Graduate Leadership Institute

Learning to Lead: Teams

Ryerson University

Graduate Studies

Dr. Wilson Leung

Framework

What makes a great T.E.A.M.?
Dysfunctional Teams vs. High-Performing Teams
Teams and Shared Leadership

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What makes a bad team?

What makes a great team?

Transform

Empower

Achieve

Motivate

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Source: Powerhouse by Lilly and Gillis
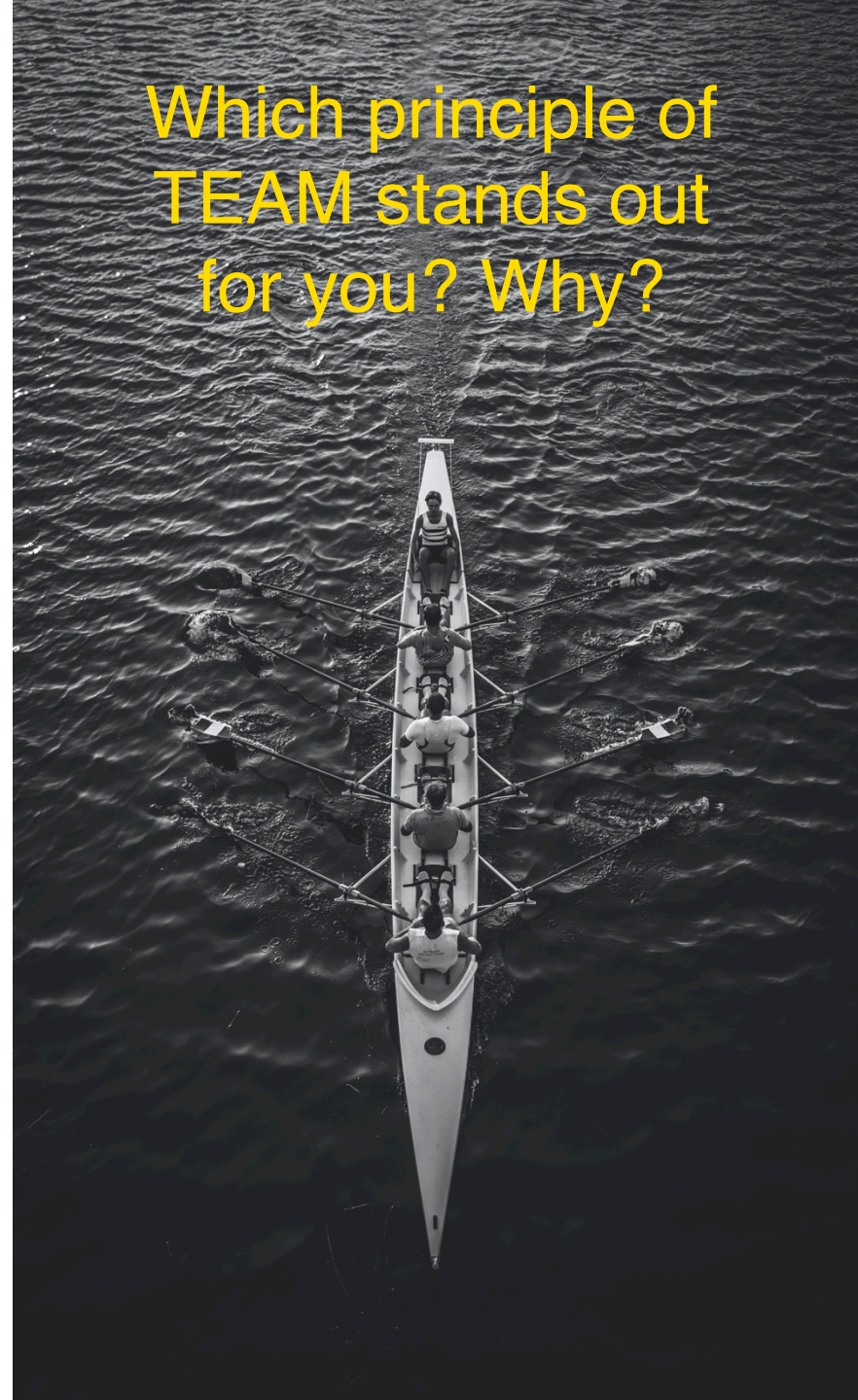
Which dysfunction have you experienced recently on your teams? How has that dysfunction affected your team?

Which aspect will you apply to help your team become high-performing? How will you do that?

High Performing Teams

- High performance, team based results
- Highly motivated team

- Poor performers are managed and held accountable
- Same standards for everyone

- Aligned on common objectives
- Clarity on direction and priorities
- Highly engaged team members

- Confront problems & issues quickly
- Develop practical solutions
- Get input from team, minimal politics

- Safe environment to speak-up
- Team members help each other
- Leverage strengths for the team

Dysfunctional Teams

- Poor performance and results
- Team turnover

- Missed deadlines and key deliverables
- Poor performance is tolerated and creates environment of resentment, hopelessness

- Ambiguous direction and priorities
- Revisits discussion again and again
- Absenteeism

- Go around problems
- Do not confront tough issues
- Lack of transparency drives confusion

- Hesitate to ask for help
- Conceal weaknesses from others
- Dread meetings and avoid team

Results
Accountability
Commitment
Constructive Conflict
Trust

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How will you integrate these shared leadership principles within your teams?

Put power in hands of the people doing the work

Encourage individual responsibility

Create clarity of roles

Share and rotate leadership

Foster horizontal teamwork

Learn to listen, learn to talk

Seek consensus

Dedicate passionately to your mission

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Summary

What Makes a Great T.E.A.M.?
Dysfunctional Teams vs. High-Performing Teams
Teams and Shared Leadership

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Leadership Matters Video Series

The Graduate Leadership Institute offers a library of leadership development videos. This collection of videos covers a broad range of themes designed to help students reflect on their research and graduate studies from a leadership perspective. As graduate students face many time constraints due to their busy schedule, each video is designed to only be a few minutes long but is packed with leadership principles for the student to consider and apply to their context.

Preview three leadership videos and complete the following Action Plan ↗ for each video to earn one unit towards your Future Smart program completion.
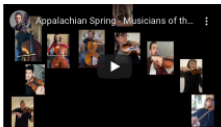
Finding creativity in chaos: Dr. Wilson Leung believes you can find creativity and opportunity in moments of chaos and challenge, like the Toronto Symphony Orchestra coming together virtually to perform Aaron Copland's "Appalachian Spring" while practicing physical distancing in their individual homes

In "Leading in a VUCA World" Dr. Wilson Leung offers advice for leading in a constantly changing and unpredictable environment.
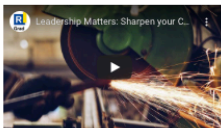
In "Sharpen your Communication" Dr. Wilson Leung speaks with Adrienne Tsandelis, Nutrition Communication master's student, about developing communication skills as a leader.

In "What's Your Leadership Motto?" Dr. Wilson Leung shares GRAD Contest mottos to inspire leadership.

In "Advancing Career Leadership," Dr. Wilson Leung speaks with Career Education Specialist Wincy Li about applying leadership to career readiness.

In "Playing for Team Success," Dr. Wilson Leung reflects on importance of team roles within a leadership group.

In "Tilt into 2020," Dr. Wilson Leung offers some advice for a new year of graduate studies and leadership.

In "Expert Tips on Resilience," Dr. Wilson Leung speaks with Dr. Diana Brecher, Scholar-in-Residence for Positive Psychology and Ryerson's ThriveRU initiative about building resilience during graduate studies.

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All the best in your future endeavours!

Wishing you continued success!