



# Leadership is a Team Sport

Getting the Right People on the Team

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## Today's Goals

- Foster understanding of the importance of team
- Learn how to recruit team members
- Learn how to develop team members into A TEAM
- Discuss strategies for leaders to work with teams



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## Embrace Your Role as Team Leader

- Cast a vision
- Set the tone
- Set the agenda



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## Build a Team for Your Goals

- Understand the power of a team
  - No leader can do the work alone
  - Commit to building an exceptional team
    - “Good is the enemy of great” (Jim Collins in *Good to Great*)
- Build a team to build a force, create a movement, and multiply your efforts
- Build a team that reflects your values
- Build a team that reflects your organization's values



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## Team Structure

- Cabinets or other executive structures
  - Permanent
  - Convene to lead organizations broadly
  - May act like a think tank
- Sales / Marketing
- Legal / Regulations
- Ad hoc teams / Project management
  - Brought together to achieve shorter-term goals
  - May be structured to represent divisions
  - May be structured according to member expertise



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## Crisis of Talent

- Burnout
- Crisis fatigue
- Disillusionment
- Shifting values
- Grief after loss
- Salary wars
- Desire for remote work



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## Design the Team (1 of 4)

- Teams don't just happen; they're built
- Before teams are built, they should be designed
- Put your team together with your eyes on your vision and goals
  - What skills and aptitudes will you need in the next 5 years?
  - For what industry disruptions might you need to plan?
- Recruit team members to fit your design
  - Experience doesn't equal leadership
  - Technical expertise doesn't equal leadership
  - Assess team candidates for what you need



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## Design the Team (2 of 4)

- Identify skills important to you (Is there a particular problem you're trying to solve?)
  - Integrity
  - Job knowledge
  - Problem solver
  - Variety of personalities and experience
  - Collaborative
  - Can embrace productive conflict
  - Willingness to assess and assume appropriate levels of risk
  - Flexibility



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## Design the Team (3 of 4)

- Identify skills important to you
  - Entrepreneurs
  - Risk takers
  - Conveners
  - Devil's advocates
  - Cost counters
  - Data gatherers
  - Communicators
  - Others?



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## Design the Team (4 of 4)

- Diversity matters
  - Diversity facilitates innovation
  - Diverse teams question more and see issues from a variety of angles
  - Avoid groupthink to minimize blind spots (i.e., Enron, Challenger space shuttle, Ireland potato blight famine)
  - Age
  - Gender
  - Race
  - Culture
  - Perspectives



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Courageous leaders invite disruption  
and disrupters.



## Recognize Dimensions of Team Members

### Task

- Conscientious
- Meticulous
- Focused on goals
- Planners
- Meets deadlines

### Social

- Connection
- Empathy
- Communication
- Influence
- Conflict management
- See Daniel Goleman's work on emotional intelligence



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## Include Task & Social Dimensions on Team

- Strong teams enjoy the work and each other as they accomplish goals
- Teams that are all fun and games with few results put organizations at risk
- Teams that are focused on tasks without acknowledging and valuing relationships suffer from turnover
- Seek to strike a balance



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## Recruit Team Members According to Design

- Build diverse team with variety of personalities and backgrounds
  - “Why pay two salaries for one idea” (Charlie Amato, SWBC)
  - Divergent thinkers create something bigger and better than would likely be created otherwise (Chad Foster in *Blind Ambition*)
  - Even divergent thinkers need to buy into organizational mission and values
- Be open minded about where people can fit
  - Recruit “best” people with best attitude, best ideas, best skill set (or abilities to develop them)
- Recruit self starters
  - Leaders don’t have time to micromanage



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## Be an Employer of Choice

- Assess yourself as a leader (Would you want to work for you or your organization?)
- Make meaning of the work
- Help recruits see the end game and what it takes to get there
- Help them see their futures
- Commit to investing in the team
- Help them build networks



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## Be an Employer of Choice

- Provide external coaching
- Connect team to professional associations and other external organizations
- Grow your own
- Avoid penalizing productive team members for on and off ramping when needed (childcare, elder care, etc.)
  - Consider keeping them connected as part time or remote workers
  - Offer flexibility
  - Eliminate stigma



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## Establish and Communicate Rules of Engagement

- Decide together how to operate and build trust
- No blindsiding
- Honesty
- Loyalty
- Vent up, not down
- Confront with kindness, but address issues
- Try to work things out with team members before involving team lead or executive

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## For Discussion

- What are you doing, or will you do, to establish trust in you and trust among your team members?
- What are you doing, or will you do, to encourage “productive conflict”?
- What are you doing, or will you do, to encourage accountability of your team?

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“For no matter what we achieve, if we don’t spend the vast majority of our time with people we love and respect, we cannot possibly have a great life. But if we spend the vast majority of our time with people we love and respect – people we really enjoy being on the bus with and who will never disappoint us – then we will almost certainly have a great life, no matter where the bus goes. The people we interviewed from the good-to-great companies clearly loved what they did, largely because they loved who they did it with.”

*Jim Collins*

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## Empower the Team

- Give team members some control
  - How they work
  - With whom they work
  - Where they work
- Pay attention to results
  - Focus on outputs rather than inputs, but realize outputs may be affected by inputs
- Make team dynamics part of an ongoing conversation
  - Take the team temperature on a regular basis

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## Nurture the Team

- Be a multiplier, rather than a diminisher
- Liz Wiseman in *Multipliers*
  - Diminishers are empire builders
  - Multipliers are talent magnets
- Pay attention to verbal and nonverbal cues
- Pay attention to conflicts among team members
- Don't let team members pit one against the other (or you against one of them)
- Be an example of an exemplary employee and team member
- Share credit



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## Know When to Fold 'Em

- Don't move too slowly to make changes in the team when needed
- People can fail down, up, or horizontally. All can be fatal



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## For Discussion

- What are some team behaviors that have helped you be productive as a team member?
- What are some team behaviors that hindered your productivity?
- As a leader, what are some strategies that have worked for you to nurture teams?



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“When he took time to help the man up the mountain – lo, he scaled it himself.”

*Tibetan Proverb*



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