Why Self Directed Work Team in Extension?

• Resources and support are changing
• On-going pressure to reduce administrative positions or keep the numbers low
• And yet, the need for innovation and leadership remains high
Additionally

- Community Engagement
- Technology - Integrated Technology
- Demographic Changes
  - in our communities and Extension
The Beginning
The Plan

- Dr. Raymond Vlasin and Dr. Arlen Leholm are invited to work with University of Missouri Leadership Team in 2008

- Support concept of the Extension Self Directed Teams

- What’s next?
  - Team Developer(s)
Why Self Directed Teams?

- Produce higher quality solutions,
- Increase customer satisfaction,
- Reduce operating costs,
- Improve quality and productivity,
- Better align workloads,
- Retain and attract top employees,
- Rapid response to technological change,
- Increase innovation and creativity,
- Support risk taking,
- Create organizational growth through learning,
- Serve as a mechanism for honoring the past, and
- Appreciate and use diversity

Why Self Directed Teams?

- Motivation,
- Personal growth.
- Job satisfaction,
- Sense of community.
- Fulfilling relationships,
- Constructive conflict resolution.
- Leadership development.
- Empowerment and trust.
- Attention to worker values

“...the single-most important insight is to approach each team and its organizational context with a truly open mind, recognizing that it is a special case of complex conditions and relationships.”

More Connections, More Complexity

Simple

Complex

Complicated

Jarche, Harold. (2011, September 14). Work is Learning, Learning is Work, Columbia, MO
Work has Changed

Artisans - Hierarchies - Networks

~19th C +/- 20th C 21st C
Our challenge today is not using technology but working & learning in networks. Networks fundamentally change hierarchical relationships.
Inattention to Results
Avoidance of Accountability
Lack of Commitment
Fear of Conflict
Absence of Trust

How are they different from most committees, task groups or advisory groups?

A high level of personal and professional trust. Team members are able to interact with true candor.

Leadership is shared and accepted throughout the group. Group members do not wait for a single leader or co-leader to initiate appropriate action with or on behalf of the group.

Team members are self-motivated and hold themselves personally and professionally accountable for the relevance and efficacy of the team.
Skills and ability and experience of team members are diverse and complimentary.

Excitement exists for the work to be accomplished. The team develops and manages its own resources.

The team has a high tolerance for ambiguity regarding the environment in which they work, yet members are able to articulate the team goals clearly and succinctly.
Putting Our Talent to Work

- Large cadre of staff with advanced leadership training (MELD, ELD, Lead 21, other)

- ELDers Gathering, April 2010
  1. Advisory Team Organized
  2. Susan Halbert Facilitated
  3. Focus on our definition of SD Teams
  4. Development of Boundary Conditions
The University of Missouri Extension Definition

“A small number of people with complementary skills who are equally committed to a common purpose, goals, and working approach, for which they hold themselves mutually accountable for both results and performance.” MU Extension Self Directed Teams will understand and operate within the administrative boundaries of MU Extension.

Teams that developed initially

- Team-Q (Quality)
- Public Value *
- Urban Best Practices
- Silo Busters
- BAM – Branding and Marketing
- Team Spirit
- Trust Builders
- The Change Gang
On-going Team Support

- Team huddles
- Consulting with emerging teams
- Secure funding to allow teams to meet in-person
- Recent In-Service training
- Team SharePoint and Team blog
Self-Directed Extension Teams

Self-Directed Team

“A small number of people with complementary skills who are equally committed to a common purpose, goals, and working approach, for which they hold themselves mutually accountable for both results and performance.” MU Self-Directed Extension Teams will understand and operate within the administrative boundaries of MU Extension.

- How do I/we get started as a Self-Directed Extension Team?
- Current SDE teams
- 2010 Extension Leadership Development In-Service Documents
- Tools for all Self-Directed Teams

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Lessons Learned

• Definitions of SD-Teams, Workgroups, Self-Managed Teams, etc.
• Face-to-face? Or meet electronically?
• Waiting for the phone to ring . . .
• Building relationship (Knowledge + trust) is critical for teams to work effectively
• The Five Dysfunctions
If you need to go fast, go alone.
If you need to go far, go together.

Random notes

• Stuff takes time—especially the big stuff
• Tolerance for ambiguity
• Silos/ Cross-category and multiple levels
• A lot of money won’t help
• There are no rules
• Waiting for the phone to ring . . .
Operating as productive member of a group or a team is an unnatural act --

unless there is an external threat, either real or contrived.

We are not born knowing how to behave and be a contributing member of a functional group or team.

Yaj Nod
Team Success

• Resources have been leveraged.

• Extension administration have continue to provide team support.

• Extension Faculty have solved or are addressing organizational issues.

• Extension Faculty have an outlet to focus passion for the organization.
Next steps....
Do you have experience with self directed teams?

What was your lessons learned?


• Jarche, Harold. (2011, September 14). Work is Learning, Learning is Work, Columbia, MO.


Live. And Learn.

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