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GUIDELINES FOR EFFECTIVE TEAM LEADERS

1. Be fully prepared when giving assignments to the team. Set high but realistic standards.
2. Give team clear-cut assignments with deadlines.
3. Be alert to wants and needs; sensitive to expectations.
4. Be forward thinking - plan and anticipate.
5. Be forceful when needed and "one of them" when appropriate.
6. Find new ways and ideas.
7. Cultivate and develop self-sufficiency in others.
8. Be flexible - adapt to change.
9. Create an atmosphere of achievement.
10. Develop the skills to persuade and negotiate.
11. Act decisively and be consistent.
12. Clearly delegate responsibilities and structures (time limits, resources, etc.). Empower key people to make key decisions.
13. Motivate the team to enhance performance.
14. Serve as a mentor and guide (coach).

CORE VALUES FOR TEAMS

1. Working together, ordinary people offer extraordinary resources of information.
2. Working together, teams can create their own future.
3. People want and need to engage their heads and hearts, as well as their hands. The interaction and opportunity of every team builds creative potential.
4. Everyone is equal within the team structure.
5. People are much more likely to cooperate than fight. The team process must create opportunity to cooperate.
6. Every team meeting should empower people, making them feel more knowledgeable and in control of their future.
7. Diversity should be appreciated and valued.

TEAM MEETING PHILOSOPHY

1. Team meetings should provide instant relief from bureaucracy.
2. The "starting place" of team meetings is not relationships with each other, but our joint relationship to the broader business.
3. Eliciting values, dreams and innovation against business events is an enormous anxiety reducer.
4. Team meetings should provide a different lens for seeing our business, one that zeros in on a perceived common ground.
5. Team meetings work only if people are willing to engage in "open dialog" based on accepting one another's differences.

6. For a team meeting to succeed, put front and center the values you wish most to actualize.

TEAM MEMBER SELECTION

Take into consideration various personality types as you build your team. You might not have the option of selecting from a large number of people, but if you do, make sure you select the right people with a balance of personality types, backgrounds and skills. Use this work sheet to assess each team member. It will help you build a team that will be on its way to success. Remember, **you** complete this work sheet, not the potential team member.

1. Name:
2. Personality Type (This assumes no person is completely one type, but exhibits qualities of each)

EXAMPLE

Dominant:	75%
Influencer:	5%
Balancer:	10%
Loyalist:	10%

3. Previous outstanding achievements in team activity, if applicable:
4. Previous problems in team activity, if applicable:
5. Outstanding achievements in overall job performance:
6. Problems in job performance:
7. How the individual reacts under pressure:
8. How the individual reacts to lack of structure:
9. Ability to get along with others:
10. Potential future position in organization:
11. Current extracurricular activities requiring team work (clubs, athletics, hobbies, etc.):

Also, you may want to consider interviewing the potential team members. Some suggested questions:

1. What is your most memorable experience in being part of a team project?
2. Have you participated in team sports? If so, what do you think has been valuable for you in that experience?
3. In a normal workday, do you find it a problem that lots of people ask you questions and seek your help? (This question might draw out the fact the person prefers to work alone.)
4. How do you interact with our boss? (Ask this if you are not the direct supervisor.)
5. What one person do you work with most at this company? Can you think of anything special that the two of you have accomplished?

COMMUNICATION MEDIUMS

Conversation	Letter	Memo	Gestures	Telegram	Fax
Flip Chart	Overheads	Diagram	Handout	Workshop	Seminar
Photograph	Illustration	Audiotape	Videotape	Telephone	Speech

PLEASE ALSO REFER TO THE HOW TO DEAL WITH DIFFICULT PEOPLE HANDOUTS FOR FURTHER INFORMATION