

TRAIN PD @TCALL



Teamwork That Gets Results

Developed by Nancy Crawford
for TRAIN PD @ TCALL

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OBJECTIVES



- Learn the one true measure of an effective team
- Recognize the importance of team size and selection
- Gain a working knowledge of the four essential elements of an effective team

Poor Team-building Results:



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ATM

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“The one true measure of a team is to achieve results.”

by Patrick Lencioni



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Kinds of Teams

Long-term teams where members work together on an on-going basis and report to YOU or to someone.

Short-term teams where members work for a short period of time for a specific project.

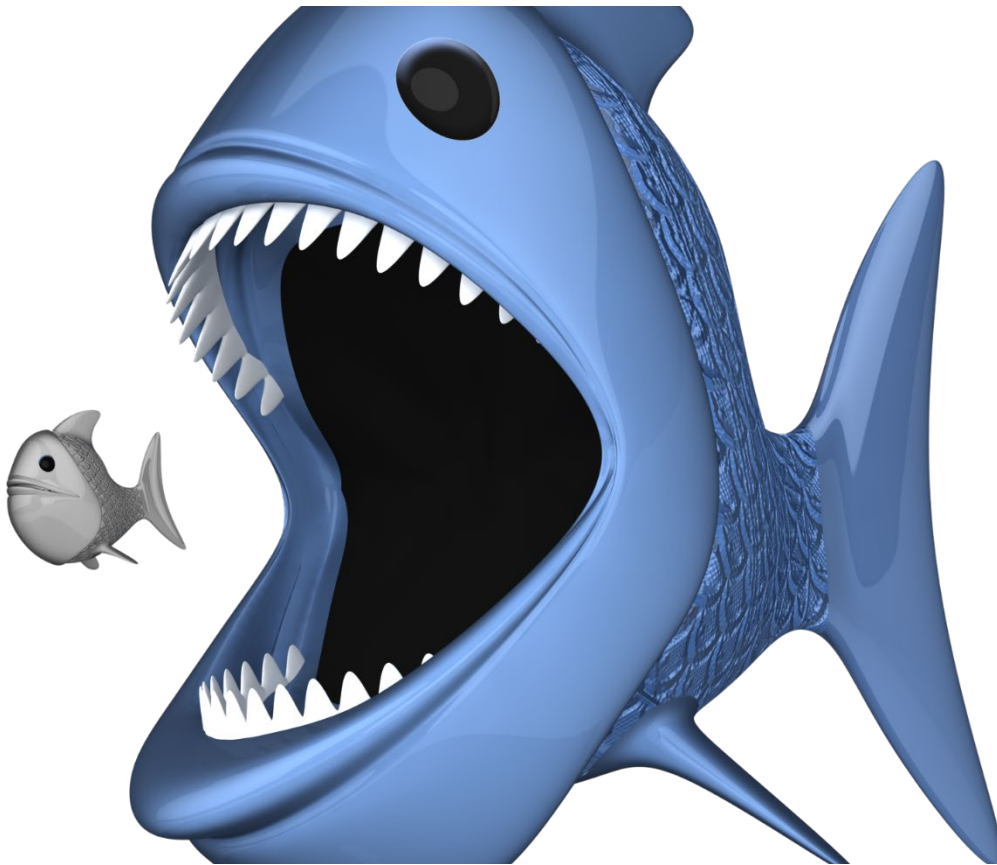
Who is here today?



A. I currently manage or am a member of a long-term team of 2 or more staff members.

B. I do not currently manage nor am I a member of a long-term team.

The Perfect Team Size



Not too
big

not too small

LCOT Team Size

- Literacy Council of Tyler (LCOT)
40-50
employees with
about 50% full-
time
- 5-7 Team
Members



“We have too many cooks in the kitchen.”

