

Name of Course:	Leading a Team: Being a Leader
Date:	February 16, 2024

Module Overview
<i>What is the goal of the course?</i> To equip participants with the knowledge, skills, and strategies necessary to effectively lead and manage a team, fostering collaboration, productivity, and success. <i>What are the module objectives?</i> 1. Understand the importance of defining a clear purpose, establishing ground rules, verbalizing norms, and defining roles and responsibilities within a team. 2. Develop effective communication skills to manage workflow, ensuring clear understanding of responsibilities, efficient communication processes, and proactive resolution of challenges. 3. Learn methods for measuring team progress, setting clear expectations and deadlines, and celebrating achievements to maintain motivation and momentum. 4. Emphasize the values of honesty, professionalism, and good work ethic in leadership roles, cultivating a positive team culture and enhancing overall performance. 5. Apply learned concepts and strategies to real-world team leadership situations, adapting approaches as needed to effectively manage diverse teams and dynamic work environments.

Course Outline

Introduction	
1.1	Instructions/Welcome
1.2	Objectives 1. Understand the importance of defining a clear purpose, establishing ground rules, verbalizing norms, and defining roles and responsibilities within a team. 2. Develop effective communication skills to manage workflow, ensuring clear understanding of responsibilities, efficient communication processes, and proactive resolution of challenges. 3. Learn methods for measuring team progress, setting clear expectations and deadlines, and celebrating achievements to maintain motivation and momentum. 4. Emphasize the values of honesty, professionalism, and good work ethic in leadership roles, cultivating a positive team culture and enhancing overall performance. 5. Apply learned concepts and strategies to real-world team leadership situations, adapting approaches as needed to effectively manage diverse teams and dynamic work environments.
1.3	Welcome to "Leading a Team: Being a Leader" course. Today, we'll explore essential aspects of effective team leadership.
Chapter 1: What is a Team?	

I D E A S	● Share a common purpose ● Performance goals ● Mutual accountability A team is formed for a need, your team’s purpose. 1. What’s your purpose? Establish it
2.1	<i>Narration:</i> A successful team starts with a shared purpose. It's the North Star guiding every action and decision. <i>Animation Idea:</i> Show the compass needle aligning with the team's purpose, symbolizing the importance of clarity in direction. <i>Text on Screen:</i> ● Share a Common Purpose ● Performance Goals ● Mutual Accountability Title: Establishing Purpose Introduction: "A successful team starts with a shared purpose." Narration: "What's your purpose? Establish it." Animation Idea: "Show the compass needle aligning with the team's purpose, symbolizing the importance of clarity in direction." Text on Screen: ● Share a Common Purpose ● Performance Goals ● Mutual Accountability Bullet Points (Text on Screen): ● Share a Common Purpose: Highlight the importance of aligning everyone towards a common goal or objective. ● Performance Goals: Emphasize setting clear and measurable targets to track progress and drive achievement. ● Mutual Accountability: Stress the significance of each team member being responsible and supportive of one another's contributions. Visual Elements: ● Use imagery of a compass or a North Star to symbolize the team's shared purpose. Incorporate graphics representing goals being achieved or progress being made. Show interconnectedness among team members to illustrate mutual accountability.

Chapter 3: Start with the big picture

4.1 INTRODUCTION

Visual Idea: Silhouettes of a diverse team standing together, symbolizing unity.

Narration: Welcome to "Leading a Team: Being a Leader" course. Today, we'll delve into the vital aspect of involving your team in defining its purpose for effective leadership.

Animation Idea: Show the silhouettes coming together, forming a cohesive unit, representing teamwork.

4.2 INVOLVING THE TEAM

Visual Idea: A puzzle being solved by team members collaboratively.

Narration: Effective leaders understand the importance of involving the team in clarifying the purpose. It's not about dictating but collaborating.

Animation Idea: Show puzzle pieces fitting together as team members work together, symbolizing the collaborative process of defining purpose.

