

# BUILDING HIGHLY EFFECTIVE TEAMS

Council for Christian Colleges and Universities  
2010 National Forum

# Introductions

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- Presenters
- Participants within small groups

# Groups of Three

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What are the elements of a successful executive-level cabinet?

# Trust Overview

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...so in **Christ** we who are many form one **body**,  
and each member belongs to all the others.

[Amplified: mutually dependent on one another]

Romans 12:4

# Importance of Trust

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12,750 workers across all industries in **high-trust organizations** had a total return to shareholders that was

**286 percent higher**

than low-trust organizations

Covey, 2006

# Importance of Trust

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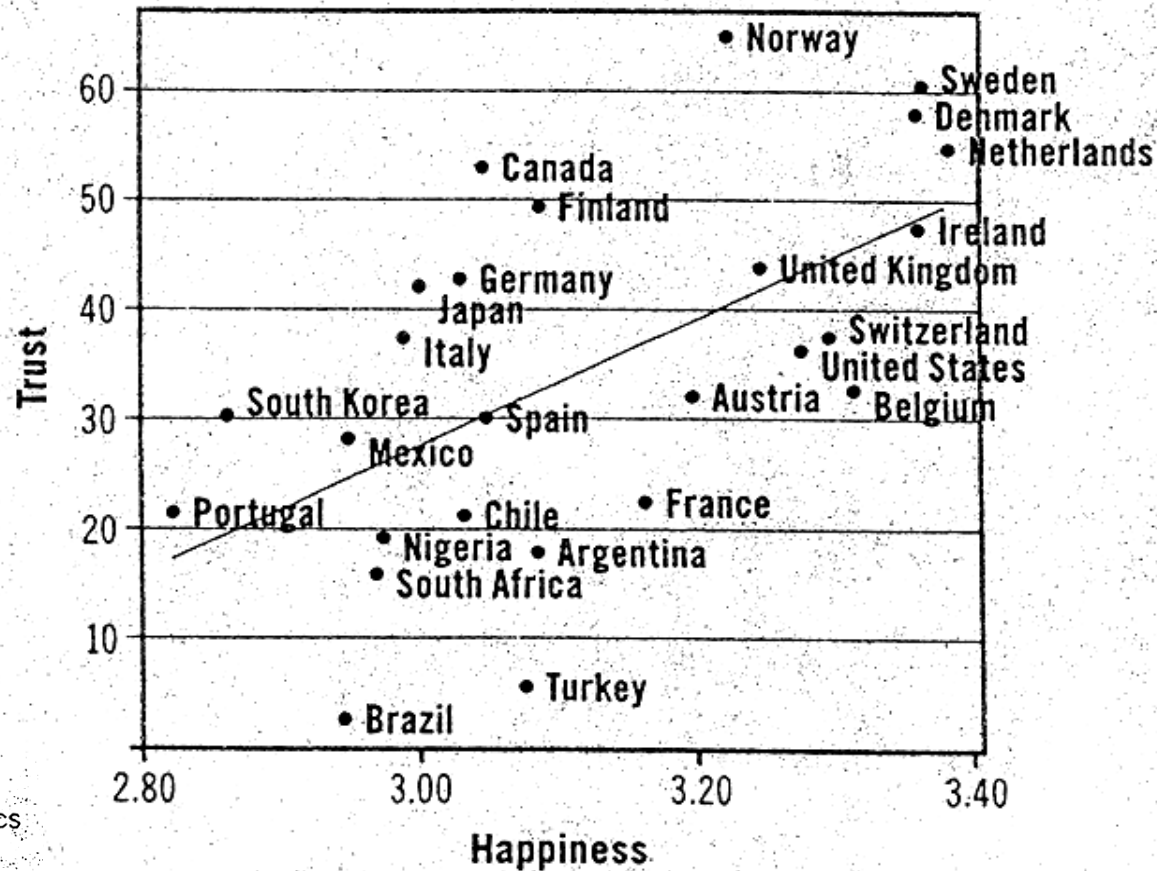
A **10-year study** of hundreds of outsourcing contracts done by Warwick Business School in the U.K.

demonstrated that outsourcing contracts that are managed on trust, **rather than on stringent service level agreements,**

lead to benefits for both parties— as much as an additional **40 percent** of the total value of a contract.

Covey, 2006

# Importance of Trust



Source: "The Neuroeconomics of Trust," Paul J. Zak, in *Two Minds: Intuition and Analysis in the History of Economic Thought*, Roger Frantz, editor (London: Springer, 2005).

# New Leadership Demands

- Industrial age
  - Employees were analogous to the machinery on the assembly line
  - As one employee left, another was hired for the exact same role and skill sets
  - Hierarchical, positional organizations
- Present-day
  - Collaborative models are increasingly used
  - Team efforts are the focus over individual autonomy
  - Requires reconfiguration, redefinition with each vacancy and new hire

# Strengths Perspective

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## Two basic premises:

Individuals already have within themselves what they need to succeed.

“Individuals gain more when they build on their talents, than when they make comparable efforts to improve their areas of weakness.”

Clifton & Harter, 2003, p. 112



Trust has to be developed and nurtured.

You never stop affecting trust (for positive or negative) in a group.

