

Leadership Competency Development Guide

Competency Cluster: Fostering a Team Environment



Competency: Team Leadership

Definition: The ability to effectively manage and guide group efforts. This includes providing appropriate level of feedback concerning group progress.

Behavioral Indicators:

- Sets team structure
- Organizes, leads, and facilitates team activities
- Promotes team cooperation
- Encourages participation

Developing/Practicing this Competency	Learning from Others	Sample Developmental Goals
<ul style="list-style-type: none"> • Clearly define each team member’s roles and responsibilities • Review work assignments to ensure there are no overlapping or conflicting assignments • Create fun awards for participation at meetings • Find creative ways to recognize accomplishments and successful performance • Create ground rules for meetings • Give team projects and team recognition • Continually stress the importance of teamwork • Model teamwork with your own staff and with your peers 	<ul style="list-style-type: none"> • Ask one or two key team members for feedback on your leadership. • Ask a consultant to facilitate a meeting so you can observe how they encourage participation and enthusiasm • Volunteer to join a team with a respected team leader. Watch how they lead. • Ask a skill team leader to mentor you for a month on your team leadership ability • Interview someone known for their ability to lead a team. 	<ul style="list-style-type: none"> • At the next team meeting, I will ask for ideas on how to improve out customer service. • At the next team meeting, I will have the team generate ground rules for all future team meetings. • By March 4, I will ask Joe and Susan for feedback on my effectiveness as a team leader. • By August 30, I will read <i>25 Activities for Developing Team Leaders</i> and identify two ideas to implement.

[To Index](#)



Leadership Competency Development Guide for Team Leadership

This is not an exclusive list of resources. Please feel free to conduct your own search for more resources related to Team Leadership in civil service.

Resources Index



[Definition, Behavioral Indicators,
Developmental Activities](#)



[Academic Journals and Books](#)
on-line and available for checkout



[Videos and Podcasts](#)
on-line and available for checkout



[Courses](#)
on-line and for a fee



[Webinars](#)



[Other Resources](#)



[Academic Journals and Books On-Line and Available for Checkout](#)



Academic Journals and Articles on Team Leadership

[California State Library](#)

[Academic Journals and Articles](#)

Books on Team Leadership

[California State Library](#)

[Books Available for Checkout](#)

[Safari On-Line Books](#)

See a book you are interested in reading? Check to see if the book is available for checkout at the [California State Library](#).

[On-line Books](#)

[Trouble accessing Safari?](#)

[Back to Index](#)





Videos and Podcasts



Videos on Team Leadership

[California State Library](#)

[Videos Available for Checkout](#)

[Videos Available On-Line](#)

Podcasts on Team Leadership

[Podcasts](#)





Courses On-Line And For a Fee



Courses for a Fee on Team Leadership

[On-Line Courses](#)

[Instructor-Led Courses](#)





Webinars



Coming Soon!!





Other Resource Links



[Harvard Business Review Blog](#) – Frontline Leadership

[New York Times Corner Office](#), – A feature by Adam Bryant in the Sunday Business section of The New York Times, offers highlights from conversations about leadership and management.

[Penn State - Smeal College of Business](#)

[Leadership in Focus: Executive Insights](#) – Leadership in Focus: Executive Insights is the signature speaker series at the Smeal College of Business. The program brings high-profile business leaders to the college to connect with students, faculty, and administrators.



[Linked Documents](#)



Academic Journals and Articles on Team Leadership

[A Behavioral Roles Approach to Assessing and Improving the Team Leadership Capabilities of Managers](#)

Success in today's globally competitive marketplace requires that managers have the ability to effectively lead teams. While some individuals appear to have an innate, almost effortless capability to lead teams, most managers benefit from systematic efforts to assess and improve their performance in this critical area. Research on small group interaction and leadership behavior in teams is used to identify a set of task, social, and dysfunctional behavioral roles that are critical to team leader success. The widely used, well-researched leaderless group discussion (LGD) exercise is proposed as a potentially useful tool to measure team leadership role behaviors. A structured protocol is introduced, employing the LGD to assess and improve team leadership capabilities in individuals. Examples of protocol use in business and academia are discussed. Finally, several directions for future research are considered. [ABSTRACT FROM AUTHOR]

