

CLASS OBJECTIVES:

1. To facilitate open discussion and take questions on how to make a smooth transition if your chapter has decided to move from Board of Directors into Integrated Management Team, or is simply thinking about it.
2. To identify pitfalls to avoid; focus on building trust; team (and personal) responsibility and accountability; creative thinking; communicating effectively; coming to consensus; and other issues to ensure success.
3. To analyze team roles.
4. To identify the need for instilling team spirit; team-building exercises.
5. To identify regional/international resources available through Sweet Adelines International.
6. Adapting to change and working for the future.

DISCUSSION OUTLINE:

- Teamwork is the foundation of all successful management.
- Discussion/Questions
 1. Do we have a clear understanding of the differences between standard Board of Directors' governance and Integrated Management Team?
 2. SAI Chapter Guide: Section I, Chapter Governance, Page A-1 to A-6
 3. Elected/Appointed team members; role of chorus director
 4. Staggered term limits upon change in governance
- Profile Of A Team – handout #2 – discussion
 1. Analyzing team roles / balancing skills within a team
 2. Establishing team trust / providing support
 3. One example of a team building exercise – handout #3
- Team Management Benefits and Challenges – handout #4 – discussion
 1. Thinking creatively
 2. Decision making by consensus
- Participatory decision-making core values – handout #5 – discussion
- Working for the future
 1. Anticipating change
 2. Advancing and adapting to change
 3. Allowing people to grow
- Wrap-up questions

PROFILE OF A TEAM

Works toward a common goal
Develops its members skills
Uses its time efficiently
Embraces the diversity of its members
Is committed to continuous improvement
Builds morale internally
Performs effectively and produces results
Accepts praise and criticism
Cooperates rather than competes
Sincerely listens to new ideas
Stays on task
Uses resources wisely
Communicates openly
Teaches and learns from one another
Resolves conflicts effectively
Welcomes challenges
Shares pride in its accomplishments
Celebrates successes!!!

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The names of your team members who helped you:

Team Management Benefits & Challenges

Benefits:

- Allows for a combination of elected and appointed positions
- The chorus director is part of the team - he/she has better understanding of chorus' administrative issues
- Music and administration work hand-in-hand - administrators have a better understanding of chorus' musical issues
- Develops strong responsibility for key areas of chorus management
- People feel like they "direct" their own area
- Enhances / builds management skills
- Builds a new understanding for what truly constitutes "consensus"
- Helps people step up / take responsibility without blaming "the group"
- Team feels good about what they are accomplishing
- In combination with strategic planning, the chorus has a good sense of where it is headed and what it will take to get it there
- Chorus feels good about its leadership

Challenges:

- It is hard to find people to run for management positions on the team
- It is a large responsibility to take on a whole area and assume full responsibility for it / managing the "workers/chairs" is a must
- Must fight tendency to "dump-off" on the management team decisions/recommendations that should be made by the managers or within the individual areas

Allow yourselves the time and opportunity:

- to work through the process, to "tweak" and improve
- to build on the strengths & primary tasks of each manager
- to encourage, help, and support one another
- to think about the Secretary being an "off-team" member of the IMT

TEAM

Teams are purpose-centered. Members are committed to the purpose, know and understand the purpose, and focus their energy to share both responsibilities and rewards. The whole is greater than the sum of the parts!

Participatory Decision-Making Core Values

- Full participation – all members encouraged to speak-up and say what’s on their minds. This strengthens a group in several ways.
 1. Members become more courageous in raising difficult issues.
 2. Members learn how to share “out-of-the-box” ideas.
 3. Members become more adept at discovering and acknowledging the diversity of opinions and backgrounds inherent in their group.
- Mutual understanding – to reach a sustainable agreement, the members need to understand and accept the legitimacy of one another’s needs and goals. This basic sense of acceptance and understanding is what allows people to develop innovative ideas that incorporate everyone’s point of view.
- Inclusive solutions – are wise solutions.
 1. Wisdom emerges from the integration of everybody’s perspectives.
 2. Range and vision is expanded to take advantage of the truth held not only by the quick and most articulate, but also of the truth held by the slower thinkers and the shy.
- Shared responsibility – members feel a strong sense of responsibility for creating and developing sustainable agreements.
 1. All are heard, and they make every effort to give and receive as much input as is necessary before final decisions are made.
 2. They recognize that they must be willing and able to implement the proposals, programs, and plans they endorse.

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