

Best Practices in Leadership and Team Building

DECEMBER 7, 2022

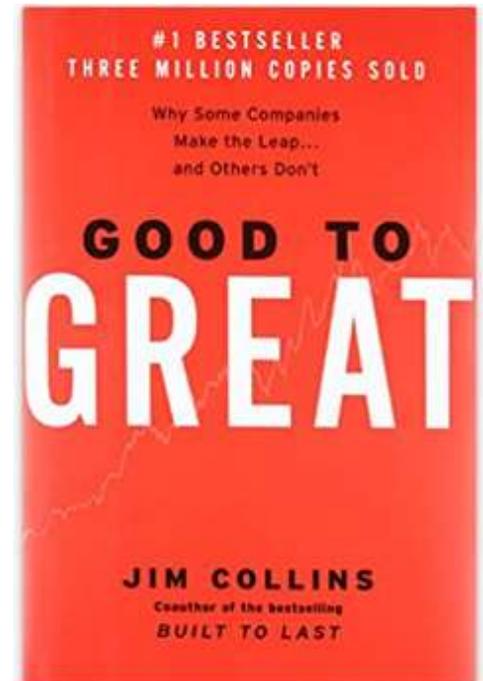
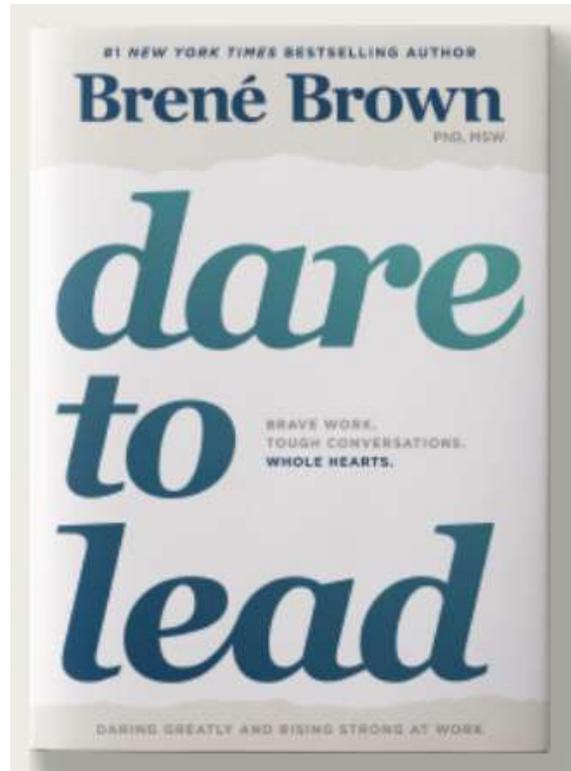
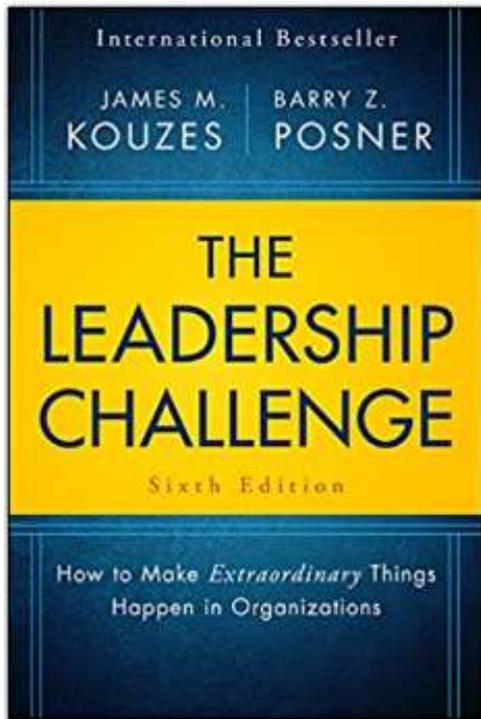
Leslie Andrus, SHRM-SCP, with the Charlottesville
Society for Human Resource Management and the
Seraphic Group



Reflection

1. Think of the leader you have experienced as your best leader?
2. What leadership characteristics impress you? Jot them down.
3. Think about a time when you were at your personal best as a leader of others.
4. Write down the leadership characteristics you demonstrated at that time.
5. How can you apply these characteristic at work with others?





