# Teams in MLD-377M Organizing: People, Power, Change

Marshall Ganz, Emily S Lin, Maggie Hughes HILT Conference, 9/23/22

#### **GOALS**

- 1. Leadership: Practicing Democracy
- 2. Pedagogy of Practice
- 3. Leadership Teams (Self-Governing)
- 4. Launching Leadership Teams
- 5. Learning From Launching Leadership Teams

# LEADERSHIP

Accepting responsibility for enabling others to achieve purpose under conditions of uncertainty.

## CHANGE

# POWER

PEOPLE

shared action shared strategy shared structure shared relationship shared story

resources

story of story of self now **PURPOSE** call to leadership strategy & action COMMUNITA DRGENCY

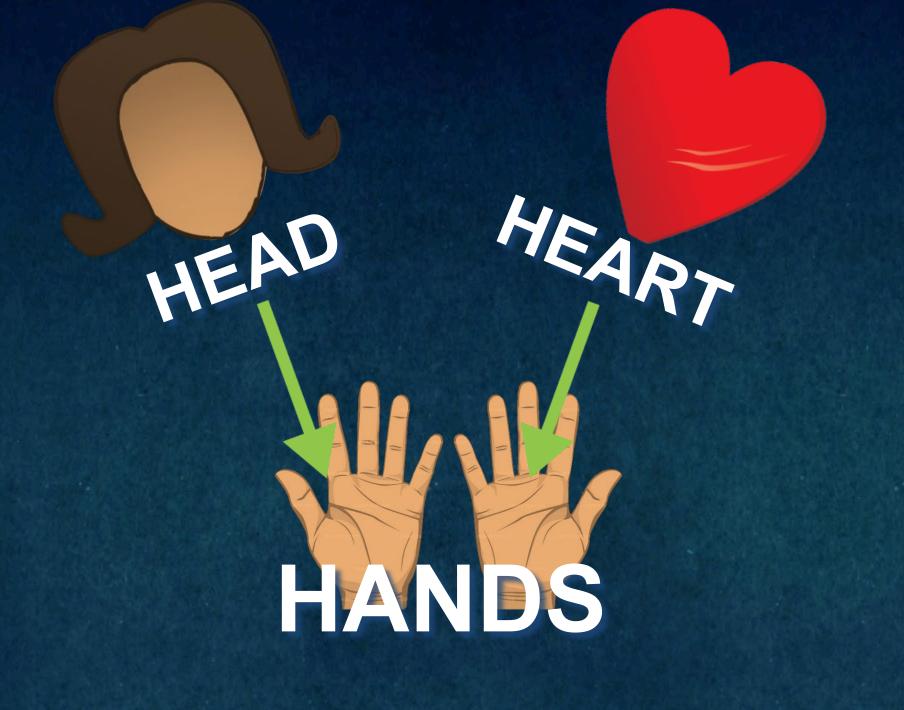
story of

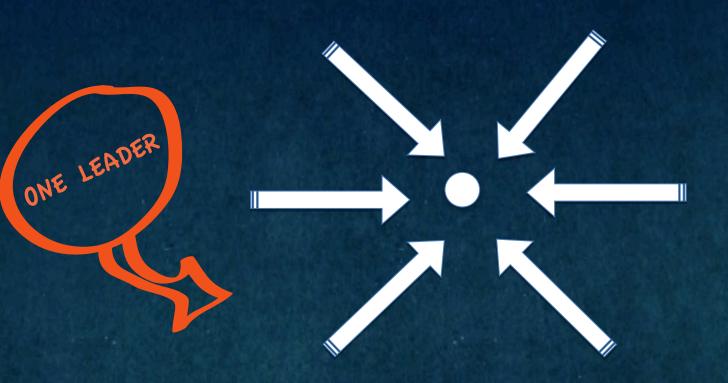
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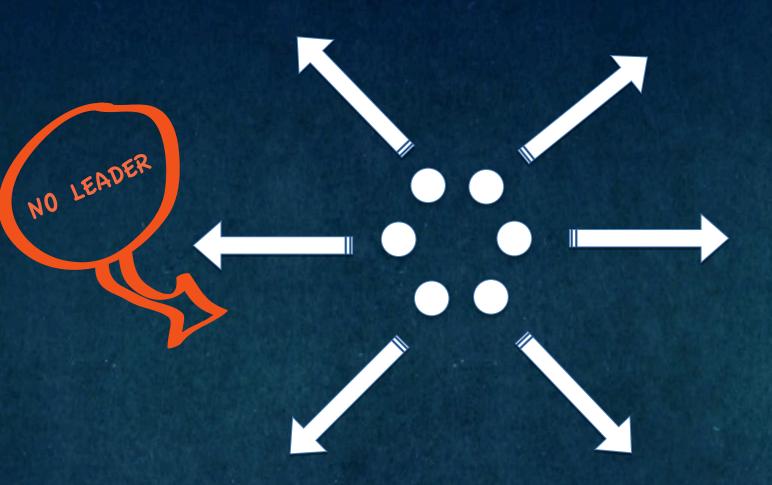
shared values & shared experience