Core Team

Executive Director

Director of Development

Executive Supervisor (Compliance)

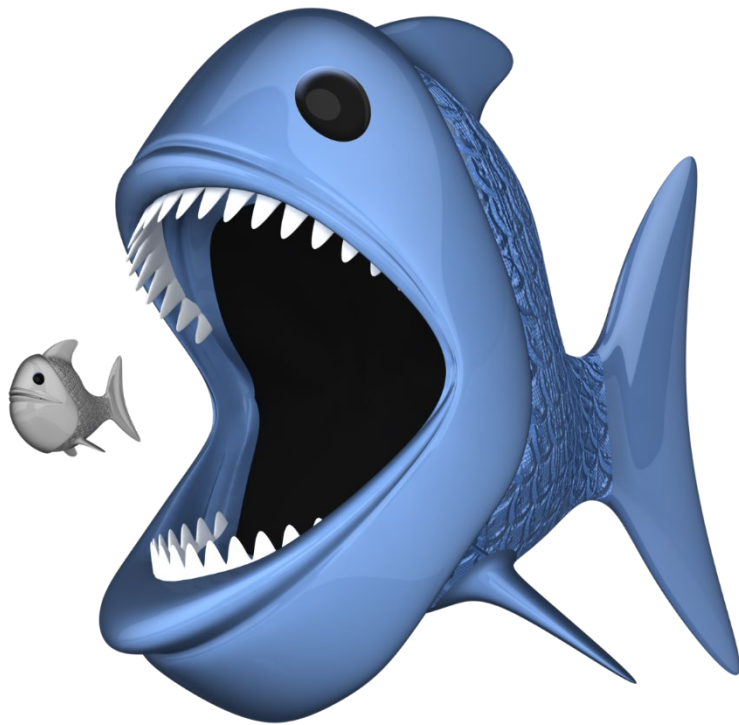
HSE Supervisor

ESL Supervisor

Director of Volunteers

Director of Career Pathways and
Transitions

Team Size



- **Not too big**


- Not too small

What is the Size of Your Team?



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How many people
are on your team?

A 3D illustration of a red figure in the foreground and several blue figures in the background, all holding briefcases, symbolizing team selection.

**Choose
Carefully**

**Team
Selection**

Selecting Your Team

- Proven to be committed to the mission and the organization
- Possess strength where you have weaknesses AND/OR who like to do things you do not like to do
- Have good people skills