International Bestseller

JAMES M. KOUZES | BARRY Z. POSNER

THE LEADERSHIP CHALLENGE

Sixth Edition

How to Make *Extraordinary* Things
Happen in Organizations

Kouzes and Posner's 5 Practices of Exemplary Leadership

1. Model the Way
2. Inspire a Shared Vision
3. Challenge the Process
4. Enable Others to Act
5. Encouraging the Heart



Kouzes and Posner's 5 Practices of Exemplary Leadership

1. Model the Way:

- Clarify values by finding your voice and affirming shared values
- Set the example by aligning actions with shared values

2. Inspire a Shared Vision:

- Envision the future by imaging exciting and ennobling possibilities
- Enlist others in a common vision by appealing to shared aspirations

3. Challenge the Process:

- Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve
- Experiment and take risk by constantly generating small wins and learning from experience

From *The Leadership Challenge*

Kouzes and Posner's 5 Practices

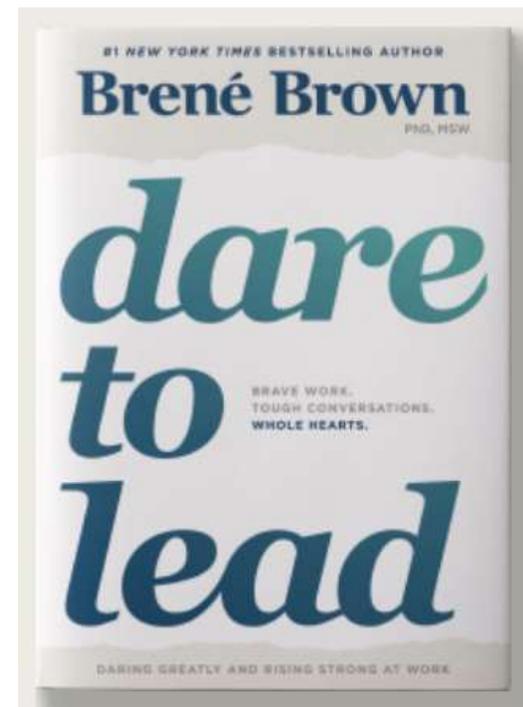
From *The Leadership Challenge*

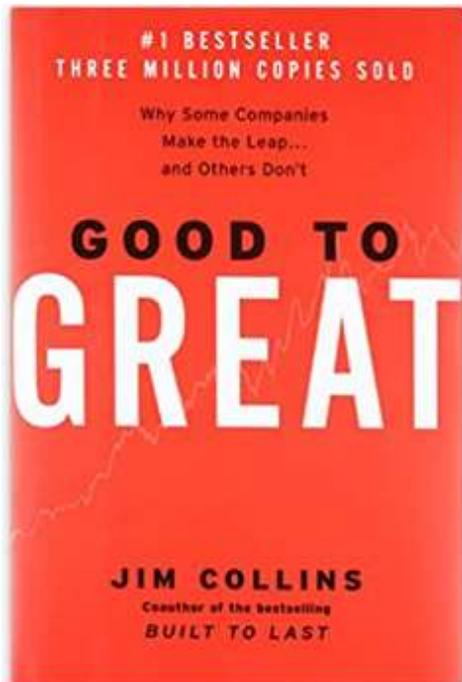
4. **Enable Others to Act:**
 - Foster collaboration by building trust and facilitating relationships
 - Strengthen others by increasing self-determination and developing competence
5. **Encouraging the Heart:**
 - Recognize contributions by showing appreciation for individual excellence
 - Celebrate the values and victories by creating a spirit of community



Brené Brown's Courage-Building Skills

1. Vulnerability
2. Having the Courage to Start Hard Conversations
3. Lowering your Defenses
4. Accepting Shame and Showing Empathy





Jim Collins

GOOD IS THE ENEMY OF GREAT HELPS TO DEFINE WHY SOME COMPANIES “MAKE THE LEAP AND OTHERS DON’T”.

Team Building

Think of a time when you were on a team that you loved.

