

Teams Development



What are the types of
teams we want?

If Organizing is...

... identifying leaders and coordinating them into leadership teams; Building community and commitment around common goals; Building power from the resources of that community; Using that power strategically to make concrete change in the world.

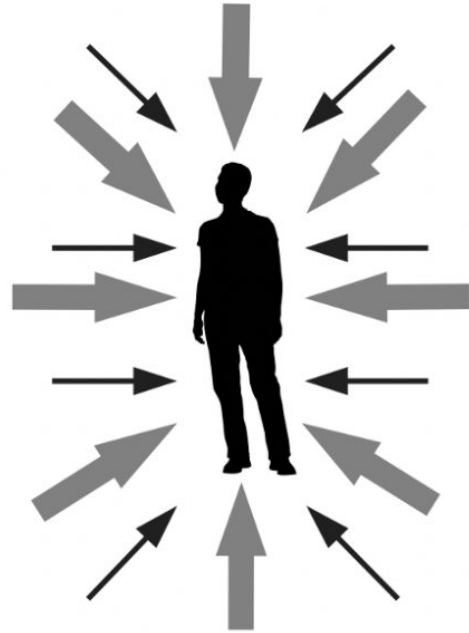
Then team leadership is...

A silhouette of a person, likely a woman, standing and facing a group of people. The group is represented by white outlines of heads and shoulders against a light background. The leader is in the foreground, slightly to the right, wearing a dark dress and high heels. The group consists of about ten individuals of varying heights and builds, all facing towards the leader.

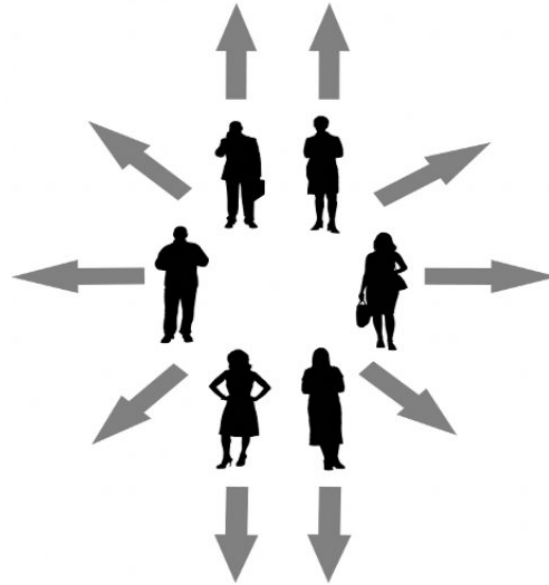
...taking responsibility for enabling others to achieve shared purpose in the face of uncertainty.

We are coaching towards the Interdependent Structure

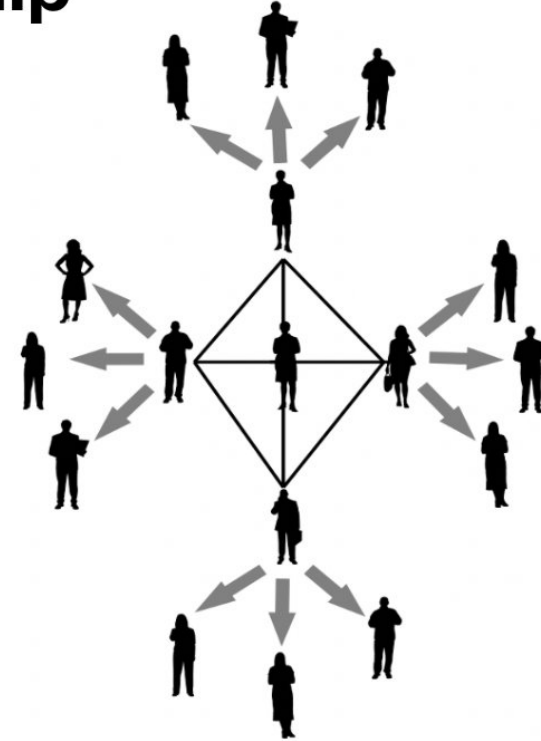
3 kinds of Leadership



"I'm The Leader"



"We're All Leaders"



Snowflake/
Interdependent Leadership

*Credits: Marshall Ganz, "People, Power, Change"
Harvard Kennedy School, Spring 2019*

Leadership teams do this through structures.