Team Selection

Choose
Carefully



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Review of Objectives

- The One True Measure of an Effective Team
- Team Size
- Team Selection

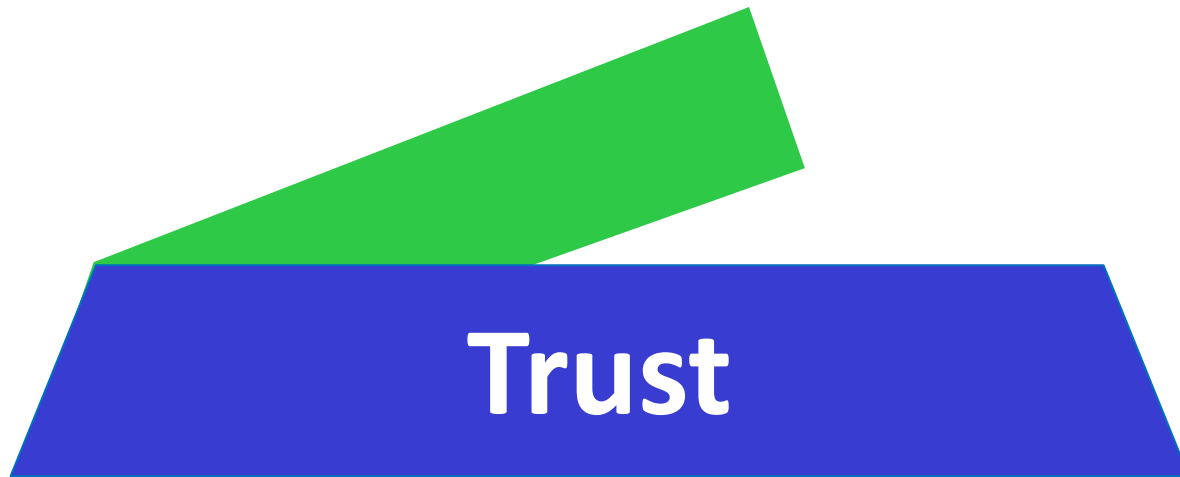


The Four Essential Elements of an Effective Team

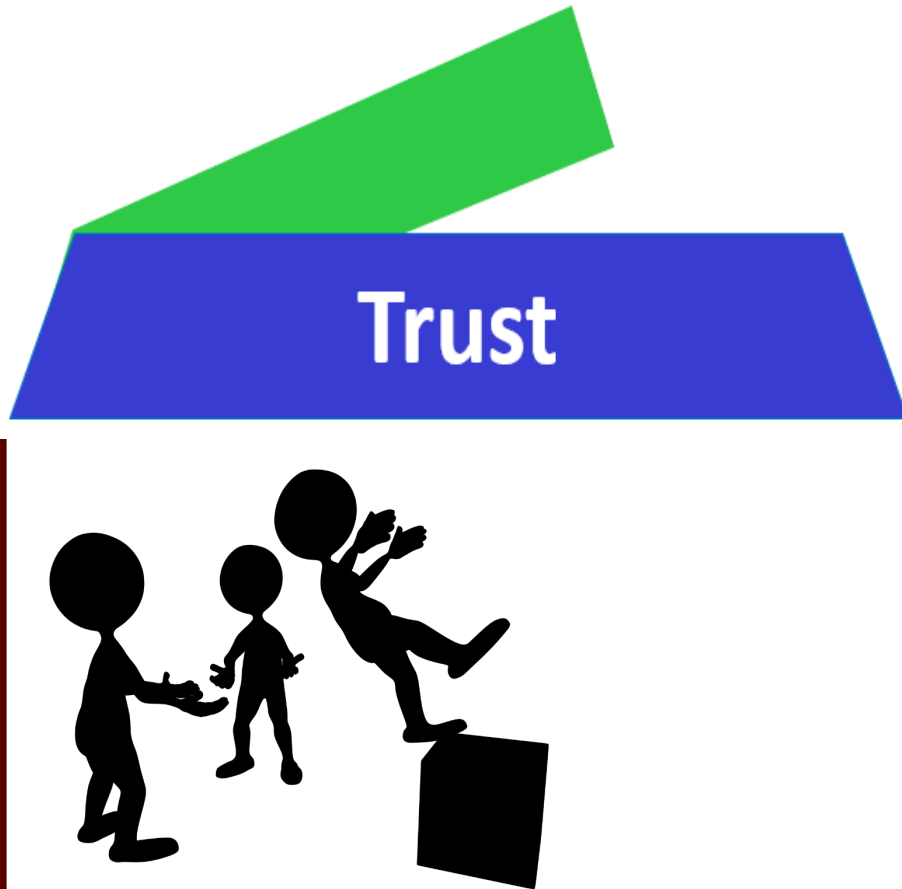


Essential Elements of an Effective Team

Foundational to all the other elements
Trust covers a multitude of sins.



Building Trust



- *We always knew what to expect from you.*
- *You were open and transparent.*
- *You kept your promises.*
- *You always told us the truth.*
- *You treated everyone the same way.*

Trust Mentimeter Activity

- What are some ways to build trust on a team?



- Click on the Mentimeter link in the chat or go to [menti.com](https://www.menti.com) & enter the code provided.

What does Trust look like on a successful team?