Text on Screen:

- Don't Dictate the Purpose
- Involve the Team in Clarifying the Purpose

Visual Elements:

- Display a visual of a puzzle being solved by team members collaboratively, representing teamwork and collaboration.
- Show puzzle pieces fitting together as team members work together, symbolizing the collaborative process of defining purpose.

Narration:

- Introduction: "Effective leaders understand the importance of involving the team in clarifying the purpose."
- Main Point: "It's not about dictating but collaborating."
- Reinforce Collaboration: "When team members actively participate in defining the purpose, they feel more invested and engaged in achieving it."

Bullet Points (Text on Screen):

- Don't Dictate the Purpose: Highlight the importance of not imposing the purpose on the team but rather involving them in the process.
- Involve the Team in Clarifying the Purpose: Emphasize the value of collaborative efforts in defining and refining the team's purpose.

4.3 DEVELOPING THE PURPOSE

[Visual Idea: A brainstorming session with team members contributing ideas on a whiteboard.]

	Narration: But who develops the purpose? It's a collective effort. Let's explore some questions to guide this process. Animation Idea: Show speech bubbles with questions popping up around the brainstorming session, indicating the reflective process. Text on Screen: • Who Develops the Purpose? • The Reason for This Team's Existence Is ____ • Our Task as a Team Is to ____ • We Will Be Successful as a Team When We ____
4.4	DEFINING THE PURPOSE [Visual Idea: A magnifying glass focusing on key statements extracted from the brainstorming session.] Narration: By combining the statements generated from the team, you'll arrive at your team's purpose—a beacon guiding your actions and decisions. Animation Idea: Show the magnifying glass highlighting key statements and merging them into a cohesive purpose statement. The Reason for This Team's Existence Is ____ Example: "The reason for this team's existence is to revolutionize customer service in our industry by providing innovative solutions and exceptional experiences." Our Task as a Team Is to ____ Example: "Our task as a team is to develop and launch a new product line that meets the evolving needs of our target market while maintaining our commitment to sustainability and quality." We Will Be Successful as a Team When We ____ Example: "We will be successful as a team when we exceed our sales targets by 20% in the next quarter, while also receiving positive feedback from our customers on the product's performance and service."
4.5	True or False: Defining the purpose solely lies on the leader's shoulders. (<i>False</i>)
4.6	Multiple Choice: What is the benefit of involving the team in clarifying the purpose? A) Increases team morale B) Enhances team commitment C) Fosters a sense of ownership D) All of the above
4.7	REVISITING AND REVISING [Visual Idea: A roadmap with signposts indicating "Purpose Review" along the journey.] Narration: Purpose isn't set in stone. Effective leaders plan to revisit and possibly revise the purpose as needed. Animation Idea: Show the roadmap animation with the signposts moving along the journey, indicating the iterative process of purpose review.

Text on Screen:

- Plan to Revisit and Possibly Revise Purpose as Needed
- Does the Purpose Still Fit the Work of Our Team?
- Does Our Work Still Align with Our Purpose?

Chapter 4: establish ground rules and norms

5.1 ESTABLISHING GROUND RULES

[Visual Idea: A group of people gathered around a table, possibly with thought bubbles containing rule-related icons.]

Narration: Before diving into the work, it's crucial to set ground rules for how your team will collaborate. But remember, rules only hold meaning if everyone agrees on them.

Animation Idea: Show the group discussing and agreeing upon ground rules, possibly with speech bubbles appearing above each person representing their input.

5.2 DETERMINING GROUND RULES

[Visual Idea: A checklist with various rule-related items being ticked off.]

Narration: Let's determine some ground rule examples to guide our team's interactions and workflow.

Animation Idea: Show the checklist items being ticked off one by one as they are discussed, indicating progress in setting ground rules.

Text on Screen:

- How Often Should We Hold Team Meetings?
- Who's Taking Notes?
- Should They Be Virtual or In Person?
- Who Creates the Agenda?
- How Are We Going to Handle Disagreements?
- How Do We Prioritize Tasks?
- Who's Running the Meeting?
- How Do We Improve?

