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## Work Teams Built on Trust and Leadership

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"We cannot take credit for our talents, it's how we use them that counts." Madeline L'Engle

The use of teams is increasingly prevalent in education but little is done to enhance the work of teams. While working in teams to accomplish shared goals for the benefit of children should be natural and satisfying, in many ways it is quite unnatural and too often frustrating.

### Take Advantage of Human Nature

It is important for teams to learn how to work together to appreciate and take advantage of the "natural strengths". Too often we misinterpret what David Kolb calls our "natural working styles" as personality traits. We call that visionary person an eccentric. We label that person concerned with the feelings of others as co-dependent. The person who thinks through everything is judged to be slow and stubborn. Learning to appreciate the deep thinker without allowing them to bring the work to a standstill is good teamwork. Acting only on the good ideas of the visionary shows team leadership. Going beyond a focus on

"personalities" means learning how to trust the natural strengths of others.

### Built on Trust

We all have a natural understanding of the concept of the trust that comes from close personal relationships. Too often we assume this personal notion of trust with those in work teams setting the wrong standard. Instead closure and commitment are the foundation of trust on work teams. How often do teams discuss important matters with lots of great and not so great ideas generated with nothing getting accomplished because closure is not achieved and commitments are not made? There is little "trust" that anything will get done. Trust includes predictable and regular meetings, starting and ending on time, gaining closure on how to move forward on specific, reasonable tasks with reasonable deadlines, and commitments made by members of the team to complete those tasks on time. A critical component is to predictably start and end each of those meetings by checking in on commitments made and accomplished.

### Accountability through Leadership not Control

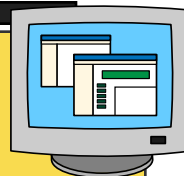
Work teams are often made up of “colleagues” with different skills, training and backgrounds. They are often “self-directed” either intentionally or accidentally. Typically, there is not a member with the formal authority to assign tasks that really has the earned authority to simply delegate. A successful team built on natural strengths and trust allows members to show leadership by volunteering to complete tasks and the team structure is designed to hold them accountable for getting that work done. Members of work teams who volunteer to take on tasks complete those tasks more often and at a higher quality than those assigned tasks.

Professionals working in education are incredibly dedicated, talented and complicated. When working in teams there is potential for exponential accomplishment or frustration. Intentionally designed team structures based on leadership, trust and accountability will not prevent all our frustrations but it will lead to greater success of the children we serve and appreciation of each other.

For More Information:

- Built on Trust: Gaining Competitive Advantage in Any Organization by Arky Ciancutti & Thomas Steding.
- Accountability: Freedom and Responsibility without Control by Rob Lebow and Randy Spitzer.
- Deliberate Experiential Learning by David Kolb and Bauback Yeganeh in Contemporary Organizational Behavior in Action.

**TIPS FROM THE CORNER:** We are pleased to announce that we have had our first group of teams go through the Tertiary Behavior Supports Team trainings and could not have been more pleased with the group of educators, family members, and administrators that participated. These teams have gone through the training to help them recognize students who may need



## DECEMBER TRAININGS

**DEC 6, 3:30-4:15PM**

Webinar Series: Modifications in an Elementary Classroom  
Presented by Joane McLaughlin - Online

**DEC 13, 8:30AM- 12:30PM**

Autism Diagnostic Team (ADT) Re-Training -Special Invite Only  
Presented by Sarah Hoffmeier - Online

For more information, please visit our Training Calendar, found on our website - [www.KansasASD.com](http://www.KansasASD.com)

**Direct link to our website:**  
[www.KansasASD.com](http://www.KansasASD.com)  
[www.TASNBehaviorSupports.com](http://www.TASNBehaviorSupports.com)

tertiary behavior supports, develop a plan for Functional Behavior Assessment, ways to gather and analyze student data, and prepare a Behavior Intervention Plan based on student need and behavior function. These five teams will continue to receive training and support throughout the school year and will be ready to provide technical assistance and future team trainings by next school year. The purpose of these trainings is to ultimately build local capacity in the area of tertiary behavior supports. We are also grateful for the support we received from other TASN providers. Families Together, KITS, and MTSS all worked together to help make this training a success.

The five teams are located in Eudora, Elk County, Arkansas City, Hutchinson and High Plains Cooperative. They are great teams and we look forward to working with them in the future to ensure behavior supports for students needing the tertiary level of supports. New teams will be formed next year as well. Look for information in the spring to submit applications to become one of the new teams next year.