Starts with the leader

- Honest from the beginning
- Keeps promises
- Is transparent

Includes time to get to know each other

- Team Building activities
- Celebrating
- *REGULARLY SCHEDULED MEETINGS*

Types of Meetings



Check-In Meetings (5 min a day)

Weekly Staff Meetings

- Rowing in the same direction
- Near term objectives
- One to one and a half hours in length

Examples:

- *What is our goal for student enrollment next week?*
- *What is our goal for student testing next week?*

Strategic Planning Meetings

- Most interesting kind
- One or two topics only
- Long-term impact
- Brainstorm, debate, present ideas
- 2-4 hours in length



Examples:

*How much face-to-face teaching will we do after the pandemic?
How will we phase it in?*

*What business partners do we need in order to do more
workplace programs.*

NO MEETING STEW

What does **Trust** look like on a team?

It includes disagreeing with each other
until a decision is made.



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Fortunately, Unfortunately

- **Unfortunately,**
First Church is not going to be able to provide space for us any longer.
- **Fortunately,**
the size of that class has dwindled to 6 students and we do have other sites where they can attend.
- **Unfortunately,**
all six of those students have transportation issues so another site is going to be difficult and maybe impossible for them. Also, we have four new students signed up to register for classes at that site tomorrow.

Practice Disagreeing

- **Fortunately,**
we have a good relationship with Salvation Army, and they do provide some free transportation.
- **Unfortunately,**
I talked to them last month on behalf of some of our students, and they now have a waiting list for free transportation.
- **Fortunately,**
I just heard that they received a new grant and should have available slots now. I will call them.

Fortunately, Unfortunately Activity

- ☐ Choose a leader and scribe.
- ☐ Practice the Disagreeing Exercise with your colleagues.

Start with this prompt:

Unfortunately, the pandemic has greatly reduced the number of our students.

Continue with your own prompts.



Wrap Up for Fortunately, Unfortunately Activity



Essential Elements of an Effective Team: Commitment & Trust



Commitment

Mentimeter Activity

- Go to menti.com or click on the link in the chat and enter code provided.
- Answer the following incomplete sentence

I know a staff member is committed when he/she _____.

Examples:

...cares about the mission.

...goes the extra mile.



I know a staff member is committed when he/she *executes the final decision*.



- Does not mean everyone will agree.
- Great teams make clear and final decisions and move forward with buy-in from team members.
- Always aim for getting to a decision by the end of the meeting.

LAW OF TRIVIALITY

C. Northcote Parkinson, 1957

Example:

- Approve plans for a nuclear power plant.
- Spent their time on discussing materials for a bicycle shed.

**Getting to a
Decision**

LAW OF TRIVIALITY

Getting to a decision:

Human tendency to devote a great deal of time to unimportant details while crucial matters go unattended.



LAW OF TRIVIALITY IN AEL

Issue: Student Retention

- Naming recent HSE students
- When is HSE graduation this year?
- Could we have different refreshments this year?

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Commitment to the Plan or Decision

Leader makes the final decision.

This is **NOT** a consensus.

Disagree *and* commit.

- *Homicide*
- *Pesticide*
- *Decide*

Committing to a Plan or Decision

Eases my burden

Keeps me or
anyone else from
blaming my team
members

“Every meeting ...

... must have one clear decision-maker. If there is no decision-maker or no decision to be made, then the meeting shouldn't happen.”

-Larry Page, Google Co-Founder

Commit to a Plan or Decision



We know who is doing
what.



We have a deadline or
multiple deadlines.

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Commit to Your Plan or Decision

We know who
needs to be
informed and who
will inform them.

Evaluate the
results of your
decision at future
meetings.

Essential Elements of an Effective Team: Commitment



A decision must be made, and the team members must COMMIT to implementing the decision, even if they disagree.

Essential Elements of an Effective Team: Accountability



Once we achieve clarity and buy-in, it is then we hold each other accountable for everything we signed up to do, for high standards of performance and behavior.

Team Accountability



IT INCLUDES CHECK LISTS



IT INCLUDES DATA,
ESPECIALLY COMPARATIVE
DATA

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USE CHECKLISTS



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Checklists

GED GRADUATION
THURSDAY, MAY 16, 2019
6:30-7:30, Wagstaff Gym
Workers arrive at 5:30 p.m.