Authors: Hobson, Charles J., David Strupeck, and Jana Szostek

Source: International Journal of Management 27, no. 1 (April 2010): 3-15

[Appreciative Facilitation Based on Practical Rules of Thumb.](#)

Appreciative facilitation of teams is based on a few rules of thumb. As facilitators, we all seem to focus on the scenario that 'people in work groups or teams achieve great results, use powerful methods and use each other's expertise, and also develop this competence'. What a wave of energy hope, inspiration, and success in organizations that would create! [ABSTRACT FROM AUTHOR]

Authors: van Ginkel, Kemp

Source: AI Practitioner 12, no. 4 (November 2010): 44-49

[Building and Managing an Effective Project Team.](#)

The article discusses how to effectively build and manage teams. It is said that it is important to consider diversity when building a team because this allows members to demonstrate their expertise in particular situations. Moreover, teams must be encouraged in order to maintain motivation and camaraderie. Team size should also be considered, since collaboration can decrease as the number of members increase. Furthermore, feedback should be solicited in order to improve team performance.

Authors: Meier, Steven R.

Source: Defense AT&L 37, no. 5 (September 2008): 38

[Effective Teams: A Symptom of Healthy Leadership.](#)

The role of teams in modern organizations goes far beyond collaboration. Only with strong leadership can the knowledge and skills of talented people be applied to further individual and organizational success. [ABSTRACT FROM AUTHOR]

Authors: Crother-Laurin, Cyndi

Source: Journal for Quality & Participation 29, no. 3 (Fall 2006): 4

[Getting Results for the Hands On Manager](#)

Articles and information about managing people.

Publisher: American Management Association International

[Harvard Management Update](#)

Use this publication to generate new ideas, understand management trends, and solve current business problems by drawing on world-class research and real world expertise share the best ideas with colleagues and save each issue for easy reference.

Publisher: Harvard Business School Publication Corp.

[How GE Teaches Teams to Lead Change.](#)

In 2006, General Electric launched its Leadership, Innovation, and Growth (LIG) program to support CEO Jeffrey Immelt's priority of achieving corporate growth primarily by expanding businesses and creating new ones. LIG represented a radical approach for GE's famed management development center in Crotonville, New York, because it was the first effort to train all the senior members of a GE business's management team as a group. Prokesch went through LIG with 19 senior managers of GE Power Generation, one of the company's oldest businesses, in October 2007. About a year later he revisited the "turbine heads," as Immelt affectionately calls them, to see how much impact the program had made. The answer was a lot. Team training accelerated the pace of change by giving managers an opportunity to reach consensus on the barriers they faced and how to overcome them. LIG participants were encouraged to consider both hard (organizational) and soft (behavioral) barriers. The training explicitly addressed how to balance the short term and the long term. The program created a common vocabulary of change -- actual words that are used daily inside and across GE's businesses. And LIG was not an academic exercise: It was structured so that a

team would emerge with the first draft of an action plan for instituting change. The author's firsthand experience in the four-day program, together with his follow-up interviews with GE executives, illuminates the effectiveness of this training approach. Power Generation's managers created a now ubiquitous vision statement, beefed up the leadership in their core business, expanded regulatory staff and project teams in emerging markets, revamped product development, put up a website where any employee can submit ideas for growth, and created a growth board to consider proposals and track their progress. [ABSTRACT FROM AUTHOR]

Authors: Prokesch, Steven

Source: Harvard Business Review 87, no. 1 (January 2009): 99-106

[How to Motivate People Working in Teams](#)

This article focuses on the benefits of teamwork. The research objective is to explore how to motivate people working in teams. The study includes secondary research to gather data and add to existing knowledge. This article concludes with suggestions for improving team performance by improving motivation. These include objective-based team training, voluntarily formed teams, team-based leadership and communication system. As far as future research is concerned, motivation methods in cross-cultural situations might be a valuable area for further research.

Author: Xin, Jiang

Source: International Journal of Business & Management 5, no. 10 (October 2010): 223-229

[Leadership Excellence](#)

Centrally concerned with issues & ideas relating to personal development, managerial effectiveness & personal productivity.

Publisher: Executive Excellence Publishing

[Leadership Quarterly](#)

Stresses theory and empirical research on effective leadership in all walks of life. Publishes scholarly research and developmental applications from fields of inquiry about leadership.

