

Toastmasters Leadership Institute



Together Everybody Achieves More T.E.A.M.



President, VP Public Relations, and
Sergeant at Arms Fusion Session
Toastmasters Leadership Institute
Summer, 2009

District 3 Toastmasters of Arizona 1

0:00 – 0:05 (5 minutes)

Welcome Officers to the session


Icebreaker: Depending on group size, go around the room or break into groups and make introductions with the following 3 items:

- Your First Name
- Is this your first officer role?
- What makes a good team leader?

Handouts/Tools Used in this sessions


- (none identified)

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Teamwork – What is it?

- **Teamwork** is defined in *Webster's New World Dictionary* as "a joint action by a group of people, in which each person subordinates his or her individual interests and opinions to the unity and efficiency of the group."



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0:05 – 0:10 (5 minutes)


We all heard of Teamwork but what does it really mean? What does it take to put a great team together?

Ask your audience these questions

- What are the characteristics of a “great” team?
- What are the characteristics of a “not so great” team?
- How easy is it to put a “great” team together?


After some discussion – go to the next slide

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Does this mean as an Individual
I am no longer Important?

NO!



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0:10 – 0:11 (1 minutes)

This does not mean that the individual is no longer important; however, it does mean that effective and efficient teamwork goes beyond individual accomplishments. The most effective teamwork is produced when all the individuals involved harmonize their contributions and work towards a common goal.

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Teambuilding – What You Need to Have a Good Team

- Develop a Realistic Priority Level
- Share Expectations
- Clarify Goals
- Plan Operating Guidelines



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0:11 – 0:12 (1 minutes)

All good teams have not only a common goal but a command understanding between Teammates.

We will be reviewing the following qualities that contribute to building a great team:

1. Develop a realistic priority level
2. Share Expectations
3. Clarify Goals
4. Plan Operating Guidelines

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Develop a Realistic Priority Level

- What are your *Priorities* as a *Team*?
- What are your **Priorities** as an **Individual**?



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0:12 – 0:15 (3 minutes)

Often people have slightly different levels of priority or commitment to the work of the team. Some may see it as a highly significant assignment and worthy of a great deal of time and energy. Others may see it as important but lower on their personal priority list, and yet others may see it as low in both importance and priority.

Find out what are the Priorities of your team and your individual team members. Is it New Membership, Retention, education? What is the commitment level your team is able to make depending on the group's priorities and availability?

Questions:

1. What happens when team members have different priorities?

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Sharing Expectations

- What do you value most about working with your team?
- What is your biggest concern about working with your team?



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0:15 – 0:18 (3 minutes)

A stumbling block to great team building is a misunderstanding of expectations as a team and as an individual contributor to the team. Before even beginning on a project all participants should have a working knowledge of what is expected of them and the team.

Some questions you may want to discuss:

How would your team function if everything worked just as you hoped?

- What will likely prevent the team from achieving its goals?
- What actions do you think must be taken to ensure the positive outcomes both on a team and individual level?

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Clarifying Goals

What are your goals?
How are you and **your** team going to reach them?




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0:18 – 0:21 (3 minutes)

You now have your priorities. You know what is expected of you and the team. Now, you have to figure out what specific goals you are endeavoring to reach. For example – As a group you have set as a high priority that you need to recruit new members. How are you going to enlist new members to your group? What type of marketing will you use? What is the target number of New Members you want to achieve in a month/quarter/year?

Think of it like playing for a football team. The ultimate goal for the squad is to get the football into the opposing team's end zone but how is your team going to get the ball there? Will you throw a passing game? Will you rush for yardage or will you try and kick for a field goal?

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Plan Operating Guidelines

Rules of Engagement (ROE)

- How are decisions going to be made?
- What is the most efficient way to get work done?
- How do you let teammates voice their concerns?
- How will you ensure the work will get done and completed on time?

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0:21 – 0:24 (3 minutes)

How many Ship Captains do you know take a crew out to sea without knowing where they were going or how they were going to get there? As with any team effort – the team needs to know the guidelines on how the venture is to be managed.

It's not only a matter of building a great team, but also in leading a great team. These rules of engagement are especially critical in volunteer-based organizations such as our own. Let's take a closer look at how we develop these Rules of Engagement.

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Rules of Engagement

How are decisions going to be made?



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0:24 – 0:27 (3 minutes)

The first decision is always the most difficult – how will decisions be made in your group? Is there a project leader and all choices must be approved by them? Is it by majority vote? What happens if there's a tie – who's the tie breaker? Are there subcommittees and do they have autonomy to make decisions on their own or do they need to confer with the group before going forward?

These are all questions a team must answer before they go forward with their endeavor.

Discussion Question:


What ways have you found successful in establishing a decision hierarchy?

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Rules of Engagement

What is the most efficient way to get work done?



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0:27 – 0:30 (3 minutes)

A simple question that can lead to a complex answer. Should it be as individuals bringing specific projects to the group? Subcommittees that bring an assignment to the entire team? The complete team working as a whole on one undertaking and then moving on to the next challenge? What will work best for all involved?

Discussion Question:

Leading projects within an all-volunteer organization adds further complexity. What other considerations need to be identified when working with volunteers?

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Rules of Engagement

How will team members voice their concerns?



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0:30 – 0:33 (3 minutes)

Everybody brings different experiences and viewpoints in a group setting. It is this diversity that can strengthen a group project pulling from a wide array of skills and know-how. However, it can also bring with it a tenacious spirit of challenge so how will your team handle disagreements? Will it be with the whole group in an open forum or just the affected parties and have a mediator present? If it's a personal conflict – do you let the parties figure it out among themselves or do you advise them to “can it” for the good of the team?

Discussion Question:

What successful methods have you found for establishing open and effective team communications?

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Rules of Engagement

How will agreements be reached on when work is to be completed?



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0:33 – 0:36 (3 minutes)

It is frustrating when people come unprepared or failing to complete assignments. In this hectic world it is hard to know when you will be available to assist with a project. Your team may decide that no one will be given or will accept an assignment if the person honestly knows that he or she will not invest an appropriate amount of energy in its preparation. This means that there must be a realistic level of priority building and a climate of trust so that people will feel free to state their honest preferences and reactions to assignments.

What are your back up plans? Do you always need a “Plan B”? If someone is behind – how do you help them – how and/or who do they ask for help?

Discussion Question:

Have you ever had a person on a team project that was not doing what they were assigned? How was the situation handled? Was there a way it could have been handled better? Would you handle it the same or differently in an all-volunteer team?

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What You Need to Have a GREAT Team


- Clear Expectations
- Shared Goals
- A Plan
- Decision Hierarchy
- Communications Channel
- Agreed-Upon Deadline



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0:36 – 0:37 (1 minute)

Now you have the outline to build and lead a great team.

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**Coming together is a beginning.
Keeping together is progress.
Working together is success.**

- Henry Ford

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0:37 – 0:38 (1 minute)

But Henry Ford said it best when he summarized in this quote what conveys how much work goes in to building and leading a really great team. Never underestimate the effort it takes to be a member of a great team or the effort it takes to lead a great team.

While not every great team member becomes a great team leader; a great team leader usually has learned their leadership lessons from following other great leaders as part of their team. We do a disservice to our new members by throwing them into leadership roles before they have learned how to be a good team member.

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Before We Break

- Parking Lot
- Q&A
- Evaluations

It Takes The Power of Seven



To Lead a Distinguished Club

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0:38 – 0:40 (2 minutes)

Review any parking lot items

Address or capture any remaining questions (time permitting)

Have participants complete evaluations and leave them in room.