- › **Structures** allow for the distribution of power and responsibility and prioritizes leadership development. Structures are “groups of people” organized around a common purpose or value, using their agency to take action. Teams, committees, networks, boards, coalitions ... etc.



Agency is the ability for an individual to decide they can act.

A leadership team is the backbone of your campaign – and you must coach them to use their relationships to get others to act collectively to achieve their shared purpose.

KEY IDEAS



You alone do not
have the power
to win the
demand.

What makes an effective team?

When groups of people come together, conflict is always present. Effective teams are structured to channel that conflict in productive ways, allowing the team to achieve the goals it needs to win.

Our role is to support team development.

WHAT DO EFFECTIVE TEAMS DO?

- › Meet goals
- › Engage others
- › Learn and improve
- › Coordinate



THREE CONDITIONS FOR TEAM SUCCESS

- › Diverse People
- › Clear Boundaries
- › Stable Membership



THREE CONDITIONS FOR MEASURING TEAM EFFECTIVENESS

- › Achieve Goals
- › Build Capacity
- › Always Learning



THREE STEPS FOR BUILDING EFFECTIVE TEAMS

- › Shared Purpose
- › Community Agreements
- › Clear Roles



KEY IDEAS



The leadership team structure supports the campaign's interests by meeting goals, and meeting each individual's interests by giving them opportunities and support to learn and develop.

If your team is not meeting these criteria then you need to return to the foundational blocks and refocus.

Your role is to support and develop the team.

How do we develop a
shared purpose?

DEVELOPING A SHARED PURPOSE

“Ends”- destination

OUR TEAM'S
PURPOSE IS TO...

WHAT?

OUR PEOPLE
ARE...

WHO?

“Means”- journey

WE'LL ACHIEVE
OUR PURPOSE
BY...

HOW?

DEVELOPING A SHARED PURPOSE

WHAT?

WHO?

HOW?

Which statement is a SHARED PURPOSE STATEMENT?

- *Statement 1: We share the purpose of mentoring 5 system-impacted people who have experienced incarceration by providing work shadowing opportunities, tutoring, career advice, and organizing training.*
- *Statement 2: We share the purpose of achieving collective liberation for system-impacted people in Boston, MA, so every member of the community has a voice and can experience joy. We will do this by organizing formerly incarcerated people based in Boston through holding 1:1 meetings, community meetings, storytelling, and proposing and passing legislation that works.*

TEAMS - SHARED PURPOSE

STEP 1 - first draft (*individual work*) — 3 min

STEP 2 - (group work) — (8 min)

Include *what* your team is striving for, *who* you will organize, and how you'll do it - the kinds of organizing activities you will engage in

<u>NAME</u>	<u>WHO?</u> <i>Your constituency's characteristics</i>	<u>WHAT?</u> <i>Your team's reason for coming together</i>	<u>HOW?</u> <i>Specific organizing activities</i>

STEP 3 - SHARED PURPOSE - second draft (*individual work*) (3 mins)

Include *what* your team is striving for, *who* you will organize, and *how* you'll do it - the kinds of organizing activities you will engage in

Team Member:

Team Member:

Team Member:

Team Member:

STEP 4 - SHARED PURPOSE - final draft purpose sentence (*group work*) (5 mins)

Include *what* your team is striving for, *who* you will organize, and *how* you'll do it - the kinds of organizing activities you will engage in

We are organizing **WHO**
SPECIFICALLY that believe
VALUES / ISSUES to do **WHAT**
ARE THE ACTIONS THEY WILL
TAKE to demand **WIN by DATE.**

We are organizing the special education teachers, para-professionals and parents of special education students at the Pine Prairie Middle School who believe all students should experience humane conditions during state testing to write joint letters to Parish Leaders, post member and parent stories on social media, and pack public meetings to demand humane accommodations on the spring administration of English and Math state tests.

Non-examples – What's missing?

We are organizing our members to stand against testing for special education.

We are organizing teachers to take on the politicians so that testing for student in special education programs can be made better.

KEY IDEAS



A team needs to know their purpose

Their purpose is linked to their own WHY and this builds the likelihood for a longer commitment and better relationship to each other

A team that can succinctly state why, with whom, and how meaningful change can be achieved will build more committed followers.

How do we develop
community agreements?

Establish Team Agreements

- How will we decide?
- How will we have discussions?
- How will we handle time?
- How will we handle our commitments?