# Trust

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## **Congruence**

Individual Values

Relational Understanding & Acceptance

Cultural Fit

## **Competence**

Shadow Management

## **Commitment**

Essential Elements

# Congruence

Individual



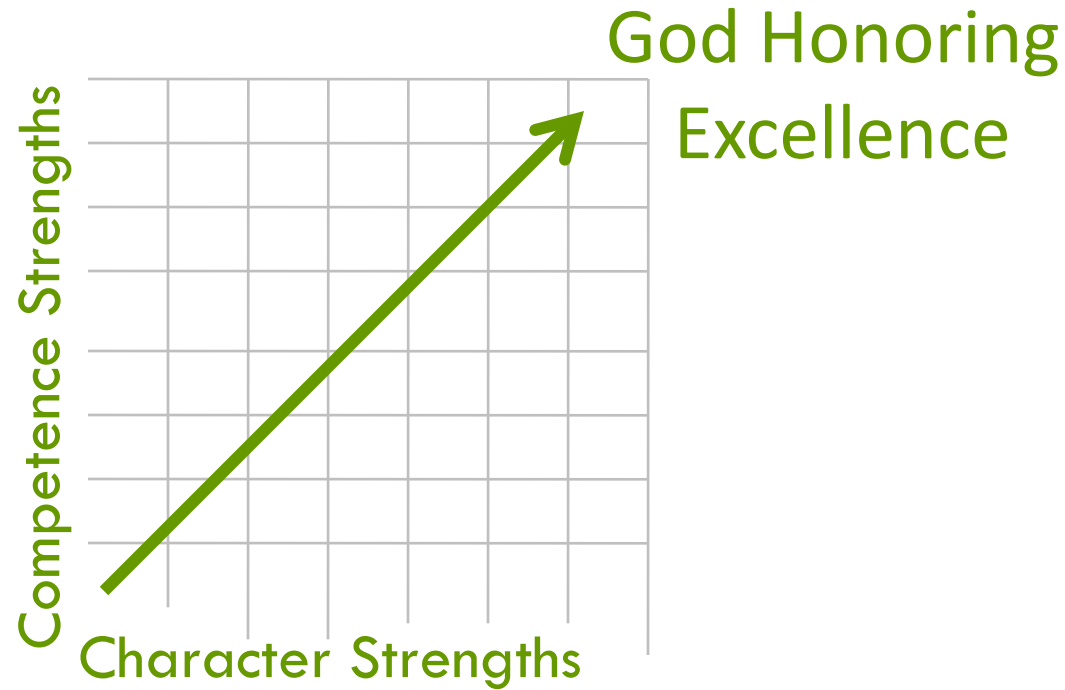
# Congruence

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- We have “espoused” values and “values-in-action.”
- Our strengths shape our values-in-action on deep levels.
- How do your strengths affect what you value in your work and on your executive team?

# Strengths

Individuals already have within themselves what they need  
to succeed!



# Congruence Culture





# Culture – what is it?

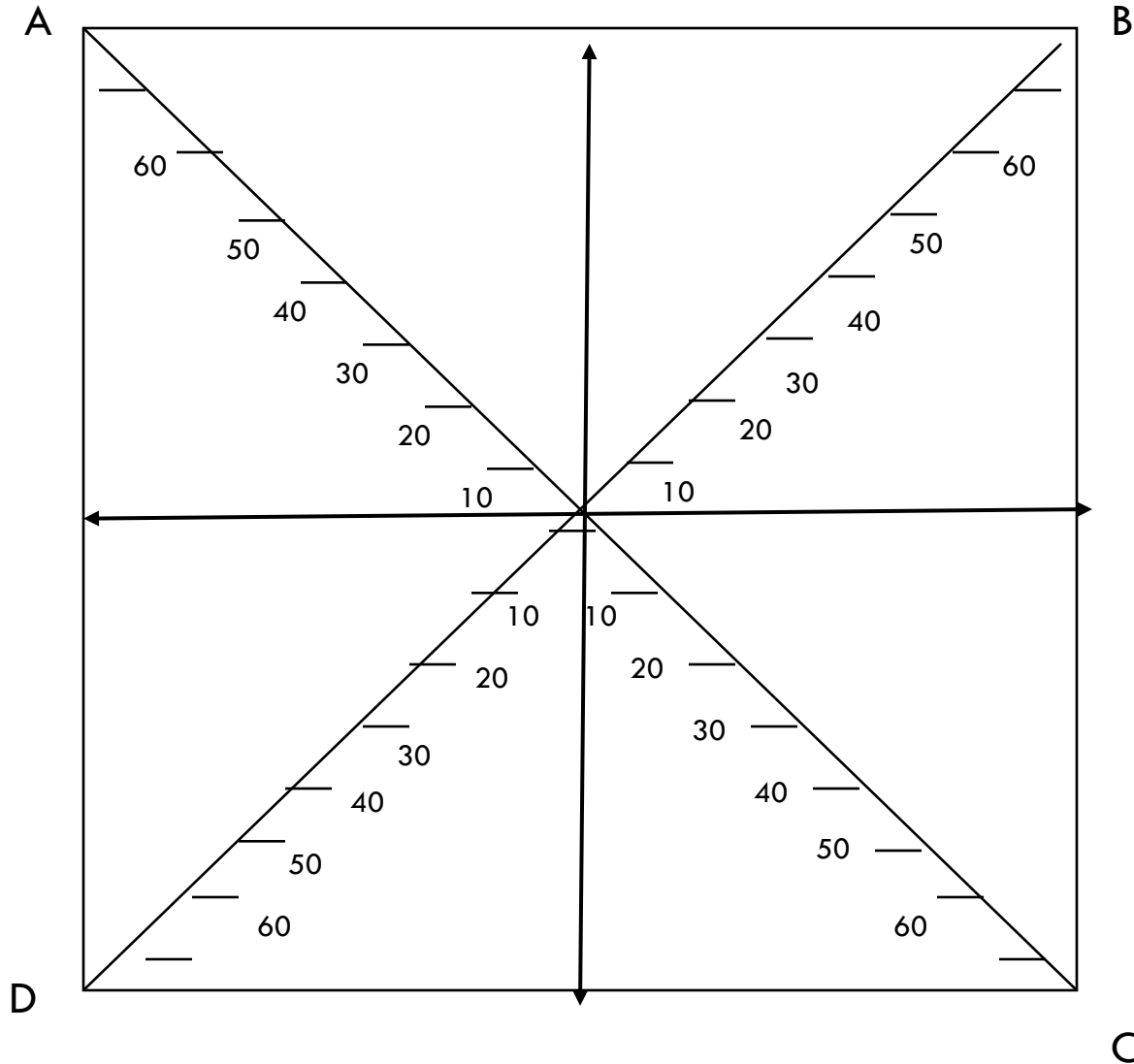
“Culture is an abstraction, yet the forces that are created in social and organizational situations that derive from **culture are powerful**. If we don’t understand the operation of these forces, we **become victim to them**”.