5.3 UNDERSTANDING NORMS

[Visual Idea: An illustration depicting a group of people with different behavior patterns, representing team norms.]

Narration: Norms are the unwritten standards of behavior within a group. They significantly impact how teams function together.

1. **Distinguishing Between Ground Rules and Norms:**"Let's delve deeper into the dynamics of team norms. Firstly, it's essential to distinguish between explicit ground rules and implicit norms within a team. While ground rules are typically established and agreed upon explicitly, norms tend to develop organically over time based on the collective behaviors, attitudes, and interactions of team members. Both types of guidelines significantly shape the team's culture and influence its functioning."

2. **Impact of Punctuality Norms:** "Consider punctuality as an example of a norm that can profoundly impact team meetings and productivity. Picture this scenario: a team where two or three members habitually arrive late to meetings. While this might seem like a minor issue, the consequences can be significant. The late arrivals disrupt the flow of discussions, leading to delays and potentially hindering productivity. Addressing such norms is crucial for maintaining an efficient and harmonious working environment."

Diverse Perspectives and Communication Styles:

3. "However, norms extend beyond punctuality. They encompass various aspects of teamwork, including communication styles, decision-making processes, and collaboration. Recognizing and respecting diverse perspectives within the team is essential, as differing norms and preferences may arise based on individual backgrounds and experiences."

Promoting Positive Team Culture:

4. "To ensure a healthy team culture, it's vital to engage in ongoing dialogue and reflection. Regularly assessing and adjusting norms as needed fosters alignment with shared goals and values. Leaders and team members alike play a crucial role in promoting a culture of transparency, respect, and accountability. Everyone should feel empowered to contribute to upholding collective standards of behavior."

Animation Idea: Show the illustration with different behavior patterns, highlighting the impact of norms on team dynamics.

Text on Screen:

- Norms: The Standards of Behavior in Any Group
- Examples:
 - Ground Rule: Meet Every Tuesday at 9:00 AM
 - Norm: 2 or 3 People Are Always Late
 - Impact: They Miss the First Few Minutes of the Meeting

5.4 ALIGNING NORMS WITH GROUND RULES

[**Visual Idea:** A Venn diagram showing the overlap between established ground rules and observed norms.]

Narration: As a team leader, it's essential to discuss norms with your team to ensure alignment with established ground rules. Let's explore further.

Animation Idea: Show the Venn diagram with the overlap area expanding as norms align with ground rules, indicating healthy team dynamics.

Visual Elements:

- Display a Venn diagram showing the overlap between established ground rules and observed norms.

Show the Venn diagram with the overlap area expanding as norms align with ground rules, indicating healthy team dynamics.

Narration:

	● Introduction: "As a team leader, it's essential to discuss norms with your team to ensure alignment with established ground rules. Let's explore further." ● Main Point: "Effective teams operate with a clear understanding of both their established ground rules and the observed norms that develop over time." Animation Idea: ● Demonstrate the Venn diagram with the overlap area expanding: Start with the separate circles representing ground rules and observed norms, then animate the overlap area expanding as norms align with ground rules. ● Show how this alignment indicates healthy team dynamics and adherence to agreed-upon standards. Bullet Points (Text on Screen): ● Importance of Norms Discussion: "Discussing observed norms helps ensure alignment with established ground rules." ● Achieving Alignment: "When observed norms align with ground rules, it indicates healthy team dynamics." Venn diagram: Established Ground Rules: ● Attendance at team meetings is mandatory. ● Deadlines for project deliverables must be met. ● Respectful communication is expected during discussions. Observed Norms: ● Team members often arrive early to meetings to prepare. ● Team members frequently collaborate outside of designated meeting times. ● Decision-making tends to be consensus-driven rather than hierarchical. Overlap Area (Aligned Norms with Ground Rules): ● Team members consistently adhere to meeting attendance requirements. ● Collaborative efforts outside of meetings contribute to meeting project deadlines. ● Respectful and consensus-driven communication is maintained during discussions.
5.5	True or False: Norms are written rules that govern team behavior. (<i>False</i>)
5.6	Multiple Choice: Why is it important for a team leader to discuss norms with the team? A) To ensure alignment with ground rules B) To establish hierarchy within the team C) To enforce strict regulations D) None of the above
Chapter 5: Define roles and responsibilities	
5.2	DEFINING ROLE AND RESPONSIBILITIES [Visual Idea: A flowchart or organizational chart illustrating different team roles and responsibilities.]