Decision-making: What is the process by which we will make decisions?

- **Majority rules:** Whatever gets the most votes wins.
- **Consensus:** Everyone must agree.
- **Delegation:** Nominate one or two people on your team to be the ultimate decision-makers.
- **Coin flip:** Leave the decision to fate!
- **Fist to Five:** Show a number of fingers to indicate whether you are in favor (five) or opposed (fist) to the proposal at hand.
- **Other:**

Discussion and Decision-making: How we will discuss options and reach decisions as a team to ensure vigorous input and debate?Always Do

Engage in open, honest debate
Ask open-ended questions
Balance advocacy with inquiry

Never Do

Engage in personal attacks
Fail to listen to what others say
Jump to conclusions

Meeting Management: How will we manage meetings to respect each other's time?Always Do

Start on time; stay on time
Be fully present throughout the meeting
Listen attentively

Never Do

Come to meetings unprepared
Answer mobiles or do email

Accountability: How we will delegate responsibilities for actions and activities? How will we follow through on commitments?Always Do

Provide follow-up on action items (have a goal checklist)
Ask for/offer support when there is a need
Weekly check-in

Never Do

Assume you have agreement
Assume tasks are getting done
Commit to a task that you know you won't do

Accountability Agreement:****Regular meeting time:**

Team Commitment

How do the processes of majority rules and seeking consensus shift the relationships within a team?

Reflections

How do our agreements support the most marginalized voices of our team?

Do we know what each of these look like?

What happens when we break our commitment to these agreements?

How would you coach these agreements?

- › Respect and accept all ideas
- › Complete all assigned duties on time
- › Attend all meetings
- › All decisions will be voted on – majority rules

Coaching Ideas

- › What does it look like to live up to this agreement?
- › What will happen when this agreement is not kept?
- › What does this mean to you?
- › Do these cover you in the easy times and the difficult times?
- › What is missing?
- › Will you be able to revisit, review, and revise?
- › How do these allow each person to be fully present and participatory?
- › How will these boost inclusion of marginalized voices?

KEY IDEAS



Agreements are best made through consensus.

Applying an understanding of privilege and power can improve our agreements.

These are not about control as much as communication and commitment.

All commitments need space for grace and repair.

How do we establish
roles?

Role and Task Design to Support Personal Agency



- › “Social scientists have found that tasks and roles designed to yield “intrinsic” rewards (inherently satisfying) produces great motivation, commitment, and adaptive learning than tasks that only yield financial, recognition or status rewards.”
- › -Hackman and Olham, 1980



1

Experience
meaningfulness:
the role is
important in the
overall scheme of
things.



2

Experience
responsibility: how
well the role gets
done is up to me.



3

Experience results:
as I do the work I
can see whether or
not I am doing
well.

3 Conditions of Motivational Task and Role Design

Establishing Roles

- Establish roles with real responsibilities.
- Ask: who could take on this responsibility based on their talents and experiences?
- Team Assigns roles and follow up.

Role	Responsibilities	You would be good for this role if you . . .Criteria?	Interested Team members & Related Skills/Talents
Team Coordinator			

Understanding Team Roles (10 min.):

Review the Team Coordinator role below as an example of what roles might look like in your individual campaigns. Thinking about how you should organize your constituency, discuss how your roles would fit together to create an interdependent leadership team that supports one another in your project. What would each role have to be good at? Based on the discussion about the roles, **go around the circle** and ask each person to tell others: **1) what experience and talents they have** that might contribute to the leadership team and **2) what specifically they want to learn in more detail (30 seconds each)**. How might these talents match up to particular roles? Are there any clear “fits”?

Note: *These team roles should not be seen as permanent. For the team to be strong, all leaders should have to earn leadership by carrying out responsibilities relevant to the role they seek.*

Coaching Ideas

- How will you know that you are doing your role well?
- Are you engaging others in this role with you?
- Who else is sharing the outcomes for this role?
- How do you see this supporting the goals we have?
- How are you planning to teach someone else to do this role?
- What support do you need to do this role?
- Why do you want to do this?

KEY IDEAS



- People grow when they have to stretch. When leaders step back, members can step forward.
- Tasks have to be meaningful and members need to own them not be directed to them.
- Our job is to look for opportunities to coach people towards ownership and leadership wherever possible.