

LEAD 6

Six Roles of a Leader at **Chico State**

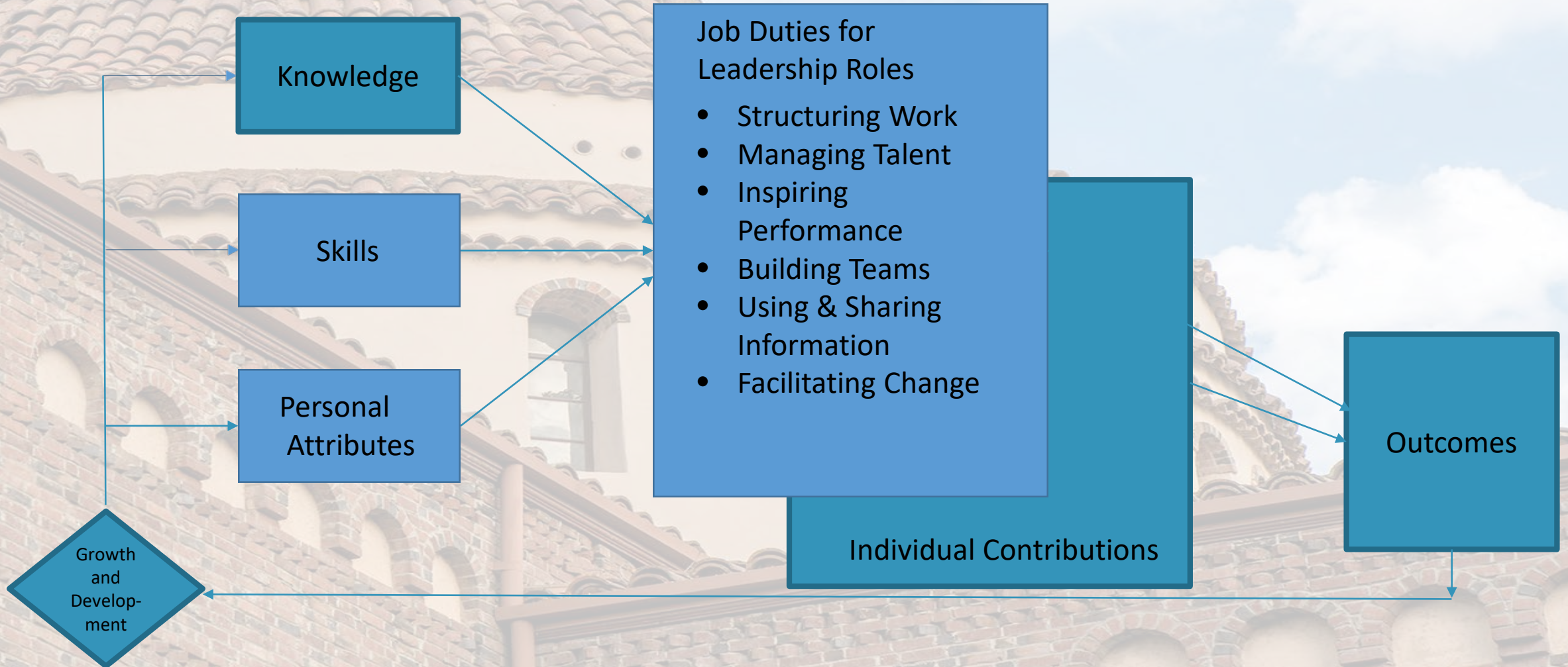
Leadership Development
December 2019

Welcome and Agenda

Today's Topic: Building a Team!

- Model Reminder and Learning Objectives
- Assess your strengths as an Ideal Team Player
 - *The Ideal Team Player: How to Recognize and Cultivate the Three Essential Virtues: A Leadership Fable*, by Patrick Lencioni
- Networking
- The Five Dysfunctions of a Team
 - *Overcoming the Five Dysfunctions of a Team: A Field Guide For Leaders, Managers, and Facilitators*, by Patrick Lencioni
- Announcements

Multi-level Leadership Model



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Six Roles of a Leader at Chico State

- Expected Outcomes of this program:
 - Cohesive leadership framework for CSU Chico
 - Strong cadre of leaders across the campus
 - Connections between leaders to improve efficiency
 - Increased confidence in leaders on the part of our employees
- Expected Outcomes of this session:
 - Learning your Humble, Hungry, Smart profile
 - Acknowledging someone who can help you strengthen your profile
 - Assessing your team dysfunctions (yes, we all have them!)
 - Identifying potential corrective actions to improve your team's strength

Building a Team

Organizations emerge because their mission requires multiple people to carry it out. As a public institution, CSU-Chico has many stakeholders, and leaders must be adept at building and serving on many levels of team-based structures:

- Create an esprit d'corps along your line of authority
- Establish and maintain effective peer relationships
- Ensure a productive relationship with your supervisor
- Connect with individuals across the CSU
- Encourage networks of philanthropists, donors and supporters
- Nurture CSU Chico's Town/Gown relationships

The background of the slide is a photograph of a building with a prominent tiled roof and arched windows. The image is faded to allow text to be overlaid. The building appears to be a multi-story structure with a classic architectural style.