	Narration: With a clear purpose, established ground rules, and verbalized norms, the next step in effective team leadership is defining roles and responsibilities. Animation Idea: Show the flowchart or organizational chart building up on the screen as roles and responsibilities are discussed, highlighting the interconnectedness of team members.
5.3	DELEGATING AND SHIFTING RESPONSIBILITIES [Visual Idea: A group of people collaborating around a table, possibly with role-related icons above each person.] Narration: Delegating tasks effectively requires understanding each team member's strengths and past experiences. It's about offering challenges while ensuring open communication about role shifts. Animation Idea: Show the group discussing and assigning tasks, with role-related icons appearing above each person, symbolizing their strengths and past experiences. Text on Screen: • Determine How to Delegate • What Strengths Does Each Person Bring? • What Past Experiences Do They Have? • Offer Someone a Challenge. Talk to Them First. • Roles and Responsibilities Can Shift. Just Make Sure Everyone Is Aware Along the Way.
5.4	True or False: Delegating tasks effectively involves offering challenges without considering individual strengths and past experiences. (False)
5.5	Multiple Choice: Why is it important to talk to someone before offering them a challenge? A) To ensure they are prepared for the task B) To avoid overwhelming them C) To discuss their strengths and interests D) All of the above
Chapter 6: Managing workflow	
6.2	MANAGING WORKFLOW [Visual Idea: A flowchart or timeline depicting the workflow process.] Narration: Now that everyone has their roles and responsibilities, it's time to effectively manage the workflow. This is where your leadership communication skills come into play. Animation Idea: Show the flowchart or timeline animating onto the screen, with arrows indicating the flow of work from one stage to the next.
6.3	COMMUNICATION AND PROGRESS TRACKING Visual Idea: A team collaborating around a table, possibly with speech bubbles containing communication-related icons.] Narration: Managing the workflow involves ensuring everyone understands each other's responsibilities and communicating efficiently.

	Animation Idea: Show speech bubbles appearing above each team member with communication-related icons, indicating effective communication. Text on Screen: • Make Sure People Understand Each Other's Responsibilities • Communicate by Being as Efficient as Possible • How Will the Work Be Submitted? • What's the Process for Decision Making? • What Are the Expectations for Deadlines? • What Should You Do if Timelines Aren't Going as Planned?
6.4	True or False: Managing workflow involves ensuring clear communication and understanding of each team member's responsibilities. (True)
6.5	Multiple Choice: What should you do if timelines aren't going as planned? A) Panic and assign blame B) Ignore the issue and hope it resolves itself C) <i>Communicate with the team and reassess priorities</i> D) Micromanage every task to ensure it gets done on time
6.6	PROGRESS MEASUREMENT AND CELEBRATION [Visual Idea A progress bar filling up, symbolizing the team's advancement towards their goals.]: Narration: It's important to determine how to measure the team's progress, set clear expectations and timeframes, and celebrate achievements along the way. Animation Idea: Show the progress bar filling up as tasks are completed, with confetti or celebratory icons appearing upon completion. Text on Screen: • Determine How to Measure the Team's Progress • Set Clear Expectations • Set Clear Timeframes • Keep Track of Due Dates • Celebrate Achievements
6.7	UPHOLDING LEADERSHIP VALUES [Visual Idea: Icons representing honesty, professionalism, and good work ethic.] Narration: As a team leader, it's crucial to demonstrate honesty, professionalism, and a strong work ethic. Animation Idea: Show the icons animating onto the screen, emphasizing the importance of these leadership values. Text on Screen: • Show Honesty • Demonstrate Professionalism • Exhibit Good Work Ethic