Publisher: Elsevier Science

[Manage the Relationships; The Team Will Manage the Work.](#)

The article focuses on the views of the author as to how one can maintain cooperation in a work group over time. According to the author, managing relationships is the key to maintain synergy in a work group over time. Synergy results when the whole exceeds the sum of the parts. It is possible to extend synergy over long periods of time, multiple projects and changes in the work team's composition. In order to do so, the leader of the work group should be committed to synergy and should be willing to stay focused on it. In order to maintain relationships, frequent communication regarding the organizational value should take place.

Authors: Ludwick, Paul

Source: Journal of Housing & Community Development 63, no. 3 (May 2006): 38-41

[Management](#)

Articles on the development of leadership and management skills directed at members of the National Management Association.

Publisher: Mediaweb Ltd

[Proactivity Directed Toward the Team and Organization: The Role of Leadership, Commitment and Role-breadth Self-efficacy.](#)

Employees' proactive behavior is increasingly important for organizations seeking to adapt in uncertain economic environments. This study examined the link between leadership and proactive behavior. We differentiated between organizational leadership and team leadership and proposed that transformational leadership by team leaders would enhance commitment to the team, which would predict team member proactivity. In contrast, transformational leadership by leaders of the organization would enhance commitment to the organization, which we expected to predict organization member proactivity. Transformational leadership on both levels was expected to increase employees' role-breadth self-efficacy, the confidence necessary to engage in proactive behavior. Our results demonstrate the importance of leadership as an antecedent of proactive work behavior and suggest that leadership at different levels influences proactivity via different mediators. Transformational team leaders seem to facilitate proactivity by increasing employees' confidence to initiate change. Transformational organizational leaders on the other hand increase proactivity by enhancing employees' commitment to the organization. [ABSTRACT FROM AUTHOR]

Authors: Strauss, Karoline, Mark A. Griffin, and Alannah E. Rafferty

Source: British Journal of Management 20, no. 3 (September 2009): 279-291

[Proactively Performing Teams: The Role of Work Design, Transformational Leadership, and Team Composition](#)

This study investigated the determinants of team proactive performance amongst 43 shift teams from a UK chemical processing plant. Using external ratings of team proactive performance, the study found that the most proactive teams were those with higher levels of self-management, transformational team leaders, and a higher-than-average level of proactive personality. The relationship between transformational leadership and team proactive performance was mediated by favorable interpersonal norms. In addition, lower diversity of proactive personality amongst team members had an indirect association with team proactive performance via its negative effect on favorable interpersonal norms. [ABSTRACT FROM AUTHOR]

Authors: Williams, Helen M., Sharon K. Parker, and Nick Turner

Source: Journal of Occupational & Organizational Psychology 83, no. 2 (June 2010): 301-324

[Public Personnel Management](#)

Articles on all aspects of personnel management for public organizations published for members of the International Personnel Management Association.

Publisher: International Public Management Association for Human Resources

[Successful Team Leadership is Built on Trust.](#)

Focuses on the importance of trust in team leadership. How to begin team leadership; Importance of shared beliefs; Correlation between credibility and trust; Elements to consider in building trust; Challenge to corporate leaders to build team leadership.

Authors: Benson-Armer, Richard, and Darryl Stickel

Source: Ivey Business Journal 64, no. 5 (May 2000): s20

[Supervision](#)

Features articles aimed at teaching vital facts on minimizing costs and maximizing output for supervisors in industrial relations and operating management.

Publisher: National Research Bureau

[The Art of Team Leadership.](#)

The article discusses the working groups and teams and defines a team as a small number of people with complementary skills who are committed to a common purpose and a set of performance goals. It focuses on the elements present in a team which include common purpose, commitment and mutual accountability. It notes that the elements can be present but the team can still be derailed from its purpose due to absence of trust and fear of conflict.

Authors: Tiffan, Bill

Source: Physician Executive 37, no. 2 (March 2011): 78-80

[Team Leadership.](#)

Examines the way leaders create and handle effective teams through the use of the lens of 'functional leadership'. Effectivity of the approach; Developments of guiding propositions; Importance of reciprocal influence between the leader and the team in forming a harmonious relationship.

