

Trimergent Leadership® Training System

The Trimergent Leadership® System includes three areas of leadership connected by common foundation and concepts applied skillfully to self, team, and organization achieving results at all levels.

Leading Teams

Team leaders fulfill the dual role of building a team and delivering results. "Leading Teams" is a combination of workshop and experiential training. The sessions are structured to ensure each participant gains skills in developing team members, identifying the team's phase, and how to lead it to the next level. Participants will develop a consistent philosophy of leadership creating a healthy, productive culture of teamwork in your organization.

Ten 1 Day Sessions include:

Foundation for Team Leadership

Teamwork in an Aligned Organization

Embarkation Phase

Directing Leadership

Turbulence Phase

Mediating Leadership

Buy-In Phase

Facilitating Leadership

Ownership Phase

Collaborating Leadership

Session I: Foundation for Team Leadership

Develop a strong foundation in the basics of Team Leadership with this “Big Picture” view of a team leader’s role. This session lays the foundation and outlines the concepts for leading teams.

Outline

- Understand the difference between a team, committee, and program
- Establish shared definitions of team
- Clarify how team leadership differs from conventional management
- Understand the basic concept of the two roles a team leader fills
- Determine how to align your team within the organization
- Learn how to identify your team’s level of teamwork and move it to the next level
- Understand the style of leadership required for the different levels of teamwork
- Assess your preferred leadership style
- Recognize the personal dynamic of team leadership
- Learn to adopt the style of leadership that fits the level of your team

Objectives

- Apply the concept and function of teams
- Increase the capacity of the team through effective team leadership
- Build a team that engages and utilizes the diversity of team members
- Learn your preferred leadership style and how to adapt to the team’s leadership requirements
- Move team members from individual agendas to ownership
- Lead a team to high levels of productivity
- Empower your team to innovate
- Align the team with organizational goals

Session II: Teamwork in an Aligned Organization

Session two provides the understanding a team leader needs to be effective within the organization. It addresses the challenges a team leader faces in organizational life and strategies to bring balance to his or her many roles while ensuring the team fulfills its responsibilities to the organization.

Outline

- Make the connection between your team and the overall organization
- Leverage teamwork no matter how your organization is structured.
- Influence your team to operate in patterns of behavior that create success.
- Identify how the organization's culture is affecting your team
- Determine how to deploy seven organizational factors intentionally to strengthen your team and company.
- Fulfill your role as a team leader for the organization.
- Assess your approach to balancing the team leader's responsibilities.

Objectives:

- Create awareness in team leaders of the connection between the team and the organization
- Overcome external structural challenges to teamwork
- Ensure movement in the right direction by creating the right patterns of behavior in the team.
- Identify and use the organizational culture to achieve the right goals.
- Intentionally approach seven key organizational factors in a way that supports teamwork.
- Make the connection between your team and the organization.
- Balance the five areas you serve as a team leader.

Session III: Embarkation Phase

The team leader will learn how to set expectations in team members, as well as orient the team. This session ensures that the team leader understands how to get team members on board and move them toward becoming a team.

Outline

- Assume the role of team trainer and builder
- Prepare those you lead to become a team
- Establish common understanding and language for teamwork
- Align your team with the organization by developing statements of purpose, vision, and values.
- Set the boundaries within which your team will operate
- Make every activity a team building activity
- Lay a foundation for interpersonal understanding between team members.
- Clarify your leadership approach to the embarkation phase

Objectives

- Assume responsibility to train and build the team
- Use team mission, vision, and values to align the team with the organization
- Ensure commitment of team members to the responsibility of the team
- Use the established boundaries within which the team is empowered
- Build and train the team through every action and interaction with team members
- Discover what team members bring to the team
- Clarify personal leadership challenges related to this phase of teamwork

Session IV: Directive Leadership

The key to building teams is matching the approach to leadership with the phase at which the team is operating. This session prepares a team leader to navigate the Embarkation phase while moving toward Turbulence.

Outline

- Define the role and focus of directive leadership
- Develop personal strategies to practice directive leadership
- Differentiate directing from dominating
- Supervise the team to build interdependence
- Evaluate the influence of your communication on your team.
- Learn to assess personalities using the Personal Style Indicator
- Use the Team Style Profile™ to identify the behavioral traits of team members and understand their interactions.

Objectives

- Directive leadership will connect to the Embarkation Phase of the team
- Individual team leaders will direct teams toward empowerment
- Supervision will build interdependence in team members
- Team leaders will be aware of their communication styles and how to use them to build the team
- Recognition of the influence of the team leader's personality on the team
- Understanding of personalities on the team and the dynamic they create
- Identification of the collective behavioral tendencies of the team

Session V: Turbulence

Many leaders fail to recognize that teams must go through relational turbulence to achieve high performance levels. Team leaders will develop skill in guiding the team through the inevitable storms that develop when people interact.