(Schein, 2004)





# Diagnosing the President's Office Culture



Cameron &  
Quinn, 1999

# Interpreting the Culture Profiles



## Exploring the Types

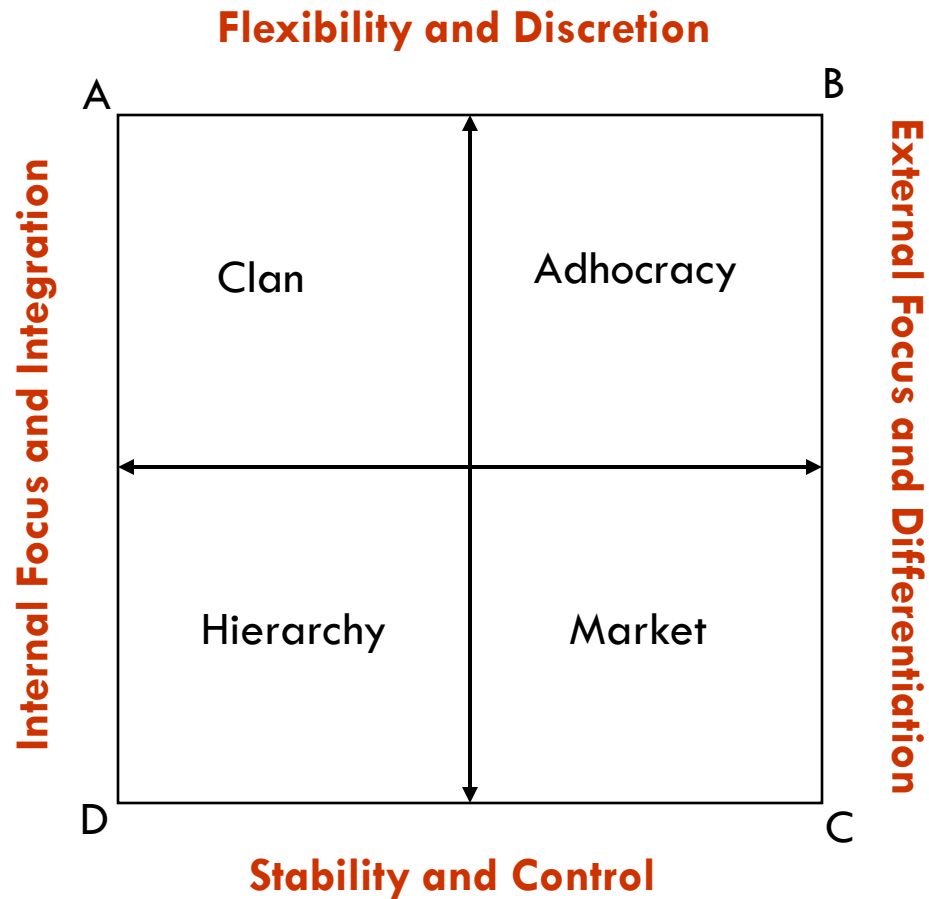
## Discrepancies & Congruence

- *Within you*
- *With others in the organization*
- *Between functions in the organization*
- *With the demands on the organization*





# Cultural Type



# Clan Culture

- Friendly place to work where people share a lot about themselves
- Leaders are considered mentors or even parent figures
- Emphasizes human resource development
- Morale, cohesion, teamwork, participation and consensus are highly valued

