

Innovative Educators
Supporting Academic & Professional Growth In Higher Ed

Succession Planning: Developing Teams For Optimal Performance & Longevity

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Objectives

After attending this webinar participants will:

- Acquire a working definition of team building
- Learn fundamental elements needed to build effective teams
- Explore the process of aligning team member selection with purpose; and how to focus inherited teams



Objectives

After attending this webinar participants will:

- Acquire strategies for incorporating succession planning into team development
- Examine examples of exemplary teams
- Discuss the team effectiveness assessment process



What is Team Building?

A continuous process that consists of a broad range of planned activities that help groups improve the way they accomplish tasks, and help group members enhance their interpersonal and problem-solving skills.

Phillip Anderson

TEAM Building = TEAM Development



Fundamentals of Team Building

Commitment, Communication, and Purpose are at the Core of high performing teams.

Phillip Anderson

Fundamentals of Team Building

Commitment to the goals/mission
Commitment to individual members
Commitment to the stakeholders

Fundamentals of Team Building

Patterns of Communication

Energy → Engagement → Exploration

Fundamentals of Team Building

Patterns of Communication

Energy

Fundamentals of Team Building

Patterns of Communication

Engagement

Fundamentals of Team Building

Patterns of Communication

Exploration

Fundamentals of Team Building

Commitment to the goals/mission
Commitment to individual members
Commitment to the stakeholders

How High Performance Teams Work

- *They push the limits of what is possible, to achieve "impossible" results*
- *Have clear mission and aligned goals*
- *Focus on solutions, not on problems*
- *Endure*
- *Practice continuous improvement (always looking for ways to become more efficient), individually and collectively*

Developing high performance team requires leadership that has razor sharp focus; an extreme success mindset; is able to motivate and build trust among team members; and has the ability to see the team as a collective group while recognizing the unique talents and qualities of its individual members.



Navy Seals

SEALs use goal setting, visualization, and anxiety-suppressing breathing techniques to condition their minds for tough situations.



Chicago Bulls (1995-1996)

- The 1995-96 Chicago Bulls are the model of high performance in a team

"High performance teams have: High ambition, complementary skill sets and interchangeable skill, mutual accountability, a deeper sense of purpose."

John Katzenbach and Douglas Smith

Team Alignment

- *Selecting or matching the right talent to the right task, to achieve organization or department goals*
- *Individual members should be knowledgeable of the market, product, etc.*
- *Be passionate about the organization/industry*
- *Should be influential in & outside the company*
- *See the relevance of their specific job to the overall mission of the team/department/organization*

When the Team is Inherited

- *Anticipate resistance to changes in leadership*
- *Achieve buy-in from influencers in the organization*
- *Assess the strengths of the inherited team members and group dynamics (Watkins, 2016)*
- *Find out how the team functioned; Do not try to replace their former leader*

When the Team is Inherited

- *Communicate your vision, expectations, and set clear standards early*
- *“Show up” as the confident, strong leader that the team needs to advance exceedingly*
- *You are Not Their Friend You are Their Leader*
- *Building trust can be a slow process*

Succession Planning

- *Train individuals to take your place.*

“The whole purpose of a team is to develop their talents and, ultimately, prepare them to replace you or someone else in the organization.”

Pinkey A. Stewart, PhD

Succession Planning

- *Provide comprehensive training knowledge and tools specifically for your position.*

“Your successor should know as much, or nearly as much as you do in order to lead and achieve even greater levels of team performance.”

Pinkey A. Stewart, PhD

Sustainability and Longevity

- *High performance, sustainability and longevity often complement each other*
- *Team members genuinely “like” each other*
- *Increased group cohesiveness*
- *Engage in more face-to-face conversations*
- *Are highly motivated*
- *All members take an active role in decision-making*
- *Are highly committed to the tasks*

Assessing Team Effectiveness

- *Look at the team through a realistic lens when it comes to performance.*
- *Identify common team performance issues*
- *Measure individual and team performance*
- *Develop a Performance matrix*
- *Semi-annual and/or annual basis*

Q & A



Credits

"People Network" courtesy of Vlado at
Freedigitalphotos.net

"Leader sphere means teamwork and
manage" courtesy of Stuart Miles at
Freedigitalphotos.net

Credits

Katzenbach, J. & Smith, D. *Qualities of high
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<http://www.teambuildingportal.com/articles/team-performance/qualities-high-performance-teams>

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Pentland, A. (2012). The new science of
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