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**MEDIA SALES AND SALES MANAGEMENT**

**GUIDELINES FOR TEAMS AND TEAM LEADERS**

I will divide the class into teams and will assign a leader for each team.

1. Team members’ roles are:
   1. To participate in team discussions and meetings, and to participate actively; so speak up.
   2. To complete assigned tasks on time; so do not miss deadlines.
   3. To cooperate, which includes embracing team objectives
   4. To enhance the team’s overall feeling of psychological safety, which, in part, means to disagree respectfully.
   5. In the book *Radical Ritual: How Burning Man Changed the World*, author Niel Shister writes, “The role of the leader…is not that of final decider but rather curator of the community.”
2. The tasks of each team are:
   1. To discuss ideas suggested to them and to complete assignments given in class
   2. To create a final sales presentation to an advertiser for an online publisher. The final presentation will be delivered by the team in the last class meeting.
3. Once assigned to a team, students must remain on that team.
   1. If a student is not contributing, not attending or is regularly late to meetings, or more interested in getting individual recognition and credit than being productive anonymously for the sake of the team, then other members of the team must take up the slack, and give the gift of productivity to the underperforming student. Do not be judgmental until you have walked a semester in that student’s shoes, lived in their head or felt their heart.
4. Team leaders’ roles are:
   1. To coordinate and organize a team’s work and schedules
   2. To assess each team member’s skills, knowledge and interests, and assign roles accordingly. “Early in a task, team members should discuss the knowledge [and skills] each brings to the table, (which) changes the criterion for power from social influence to informational influence.”[[1]](#endnote-1)
   3. To encourage collaboration and cooperation among members
   4. To encourage and listen to dissenting opinions
   5. To communicate effectively with all team members about schedules, meeting, deadlines, roles and tasks
5. If team members are unhappy with their team leader, they must form a conspiracy to succeed. For example, they can ask the team leader to delegate some of the team leader’s responsibilities to members of the team. The team can ask the leader if they would like to share leader responsibility with one or two other people. A team leader must remain in their assigned role (although they may share it) and it is the responsibility of the team to conspire to succeed.
6. Working collaboratively does not mean avoiding conflict. “When teams engage in conflict over ideas in an atmosphere of mutual respect, they develop better ideas and perform better. That is why Intel teaches all employees how to fight, requiring new hires to take classes in ‘constructive confrontation.’ … studies show, however, that when team members engage in personal conflict –when they fight out of spite or anger—their creativity, performance, and job satisfaction plummet.” (Sutton, 2007. p. 17)
7. In today’s work environment online collaboration is the norm, so practicing online teamwork and cooperation is a meaningful learning experience. There are many online collaboration tools such as Conversations on Canvas, Trello, Google Hangouts or Skype. Practice having online meetings.
8. Read the article “What Google Learned In Its Quest to Build the Perfect Team” at <http://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html> (assigned in the syllabus).
9. At the end of a semester, all team members must complete a Working in Teams assignment available in the Assignments section of Canvas and which is to be emailed back to me before December 13.
   1. The value of the Working Teams assignment is 15% of a student’s overall course grade.
   2. Every team member will receive the grade for the final sales presentation given to the presentation. If the presentation is given an A, all members of the team will be given an A on the presentation, the value of which is 20% of a student’s overall course grade.

REFERENCES

Shister, N. (2019).  *Radical Ritual: How Burning Man Changed the World.* Counterpoint.

Sutton, R. (2007). *The No Asshole Rule: Building a Civilized Workplace and Surviving One That Isn’t.* Business Plus.

1. Bonner, B. & Bolinger, A. (2014). “Bring Out the Best in Your Team.” *Harvard Business Review.* September. [↑](#endnote-ref-1)