Cameron & Quinn, 1999

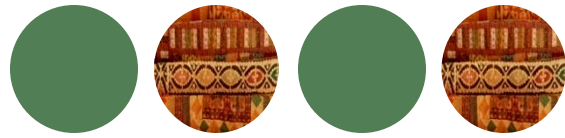




# Adhocracy Culture

- Dynamic, entrepreneurial, and creative place to work
- People stick their necks out and take risks
- Emphasis is on being on the leading edge
- Organization's long term interest is in growth
- Individual initiative and freedom are encouraged



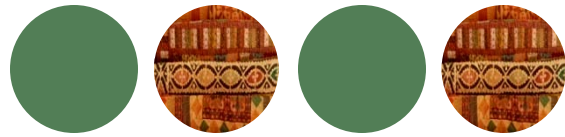


# Hierarchy Culture

- A formalized and structured place to work
- Formal rules and policies hold the organization together
- Long term focus is on stability and performance with an efficient, smooth operation
- Management of employees is concerned with secure employment and predictability

Cameron & Quinn, 1999



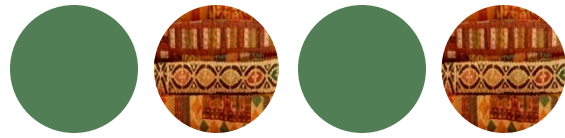


# Market Culture

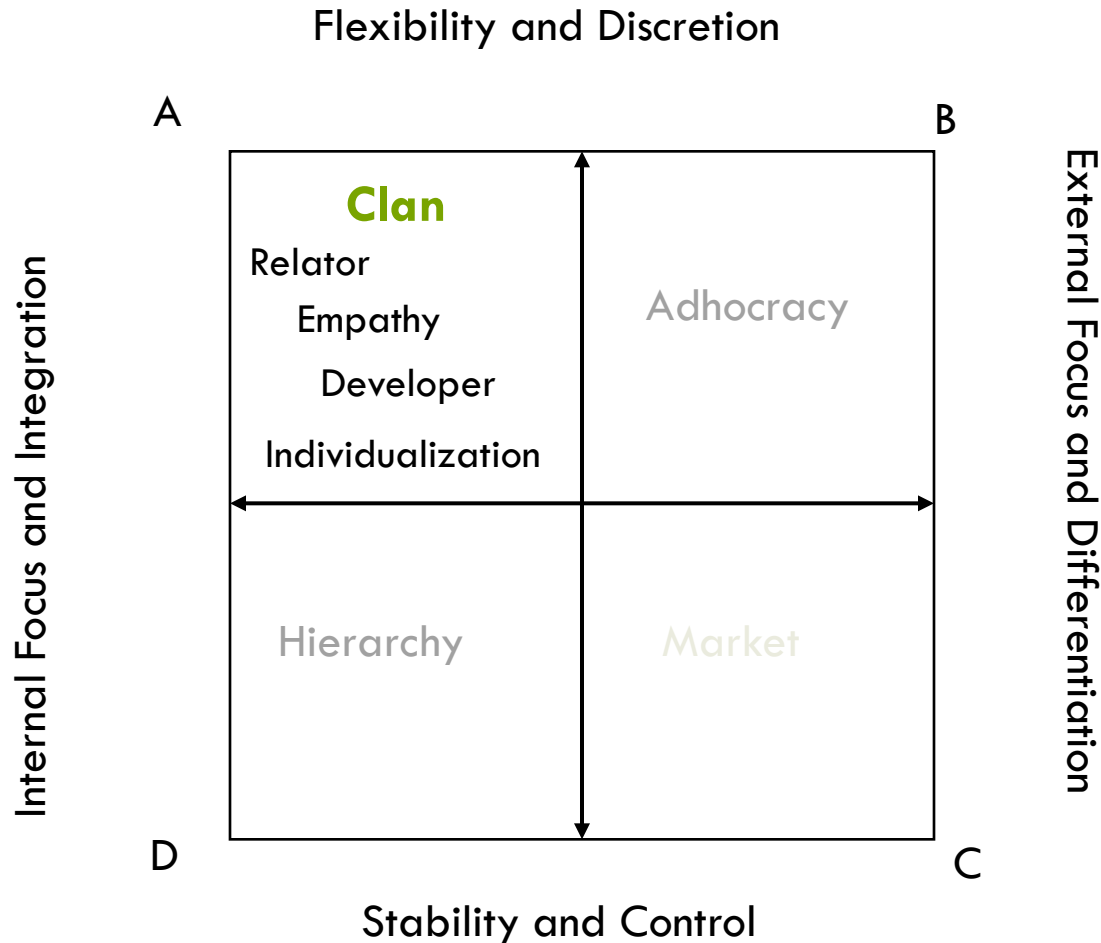
- ❑ Results-oriented organization whose major concern is with getting the job done.
- ❑ Leaders are hard drivers, producers, and competitors.
- ❑ Reputation and success are common concerns.
- ❑ Long term focus is on achievements of measurable goals and targets.
- ❑ People are competitive, productive, and goal-oriented.

