Team Leadership and Team Building


**LEADERSHIP RESPONSIBILITIES**

Senior leaders, team leaders, and facilitators play key and support roles in managing and improving organizational performance. These roles include identifying important opportunities; aligning with stakeholders; selecting the appropriate tools; planning work; training team members; cultivating teamwork; implementing solutions; and leading long-term change.

The following matrix outlines some key and support roles:

**Team Role Matrix**

<table>
<thead>
<tr>
<th>Role</th>
<th>SL</th>
<th>TL</th>
<th>FAC</th>
<th>Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manages organization</td>
<td>●</td>
<td>○</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conducts planning</td>
<td>●</td>
<td>●</td>
<td>○</td>
<td></td>
</tr>
<tr>
<td>Interfaces with organization</td>
<td>●</td>
<td>●</td>
<td>○</td>
<td></td>
</tr>
<tr>
<td>Selects team</td>
<td>●</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Builds team</td>
<td>○</td>
<td>●</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Manages project</td>
<td>○</td>
<td>●</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Coordinates pre- and post-meeting logistics</td>
<td>●</td>
<td>●</td>
<td>○</td>
<td></td>
</tr>
<tr>
<td>Focuses energy of group on common task</td>
<td>○</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Encourages participation</td>
<td>●</td>
<td>●</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributes ideas</td>
<td>●</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Protects individuals and their ideas from attack</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>Focuses on process</td>
<td>○</td>
<td>●</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Remains neutral</td>
<td>●</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Helps find win/win solutions</td>
<td>○</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
</tbody>
</table>

SL = Senior Leaders ● Key Role
TL = Team Leader ○ Support Role
FAC = Facilitator

The roles, responsibilities and checklists for senior leaders, team leaders and facilitators presented in this guide provide a brief overview. For more in-depth discussion, please refer to the additional references section.
Senior leaders—whether at the organizational, unit, or work group level—are responsible for effective management. Management should be part of a regular routine, not a separate event. Leading-edge organizations use performance measurement and management systems to gain insight into, and make judgments about, the effectiveness and efficiency of their programs, processes and people. Best-in-class organizations determine and use indicators to measure progress toward meeting strategic goals and objectives, gather and analyze performance data, and use the results to both drive improvements and successfully translate strategy into action.
Effective Management

The Commandant’s Performance Excellence Criteria (CPEC) provides a systematic way to improve management practices across the organization. The criteria are slightly modified from the Malcolm Baldrige National Performance Excellence Criteria, which are based on core principles and practices of the highest performing organizations in the world. The Commandant’s Performance Challenge (CPC) Criteria are a subset of the CPEC tailored specifically for new users.

Figure 1. CPEC Framework: A Systems Perspective
Actively using the criteria fosters systems thinking with a focus on factors such as missions, customers, innovation, people, measurement, leadership, processes, readiness and stewardship. The way each leader manages assigned responsibilities has implications for the entire Coast Guard and the public we serve. In other words, management matters—excellent management practices equate to performance results. The best way leaders can learn how the CPEC can help them accomplish command goals is to use the system.

The criteria are built upon eleven core principles and concepts. These principles and concepts are the foundation for integrating key performance requirements within a results-oriented framework. These core principles and concepts are:

- Visionary Leadership
- Customer-Driven Excellence
- Organizational and Personal Learning
- Valuing Employees and Partners
- Agility
- Focus on the Future
- Managing for Innovation
- Management by Fact
- Public Responsibility and Citizenship
- Focus on Results and Creating Value
- Systems Perspective

For more CPEC information, see the Commandant’s Performance Excellence Criteria Guidebook, COMDTPUB P5224.2 (series).

**Team Leadership**

Effective team leaders help inspire and focus small- to mid-size groups (natural work groups, problem-solving teams, focus groups, etc.) to achieve project goals. Team leaders are selected based upon the team's function and are typically designated in a charter. For those on a natural work group, a team leader is normally established by billet or position. Any team member, though, may be designated as team leader for a particular meeting or project piece.

Regardless a group’s scope, effective team leaders:

- Ensure optimal team composition
- Develop stakeholder commitment
- Communicate vision
- Outline boundaries
- Give proper direction and support
- Use facilitative leadership
- Build teamwork
• Ensure accountability

While the formal position power of being a team leader can only be assigned to one person, all team members should be ready to take on informal leadership roles.
## Key Roles & Tasks of Team Leader

<table>
<thead>
<tr>
<th>Key Roles of Team Leader</th>
<th>Tasks</th>
</tr>
</thead>
</table>
| **Organizational Interface** | • Gain and maintain alignment with chartering body/senior managers  
• Make presentations  
• Maintain written communications  
• Initiate personal contact and request feedback  
• Champion performance improvement initiatives |
| **Team Building** | • Use team building methods. For example:  
♦ Consider using warm-up activities  
♦ Develop ground rules  
♦ Use group idea-generation tools  
♦ Use consensus for making decisions  
♦ Help team through the stages of group development  
• Cultivate full participation. For example:  
♦ Enforce guidelines  
♦ Negotiate and mediate  
♦ Counsel individuals  
♦ Adjust membership  
• Provide training in models and tools |
| **Project Management** | • Select and manage important projects  
• Align with stakeholders  
• Establish scope  
• Build and lead teams  
• Identify work  
• Create and update work plans  
• Manage resources  
• Monitor progress  
• Review performance |
Organizational Interface

Alignment and continuous communication if you have concerns.
Let the sponsor know about:

- Team goals and project plans
- Interim findings and recommendations
- Roadblocks encountered
- Resources needed
- Milestones reached

Good alignment is often the difference between success and failure. For more information on charters, see the tools section.

Beyond the charter, team leaders ensure that the interests of people not on the team are adequately represented. They get commitment from people who may be affected by the team’s actions before decisions are made.

Some key questions to ask before putting the team together are who has a stake in the outcomes of the project? To what extent will these stakeholders support the team’s efforts? One effective method of answering these questions is to conduct a stakeholder analysis. For more information on stakeholder analysis, see the tools section.
Team Building

Team leaders choose the right team members based upon project requirements, as well as each member’s knowledge, skills, and ability to work as an effective team member. They continue to build the team’s interpersonal and rational skills. Ignoring the interpersonal side of the equation may hinder team effectiveness or, in more extreme cases, lead to failure.

In this respect, an outside facilitator can help team leaders be more effective. Inviting an outside facilitator allows a team leader to focus on the content of a meeting while the facilitator helps the group with process. Often, this split leadership approach pays big dividends in terms of group development and success.

Some team leaders decide to facilitate their own meetings. Performing the roles of both team leader and facilitator can be difficult, especially where there is passion for an issue. If that is your choice, however, you may refer to the facilitator checklist for guidance.

Team leaders who develop good facilitation skills can foster an environment where people remain open and engaged. Two techniques may help:

- **Listen first:** Although leaders often ask for other thoughts, subordinates or team members may simply nod in agreement. To overcome this, listen first. Find out what your co-workers think before sharing your own opinion. Set the tone by simply saying, “I’d like to first hear what each of you thinks about this.”

- **Acknowledge emotion:** Confront emotion when it arises and get to the facts behind it. Pretending someone isn’t upset will close group communication. (See also the section on managing conflict.)