



Building a Successful Team

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What is a Team?

A team is any group of people working together to accomplish a shared objective



Why are teams important?

Think about a time when you worked with other people to get something done

- What about the group worked well?
- What about the group didn't work well?



Strong teams...

Communicate
regularly

Celebrate one
another

Give each
other
feedback

Delegate
responsibility

Plan

Dysfunctional Teams

- ❖ Don't communicate well or often
- ❖ Personalize, judge, criticize and assume
- ❖ Don't play by the same rules
- ❖ Lack insight
- ❖ Lack a shared goal or focus

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Great Teams

- ❖ Welcome and capitalize different leadership types
- ❖ Establish norms
- ❖ Assess function and evaluate impact
- ❖ Embrace the same definition of success



Roles on a Team

Participant

- Will show-up and do work but likely not on regular basis
- Doesn't have additional responsibility

Member

- Takes on additional responsibility when asked
- Regularly shows-up to activity
- Looks to the leader for direction

Leader

- Coordinates activity of the team
- Communicates regularly with members
- Delegates responsibility

Why Do We Assign Roles on a Team?

If you're the team leader:

- Ensures everything gets done
- System of accountability
- Creates buy-in
- Allows members to show off their strengths

If you're the team member:

- Show a tangible contribution
- Highlight the strengths and diversity of the team
- Know what exactly is expected of you

The Ladder of Engagement

- Incremental opportunity and responsibility to contribute
- Reward good work and success with additional opportunities and responsibilities
- Team members will rise to the top and become team leaders



Personality Types

The Healer

The Mastermind

The Counselor

The Architect

The Champion

The Commander

The Visionary

The Teacher

The Protector

The Composer

The Inspector

The Craftsperson

The Provider

The Performer

The Supervisor

The Dynamo

Personality Typing

- ❖ **Introversion/Extraversion** – quiet time/busy and active
- ❖ **Sensing/Intuition** – focus on senses(see, feel, hear, etc.)/interested in theories, patterns, explanations
- ❖ **Thinking/Feeling** – make decisions with head/make decisions with heart
- ❖ **Judging/Perceiving** – appreciate structure and order/appreciate flexibility and spontaneity

Personality Styles of Team Members

- ❖ **Thinker:** logical, careful, objective, cool thinking under pressure, consistent, organized, weighs alternatives
- ❖ **Intuitior:** innovation, creative, fast and deep thinker, thrive in chaos, questioner, visionary, broad prospective
- ❖ **Sensor:** doer, energetic, pragmatic, result-seeker, multi-tasker, action-oriented, driven, self-sufficient, confident
- ❖ **Feeler:** empathetic, people-oriented, good listener, patient, dynamic, fun-loving, peacemaker, rely on gut

Thinkers

- ❖ Effective communicator
- ❖ Deliberative
- ❖ Prudent
- ❖ Weighs alternatives
- ❖ Stabilizing
- ❖ Objective
- ❖ Rational
- ❖ Analytical
- ❖ Verbose
- ❖ Indecisive
- ❖ Overly cautious
- ❖ Over analyzes
- ❖ Unemotional
- ❖ Un-dynamic
- ❖ Controlled & controlling
- ❖ Rigid
- ❖ Overly serious

Intuitors

- ❖ Original
- ❖ Imaginative
- ❖ Creative
- ❖ Big Picture thinker
- ❖ Charismatic
- ❖ Idealistic
- ❖ Intellectually tenuous
- ❖ Unrealistic
- ❖ Far-out
- ❖ Fantasy-bound
- ❖ Scattered
- ❖ Devious
- ❖ Out of touch
- ❖ Impractical
- ❖ Ideological
- ❖ Visionary
- ❖ Disorganized
- ❖ Undisciplined

Sensors

- ❖ Pragmatic
- ❖ Assertive
- ❖ Directional
- ❖ Results-oriented
- ❖ Competitive
- ❖ Objective
- ❖ Confident
- ❖ Efficient
- ❖ Self-sufficient
- ❖ Doesn't think term
- ❖ Status-seeking
- ❖ Self-involved
- ❖ Acts first, think later
- ❖ Domineering
- ❖ Arrogant
- ❖ Pushy, controlling
- ❖ Prefers to do it by self
- ❖ Lacks trust in others

Feelers

- ❖ Spontaneous
- ❖ Persuasive
- ❖ Empathetic
- ❖ People-oriented
- ❖ Probing
- ❖ Introspective
- ❖ Draws feeling out of others
- ❖ Loyal
- ❖ Impulsive
- ❖ Manipulative
- ❖ Over-personalizes
- ❖ Sentimental
- ❖ Postponing
- ❖ Guilt-ridden
- ❖ Stirs up conflict
- ❖ Subjective
- ❖ Soft and unprofessional

How Do Styles Impact:

- ❖ Roles and responsibilities?
- ❖ Communication needs?
- ❖ Expectations?