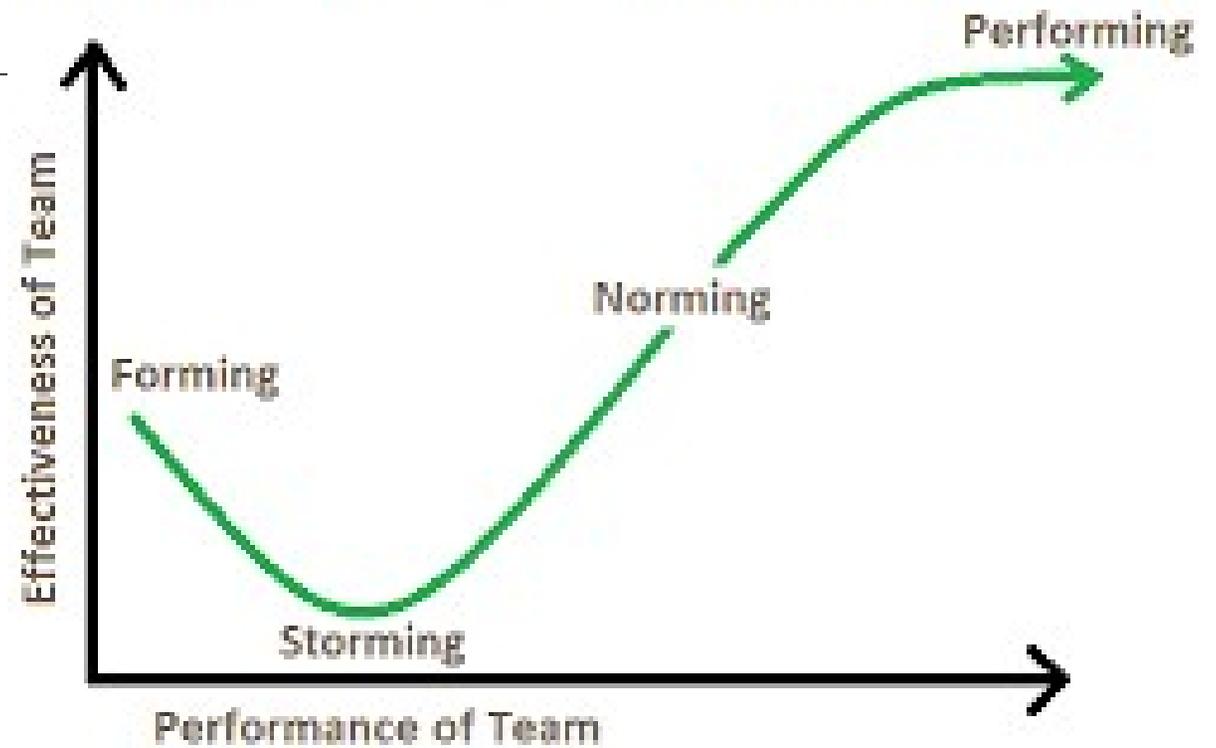
What made it a good team? Did the leader help to assure comradeship? How.

What are some things you have done, or plan to do, to create a sense of team?



Team Stages

Tuckman's Team & Group Development Model



Team Building Ideas to Help Get to the “Performing” Stage more Quickly and to Remain There

- Collaboratively set goals and stop to celebrate the steps along the way
- Celebrate things such as team member accomplishments; “we hit x\$ of sales per day”; benchmark points during a long project; work anniversary; team successes
- Set norms as a team

.....continued



Team Building Ideas continued

- Organize team outings, such as a team lunch or dinner, community service project, vineyard tour and tasking, pot-luck; hike; “ropes course” team building outing
- Conduct regular meetings
- Consider having some members help interview and select new hires whom will be their teammates
- Communicate, communicate, communicate



Adapt Your Leadership Style: Once size does not fit all

Your employees will be behaviorally different based on, for example, things like:

- - Generation
- - Cultural, socio-economic background
- - Behavioral/Personality type

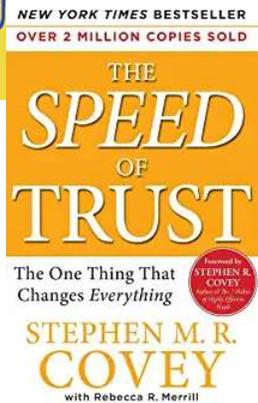
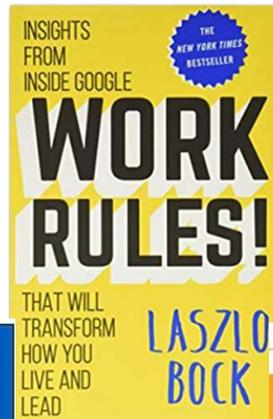
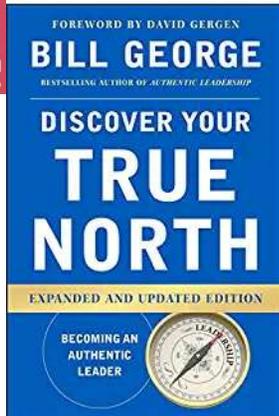
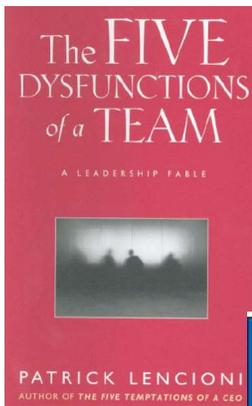
Adapting will help you to connect better, model an appreciation for differences, and build trust.



Are there leadership characteristics discussed today that you can start applying at work with others?

How will you do that?

Leadership/Team Development Resources



[Center for Creative Leadership programs](#)