✓ Drinks

Chera, in charge
Cody
Leigh

✓ **Leading Processional & helping organize students**

Rick, in charge
Rich
Ashly

✓ **ALL ASSIGNED STAFF WILL STAY TO HELP CLEAN UP. PLEASE DO NOT LEAVE UNTIL CLEAN UP IS COMPLETED. Also, there will probably be food to take home, so be prepared for that. If we pay for it, we are going to get it all. ☺**

Comparative Data During the Pandemic

PROGRAM	12 HOUR STUDENTS JULY 2020-NOV 2020	12 HOUR STUDENTS JULY 2019-NOV 2019	% DECREASE
Program One	10	10	0%
Program Three	319	613	48%
LCOT	480	844	43%
Program Six	65	128	49%
Program Seven	34	99	66%

MONTH	% DECREASE	EXPLANATION
July 2020	48%	Rollover Students
Aug 2020	61%	COVID Surge.
Sep 2020	58%	All subs enrolling, 3 pt. improvement
Oct 2020	49%	9 pt. increase, 9 pt. improvement
Nov 2020	45%	4 pt. increase, 4 pt. improvement

Comparative Data for State Enrollments

PROGRAM	TARGET FOR JUNE 30	ACTUAL DEC 31	% OF TARGET	STATUS
Program One	2,672	2,272	85.03%	+P
Program Two	1,942	867	44.64%	-P
LCOT	2,126	939	44.17%	-P
Program Four	2,551	958	37.55%	-P
Program Five	1,760	565	32.10%	-P
Program Six	2,075	498	24.00%	-P

What actions would you consider taking based on the data in this chart? Go to menti.com & enter code [provided](#) or click on link in the chat.

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Reviewing Data Activity

Your turn!!

- Review 2 charts
- Answer questions under each chart

The charts are on your hand-out.

(10 minutes)



Comparative LCOT Consortium Data: End of Year Student Enrollment 18-19

PROGRAM	TARGET BY JUNE 30, 2019	From POP	% to Goal
Program One	23	16	70%
Program Three	737	812	110%
LCOT	1200	1175	98%
Program Six	85	78	92%
Program Eight	214	122	57%

What do you glean from comparing the data?

Comparative Data for LCOT ESL Classes July 2018 - Feb 2019

CLASS	TOTAL ENROLLED	TOTAL IN CLASS FEB 2019	TOTAL PROGRESS TESTED	% PROGRESS TESTED	% GAIN
Class 1	15	9	7	47%	86%
Class 2	12	12	10	83%	0
Class 3	31	24	19	61%	84%
Class 4	28	20	10	36%	90%
Class 5	37	25	23	62%	100%

- What is something class 4 is needing help with?
- What is class 2 needing help with?
- What else, if anything, is this data showing you?