Authors: Zaccaro, Stephen J., Andrea L. Rittman, and Michelle A. Marks

Source: Leadership Quarterly 12, no. 4 (Winter2001 2001): 451

[Thinking Outside the Team](#)

The article reports on the role of leaders to the success of team in the workplace. According to the author, good team leaders build camaraderie, confidence in members' abilities and a solid process for working together. The article states that X-teams are needed in today's environment. The author mentions that X-teams are engaged in external activity, extreme execution and flexible phases. Twenty years of research has shown that X-teams can be very successful at driving innovation, effective leadership and talent development.

Authors: Ancona, Deborah, and Henrik Bresman

Source: HRMagazine 52, no. 9 (September 2007): 133

[Workforce Management](#)

A business magazine for leaders in human resources covering all aspects of personnel/human resources management.

Publisher: Crain Communications Inc. (MI)



California State Library

Team Leadership Books Available for Checkout

Book Title	Author	Publisher	Year	Call Number
Better Than Perfect: How Gifted Bosses and Great Employees Can Lift the Performance of Those Around Them	Dale Dauten	Career Press	2006	HD53.D37 7 2006
Building Effective Teams	Duke Corporation Education	Dearborn Trade Pub	2005	HD66.B83 4 2005
Coaching and Counseling: A Practical Guide for Managers and Team Leaders	Marianne Minor	Crisp Learning	2002	HF5549.5. T7 M56 2002
Developing Teams through Project-Based Learning	Jean Atkinson. Gower	Gower	2001	HD66.A85 2001
First among Equals: How to Manage a Group of Professionals	Patrick J. McKenna, David H. Maister	Free Press	2002	HD66 .M3946 2002
First-Time Leaders of Small Groups: How to Create High-Performing Committees, Task Forces, Clubs, and Boards	Manuel London and Marilyn London	John Wiley & Sons/ Jossey- Bass	2007	HM736 .L66 2007
The Five Dysfunctions of a Team: A Leadership Fable	Patrick Lencioni	Jossey-Bass	2002	HD66 .L456 2002
Leader FISH! Personal Guide: How to Lead More Effectively Through the Power of Your Relationships 1st ed.	Philip Strand with Harry Geist ... et al.	Charthouse Learning	2007	HD57.7.L4 16 2007



Book Title	Author	Publisher	Year	Call Number
Leading Teams: Setting the Stage for Great Performances	J. Richard Hackman	Harvard Business School Press	2002	HD57.7 .H336 2002
Putting Our Differences to Work: The Fastest Way to Innovation, Leadership, and High Performance	Debbe Kennedy	Berrett-Koehler Publishers	2008	HF5549.5. M5 K46 2008
Side by Side Leadership: Achieving Outstanding Results Together	Dennis A. Romig	Bard Press	2001	HD57.7 .R65 2001
Team Building in a Virtual Environment: Teams & Quality	Tara L. Guillot	American Society for Training and Development	2001	HD57.7 .R65 2001
Team Development for High-Tech Project Managers	James Williams	Artech House	2002	T56.8W53 2002
The Team Handbook	Peter R. Scholtes, Brian L. Joiner and Barbara J. Streibel	Oriel	2000	HD66.S37 2000
25 Activities for Developing Team Leaders	Fran Rees	Pfeiffer	2005	HD66 .R3937 2005
When Teams Work Best: 6,000 Team Members and Leaders Tell What it Takes to Succeed	Frank LaFasto and Carl E. Larson	Sage Publications	2001	HD66 .L33 2001
Why new Teams Don't Work: What Goes Wrong and How to Make it Right	Harvey A. Robbins and Michael Finley	Berrett-Koehler	2000	HD66.R58 3 2000



Books Available On-Line

[From Bud to Boss: Secrets to a Successful Transition to Remarkable Leadership](#)

by Kevin Eikenberry and Guy Harris. Jossey-Bass, 2011

[Part 5: Collaboration](#)

[Inspirational Manager: How to Build Relationships that Deliver Results](#)

by Judith Leary-Joyce. FT Press, 2009

[Chapter 7 Building Inspirational Teams](#)

[Leading at a Higher Level: Blanchard on Leadership and Creating High Performing Organizations](#)

by Ken Blanchard. FT Press, 2009

[Chapter 10: Situational Team Leadership](#)