# Pedagogy of Practice

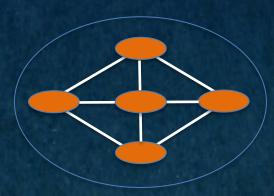
- 1. Project Focused: Organizing Project (Responsibility)
- 2. Explain, Model, Practice, Debrief: get on the bike
- 3. Reflective Experiential Learning
- 4. Brave Learning Space
- 5. Sustained Coaching
- 6. Teaching Teams

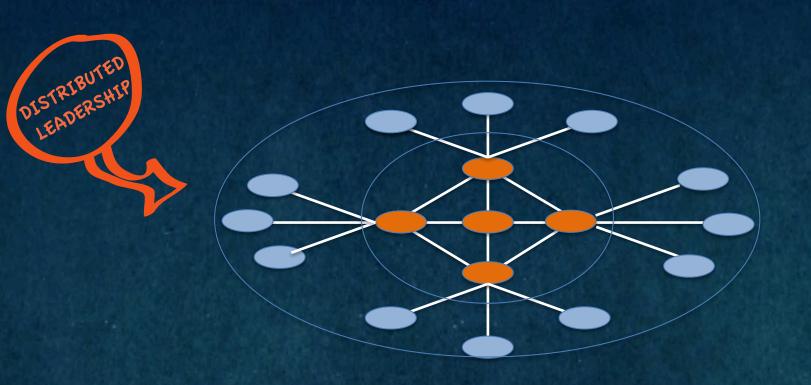


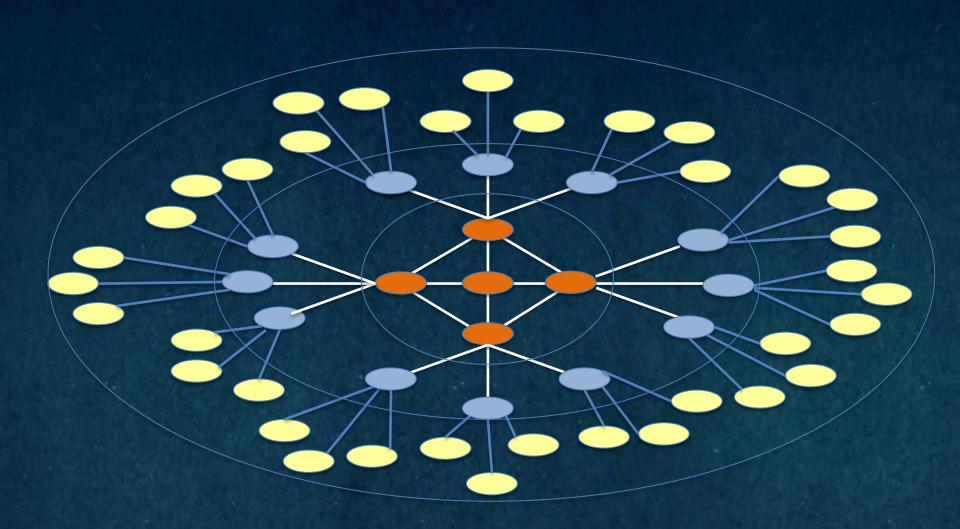




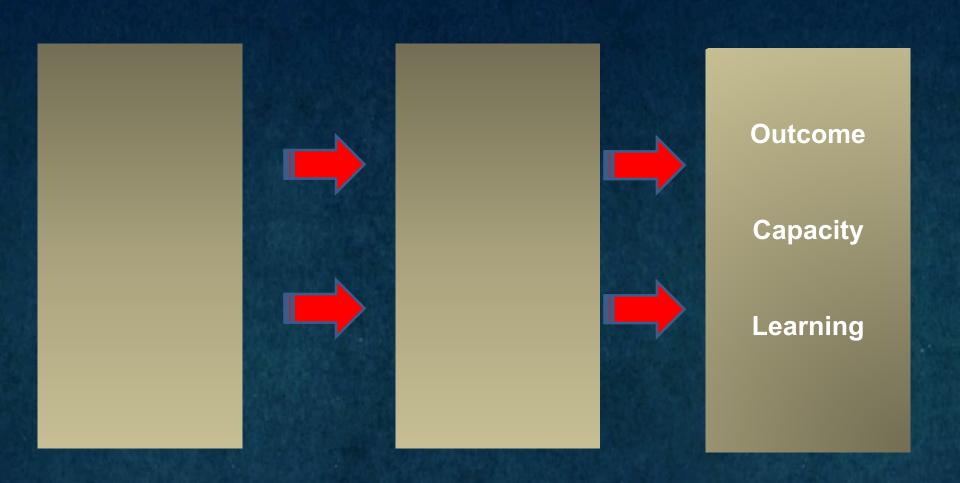