Wrap up for Data Break-Out Room



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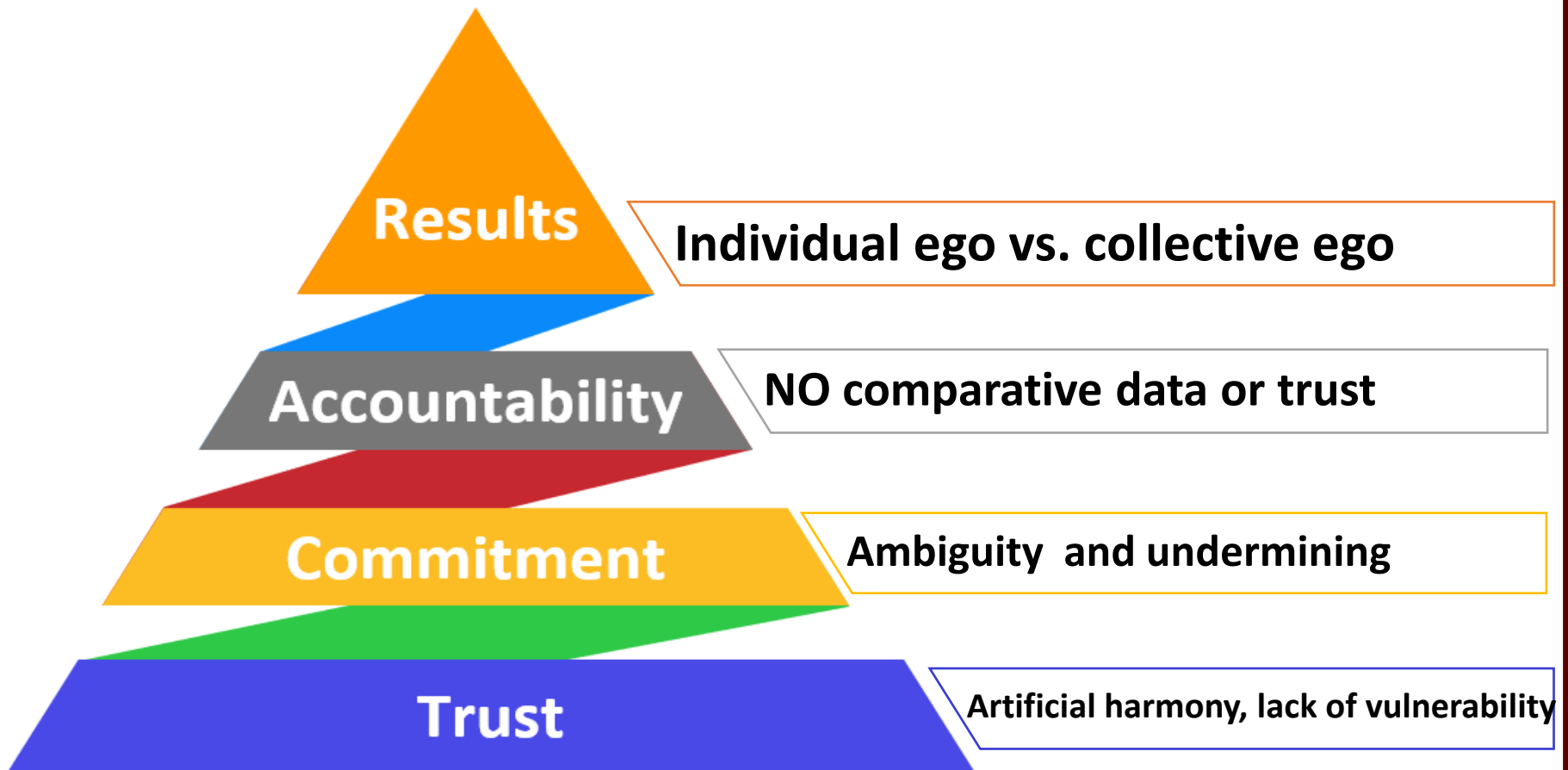
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Essential Elements of an Effective Team: Results