Who is on your team?

What style do they bring to the table?

All styles are necessary to a
well-functioning team.

Great Team Members

- ❖ Listen for meaning
- ❖ Cut people slack
- ❖ Don't personalize
- ❖ Don't judge
- ❖ Recognize one style is not better than others;
it is just different
- ❖ Read the audience



Exercise (Communication): Honesty Scale- How much is too much?

- ❖ Level 1: avoid negatives, find something positive no matter how hard. (We are so glad you chaired this committee; we'll find a more interesting role for you next year.)
- ❖ Level 3: find good as well as bad (I really admire how hard you worked on this; the next time, please give the board more notice so all could participate.)
- ❖ Level 5: Unvarnished; no holds barred. (What a train wreck. You totally missed the point. Let's start over.)
- ❖ Share...

Exercise (Communication): Win With Me, Lose With Me

- ❖ Write down 3 things that someone can do to win with you... if they do it, you are open to communication, ready to listen/help, view them in a positive light
- ❖ Write down 3 things that make it less likely that you will listen to someone or want to work with them, less likely you will cooperate
- ❖ Share...

Set Norms

Code of Conduct

- ❖ Written/signed statement of what your team values
- ❖ Standard to which to hold you and your team accountable
- ❖ Simple statements of value

Meeting Ground Rules

- ❖ Short, simple rules
- ❖ Posted on walls or on agenda

Sample Ground Rules

- 1) Be on time, meetings will start on time.
- 2) 2-5 minute update for each leader; if more time is needed, group agrees to extend.
- 3) Hold questions until each leader is done with update; do not interrupt.
- 4) Table side conversations until before or after the meeting.
- 5) Be an active listener and participant, no technology.
- 6) Be prepared to report out for your team.
- 7) Attend or send a back-up representative for your team.
- 8) Let the Team Leader/Expert respond to inquiries before you do.
- 9) Meet deadlines and follow-up when promised.
- 10) Communicate with fellow Team Leaders and Team Members.

Evaluations

Great teams evaluate function:

- ❖ Are we getting along?
- ❖ Are we getting things done?
- ❖ What do we need to do better?

Exercise (Evaluations)

Pulse check via index cards (before or after meetings)

- ❖ Ask board to write 3 things they think the board does well;
or
- ❖ Ask for 1 suggestion to improve board meeting or board function; or
- ❖ Ask for 1 thing they wish the board did better, or one area of training necessary, or 1 thing they wish would stop.
- ❖ Debrief at the next meeting **anonymously** - 30 minute discussion around findings. For positives, celebrate success and identify action you can take to build on success; for improvements, identify at least one action the board can agree to take to make things better.

Goal Setting

- PTA Mission Drives Goals
- Yearly Goals/Priorities:
 - ❖ Create a plan
 - ❖ Get input from members and staff
 - ❖ Budget to support goals
 - ❖ Identify indicators of success
 - ❖ Celebrate success
- Goal planning e-learning courses on National website

Exercises: Goal Setting

Profit

Profit in PTA is what we produce at the end of the day that demonstrates success, or shows value was given/attained.

❖ Ask your board to list *at least 3* things that answer these questions: “What does profit look like for your committee/position?” and “If you and your committee do your jobs, what does success/profit look like?”

❖ Now ask them to star (*) one item on their list that is necessary for your PTA to succeed. If it happens, it shows your PTA is doing the right things.

❖ Finally, collect all the cards and put together a document showing what success looks like for all committees and your PTA.

Keeping a Team Strong

How do you keep leaders engaged & excited?

- Create opportunities to provide meaningful feedback
- Celebrate victories
- Stay strong during challenging times
- Re-evaluate: If a tactic isn't working, solicit input from the team and try something new
- Keep the energy positive!

Best Practices

- Keep the environment positive
- Use the ladder of engagement to grow leaders
- Celebrate victories
- Evaluate weaknesses
- Keep up the good work!