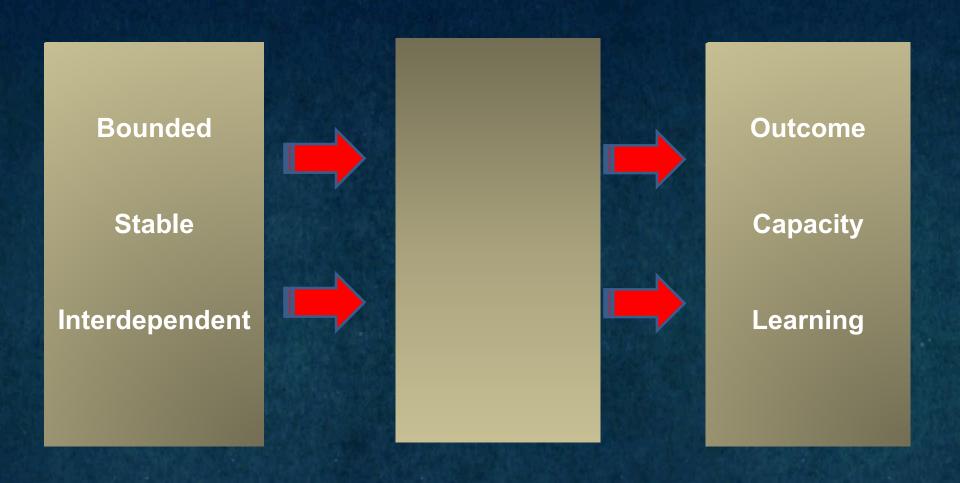




# **Effective Teams**



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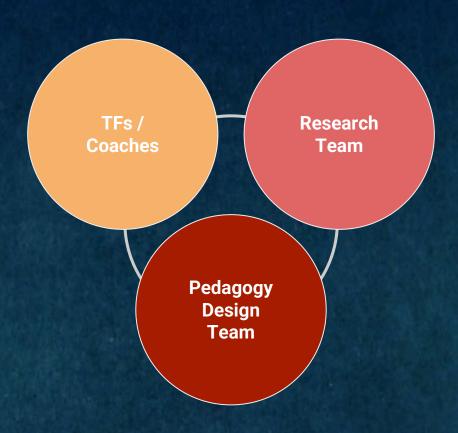
# **Effective Teams**

Bounded Outcome **Purpose** Stable Capacity Norms Interdependent Learning Roles

## Launching Leadership Teams



How might we support student reflective learning as they form values-aligned teams?