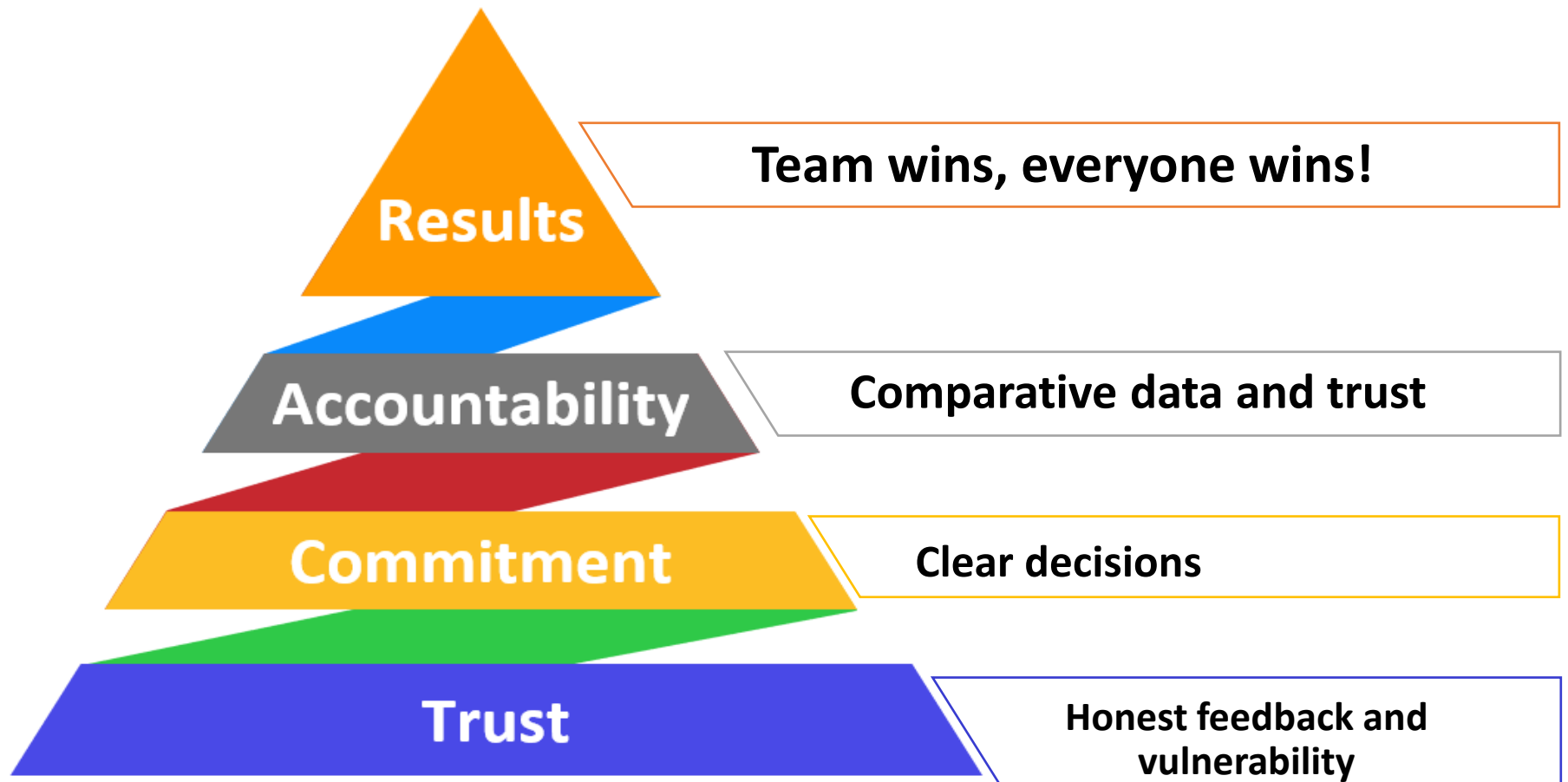


If the team wins, everyone wins. If the team loses, everyone loses. Make the collective ego bigger than the individual ego.

Hindrances to Success



Successful Teams



Any Questions?

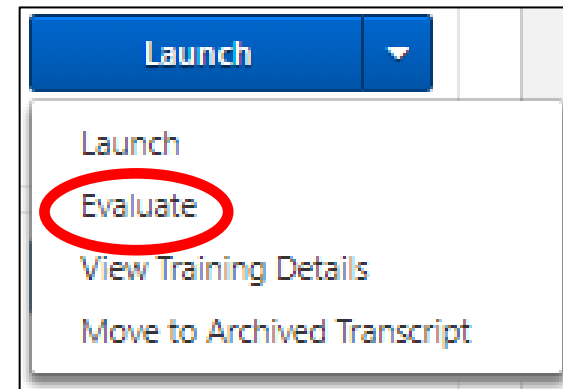


Please leave us feedback!

1.



2.



- *Can't use the link?*
- Simply go to your **Active Transcript** and click ***Evaluate*** in the dropdown menu next to this session.

Thank you

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