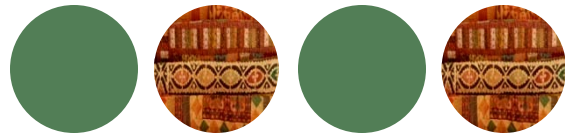
Cameron & Quinn, 1999



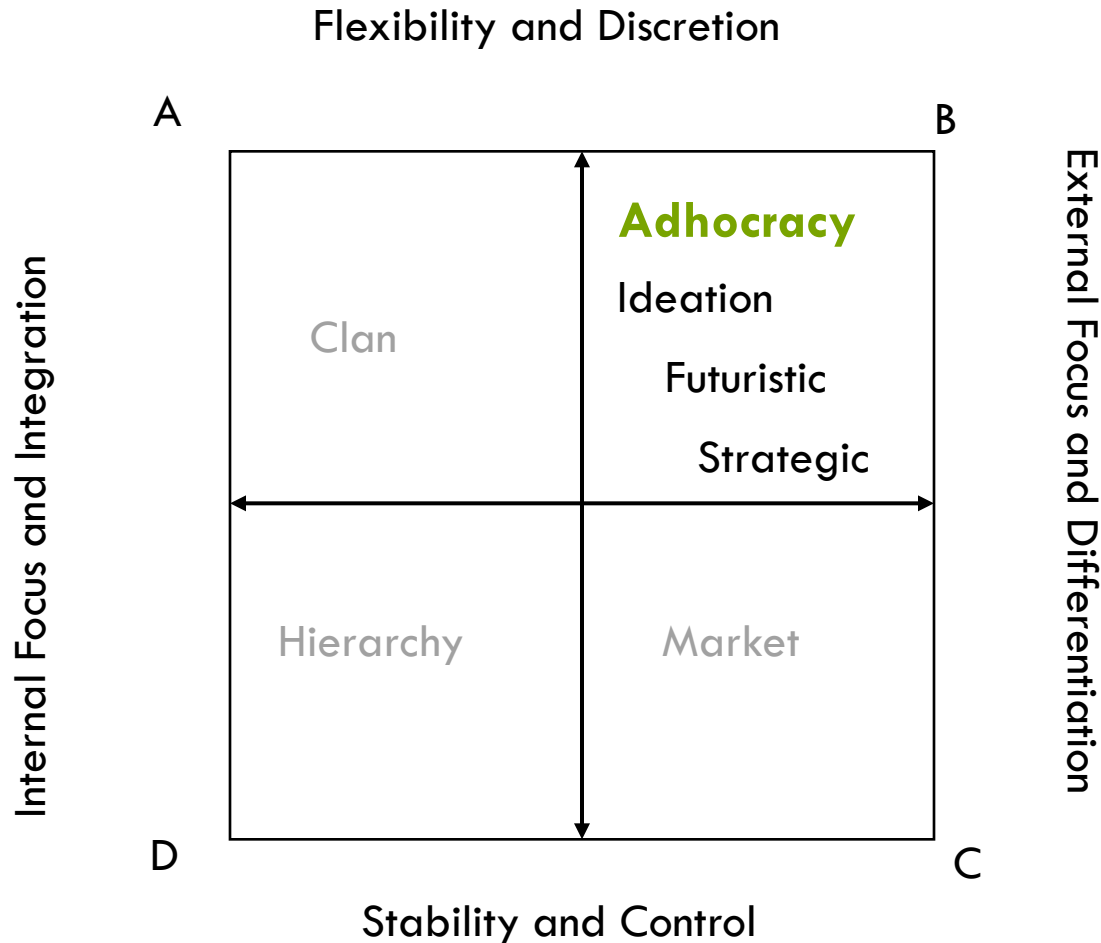


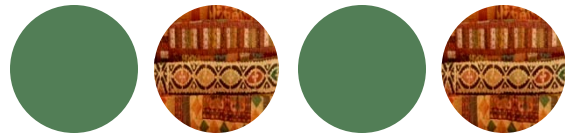