Summary	
4.1	Key points
4.2	Thanks for Learning
Course Quiz – outside of course	

Scenario Builder

Set the Scene	
Situation	Understand the importance of defining a clear purpose, establishing ground rules, verbalizing norms, and defining roles and responsibilities within a team. Develop effective communication skills to manage workflow, ensuring clear understanding of responsibilities, efficient communication processes, and proactive resolution of challenges. Learn methods for measuring team progress, setting clear expectations and deadlines, and celebrating achievements to maintain motivation and momentum. Emphasize the values of honesty, professionalism, and good work ethic in leadership roles, cultivating a positive team culture and enhancing overall performance. Apply learned concepts and strategies to real-world team leadership situations, adapting approaches as needed to effectively manage diverse teams and dynamic work environments.
Characters	You (Team Leader): Experienced marketer with a passion for leadership and team development. Team Members: • Sarah: Creative director, known for her innovative ideas. • Michael: Data analyst, proficient in market research and analytics. • Emma: Content writer, skilled in crafting compelling messaging. • Alex: Graphic designer, known for his eye-catching designs. • Jenna: Project manager, responsible for coordinating tasks and deadlines.
Setting	The team is gathered for a kickoff meeting in the agency's conference room. Excitement buzzes in the air as everyone gears up for the campaign launch.
Decision	What decision/choice will be made? As the team leader, you need to decide how to address a delay in the campaign timeline. The delay occurred due to unforeseen technical issues with the client's website, impacting the scheduled launch date. As the team leader, which option will you choose to address the delay in the campaign timeline?
Choices	Option 1: Communicate and Reassess Priorities: • Hold an emergency team meeting to discuss the delay and its impact on the campaign timeline. • Reassess project priorities and identify tasks that can be expedited or adjusted to mitigate the delay. • Communicate with the client to update them on the situation and negotiate a revised timeline if necessary. • Ensure transparency and open communication among team members to address concerns and maintain morale. Option 2: Panic and Assign Blame: • React impulsively to the delay, expressing frustration and assigning blame to team members for not foreseeing the technical issues.

	● Micromanage tasks and pressure team members to work longer hours to make up for lost time. ● Fail to communicate with the client about the delay, potentially damaging the client-agency relationship. ● Create a tense and demotivating work environment, leading to decreased productivity and morale among team members.
Scene 2	
Situation	You are the team leader of a software development team tasked with completing a high-priority project for a major client. The project deadline is fast approaching, but the team has encountered unexpected technical challenges that have delayed progress.
Characters	You (Team Leader): Experienced software engineer with leadership skills. Team Members: ● Emily: Senior developer, responsible for coding complex functionalities. ● David: Junior developer, eager to learn but lacks experience. ● Rachel: Quality assurance tester, meticulous in identifying and resolving bugs. ● Chris: Project manager, responsible for coordinating tasks and resources. ● Alex: UX/UI designer, tasked with creating an intuitive user interface.
Setting	The team is gathered in the project room of the office, surrounded by whiteboards filled with diagrams and sticky notes outlining project tasks and deadlines. Tension mounts as the deadline draws near, and the team grapples with the technical challenges.
Decision	What decision/choice will be made? As the team leader, you need to decide how to address the technical challenges and ensure the project stays on track to meet the deadline. As the team leader, which option will you choose to address the technical challenges and ensure the project stays on track to meet the deadline?
Choices	Option 1: Collaborate and Problem-Solve: ● Hold a brainstorming session with the team to discuss the technical challenges and potential solutions. ● Encourage open communication and collaboration among team members to leverage their collective expertise. ● Allocate additional resources or seek external assistance if necessary to overcome the challenges. ● Implement agile development methodologies to adapt to changes and iterate on solutions efficiently. Option 2: Blame and Pressure: ● React with frustration and assign blame to individual team members for the delays. ● Micromanage the team's activities and pressure them to work longer hours to meet the deadline. ● Disregard the technical challenges and push ahead with the project plan regardless of potential risks.



- Fail to communicate with stakeholders about the project setbacks, leading to a lack of transparency and trust.