[Management](#) by John R. Schermerhorn, Jr. John Wiley & Sons, 2010

[Chapter 16: Teams and Teamwork](#)

[Managing for Performance: Delivering Results through Others](#)

by Pam Jones. FT Press, 2009

[Part 3: Building High-Performing Teams](#)

[Organizational Behavior](#) by John R. Schermerhorn, Jr., James G. Hunt, Richard N. Osborn, Mary Uhl-Bien. John Wiley & Sons, 2010

[Chapter 7: Teams in Organizations](#)

[Chapter 8: Teamwork and Team Performance](#)

[The Pfeiffer Book of Successful Team-Building Tools: The Best of the Annuals](#)

by Elaine Biech. John Wiley & Sons, 2008



[Project Manager's Portable Handbook](#) by David L. Cleland and Lewis R. Ireland.
McGraw-Hill, 2010

[Section 5: Project Leadership](#)

[Reality-Based Leadership: Ditch the Drama, Restore Sanity to the Workplace, and Turn Excuses into Results](#) by Cy Wakeman. Jossey-Bass, 2010

[Part 3: Lead Your Team to Results](#)

[The Relational Leader: A Revolutionary Framework to Engage Your Team](#)
by Frank McIntosh. Course Technology PTR, 2010

[Team Players and Teamwork: new Strategies for Developing Successful Collaboration](#) by Glenn M. Parker. John Wiley & Sons, 2008

[Team Roles at Work](#) by R. Meredith Belbin. Butterworth-Heinemann, 2010

[Why Teams Win: 9 Keys to Success in Business, Sport and Beyond](#)
by Saul L. Miller. Jossey-Bass, 2009



Trouble accessing Safari?

If you work at a state agency, and if you see screen below, click on START USING SAFARI under “Academic License & Public Library Users”

Safari Books Online

ProQuest

HOME Signed Out

Welcome to Safari Books Online

PERSONAL & CORPORATE ACCOUNT USERS

PERSONAL ACCOUNT SIGN IN

Choose this option to access your Personal or Corporate account.

ACADEMIC LICENSE & PUBLIC LIBRARY USERS

START USING SAFARI

Choose this option to access Safari Books Online via an Academic or Public Library account.

Safari Books Online's on-demand digital library provides access to over 9,800 technology, creative and business books and videos from leading publishers. When you have a question or need information, use Safari Books Online to gain immediate access to many books with lots of answers — not just one. All of the content on Safari Books Online is vetted, reliable and provided by the world's leading publishers and authors.

If you are already a Safari Books Online subscriber and would like to access your individual paid account, [click here to sign in](#).

If you not on a State of California computer,, you will need to enter your State Library card number and PIN in order to log-in to Safari. If you still can't access Safari, please contact the State Library (916-654-0261).The California State Library is open Monday - Friday from 9:30 am - 4 pm.



Video Title	Description	Format/ Length	Year	Call Number
Abilene Paradox, 2nd Edition	This classic film on management in an organization has been completely updated with a fresh, new look and a faster, more engaging pace. Whether you are interested in leadership, individual-accountability, communication, team building, decision making or problem-solving training, you'll find this film flexible enough to target the skill sets most important to your organization at any given time.	VHS/28 Minutes	2002	HD30 23 A25 2002
After All, You're the Supervisor!	This training program addresses effective supervision, teaching new and seasoned supervisors how to reach for, and achieve, greater success with these 10 learning objectives: acknowledge your new role; plan and prioritize team tasks; be accessible to your team; encourage teamwork; model desired behaviors; problem solve; delegate; communicate upward and downward; discipline effectively; and provide praise and recognition.	VHS/DVD 40 Minutes 2 videos	2002	HF5549 12 A48 2002
Basic Facilitation	The Basic Facilitation video teaches the skills and techniques you need to immediately increase productivity in all types of meetings and group interactions. So instead of running meetings that meander and fail to interest participants, your facilitators will create effective group interactions that inspire and motivate employees to achieve individual and corporate goals.	DVD/ 29 Minutes	2005	HD66 .B375 2005