# Culture Type & Strengths in Others



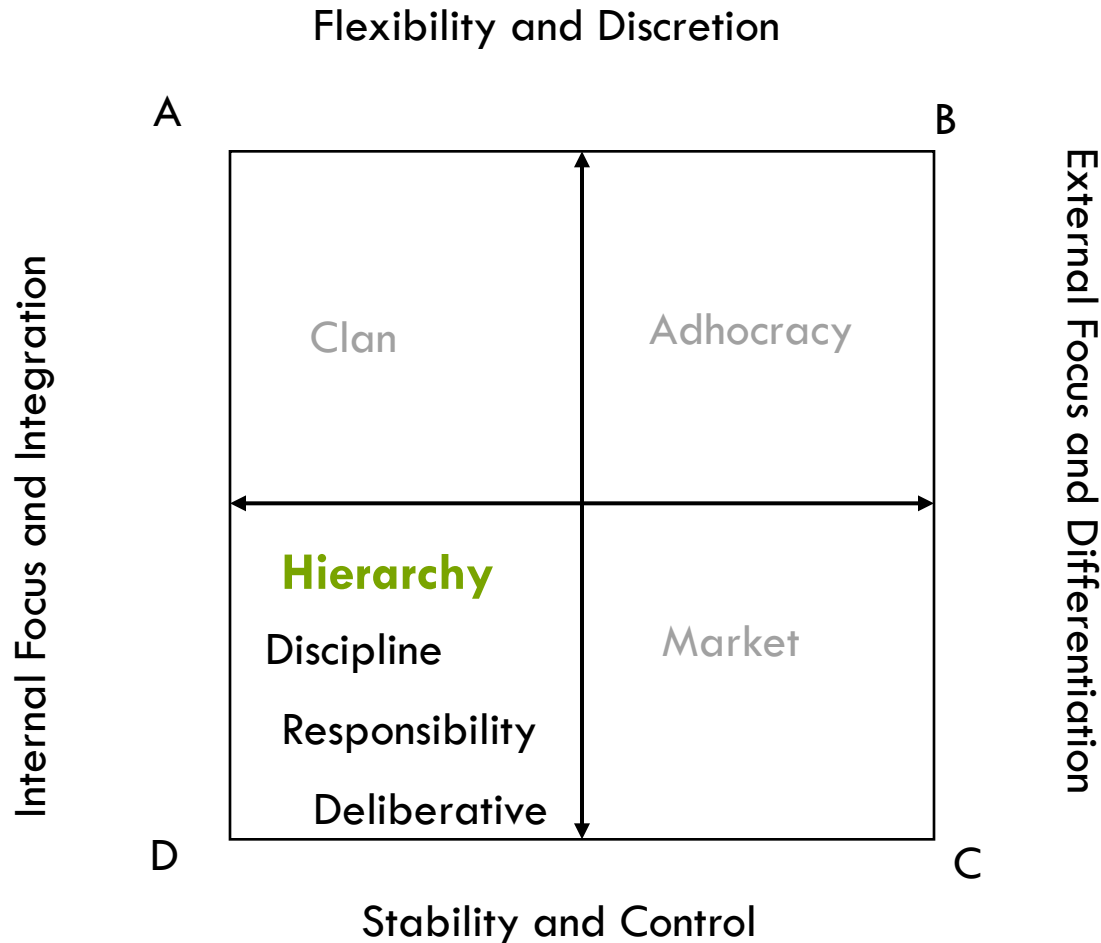


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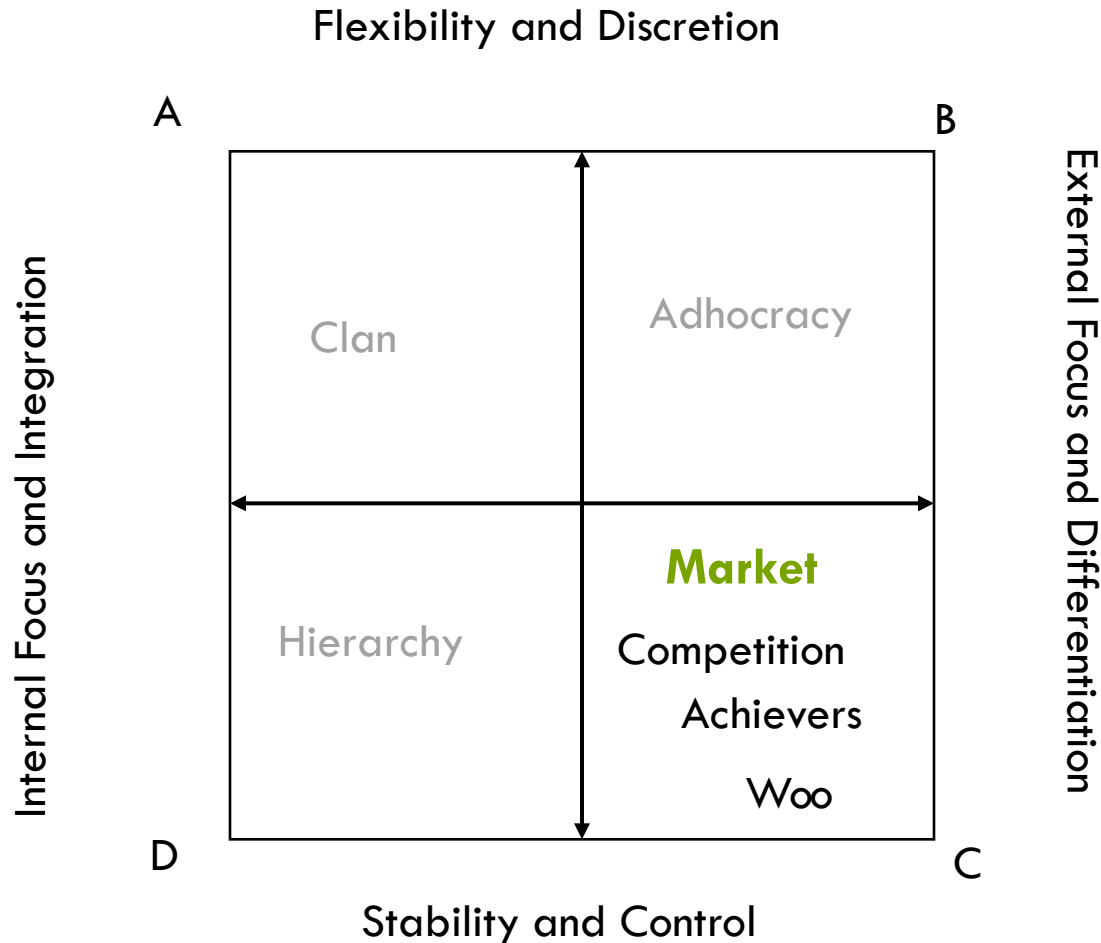