Concepts today developed by Patrick Lencioni

- Was recently at Chico State to help with Camp Fire recovery
- Prolific author and consultant on Organizational Health issues
- Resources can be found in the Books and Videos section of CSULearn



The Ideal Team Player

Humble, Hungry, and Smart

What Makes an Ideal Team Player?

- Humble
 - Humility is the single greatest and most indispensable attribute of being a team player.
 - “Humility isn’t thinking less of yourself, but thinking of yourself less.” - C.S. Lewis
- Hungry
 - Hungry people almost never have to be pushed by a manager to work harder because they are self-motivated and diligent.
 - Some types of hunger are not good for a team and are even unhealthy
- Smart
 - Smart people understand what is happening in a group situation and how to deal with others in the most effective way.



Turn to the assessment exercise on the back of the Ideal Team Player Self Ranking Exercise sheet

Evaluate yourself relative to the 3 virtues. Don't overthink your responses!

Rank the order of your virtues from Strongest to Weakest under Step 2 on the front

Fold your paper in half with the ranking (not ratings) showing



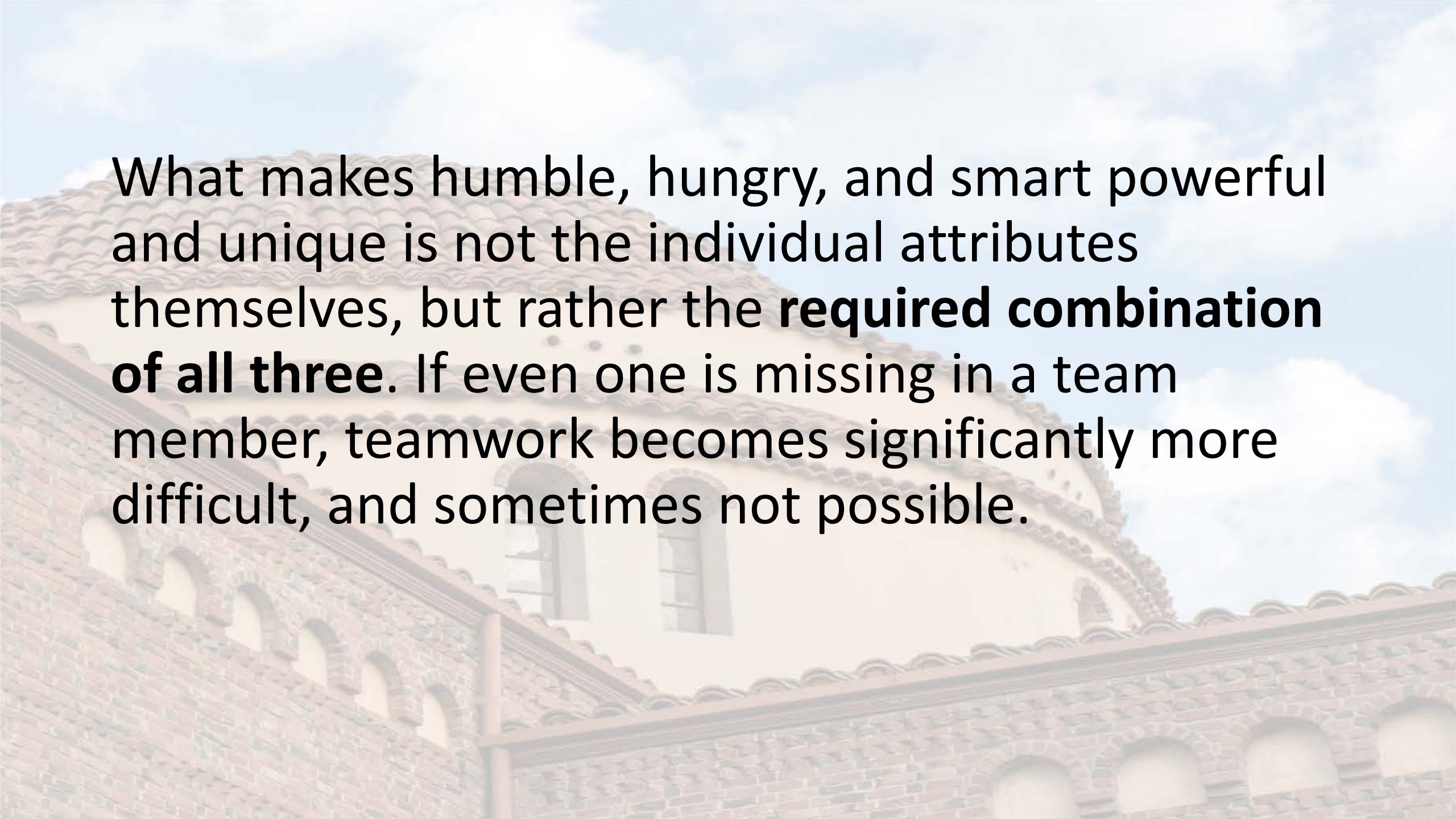
Networking Activity

Get up and find two other people with the same number on your nametags. Talk through your respective strengths, and how those strengths contribute to team effectiveness.

Then, find at least two other people who have different strengths than you, and discuss strategies for helping each other out. Share your business cards, or contact information, so that you can continue to be resources for each other.

What ideas did you come up with?

- What would it be like to search on these characteristics? Can we train search committees to assess these three characteristics? Some sample search questions might be helpful.
- Challenges of doing this as a self-assessment vs getting feedback from constituents and team members. How congruent might perceptions be?
