

# Leadership Training:

Practices for  
Team  
Leadership

# Facilitator Guide

## Desired Outcomes

The purpose of this leadership training is to equip newly promoted managers with the strategies, skills, and confidence to manage small team projects. In the process of doing so, participants will reflect on their own prior team experience, discuss the qualities of leadership they value, and set goals for their own leadership practices. This training will emphasize the three following points:

1. The best leaders create trust, support their team, and offer constructive and intrinsic feedback.
2. The best leaders set clear expectations for members of their team.
3. The best leaders incorporate effective communication strategies.

## Strategy

Each participant understands the fundamentals of leadership, but is new to the practice of it. Our goal for the meeting is to provide conditions under which they can discuss leadership strategies, practice them, and set goals for their own practice.

- We will give them activities that ask the participants to apply their own knowledge to an unfamiliar situation.
- We will create a space in which participants can freely share and discuss their own experiences.
- We will ask participants to reflect on their own leadership practices and set personal goals.

In going through these activities together, participants will form a team that can freely express concerns, share effective strategies, and form connections.

## Preparation

- Gather the objects for the first activity (process instructions, tape, unassembled box, plain brown paper, string, and an object to be wrapped. Choose an object that would not be typically wrapped.
- Gather three stacks of post-it notes (different colors) for the brainstorming activity.
- Print handout "Leadership Goals" (one for each participant).

# Design

Activities & Key Messages	Purpose & Facilitator's Notes
<p><b>Activity</b></p> <p>Assign the participants a simple collaborative task (recommended: wrapping a gift) in which each of them is responsible for a specific part. The numbers of participants can be adjusted, but the shape of the activity should remain the same.</p> <p>The goal of the task should only be revealed to Participant #6, who will act as the facilitator. During this process, none of them should speak aloud or write anything. Only miming is allowed.</p> <p>Participant #1: Tape Participant #2: Unassembled box Participant #3: Plain brown paper Participant #4: String Participant #5: Object to be wrapped Participant #6: Instructions</p> <p>Give the participants 5 minutes to wrap the gift.</p> <p><i>Example Instructions:</i> I'm going to give each of you an object in a moment. For the next five minutes, you will neither speak nor write, but will instead mime everything. Each object must be incorporated into the final project.</p> <p>After the participants have assembled their object, ask each group to share what happened, what they produced, and their process. As they discuss, take notes on the whiteboard. This should go on for 5-10 minutes.</p>	<p><b>Purpose</b></p> <ul style="list-style-type: none"><li>➤ Introduce the participants to each other.</li><li>➤ Get participants out of their comfort zone.</li><li>➤ Introduce theme and purpose of this workshop.</li></ul>

*Example:*  
How did you arrive at this final product?  
What was difficult about this project?  
How did the limitations here affect your performance?

**Debrief**

After the team has finished discussion, point out some things that made this task difficult. Introduce the theme of this meeting.

*Example:*  
One thing that I'm struck by here is that part of what made this difficult was that only one of you knew for certain what it is you were doing. You were each operating under time pressure, you had the desire to contribute, and were asked to collaborate with people with whom you weren't entirely familiar. And, of course, you faced a very real communication barrier. These are all challenges that employees experience in collaborative work. In your new role, you'll be faced with negotiating and easing some of those pressures.

Today we'll be discussing some of the best practices in leading a group project. Let's begin.

**Debrief**

Write the training points for today on the whiteboard.

- Leadership Behaviors
- Task Expectations
- Communication Strategies

**Activity**

Pass out three differently colored post-it notes to each of the participants. Ask them to recall the *least* effective team project they had ever worked on and then to reflect on the three points (leadership, communication, and expectations). This should take 5-10 minutes.

**Purpose**

- Discuss previous group experiences from the perspective of being a participant rather than a leader.
- Establish some adverse effects that can occur with

<p><i>Example Instructions:</i></p> <p>Try to recall the worst team project that you ever worked on. What happened? Try to recall three things from each:</p> <ul style="list-style-type: none"> <li>• Leadership behavior (were there any leaders? How did they act?)</li> <li>• Communication strategies</li> <li>• Task expectations</li> </ul> <p>Once each post-it note is completed, ask them to arrange these by category on the whiteboard.</p> <p><b>Debrief</b></p> <p>Ask group participants to volunteer some of their experiences and discuss what they had in common. Emphasize some of the frustrations that correspond to today's goals. This should take 10-15 minutes.</p> <p><i>Example:</i></p> <p>How did that make the project less efficient?  Why did that behavior not work well?  What were the limitations on your communication strategies?</p>	<p>ineffective leadership.</p>
<p><b>Activity</b></p> <p>Pass out another set of three differently colored post-it notes to each of the participants. Ask them to recall the <i>most</i> effective team project they had ever worked on and then to reflect on the three points (leadership, communication, and expectations). This should take 5-10 minutes.</p> <p><i>Example:</i></p> <p>Try to recall the best team project that you ever worked on. What happened? Try to recall three things from each:</p> <ul style="list-style-type: none"> <li>• Leadership behavior (were there any leaders? How did they act?)</li> <li>• Communication strategies</li> <li>• Task expectations</li> </ul>	<p><b>Purpose</b></p> <ul style="list-style-type: none"> <li>➤ Establish how leadership practices affect the success of a team project.</li> <li>➤ Brainstorm strategies for successful leadership, communications, and expectation setting.</li> </ul>

<p><b>Debrief</b>        Ask participants to volunteer some of their experiences and discuss what they had in common. Emphasize some of the strategies that were most effective for them. This should take 10-15 minutes.</p> <p><i>Example:</i>        Why was this effective leadership behavior?        How did you understand what to do in this situation?        What worked about this form of communication?</p>	
<p><b>Activity</b>        Ask group participants to brainstorm and write three leadership goals for the next three months. This should take 5-10 minutes.</p> <p><i>Example:</i>        What are some difficulties do you think you might encounter?        How might you resolve these?        What would you like to work on as a leader?</p> <p><b>Debrief</b>        Ask participants to share one of their goals and how they hope to accomplish it. This should take 10 minutes.</p>	<p><b>Purpose</b></p> <ul style="list-style-type: none"> <li>➤ Review and reinforce the training points from today.</li> <li>➤ Reinforce the sense of community and the idea of peer collaboration and mentorship.</li> <li>➤ Establish leadership plan for the next three months.</li> </ul>