

Building & Leading Ethical Small Groups



## Building & Leading Ethical Small Groups





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Brutal training regimen

High rate of Wash-outs & Quits

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***We all want teams that***

- Are motivated and committed
- Communicate & collaborate
- Work effectively
- Make good decisions
- Accomplish their goals


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***What makes a team?***

- Stable group with a common purpose
- Members are dependent on each other
- Members exert mutual influence
- Members communicate regularly.

Between three and twenty members



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*Building the Team*

**What do you want the team to accomplish?**

- SMART Goals
  - Specific, Measurable, Achievable, Relevant, and Time-Bound
  - Challenging

**Who will lead the team?**

**Who should be on the team?**

- Skills – Perspectives – Stakeholders

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Who should be on your team?

**Diversity improves:**

- Productivity**
- Creativity**
- Innovation**
- Decisions**
- Solutions**
- Level of knowledge**
- Range of perspectives**
- Member satisfaction & loyalty**



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**Congressional Panel on Women's Maternity care and Reproductive Care**



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**Cooperation vs. Collaboration**

**Cooperation – no real shared vision – someone else's objective or mission**

**Collaboration – interdependence, shared objective and outcome**




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**Collaboration gives a group "super powers"**

- More strength
- More resilience
- Better memory
- Higher reasoning
- More critical thinking
- More creativity
- More ideas & tactics
- Better solutions
- More learning
- More positivity
- More time on task
- Stronger relationships



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**Every member has a moral & ethical duty**

- To pursue shared goals
- To take his or her tasks and responsibilities seriously

**Social Loafing**

- "My efforts won't matter."
- "The group's efforts won't matter."
- "I don't care about the group's mission or goals."

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	<p><b>Team leaders can minimize social loafing.</b></p> <ul style="list-style-type: none"> <li>• Monitor &amp; evaluate</li> <li>• “Right-Size” the group</li> <li>• Recognize contributions</li> <li>• Give meaningful tasks</li> <li>• Reinforce group identity</li> <li>• Give incentives for performance</li> <li>• Foster a sense of belonging</li> <li>• Foster productive communication</li> </ul>


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	<p><b>Effective Communication</b></p> <ul style="list-style-type: none"> <li>• Builds trust</li> <li>• Fosters better decisions</li> </ul> <p><b>Members can improve listening</b></p> <ul style="list-style-type: none"> <li>• Avoid interruptions</li> <li>• Look for areas of agreement</li> <li>• Ask questions</li> <li>• Be patient</li> <li>• Avoid judgments</li> <li>• Pay attention</li> </ul>

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	<p><b>Leaders can foster effective communication:</b></p> <ul style="list-style-type: none"> <li>• Meeting location</li> <li>• Encourage questions, clarification</li> <li>• Present ethical issues clearly and objectively</li> <li>• Set ground rules</li> </ul>

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	<p><b>Difficult People</b></p> <ul style="list-style-type: none"> <li>• Judgmental</li> <li>• Personal attacks, bullying</li> <li>• Hidden agenda</li> <li>• “Not my problem”</li> <li>• One-upmanship</li> <li>• Know-it-all</li> <li>• Passive-aggressive</li> </ul>  <p><b>Defensiveness is contagious.</b></p>

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	<p><b>Difficult People</b></p> <p><b>Is the leader (partly) to blame?</b></p> <ul style="list-style-type: none"> <li>• Clear job descriptions</li> <li>• Clear goals &amp; expectations</li> </ul> <p><b>Is the leader actually leading?</b></p> <ul style="list-style-type: none"> <li>• Laissez-Faire Leadership <ul style="list-style-type: none"> <li>• Do-Nothing Style</li> <li>• Actions often indirect or ambiguous</li> </ul> </li> </ul>

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	<p><b>Document Problems in Writing</b></p> <ul style="list-style-type: none"> <li>• Be factual</li> <li>• Be specific</li> </ul> <p>• <b>Wrong:</b> “Hugo is acting like a bully.”</p> <p>• <b>Right:</b> “During the April 28, 2024 meeting, Hugo said to Jake: “That’s a stupid idea” and to Martha: “Is that the best you can do?””</p>

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**Confront problems quickly**

- Private conversation
- Statement of the facts
- Listening
- Assessing the person's needs
- Choose a course of action
- Ultimatum
  - Changes needed
  - Timeline
  - Consequences

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**Gender Dynamics**

Men who appear **more confident** are often seen as **more competent**.

Women who appear **less confident** are often seen as **less competent**.