- Possible interview question: Please describe a team in which you received critical feedback. What was that, and how did you respond? Blaming answer, versus honest reflection
- Examples of how hungry can be too much and not helpful. (new rubric)
- Possible interview question: Tell us about a time when you had to change tactics, or a project you were working on didn't work out. How did you handle it? (Blaming versus understanding outcomes. Editing vs being edited?)
- Hungry might be bad for the whole, if one person is taking up too much of the load, and then is out or unable to contribute. Accepting too much and failing to complete...
- Smart ideas: how to engage people to be more aware of them? Focus on strengths and bringing them to light. Changing weaknesses might be a waste of your time.
- If HR sees really great interview questions, maybe we could put a data base together. That's actually in process, for various competencies, following our first LEAD6 session on Managing Talent.
- Think of not just the managers and professional staff in our units, but also the Admin Support, as we assess their fit as a team player.
- As leaders, we have to be sort of 24/7, but we need an institutional conversation about the health of an organization in which many of us are encouraged to wear our exhaustion as a badge of honor.
- 360-degree evaluations provide that objective perspective that may challenge our self-perception.

The background of the slide features a photograph of a building with a terracotta tiled roof and arched windows. The image is faded and serves as a backdrop for the text.

What makes humble, hungry, and smart powerful and unique is not the individual attributes themselves, but rather the **required combination of all three**. If even one is missing in a team member, teamwork becomes significantly more difficult, and sometimes not possible.

