

WRAAA Supervisory Course

Module 3: Building Your Team

Module Summary: This module begins with an overview of the hiring process, which is broken down into seven steps. An explanation and strategies are provided for each step. The module then explores the importance of onboarding employees, and explains the agency's current orientation and professional development process. This module finishes with an examination of the phases that teams go through and strategies that leaders should employ during each of the phases.

Learning Objectives:

Participants will be able to:

1. Describe the steps involved in an effective hiring process, and explain why each step is important.
2. Explain behavior-based interviewing and develop behavior-based interview questions
3. Explain the importance of an effective onboarding.
4. Explain the agency's orientation and professional development process.
5. Identify and describe the different phases of team development.
6. Explain some strategies that leaders can follow at each stage of team development.

Module Structure

Name:	Content Description & Link:	Instructional Techniques:	Time Allotted:
Unit Opening	<p>Show Participants the quote from Lawrence Bossidy, author and former COO of GE – "Nothing we do is more important than hiring and developing people."</p> <p>Ask participants: Do you agree with that statement? Why, or why not?</p> <p>The facilitator may need to play "devil's advocate" and challenge the participants.</p> <p>Allow some time for discussion.</p>	Direct instruction, Discussion	5 minutes
Effective Hiring	<p>Show participants the Effective Hiring PowerPoint.</p> <p>State: If we can agree that making hiring decisions is one of the most important – if not the most important things we do – then it means that we need to be thoughtful about the process of hiring.</p>	Direct instruction, Discussion	30 minutes

	<p>We have put together a framework for how to go about the hiring process. Please feel free to chime in with your thoughts.</p> <p>Show Participants the Seven Steps of Effective Hiring PowerPoint</p> <p>Allow time for some thoughts on the PowerPoint.</p> <p>State: Think back on your own job searches, and use those experiences when hiring. Be sure the process represents the agency well, and that it shows dignity to candidates in all cases.</p>		
Onboarding	<p>Show participants the quote from Michael Watkins</p> <p>“The Actions one takes during their first three months in a new job will largely determine whether they succeed or fail.”</p> <p>State: Setting a new employee up for success is the main goal of a good onboarding process. An employee should know what is expected of them in their first 60 days. These expectations should be realistic and encourage growth in technical aspects of their position as well as relationship building.</p>		5 Minutes
Must-Do’s for Employee Onboarding	<p>Show participants the 10 best practices to Improve Employee Onboarding</p> <p>https://www.youtube.com/watch?v=sakIHJNwxmU</p> <ol style="list-style-type: none"> 1. Put yourself in the new hire’s shoes (remember what it is like to be the new guy) 2. Reach out before the start date and let them know what’s next. 3. Arrange a helping hand 4. Don’t give them writer’s cramp on the first day – provide paperwork in advance 5. Create a checklist of what needs to be ready by Day One, and have those items ready. 6. Make their first day special – welcome to the Team card. 7. Explain your computer network / systems 8. Keep the process organized 9. Tell them about the training they will be receiving 	Multimedia	6 minutes

	10. Ask for feedback on how to improve the onboarding experience.		
Overview of the Agency's Orientation Process and Professional Development	Show participants the Overview of the Agency's Orientation and Professional Development Process. Invite the participants to ask questions.	Direct Instruction	10 minutes
Five Conversations	State: Michael Watkins in his book "The First 90 Days" recommends that supervisors have five conversations with a new employee in the early days of their time with an organization. Let's take a look at each of these conversations. Show participants The Five Conversations worksheet Ask participants to read information about each of the conversations aloud, and then open it up for group thoughts. Ask: Why is it important to have this conversation?	Group Discussion	10 minutes
Team Building	State: Let's take a few minutes, split up, and share about some of the best work-team experiences we've had. Think back to when you and your co-workers worked together on a project, o Participants think, pair, and share about some of the best team experiences they've had in the workplace. Share as a group.	Group Discussion	10 minutes
The 5 Stages of Team Building – What You Should Know when Developing Teams or Groups	Show participants the 5 Stages of Team Building video: https://www.youtube.com/watch?v=qtpY9zwuzFM Review the Five Stages with participants: Stage 1 – Forming Stage Stage 2 – Storming Stage Stage 3 – Norming Stage Stage 4 – Performing Stage Stage 5 – Adjourning Stage	Multimedia, group discussion	10 Minutes

	<p>State now that we're familiar with the five stages, let's take a deeper look at each of them.</p> <p>Show participants the Five Stages of Team Development video:</p> <p>https://www.youtube.com/watch?v=DZbmlg0c2s4</p> <p>Show participants the Phases of Team Development image and have them read through the characteristics and strategies.</p>		
<p>T7 Model of Team Development</p>	<p>Show participants the T7 Model of Team effectiveness.</p> <p>Review the model together</p> <p>State Next, we're going to look at a way to analyze team performance.</p> <p>Michael Lombardo and Robert Eichinger developed the T7 Model in 1995 in hopes of better understanding the factors behind team effectiveness. What they came up with was five internal factors and two external factors—all beginning with the letter "T", hence the name.</p> <p>Internal factors: Thrust: The team has a shared purpose. Trust: Team members have confidence in each other and can rely on each other. Talent: Skills to make things happen. Teaming skills: The ability to work as a team. Task skills: The successful execution of tasks.</p> <p>External factors: Team leader fit: How well the leader works with the team. Team support from the organization: How well the organization works with the team which includes resource support and the authority to do things. All seven factors are imperative in ensuring high team performance and effectiveness. The effort of the internal factors would be wasted if the external factors didn't come into play.</p> <p>Let's take a team that you have been part of in the past and plug it into the model. You may change names or obscure identities as necessary.</p>	<p>Group Discussion & Individual Activity</p>	<p>30 minutes</p>

	<p>Leave the model on the screen while participants work independently.</p> <p>After 20 minutes, invite participants to share.</p> <p>Share the following link with participants for additional information:</p> <p>https://zenkit.com/en/blog/7-popular-team-effectiveness-models-and-what-theyre-best-suited-for/</p>		
<p>Module 3 Wrap-up</p>	<p>Invite Participants to share take-aways from the module</p> <p>Close with I Can statements:</p> <ul style="list-style-type: none"> • I CAN describe the steps involved in an effective hiring process. • I CAN create a behavior-based interview question • I can explain the agency’s orientation and professional development process • I can identify and describe the different phases of team development. • I can explain some strategies that leaders can follow at each stage of team development. 	<p>Group Discussion</p>	<p>5 minutes</p>