Outline

- Discover the value of turbulence in team development
- Identify ten common power plays that occur in building a team
- Learn how to turn power plays into team building events
- Consider the causes of conflict in a team
- Understand how different personalities naturally conflict with one another
- Move from conflict to consensus

Objectives

- Acceptance that conflict is a normal part of team development
- Identification of power plays as attempts to promote a personal agenda
- Use a five step model to turn power plays into team training opportunities
- Recognition of the causes of conflict
- Leverage the difference in personalities to strengthen the team instead of create conflict
- Apply the practice of consensus to move team members from personal agendas to the team agenda

Session VI: Mediating Leadership

A team leader must have the skills to solve conflict in a manner that strengthens relationships to build a team. This session provides resources that move beyond conflict resolution to identify development opportunities that grow our of conflict situations.

Outline

- Define the role and focus of mediating leadership
- Develop personal strategies to practice mediating leadership
- Assess your personal conflict resolution style
- Clarify the dynamic of interpersonal conflict
- Learn a team conflict resolution process
- Identify development opportunities for team members
- Write a personal development plan
- Be aware of the how turbulence affects you
- Gain leadership credibility through accountability
- Ensure movement out of the turbulence phase

Objectives

- Mediating leadership will connect to the Turbulence Phase of Teamwork
- Develop personal strategies to practice mediating leadership
- Resolve conflict on your team
- Create development opportunities for team members out of their challenges which become evident in the turbulence.
- Prepare team leaders for how they will grow in the turbulence phase
- Build trust as you lead the team through turbulence
- Move out of turbulence by identifying and addressing sticking points

Session VII: Buy-In Phase

Arriving at the phase of teamwork where the members have bought into being a team, as well as the organization's mission and vision is a critical accomplishment. This session prepares team leaders to build upon the significance of team member buy-in.

Outline

- Acquire the indicators that provide the evidence of team member buy-in
- Clarify each team member's self understanding
- Identify what each team member uniquely contributes to the team
- Understand your team uniqueness of based on its diversity
- Create synergy by leveraging the diversity of the team
- Differentiate between delegation and empowerment
- Balance empowerment and accountability
- Align team members with the organization to a personal level

Objectives

- Identification of the Buy-in Phase
- Leverage diversity in the team through greater understanding of team members
- Build on team strengths while minimizing the impact of weaknesses
- Move beyond delegation to empowerment
- Balance empowerment and accountability
- Strengthen the connection of team members to the organization

Session VIII: Facilitating Leadership

The facilitating team leader appreciates the accomplishments of the team in the Buy-in phase, but recognizes there is greater potential in the Ownership Phase. Session seven prepares the leader to remove barriers that will keep the team from achieving its highest potential.

Outline

- Define the role and focus of facilitating leadership
- Develop personal strategies to practice facilitating leadership
- Clarify the team leader's role in planning
- Ensure organizational goals are aligned to a personal level
- Acquire a team strategic planning model
- Differentiate strategic and performance measurements
- Practice accountability through service
- Facilitate movement to the Ownership Phase

Objectives

- Facilitating leadership will connect to the Buy-in Phase of teamwork
- Develop personal strategies to practice facilitating leadership
- Lead your team to plan strategically
- Strengthen the alignment of your team with the organization
- Use strategic and performance measurements to measure team success
- Hold team members accountable
- Move out of the Buy-in phase by identifying and addressing sticking points

Session IX: Ownership Phase

The team and leader experience true empowerment in the Ownership phase. Teams achieve this phase as a result of team members internalizing the boundaries that the organization has set.

Outline

- Define the characteristics of the Ownership Phase
- Move beyond alignment to internalization
- Make the connections that occur through internalization
- Increase performance and productivity through empowerment
- Understand the difference between improvement, innovation, and adaptation
- Lead change effectively
- Clarify the difference between ownership and groupthink

Objectives

- Recognize the Ownership Phase of teamwork
- Lead team members to internalize organizational boundaries
- Strengthen the connection between the organization, the team, and team members
- Achieve highest levels of performance and productivity
- Improve, innovate, or adapt as appropriate to the circumstance
- Achieve change
- Maintain the value of the diversity of the team

Session X: Collaborating Leadership

Collaborating leaders have arrived at a place of contribution beyond leadership. The ownership employees have in the team and organization minimize supervisory requirements, freeing the leader to contribute additional time and energy to the work of the team.

Outline

- Define the role and focus of collaborating leadership
- Develop personal strategies to practice collaborating leadership
- Clarify how you contribute to the team beyond leadership
- Ensure you fulfill the two roles of the team leader
- Navigate the team phase dynamic

Objectives

- Collaborating leadership will connect to the Ownership Phase of Teamwork
- Develop personal strategies to practice collaborating leadership
- Increase team performance by contributing beyond your leadership
- Fulfill both team leader roles
- Demonstrate the ability to identify your team's phase of teamwork and the leadership style it requires