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Impact of leadership training and team development on academic chairs

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Presenters will review the major challenges for an organization in transition with the appointment of a chairperson, and or the addition of new faculty or staff, using both didactic presentation and a case study. A model will be introduced to effectively address the needs of the individuals and the organization. Participants will complete worksheets and discuss the most effective use of tools to accomplish desired outcomes. Small group discussion will identify questions and comments that will illuminate best practices in achieving outcomes. Participants will identify internal and external resources that are necessary to achieve desired outcomes.

This presentation demonstrates four dimensions of effective teams :

1. Goals

- Must be **understood & accepted** by all team members
- Mutually agreed upon goals constitute a cohesive and energizing force for all team members.
- The need for organizational alignment in which goals are clearly articulated as to what is important and are then linked to the core business functions, processes and behaviors of the people in the enterprise

2. Relationships

- The whole person paradigm will be discussed
- Whenever groups of people work together to achieve a task, they **will form judgments** about each other's "style of work behavior" and their underlying patterns of **motivation**. Frequently these are **misperceived and misunderstood**.
- To the extent that people **trust, support, respect**, and feel comfortable with one another, they work effectively together. This is built upon an accurate understanding and acceptance of the strengths, weaknesses, and the unique contribution that each member makes to the team.

In the case study, we will discuss the use and impact of the Work Styles Inventory on developing working relationships.

3. Roles

- Role clarity is knowing exactly what each member of the team, including the team leader, expects or wants each other team member to do.
- A person experiences role conflict when one colleague expects him/her to do one thing and another colleague has other expectations.
- Role ambiguity and/or conflict is highly debilitating by diverting energy from tasks.

In the case study, we will introduce tools used to agree on roles in the example of updating a class.

4. Procedures

- An effective team will have a procedure for making high quality decisions
- The team will have a way of solving problems that fully exploits the fact that it is a group with a range of resources.
- The team will manage its time together in meetings so as to maximize work output and carry out necessary team maintenance.
- Task-related conflict is viewed as an opportunity for learning and growth rather than as a hindrance.

In the case study, we will discuss how the understanding of different styles facilitated planning meetings and decision making among faculty & staff

“Like so many other aspects of life, teamwork comes down to mastering a set of behaviors that are at once theoretically uncomplicated, but extremely difficult to put into practice day after day.”

From The Five Dysfunctions of a Team by Patrick Lencioni