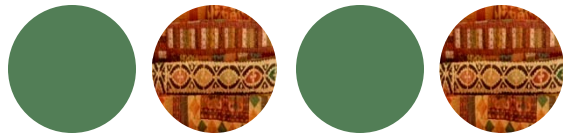
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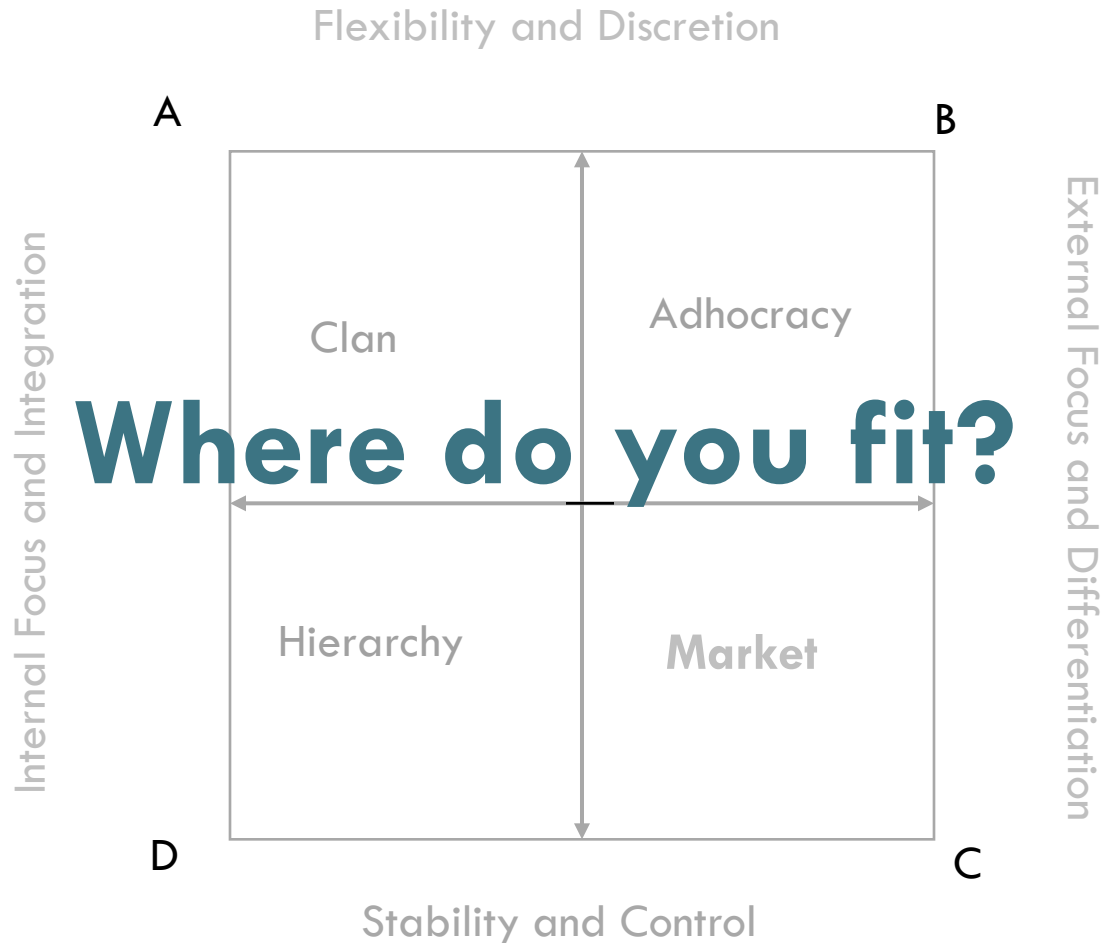


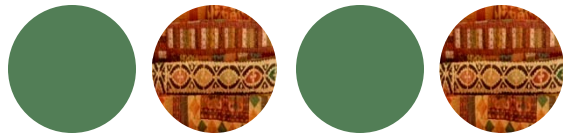
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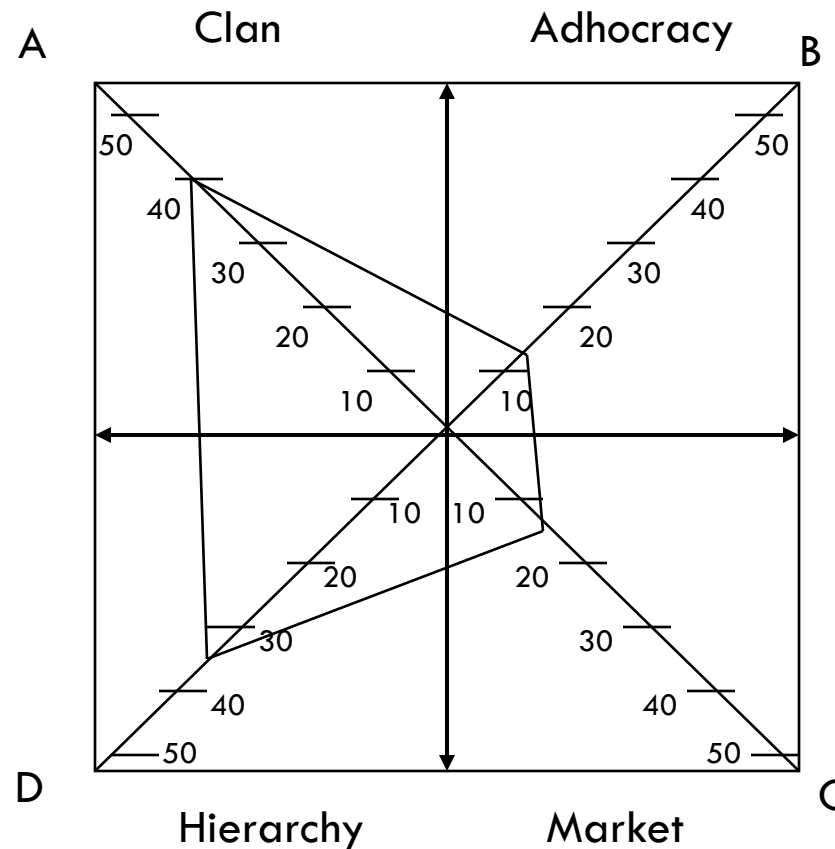




