****

**MANAGING INNOVATION IN THE MEDIA**

**GUIDELINES FOR TEAM LEADERS**

1. Team leaders’ roles are:
   1. To articulate a team’s mission, objectives, and strategy after discussion with the team on these topics
      1. The mission is pretty straightforward – to complete an assignment.
      2. Objectives are pretty straightforward also – to complete an assignment by a given date and time.
      3. The strategy is to brainstorm using several different methods (e.g. brainwriting, starbursting, SCAMPER, Matrix, Trigger Concepts (two random words from a book), Whack Pack, Imagery, Create Constraints, Analogy, Dreams, Drawing/Doodling. TRY THEM ALL.
   2. To coordinate and organize a team’s task assignments, deliverables, priorities, and deadlines
   3. To encourage cooperation among team members and to build consensus on team decisions. One of a team leader’s major responsibilities is to be an excellent listener to the ideas, needs, wants and preferences of his or her team.
2. Team leaders should also:
   1. Call meetings in Canvas Conferences or in Google + Hangout as necessary and appropriate. Online meetings should not last longer than an hour.
   2. Meet in the classroom on free Mondays on a voluntary basis as needed and as appropriate.
   3. For each meeting have an agenda, which should be emailed to team members before the meeting so members can prepare adequately.
      1. Agendas can contain only one or two items, but team members should know what the meeting is about, what is to be accomplished, and what to prepare for.
   4. Ensure that members and/or the leader are carrying out the various role functions as outlined in the presentation “The Wisdom of Teams and Role Functions” in the Assignments section of Canvas. It will also be in the Managing Innovation in the Media subsection of the Presentation section of my [website](http://www.charleswarner.us/indexpresentations.html) to refer to after you take the class. Team leaders should assign certain role functions (i.e. timekeeper, note taker, consensus taker) to appropriate team members).
      1. Group task roles are: 1) Suggesting new ideas, 2) giving and asking for information, 3) restating and giving examples, 4) confronting and reality testing, and 5) clarifying and synthesizing.
      2. Group maintenance roles are: 1) Encouraging and sponsoring, 2) gatekeeping and timekeeping, 3) standard setting, 4) following, 5) evaluating, 6) diagnosing, 7) testing consensus, 8) relieving tension, and 9) mediating.
   5. Assign team members group task roles and group maintenance roles based on their skills and thinking style.
   6. Conduct an online post-mortem meeting upon the team’s assignment completion to assess what could be improved, especially the process, if you did the project again. We all learn from mistakes.
3. It would probably be a good idea to read the following article in in the HPR Blogs site: <https://hbr.org/2015/01/how-to-really-listen-to-your-employees>.