**Leader can change the dynamic:**

- "Critical mass" of women members
- Ensuring everyone is heard & respected
- Calling out aggressive behaviors

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**Mutual Accountability****Team Members:**

- Carry your weight
- Support the team
- Hold other members accountable

**Team Leader:**

- Hold team members accountable
- Quickly address problem behaviors

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**Managing Conflict**

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**Managing Conflict****Conflict can be good:**

- Better understanding
- Better reasoning
- Better problem analysis
- Creativity
- Motivation
- Commitment
- Collaboration
- Better solutions
- Better ability to deal with conflicts

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**Managing Conflict****Without effective leadership:**

- Personal confrontations
- Defensiveness
- Loss of cohesiveness & collaboration
- Loss of trust
- Poor decisions
- Poor outcomes




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**Fear of Conflict**

- Problems get worse
- People self-censor
- People feel isolated
- It's exhausting



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Managing Conflict

**Foster constructive conflict**

- Group membership & diversity
- Ground rules & clear expectations
- Avoid personal conflicts
- Focus on concepts, not terminology
- Give everyone a voice
- Focus first on points of agreement
- Break down complex issues
- Praise the team for progress

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**“Groupthink”**  
 Pressure to conform  
 Illusion of consensus

**Failure to:**

- Consider all alternatives
- Gather enough information
- Re-examine ineffective solutions
- Weigh risks
- Create contingency plans
- Address moral issues

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**Signs of “Groupthink”**

- Over-confidence
- Closed-mindedness
- Peer pressure
- False Arguments

**Best defense against groupthink is Diversity**

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**Leaders & Groupthink**

- Stay neutral
- Divide the group
- Use outsiders
- Role-play reactions
- “One more time around”

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**Intergroup Leadership**  
 Competition & conflict  
 often over resources

**Leaders can reduce negative conflict:**

- Encourage frequent contact
- Manage conflicts
- Present a shared vision
- Highlight shared goals
- Reinforce positive attitudes

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**Building & Leading Ethical Small Groups**

**The Natural Life Cycle of Teams**



**Forming**

**Storming**

**Norming**

**Performing**

**Adjourning**

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**Building & Leading Ethical Small Groups**

Life Cycle of Teams

**1. Forming**

**Team members:**  
 Introductions  
 Ice-breaking  
 Uncertainty



**Team leader:**  
 Foster trust  
 Conversations  
 Sharing  
 Activities

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Life Cycle of Teams

**2. Storming**

**Team members:**  
 Communication protocols  
 Norms & expectations  
 Goals



**Team leader:**  
 Guide  
 Facilitate  
 Listen

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Life Cycle of Teams

**3. Norming**

**Team members:**  
 Begin to work as a unit  
 Unity is fragile



**Team leader:**  
 Reinforce goals, norms, & expectations  
 Clarify roles  
 Resolve conflicts

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Life Cycle of Teams

**4. Performing**

**Team members:**  
 Unity increases  
 Producing results  
 Conflicts handled



**Team leader:**  
 Recognize progress  
 Address conflicts & social loafing

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Life Cycle of Teams

**5. Adjourning**

**Team members:**  
 Goals achieved  
 Stay together, disband, or reshuffle



**Team leader:**  
 Reflect  
 Thank  
 Celebrate

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**What do followers want from a leader?**

**Leaders don't always know.**

**Followers don't always know.**

**The three best ways of finding out:**

- 1. Communicate**
- 2. Communicate**
- 3. Communicate**

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**TRAITS OF A GOOD LEADERSHIP**

- Self-motivated
- Integrity
- Innovative
- Humility
- Ability to delegate
- Honesty
- Care for Others
- Communication
- Active Listening
- Self-awareness
- Self-awareness
- Self-Confidence
- Emotional Intelligence
- Gratitude
- Vision
- Self-Discipline
- Learning agility
- Delegation
- Passion
- Influence
- Decision-making
- Resilience
- Empathy
- Problem-Solving
- Accountable
- Courage
- Fair Attitude
- Supportive
- Respect
- Inquisitiveness
- Tech-savvy
- Empathy
- Empower others

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**Integrity**

- Acting with honesty and openness
- Modeling strong principles
- Taking responsibility
- Sharing the credit
- Inspiring Trust



**“Trust is the bedrock of leadership.”**

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**Empathy**

- Genuinely caring about your followers
- Showing that you care
- Listening to followers' concerns
- Praising good work
- Coaching when needed or requested
- Empowering your followers
- Developing followers into new leaders



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**There are “leaders.”**  
**And there are those who lead.**

Rotary 

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