# Cultural Type & External Demands

What happens to a small organization that is on shaky financial ground if they have the culture represented in this chart?

What are the demands on your organization and/or department?



Does your predominant culture naturally address those demands?



## New Presidents (4 in a group)

- ◆ In what ways are your strengths and preferred culture style in alignment with the existing culture?
- ◆ In what ways do you differ?

## Established Presidents (4 in a group)

- ◆ What are the most pressing cultural demands facing your organization?
  - Is your culture in alignment to meet those demands?
  - Whose strengths and/or position are best aligned to foster cultural change?

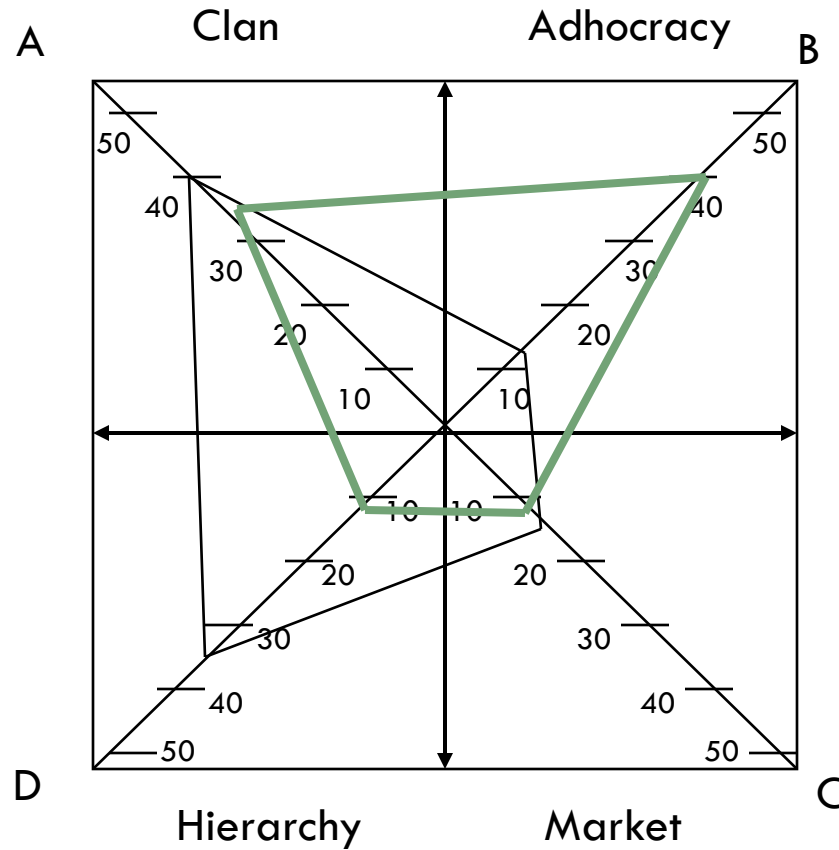
# Culture and Strengths Match

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- What advice would you give one of your executive team members whose strengths or cultural preference does not match the strengths of his/her division or the university?



# Congruency Across the Organization



# Six Cultures of the Academy


- **Collegial culture** — values academic disciplines, faculty research and governance, and knowledge dissemination
- **Managerial culture** — finds meaning in university meeting its mission via measurable performance, and sees its purpose/product as shaping students into citizenry
- **Developmental culture** — values creation/implementation of programs in an environment that fosters individual growth
- **Advocacy culture**— emphasis on fairness, equity, and advocacy for all within the institution
- **Virtual culture** — focus on knowledge environment, ambiguity of postmodernism, and global connectivity
- **Tangible culture**— rooted in meaning found in spiritual roots, history, physical location, and local connectivity

Bergquist&Pawlak, 2007)

# Ideal Cultures

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- Not homogeneity but valuing differences
- Not silos but interdependency
- Not positional leadership but strengths-oriented



The body is a **unit**,  
though it is made up of **many parts**;  
and though all its parts are many, they form  
**one body**.

**So it is with Christ.**

1 Corinthians 12:12

# Questions and Answers

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# Material the property of ...

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