Scaffolded
Student
Interactions



#### Individu

partment Jry of Self Interests Personality

# Scaffolded Student Interactions

# Teams Formed

#### Individu

partment ry of Self Interests Personality

Reflective,									
Re	elatio	nal L	<del>ata</del>						

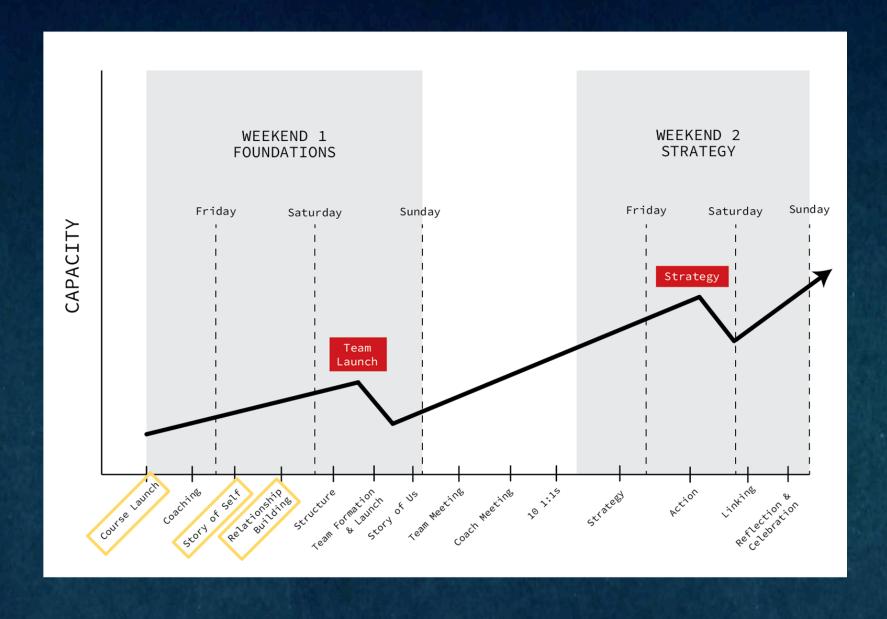
# Student Reflections

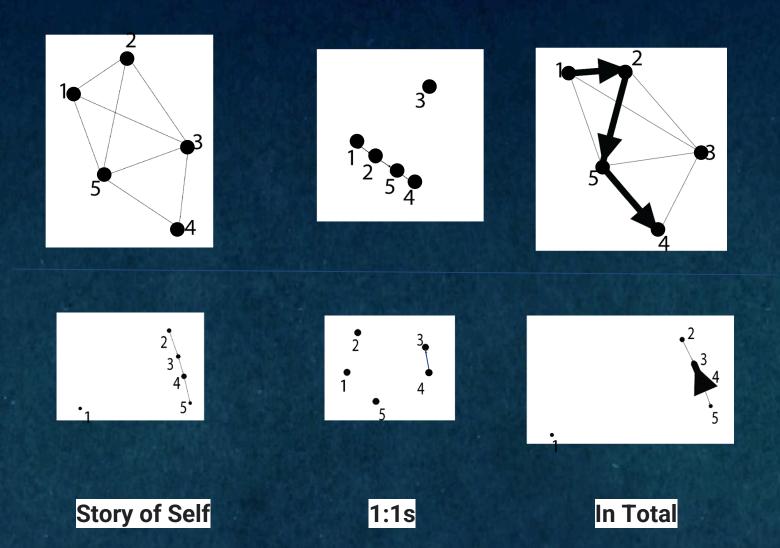
When listening to your peers' stories, with whom did you connect?

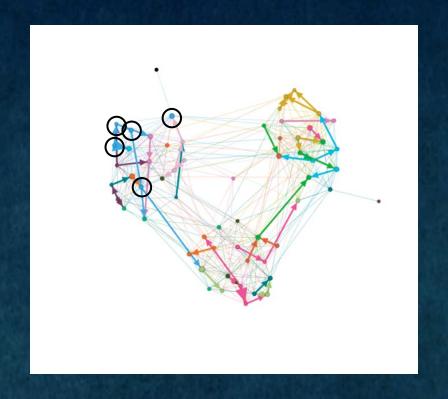
Why did you connect with them? What moved you? What in there story connected with you?

How much would you like to explore working with this person on a team?

How might we use the data collected in that scaffolding to better understand how teams form?







#### **Taxonomy of Team Formation Processes**

	Exogenous (Section or Department Connections)	Endogenous Density	Frequency of Interaction	Graph Shape	
Integrated	Medium	High	Strong	Clique and/or Triangle	
Partial Integration		Medium to High	Weak	Triangle with tail	
Low Integration	High (Sections)	Low to Medium	Weak and Fragmented	Variety	
Weak (or no) Integration	High (Dept)	Low	Weak and Fragmented	Single Line, Loner	, <sup>2</sup>

#### THANKS!

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