

North Central NELD Seminar III  
**TEAMS: INEFFECTIVE, EFFECTIVE, AND HIGH PERFORMING**  
Embassy Suites, St. Louis, MO  
April 23-26, 2003

**Intended Outcome of Seminar III:**

Participants will gain new understanding and develop skills to be effective leaders of work teams.

**Learning and Performance Objectives of Seminar III:**

The learning and performance objectives encompass both Seminar III as an educational experience and the knowledge and skill enhancement of the NELD participants and alumni. The objectives cover total experience--the preparation for the seminar, active participation during the seminar, and applications and interactions professionally after the seminar. The following objectives were developed with the NELD Planning Committee.

Participants in North Central NELD Seminar III will:

1. **Enhance their understanding of the role teams may serve in helping build strong and sustainable Extension systems for the future.**
2. **Build their understanding of teams and their organization--drawing upon actual experiences of outstanding invited keynoters, and resource persons involved in teams and their organizations--private, public, and not-for-profit.**
3. **Interact with nationally renowned team and organizational leaders who have created and sustained teams, including high performing teams and teams at the top.**
4. **Engage in assessment and synthesis of key published sources and research findings regarding team creation and performance.**
5. **Involve themselves and resource persons in participatory approaches and leadership actions vital in effective team operations.**
6. **Engage in case diagnosis, of both the team cases presented by keynoters and those prepared by resource persons.** Resource persons and knowledge cells will be available to each participant interested in team applications back home.

**Intersession Assignments**

1. **Three to five persons will constitute each knowledge cell determined according to participants' preferences. Each knowledge cell will study and present a separate aspect of the literature on team creation and performance at the April 23-26 seminar.**
2. **In addition, each participant is asked to develop a basic understanding of team/organizational concepts prior to April 23-26, by reading *The Wisdom of Teams* by Jon R. Katzenbach and Douglas K. Smith. This book addresses creation of high-performance organizations and provides a common understanding of terminology.**

**Tentative Agenda  
Wednesday, April 23, 20**

Time Frame	Content
5:30 p.m.	Hotel Happy Hour (optional)
5:30 - 6:30 p.m.	Walking Buffet
6:30 - 6:40 p.m.	Quick Team Exercise
6:40 - 7:00 p.m.	Overview of Seminar III
7:00 - 8:30 p.m.	<b>Segment 1: The Wisdom of Teams--Various Types and When They Can Flourish</b>
	The Wisdom of Teams--Participant Sharing
	Concepts and Insights Regarding Teams and Their Use
	Dynamics of Teams & Insights from The Fifth Discipline
	Q & A
8:30 p.m.	Knowledge Cell presenters—one from each KC

**Thursday, April 24, 2003**

6:00 - 8:00 a.m.	Breakfast on your own
8:00 - 9:05 a.m.	<b>Segment 2: Teams in the Organization Context--Determinants of Success</b>
	Quick Team Exercise
	Teams in the Organization Context
	Why Teams Can Fail and What To Do About It - - - - - KC #1
	Q & A
9:05 - 10:00 a.m.	<b>Segment 3: Teams &amp; Leadership--Interface for Good or Ill</b>
	The Vital Role of Leadership in Determining Team Success
	Principle-Centered Leadership - - - - - KC #2
	Q & A
10:00 - 10:25 a.m.	Beverage Break
10:25 a.m. - Noon	<b>Segment 4: Team Mentoring and Coaching as Part of Team Leadership</b>
	Intro/Dialogue
	Coaching, Mentoring, and Managing - - - - - KC #3
	Leading Self-Directed Work Teams - - - - - KC #4
	Use of Parables in Team Learning - - - - - KC #5
	Integrating the Concepts and Insights
12:00 - 1:00 p.m.	Lunch

**Thursday, April 24, 2003 (Cont.)**

<b>Time Frame</b>	<b>Content</b>
1:00 - 2:30 p.m.	<b>Segment 5:</b>
	<b>Moving from a Good to a Great Team</b>
	Accountability – Freedom and Accountability without Control - - - - - KC #6
	Good to Great - - - - - KC #7
	First Break All the Rules - - - - - KC #8
	Q & A
2:30 - 3:00 p.m.	Beverage Break
3:00 - 4:30 p.m.	<b>Segment 6: Keynote Address – Growth of a High Performing Extension-Research Team in Ohio by Jim Chatfield</b>
	Panel (Three Participants)
	Q & A
4:30 p.m. --	Participants' Opportunities for Informal Visits with Jim Chatfield
-- 6:30 p.m.	Alumni Poster Session/Happy Hour
6:30 -	Dinner and Visiting Among Participants--Free evening

**Friday, April 25, 2003**

6:00 - 8:00 a.m.	Breakfast on your own
8:00 - 8:30 a.m.	Reflections on Yesterday's Program
	Quick Team Exercise
	Participants' Reflections
8:30 - 9:30 a.m.	<b>Segment 7: Creating and Sustaining Teams at the Top</b>
	Lecturette
	Teams at the Top - - - - - KC #9
	Q & A
9:30 - 10:00 a.m.	Beverage Break
10:00 - 11:40 a.m.	<b>Segment 8: Keynote Address – Team Creativity and Performance at TIGR by Tamara Feldblyum</b>
	Panel (Three Participants)
	Q & A
11:40 a.m. - 12:40 p.m.	Early Lunch
12:40 - 2:00 p.m.	<b>Segment 9: Shared Leadership: A Joint Labor-Management Team at the Top by Roger Vincent</b>
	Panel (Three Participants)
	Q & A

**Friday, April 25, 2003 (Cont.)**

<b>Time Frame</b>	<b>Content</b>
2:00 - 3:30 p.m.	Participants' Opportunities for Informal Visits with Tamara Feldblyum and Roger Vincent--about how they have taken their organizations into high performing organizations
3:30 - 5:00 p.m.	Break for Afternoon Tour: Arch/museum (closes @ 6) <u>OR</u> Northside Development area
	Dinner and Evening with Colleagues - - -
8:00 p.m.	Leholm and Vlasin meet with: PC Members on Critique Panel for Case Study Presentation on April 26 Participants willing to assist diagnostic groups Individuals who wish assistance w/teams in operation or planned team projects back home

**Saturday, April 26, 2003**

6:00 - 8:00 a.m.	Breakfast on your own
8:00 - 8:30 a.m.	Reflections on Yesterday's Program
	Quick Team Exercise
	Participants' Reflections
8:30 - 10:10 a.m.	<b>Segment 10: Developing Your Diagnostic Skills--for Teams and Their Organization and Leadership Contexts</b>
	Mini Lecturette
	Formation of Diagnostic Groups (Approximately six persons each)
	Deliberations of Diagnostic Groups
	Groups Report on Analyses of Case Situations and Recommended Actions to Achieve Effective Teams
	Assessment of Group Reports
	Brief Observations
10:10 - 10:40 a.m.	Beverage Break
10:40 - 11:10 a.m.	<b>Segment 11: Participant Reflections: Lessons Learned and Their Possible Applications Back Home</b>
	Participant Volunteers
	Participants Encouraged to Communicate
11:10 - 11:25 a.m.	Summative Evaluation; Housekeeping; (prep. for Seminar IV)
11:25 a.m.	Closing Comments and Adjournment of Seminar III