate in Syracuse and Downstate in Brooklyn)

- SUNY Chancellor formed a taskforce from the three hospitals to study current reimbursement and appeal current rates.

- Deputy to the President at Stony Brook appointed team leader

THE DEAL

- AGREEMENT WITH DOH PERSONNEL:

- IF WE PROVE WERE ARE <u>NOT</u> INEFFICIENT WE GET STATUS CHANGED AND INCREASED REIMBURSEMENT;

- IF WE ARE INEFFICIENT WE WILL IMPLEMENT DOH RECOMMENDATIONS ON HOW TO BECOME EFFICIENT

TEAM MEMBERS

- Members from the three SUNY hospitals had experts in running hospitals, reimbursement system and demands of patients for the respective populations they served. History dealing with NYS DOH. Had preconceived notation of how the "NYS system worked".

- Team Leader has management and project management skills. Experience working with government bureaucracies. Had background in systems analysis and had a more objective view of the problem to be addressed – hospital funding – and idea how the NYS DOH worked.

PURPOSE & GOALS

Specific Goals to be Achieved

1. Increase revenue from reimbursement

2. To accomplish #1 must have status changed from Community Hospital to Tertiary Care Hospital

Specific Obstacles

1. Hospitals control by both DOB (state agency status) and DOH (hospital)

2. Belief of DOH staff the SUNY hospitals were inefficient

STRATEGY

- DETERMINE IF SUNY HOSPITALS WERE INEFFICIENT
    - Conclusion no – myth based on inconsistency in reporting of hospital personnel

    - Perform objective analysis on hospital data arrayed to permit comparison across hospitals

- HOLD DOH PERSONNEL TO AGREEMENT – IF WE PROVE WERE ARE NOT INEFFICIENT WE GET STATUS CHANGED AND INCREASED REIMBURSEMENT; IF WE ARE INEFFICIENT WE WILL IMPLEMENT DOH RECOMMENDATIONS ON HOW TO BECOME EFFICIENT

WHAT IS A TEAM?

A team is more than the sum of its individual members

A team is a small number of people with complementary skills, committed to a common goal, and hold themselves mutually accountable

The essence of a team is common commitment and commitment requires purpose in which all members can believe

HOW TEAM CAN WORK TOGETHER

Business school professor Amy Edmondson TED Talk on *How To Turn a Group of Strangers into a Team* discusses her work on "teaming," where people come together quickly (and often temporarily) to solve new, urgent or unusual problems. Edmondson shares the elements needed to turn a group of strangers into a quick-thinking team that can nimbly respond to challenges.

- **Watch this video before proceeding**

https://www.ted.com/talks/amy_edmondson_how_to_turn_a_group_of_strangers_into_a_team

PURPOSE AND GOALS

- In the context of the competition, purpose is *the reason for which something is done or created*

- *Purpose* translates into performance goals, e.g. reduce recidivism, improve the accuracy of NYC's flood maps, provide CUNY students with an individual advisor

- Important to establish outcomes that are agreed upon by <u>everyone</u> on the team
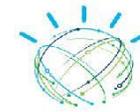
BEING A TEAM LEADER

Learn How To Manage People And Be A Better Leader - watch the following video available on YouTube.

- Abstract: "Aspire to be a better leader? Then you need to be a team player with the right character traits, interpersonal and communication skills."

- **Watch this video before proceeding**.

URL: https://www.youtube.com/watch?v=PWmhl6rzVpM&t=247s

TEAM SKILLS

- WHAT THEY?
- WHAT IS THE TEAM PURPOSE?
- WHAT SKILLS DO THEY NEED TO ACCOMPLISH THEIR GOAL?

Milestone 1 Form

You can download it from the Home Page or, Challenge Schedule page

BARUCH COLLEGE | MARXE SCHOOL OF PUBLIC AND INTERNATIONAL AFFAIRS CUNY

2019 CUNY-IBM WATSON SOCIAL IMPACT CHALLENGE

MILESTONE #1 FORM

I.   TEAM NAME: _____

II. Public Sector Domain (check one):

     Higher Education _____   NYC Government_____   Nonprofit _____

III. List the names of each member of the team. Designate one member to serve as team leader.

   1. Team Leader: _____
   2. Member: _____
   3. Member: _____
   4. Member: _____
   5. Member: _____

IV. Brief Description of the Problem you want to address (250 words or less).

_____

_____

_____

V.   Brief Description of what the Solution would look like (250 words or less).

_____

_____

_____

VI. Only complete if you know the name and your mentor's contact information

Name of Mentor _____
    Mentor's email:_____cell: _____

Note: Please save this Form as PDF before you submit to us.

PART II-
THE POWER OF COMMUNICATING

COMMUNICATING

- Conversation is a discipline at the heart of leadership and learning.
- …by applying the tools of this disciple to the ways we communicate we can:
  - surface and test our hidden assumptions,
  - access the knowledge of others,
  - create new options, and
  - arrive at decisions that leverage an organization's best thinking.

PETER SENGE LEARNING ORGANIZATIONS

- *…organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together.*

- The basic rationale for such organizations is that in situations of rapid change only those that are flexible, adaptive and productive will excel. For this to happen, it is argued, organizations need to 'discover how to tap people's commitment and capacity to learn at *all* levels'.

TEAM LEARNING

- The discipline of team learning starts with 'dialogue', the capacity of members of a team to suspend assumptions and enter into a genuine 'thinking together'.

- …. [It] also involves learning how to recognize the patterns of interaction in teams that undermine learning. (Senge 1990: 10)

GREENLEAF'S SERVANT LEADER

THE SERVANT-LEADER *IS* SERVANT FIRST

It begins with the natural feeling that one wants to serve, to serve *first*. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is *leader* first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions. For such it will be a later choice to serve — after leadership is established. The leader-first and the servant-first are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature.

DOMINANCE vs. VOLUNTARY RELATIONSHIP

- What is my objective – to make people do what I want even if it is against their will?

- Do I want to create an environment for compliance to my rules or an environment where new ideas can emerge and flourish?

- What other choices can I make – is the **glass half empty or half full**?

DIALOGUE AT WORK:
SKILLS FOR LEVERAGING COLLECTIVE UNDERSTANDING

Discussion/Debate

1. Break issues or problems into parts

2. See distinction between parts

3. Justify and defend assumptions

4. Persuade, sell, tell

5. Gain agreement on one meaning

Dialogue

1. See how the parts combine into a whole

2. See the connection between parts

3. Inquire into assumptions (our own and others')

4. Learn through inquiry and disclosure

5. Create new, shared meaning

BY GLENNA GERARD AND LINDA ELLINOR

MENTAL MODELS-A KEY INSIGHT

- Mental models exercise enormous influence over us when they remain hidden.

- We are frequently unaware of our conclusions, assumptions and beliefs. We do not recognize them as mental models, but think they are simply the way things are.

- We assume the conclusions that are obvious to us are obvious to everyone else.

- When others present opposing beliefs, or act in ways not consistent with our own mental models, the result is discomfort, defensiveness, division, stalemating and incoherence.

SUCCESS

- What is success? The true definition represents a great ambition, which, like the task of Sisyphus, is never quite to be achieved. To me, success is to be measured intrinsically more than extrinisically. It means doing your job with all your spirit and with all your might; to spend all and to be all spent; to be helpful to yourself and by force of example..helpful to others. True success is self-respect. Respect that is preserved in the face of all temptations to slough and to dodge. A *person* must be sound in his or her eyes to be important in the eyes of others"

Bernard Baruch

Commencement at Oglethorpe University

May 28, 1933