Pieces and Parts that Make an Ideal Team Player

Humble

Hungry

The Pawn

Accidental
Mess-Maker

The Bulldozer

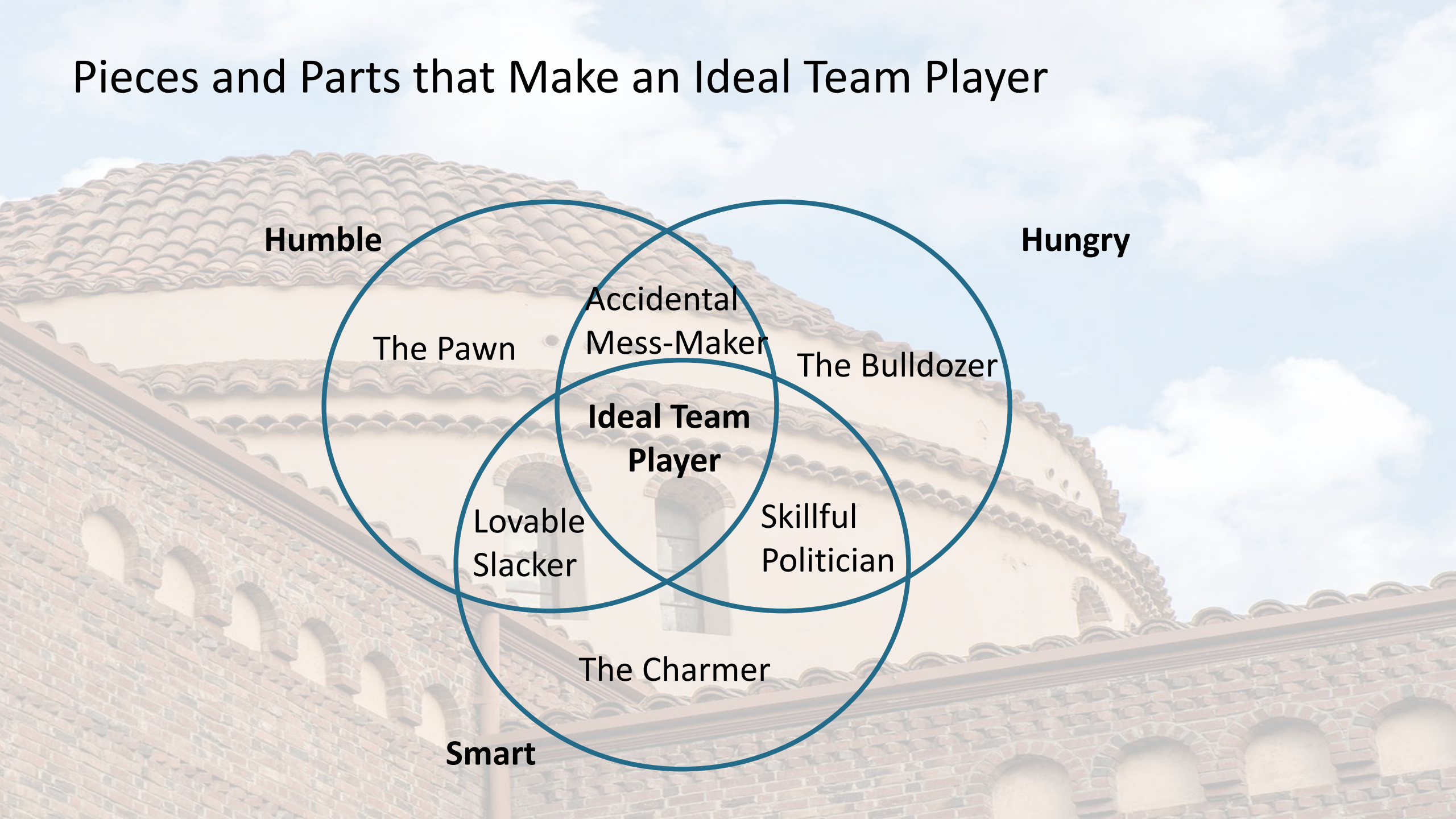
**Ideal Team
Player**

Lovable
Slacker

Skillful
Politician

The Charmer

Smart





Team Assessment

From: *The Five Dysfunctions of a Team, and Overcoming the Five Dysfunctions of a Team: A Field Guide For Leaders, Managers, and Facilitators*

by Patrick Lencioni



First assessment:

Are you in a crowd, a group, or a team?

