

The University of Toledo
Center for Continuous Improvement

INTO THE TRENCHES: LEADING TEAMS

How will you benefit from this seminar?

*"Most teams aren't teams at all but merely collections of individual relationships with the boss. Each individual vying with the others for power, prestige and position."
Douglas McGregor*

Research and application of leadership has traditionally focused on leading individuals – motivating individuals, mentoring individuals, directing individuals. However, well over 90% of organizations used team based structures. To be successful, the leaders of these teams need distinctive skill sets. In this session, you will be introduced to some of the unique challenges and opportunities involved with leading teams, such as team design for complimentary (not contradictory) performance, team decision making processes, conflict management/negotiation, and persuasive communication.

What will you learn?

During this seminar you will learn how to:

- Create a team with complimentary work styles, skills sets and knowledge
- Properly motivate and incentivize a team
- Build proper and effective inter-team and intra-team communication
- Promote and manage productive group conflict
- Build a clear and unifying vision and strategy for a team
- Serve as an ambassador for your team, ensuring support and proper resources
- Share your leadership with your team
- Avoid common factors for team failure
- Build self-awareness in yourself and your team members
- Effectively and efficiently incorporate team building into routine meetings
- Give feedback and recognition to individuals within a team
- Diagnose and solve common team troubles

Program Topics

- Why work teams are on the rise
- Differences between teams and groups, and why those difference are important
- Various types of work teams and their differences and similarities
- How leading a team is different than leading individuals
- Creating visions that unify team members and build commitment
- The key activities to developing and maintaining teams
- Factors for successful teams
- Common factors for team failure
- Managing inter-team and intra-team conflict
- Developing a team considering individual personalities and skill sets
- Building self-awareness -- and understanding its importance in teamwork
- Importance of team building (we're not just talking about trust falls here!)
- Appraising the performance of teams
- Rewarding and providing incentives for teams
- Groupthink and how to avoid it
- Social slackers and how to avoid them through building accountability

About the Instructor



Jenell L. S. Wittmer, Ph.D. is an Industrial /Organizational Psychologist and Associate Professor of Management in the College of Business and Innovation at The University of Toledo. Her areas of teaching include Human Resources, with a special focus on Training and Development, Leadership Development, Organizational Behavior, and Results Based Management. Dr. Wittmer is certified as an assessor for Managerial Assessment Centers and is an expert in mid-level managerial coaching and development. She regularly serves as a consultant and speaker on such topics as leadership development, team leadership, disabilities awareness and strategic advantage, training and development for small businesses, and personal communication styles.

If you wish to tailor this program for onsite training at your company, please contact Carrie Herr, CFCI Director, by calling 419-530-2037 or via email at carrie.herr@utoledo.edu.