

Leading in Place with Teams: Claim Your Role

Workshop for the Provost's Leadership Development Program:
2024-25 Leading in Place Cohort



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1

Four Levels of Leadership



Leading the organization

- Managing change; culture; strategy



Leading teams

- Creating psychological safety; high performance



Leading others

- Effective communication and collaboration, resolving conflict productively, negotiation



Leading self

- Self-awareness, understanding strengths, areas of growth, values and what leadership means to you



2

Session Objectives

1. Recognize the conditions that allow teams to thrive.
2. Examine factors that contribute to psychological safety in teams.
3. Explore strategies for effective team building.
4. Identify opportunities for personal contributions to teaming.



Photo by [A&J Bonifant](#) on [Unsplash](#)


3



4

What image best reflects your current thinking on teamwork?


Select from the images provided.
Be prepared to explain.



5

Helium Stick Challenge


Let's put our current thinking on teamwork to the test!



6

Helium Stick Rules

1. Every team member must keep both index fingers in constant contact with the stick at all times. If even a single team member loses contact, the team must start over at chest height again.
2. The stick can only be resting on the index fingers. Team members may not wrap a finger over the top of the stick or slide fingernails over the stick, etc. (i.e., they can't force the stick down.)
3. Every team member must be standing, and the starting point is chest height of the tallest person.



7



8

What Makes Teams Work?

(Weir, 2018, *Monitor on Psychology*)

ABCs of teamwork: the attitudes, behaviors and cognitive states that collectively influence whether a team achieves its goals.



"How well people work together may be more important than how well they work on the tasks."

- Gerald F. Goodwin, U.S. Army Research Institute for the Behavioral and Social Sciences

9

How to Design Teams That Don't Suck

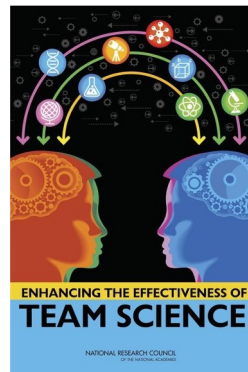


11

Changing Research Environment

"Over the past six decades, as scientific and social challenges have become more complex and scientific knowledge and methods have advanced, scientists have increasingly joined with colleagues in collaborative research referred to as team science. **Today 90 percent of all science and engineering publications are authored by two or more individuals.** The size of authoring teams has expanded as individual scientists, funders, and universities have sought to investigate multifaceted problems by engaging more individuals. Most articles are now written by 6 to 10 individuals from more than one institution."

(National Research Council, 2015, p. 1)



12



"You see people who think it's not much more than stapling a bunch of CVs to the back of a proposal. They don't realize that it takes time to build a relationship."

(Excerpt from *Nature* article by Heidi Ledford, 2015)

13

The End of Teams



14

Amy Edmondson on Building High-Performing Teams

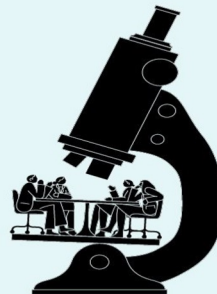


15

What Google Learned from Its Quest to Build the Perfect Team (Duhigg, 2016)

nyt mag

'If a company wants to outstrip its competitors, it needs to influence not only how people work but also how they work *together*.'



More at: nytimes.com/magazine
Illustration by James Graham

19



20

The five keys to a successful Google team
(Rozovsky, 2015)

Who is on a team matters less than how the team members interact, structure their work, and view their contributions.

- 1 Psychological Safety**
Team members feel safe to take risks and be vulnerable in front of each other.
- 2 Dependability**
Team members get things done on time and meet Google's high bar for excellence.
- 3 Structure & Clarity**
Team members have clear roles, plans, and goals.
- 4 Meaning**
Work is personally important to team members.
- 5 Impact**
Team members think their work matters and creates change.

re:Work

21

Psychological Safety (i.e., permission for candor)

PSYCHOLOGICAL SAFETY EXPLAINED

22

LEGO® SERIOUS PLAY®

23

LEGO® Tower Challenge

Using the LEGO pieces provided, build a tower-like structure on the table in front of you. The purpose is to build the highest tower possible, making sure it can stand on its own. You have four minutes.