Video Title	Description	Format/ Length	Year	Call Number
A Basic Toolkit: Good Manager and Good Employee Skills	This video offers a practical, grounded approach to improving the workplace environment and advancing your career. Debra Wilcox Johnson presents different perspectives to help you gain a mutual understanding of what it means to be both a good supervisor and employee. She will provide you with specific information for improving skills that will both help you advance your career and make your workplace more enjoyable.	VHS/120 Minutes	2003	Z682 S64 2003
Best of Motives: Part 1: Nobody Ever Tells Us	This video examines leadership skills and one of the fundamentals of motivation: communication about the job. Film deals with three concepts: information about the job, how it fits into the big picture and why it matters; feedback and letting employee measure own performance; and recognition and praise for exceptional achievements.	VHS/32 Minutes	1994	HF5549.5.M6 3B47 1994
Best of Motives: Part 2: Nobody Ever Asks Us	Part 2 of this film series looks at leadership skills and the second part of motivation which is asking for feedback. Film deals with 3 concepts: listening to comments and ideas from workforce; involving employees in decisions and using their knowledge and experience; and empowering employees to achieve results not just to perform tasks.	VHS/27 Minutes	1994	HF5549.5 M63 B47 c1994
Building Successful Teams: Teams Bring out the Best in Each One of Us	In this video, you will learn: 1) why teams are necessary tools; 2) defining team purpose; and 3) creating team rules. It gives the foundation for why teams are important and the fundamentals that make teams work.	VHS/59 Minutes	1993	HD66 B85 1993 v. 1



Video Title	Description	Format/ Length	Year	Call Number
Can You Spare a Moment?	John Cleese shows managers and team leaders how to handle the often-delicate counseling interview. After running through the wrong way to offer counseling, Cleese demonstrates the four stages of a successful structured approach. A manager needs to be able to spot impending problems and create an opportunity to talk confidentially when there is sufficient time to listen. Open questions should be used to encourage feedback. Summarizing the interview and rephrasing will help to clarify thinking. Finally, managers should not impose their own solutions. Instead, working through each stage will help employees discover their own resolution to the problem. Above all, remaining friendly and neutral is essential for conducting successful counseling interviews.	VHS/25 Minutes	2001	HF5549.5 C8 C36 2001
Credibility Factor: What Followers Expect from Leaders	This video shows credibility as the central difference between effective and ineffective leadership. Several followers talk about their superiors, unveiling the tremendous impact good leaders can have on their employees. It is based on the work of James Kouzes and Barry Posner.	VHS/22 Minutes	1990	HD577 C72 1990
Emotional Intelligence	This film focuses on interviews with emotional intelligence team members, illustrating how EI can be integrated into the workplace to enhance other knowledge and technical capabilities. It illustrates how organizations such as Kaiser Permanente, State Street Bank, and Nichols Aluminum are accessing the power of emotions to create better, more productive teams and team members.	DVD/ 2 VHS 29 Minutes	2001	HF5548.8 .E462 2001



Video Title	Description	Format/ Length	Year	Call Number
The Extraordinary Leader: Going from Good to Great	A course designed to help leaders develop competencies needed to produce extraordinary results in their organizations. The course proposes that everyone can be a leader, whether or not they have the title of 'leader.' Leadership is not the sole domain of CEOs, executives, managers, or team leaders. In a world growing increasingly complex, there is an urgent need for leaders at every level and in every organization.	VHS/25 Minutes	2003	HD 57.7 E98 2003
5 Questions Every Leader Must Ask: Engaging Your Team to Achieve Any Goal	This film focuses on interviews with emotional intelligence team members, illustrating how EI can be integrated into the workplace to enhance other knowledge and technical capabilities. It illustrates how organizations such as Kaiser Permanente, State Street Bank, and Nichols Aluminum are accessing the power of emotions to create better, more productive teams and team members.	DVD/ 28 Minutes	2007	HD57.7 .F534 2007
Joel Barker's Leadershift	More than anything else, leaders build bridges that help us move from where we are to where we want to be. The concept of leadership is changing. Leadershift: Five Lessons for Leaders in the 21st Century explores these shifts and offers five concepts that will improve the performance of any leader. Using bridge-building as a metaphor, futurist Joel Barker teaches us that, more than anything else, the 21st century leader will build bridges, built of hope and ideas and opportunities. Using inspiring locations and vivid stories, Joel Barker's Leadershift motivates every leader, and aspiring leader, to develop the skills needed to lead his or her organization into the 21st century.	DVD/32 Minutes	1999	HD 57 7 J63 1999

