Leadership Academy for Student Success

# Module 8: Leading Strong Teams for Transformational Change

## Participant Toolkit

# Learning Objectives

# Articulate strategies to build and manage effective teams to drive change

# Apply strategies for leading and being a member of a strong team

# Module Overview

* Welcome and Overview
* Kickoff Activity
* Leading Strong Teams: Composition and Common Purpose
* Common Purpose—Small Group Discussion
* Panel—Presidential Perspectives on Building Strong Teams
* Leading Strong Teams: Collaboration and Implementation
* Module Closing: Debrief and Reflections

# Kickoff Activity: Setting the Context for Institutional Change

***Directions:*** *After the activity, reflect on the following questions.*

What was the experience like? What was it like to know only your image? In what ways did you work well together?

How did the leader’s role help?

What are key lessons we can take away from this activity?

Leading Strong Teams—Composition and Common Purpose

## *What levers for change exist at the cabinet level?*

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| **GUIDING QUESTION:** *How could these concepts be applied to any institution-wide challenges as well as to your current team?* |
| **NOTES:** |

Senior Teams—Composition

**A blue and white illustration of a group of people sitting at a table

Description automatically generatedMission-aligned:** Are they committed to access and success for all students? Are they outcomes-oriented?

**Good communicators/collaborators:** Are they emotionally intelligent and good listeners? Are they collaborative in process and action?

**Trustworthy:** Are they ethical? Do they follow through on what they say?

**Bold:** Are they energetic/ambitious? Are they willing to push back? Are they courageous/willing to take risks?

**Strategic and innovative:** Are they analytical, strategic thinkers? Are they innovative and curious about innovations around the country and in other sectors?

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| **GUIDING QUESTION:** *How could these concepts be applied to any institution-wide challenges as well as to your current team?* |
| **NOTES:** |

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Description automatically generated***Senior Teams—Common Purpose

***How can the cabinet develop and foster a common understanding of purpose?***

* **Use consistent, compelling language**
* **Emphasize common data**
* **Replicate communications, data, and resource**

**processes in divisions**

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| **GUIDING QUESTION:** *Which of these strategies have you seen leaders use?* |
| **NOTES:** |

# Common Purpose—Small Group Discussion

***Directions:*** *Discuss the following questions with your small group.*

Think about the last meeting you were in where a major reform was discussed. Did everyone at the meeting understand the common purpose of the reform? If yes, how did you know? If not, why do you think the common understanding was missing?

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How could you build a sense of common purpose within your current team around a major reform?

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What strategies from this section of the module could you adapt in your current role? Which might be most helpful in a time of crisis?

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# Panel: Presidential Perspectives on Building Strong Teams

**NOTES:***Use the note-catcher below to capture reflections during the presentation and discussion.*

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| **IDEAS** | **QUESTIONS** |
|  |  |
| **OPPORTUNITIES** | **CHALLENGES** |
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# Senior Teams—Collaboration and Implementation

***A magnifying glass and gears

Description automatically generatedHow can we create the conditions for collaboration across units?***

* Create the conditions for honest and open feedback
* Ensure appropriate leadership of the initiative
* Signal the importance of collaboration through performance review and improvement processes

***What systems can support strong implementation?***

* Ensure divisions have accountability systems in place for follow-through

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| **GUIDING QUESTIONS:** *Where do these strategies show up in the structures and practices at your college? What might be missing? Are there things you could introduce or implement from your current role?* |
| **NOTES:** |

# Module 8 Reflection: Leading Strong Teams for Transformational Change

***Directions****: Take a few minutes to reflect independently on the following prompts.*

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| What are your takeaways from the module? What questions do you have? |
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| As a result of this learning, what might you: |
| …keep doing? |
| …stop doing? |
| …start doing? |