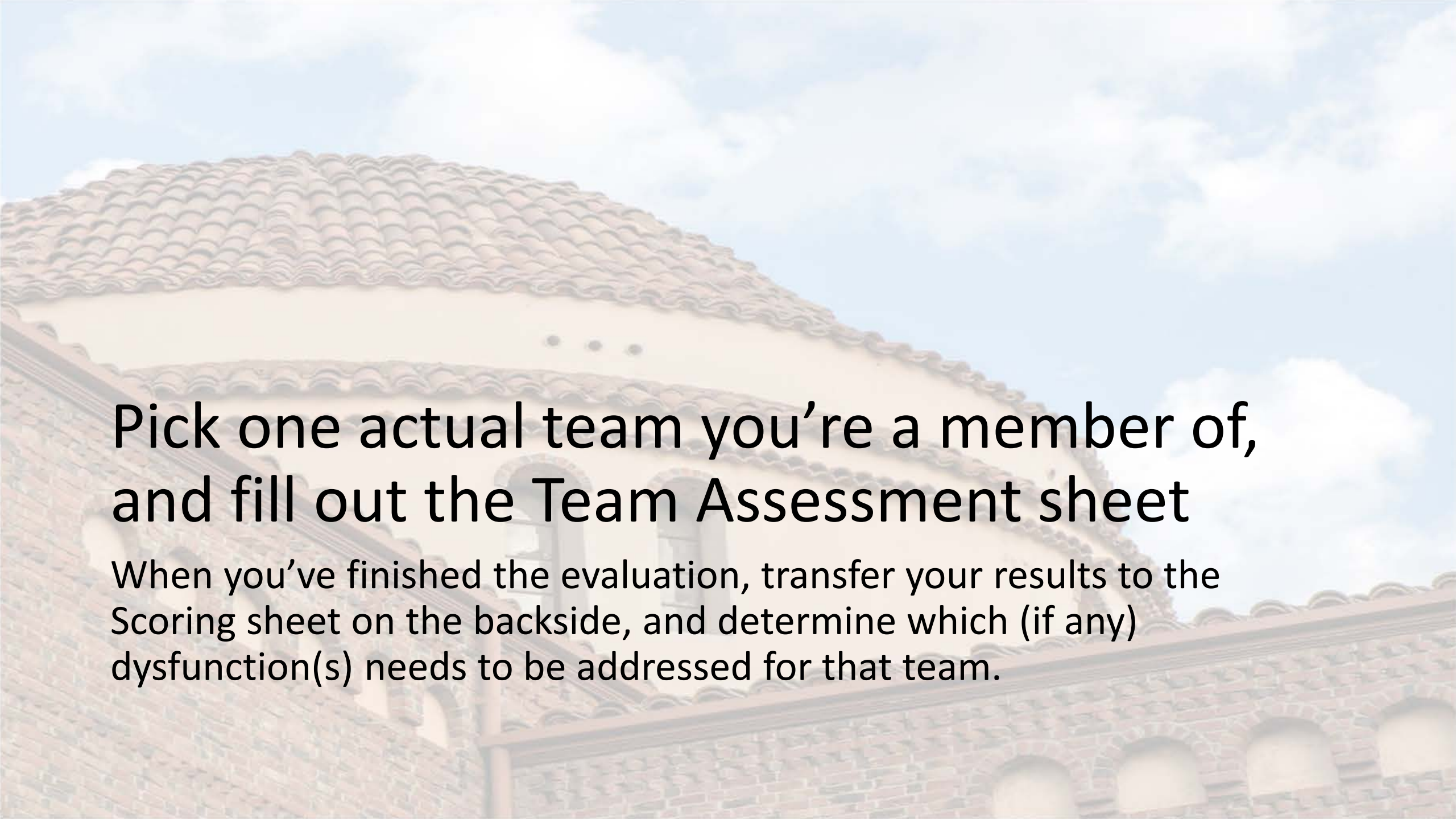
- Crowd: a collection of people who happen to be in the same place at the same time
- Group: a collection of people who have some common purpose, but relatively little interdependence or mutual accountability
- Team: shares common goals as well as the responsibilities for achieving them

The Five Dysfunctions of a Team

Assuming you're in an actual team.....

1. Are you able to be vulnerable with each other (Trust)?
2. Does that vulnerability-based Trust enable your team to address and manage Conflict?
3. Does your productive Conflict lead to mutual Commitment to your defined objectives?
4. Is your team Commitment strong enough to hold each other Accountable?
5. Is your level of Accountability leading to the Results the group intended?





**Pick one actual team you're a member of,
and fill out the Team Assessment sheet**

When you've finished the evaluation, transfer your results to the Scoring sheet on the backside, and determine which (if any) dysfunction(s) needs to be addressed for that team.



Coalesce into groups of about 5, preferably with people from different teams. Discuss the following:

1. How functional or dysfunctional was the team you each chose to consider?
2. What advice can we give each other on improving the functionality of our teams?
3. How can Chico State improve our teamwork in order to achieve our strategic plan?

Results, particularly the answers to #3.....



Good of the Order / Announcements

- **Next LEAD6:** Attend 1/16/2020 **Tipping Point** sessions in lieu of January LEAD6 meeting. Register at <https://www.csuchico.edu/tipping-point/>
- **Lencioni books available online in CSU Learn.** Login, change search option to Books, search “Lencioni” and “View All”
- **Conflict of Interest** training due this month.
- **Kendall Hall Open House** – December 12 (Thur), 12:30-2:30pm, to include the Joy of Giving raffle drawing in the Rotunda at 2:00 PM.
- **Cal Employee Connect** – Opportunity to get current W-2 sooner than paper, and past W-2’s are also available online. Please encourage your employees to sign up.
- **December Holiday Break Schedule** – Closed Dec 23, 25-27; pending notification of Governor’s Holiday, to be used Dec 24.
- **Chico Performances**
 - Dec 13 - Mary Chapin Carpenter & Shawn Colvin: Together on Stage
 - Dec 19 - Pink Martini: Joy to the World
 - Dec 21 - Nochebuena: Christmas Eve in Mexico
- **Department of Music and Theatre**
 - Dec 13, 5pm Chico State Guitar Ensemble Fall Recital
- Other campus events?