



Alachua County,
Florida

ALACHUA COUNTY, FLORIDA

ALACHUA EXCELS

County Manager's Office
Fiscal Year 2009

Alachua Excels

Role of Team Leaders

What does a Team Leader do?

Team leaders act to clarify team purpose and strategy, build commitment and self confidence, strengthen the teams skills and approach, remove externally imposed barriers, and create opportunities. Team leaders do real work themselves but recognize they must strike a balance between doing and letting others do. They recognize they do not have all the answers. They believe they can not succeed without the combined contributions of all the teams members and therefore avoid actions that constrain participation or intimidates. Communication with team members can be aided by email group notification and agendas in advance.

Two things team leaders do not do is to blame or allow others to fail and they do not excuse away shortfalls in team performance.

Team leaders need to be sure they help create teams, people collaborate and own decisions, not work groups where individuals just contribute but have no ownership or maybe care.

Every high performance team has someone that is a CHAMPION for each project. Alachua County needs champions for our projects.

Teams will make reports of their work to the Functional Groups, the Leadership Team and the Commission. Team presentations should include team members, be of high quality, include examples or graphics and represent the teams recommendation. There is no assurance of acceptance.

How do teams make decisions?

Majority rule
Minority rule
Autocracy
Autocracy with polling
Decision by non-decision
Consensus
Unanimity

*Remember that being on a team is not an interference with your job,
it is your job.*

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Conducting Team Meetings

1. Always have an agenda and purpose for meetings
2. Develop agreed upon team meeting rules
3. Help team establish roles of members (chair, scribe, scheduler)
4. Remind people of the mission and approach. Keep them focus.
5. Have people get to know each other through mixers or ice breaker exercises
6. Facilitate discussion by all members or arrange for a facilitator
7. Assure the group identifies tasks to be done between meetings
8. Bring in information to raise team awareness of problems or alternative approaches. Build the skills of your team
9. Educate yourself and team on process tools such as flowcharts, decision trees, cause and affect charts, brainstorming, affinity diagrams and force field analysis
10. Use flip charts and graphics to record and explain thoughts or concepts
11. Establish next meeting dates and schedules before you leave the room
12. Keep a team notebook including minutes and final work product

Team Consensus

Teams should try to reach consensus among members where possible. This needs to be practiced as it is not in our culture as majority rules is our political heritage. Consensus decision making is known as “participatory humility” because it requires:

- Each member to feel like they have been heard and understood by the rest of the team.
- Each member must be able to live with the decision.
- Each member must be willing to commit to his or her role in carrying out the decision or implementing the decision.

Benefits to Team Decision Making

- New and different ideas emerge.
- Understanding and support increases.
- Individual points of view are aired and reconciled.
- Self interests are surfaced and addressed in decisions.
- Strong commitment to the decisions are held by broader segment of organization.
- Greater unity in win-win decisions.
- Intellectual competence is enhanced.
- Increased awareness and empathy occurs between team members.
- Team members are persuaded rather than coerced.
- The importance of each view pointed is increased.
- People get out of their organizational chart boxes.

Source: Kazenback and Smith. *Wisdom of Teams*.