24

The Diversity Paradox

“Friction is essential for arriving at the best solutions.”
(NeuroLeadership Institute, 2018)



26

Our Role in Promoting Psychological Safety



27

Psychological Safety Over Time (Marlow et al., 2024)



1. “Team-level psychological safety climate emerges through consensus of individual perceptions of psychological safety over time.”
2. “The greater the degree of early information sharing, the quicker individuals reach consensus on psychological safety climate.”
3. “The average level of psychological safety is not stable once consensus has been reached: it begins at a relatively high level and declines over time.”

Marlow, S. L., Lacerenza, C. N., & Salas, E. (2024). Examining How Psychological Safety Consensus Emerges Over Time. *Small Group Research*, 10464964241288221. <https://doi.org/10.1177/10464964241288221>

28

Constructing Metaphors That Reflect Values



Identify one of your core values (identified in last month's session) and use the LEGO pieces to construct a metaphor for that value. Be creative!

30

Team Values and Team Performance



Parks-Leduc et al. (2024) "found that the values of team members (and team leaders) were related to team performance.... **The teams that performed best had high average levels of benevolence values – suggesting that performance is better when all team members appreciate the importance of maintaining good relationships within the group.** In addition, the teams that performed best also had at least one person on the team with high achievement values. That team member likely either took greater responsibility for the project and pulled everyone else along, or they motivated other team members and pushed them to all contribute more to achieve a higher level of success." (p. 2285)

32

Super-Models

Consider the Five Paths to Leadership framework and how your core values relate. Build a LEGO model that reflects your table's preferred Path while incorporating the core values as much as possible.

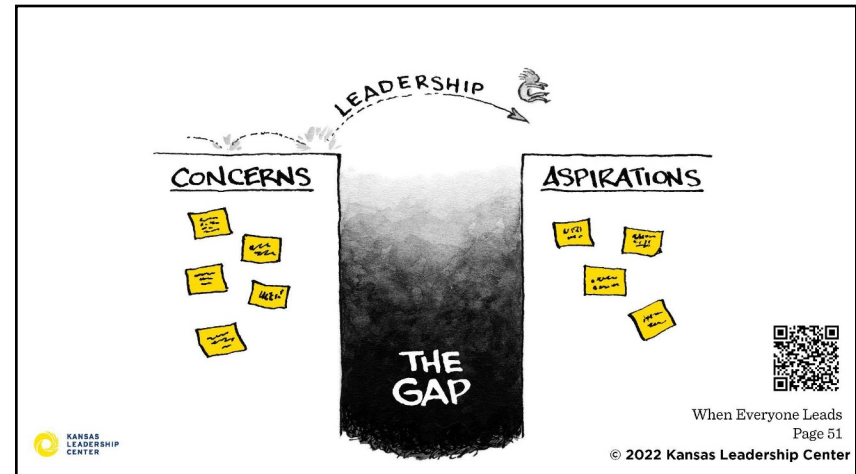


34

How to Design Teams That Don't Suck



37



38

Stop Wasting Money on Team Building

(September, 2018, *Harvard Business Review*)



Dominant theme from research and interviews with 125 teams:
“I really like and value my teammates. And I know we should collaborate more. We just don’t.”

Conclusion: “We learned that to get people to work together, we had to let them figure out how that would actually improve results.”

39

Amy Edmondson on Building High-Performing Teams



41

Questions?



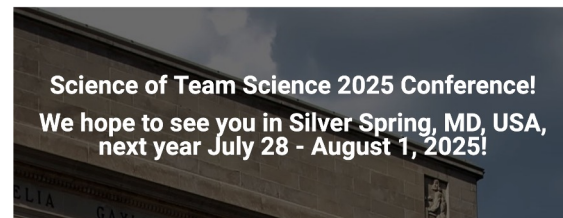
Image from Faysal Ghauri on [LinkedIn](#)

Ideas for Application?



Photo by [Patrick Tomasso](#) on [Unsplash](#)

42



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43