Video Title	Description	Format/ Length	Year	Call Number
Leadership Challenge – revised edition	The Leadership Challenge is designed for anyone in an organization with formal or informal leadership responsibility. The stories in the video highlight specific leadership challenges in five types of organizations: service, academic, financial, health care and manufacturing.	VHS/DVD 27 Minutes	2003	HD57.7 L53 2003
Leadership Pickles	Just as customers need pickles, those special things you do for them to keep them coming back, your employees need their pickles too. They need and want certain things from you as their leader. If they get those things they will follow you and achieve great things. If they don't get their leadership pickles, their belief and respect for you as a leader may begin to slip	VHS/DVD 16 Minutes	2005	HD57.7 L425 2005
Leadership: Uncommon Reminders for Bringing Out the Best in Yourself and Others / Robert K. Cooper presents.	This video provides uncommon yet ultra-practical guidance on how to bring out more of the best in yourself and others. The word 'leadership' means the act of making a difference and achieving priority results through people.	VHS/5 Minutes	2000	HD57.7 L43 2000
Legal Peril: 8 Management Pitfalls to Avoid	Statistics show one in five managers or supervisors will find themselves in litigation or part of an employment related claim or charge. This hard-hitting film featuring Harry Hamlin of LA Law fame explores the Eight Management Pitfalls – pitfalls which could end up costing you and your associates valuable time and your company millions of dollars. You will learn through example and discussion what they are, how to avoid this costly exposure and how to stay out of court.	VHS/22 Minutes	2003	HF5549.12 L443 2003



Video Title	Description	Format/ Length	Year	Call Number
Lessons from Geese	Five key lessons about being a team player and winning as a team.	VHS & CD-ROM 2 Minutes	2001	HD66. L47 2001
Light the Fire: Leveraging Appraisals for Maximum Performance	Managing and appraising employee performance is a critical job for all leaders and managers. This video is designed to help participants understand and practice how to write goals and objectives that are aligned with and support their business; think about the entire scope of job responsibilities; see the benefits of coaching and mentoring; and identify personal skills and growth needs required to attain goals.	VHS/24 Minutes	2004	HF5549.5 R3 L54 2004
The Magic of We	Features the true story of Snapper Lawnmowers and how management and employees turned the company around from failure to success. Provides five versions of The Magic of We addressing a different topic area: teamwork, problem solving, communication, lean manufacturing, and leadership.	VHS/49 Minutes	2004	HD66 .T43 2004
Making Teamwork Work	This video introduces the keys to being a productive team player to improve team effectiveness.	VHS/50 Minutes	1993	HD66 M35 1993
Managing From the Heart	Put more heart into your management skills. Learn the importance of acknowledging the positive reasons behind new ideas. Never make others feel wrong, regardless the merit of the suggestion. Management is not all about brains, for it involves psychological and emotional subtleties as well, all of which are explained and illustrated in this program. Supplement your management techniques today with this program. Through it, both seasoned managers and incoming ones will also recognize that everyone has a potential to grow, especially if it is positively acknowledged by a great leader who supports them and makes them feel valued and respected.	DVD/30 Minutes	2001	HD 38 M315 2001



Video Title	Description	Format/ Length	Year	Call Number
Mixing Four Generations in the Workplace	Addresses the conflict between generations in the workplace and how to minimize its negative effects. Provides managers and supervisors with strategies for dealing with, recruiting, retaining, and motivating, using the generational differences in a positive way. The generations are: Matures, born prior to 1946; the Baby Boomers, born between 1946 and 1964; the Generation Xers, born between 1965 and 1980; the New Millennials, born after 1980.	DVD-R 34 Minutes	2007	HF5549.5.M5 M59 2007
1001 Ways to Energize Teams	This video shows how to jump-start your team and bring its energy and excitement to a whole new level – by bringing, trust, challenge, creativity, and fun to teamwork.	25 Minutes	1997	HD66 O43 1997
Priorities for Life: Capacity & Energy: Uncommon Reminders for Bringing Out the Best in Yourself and Others	Robert Cooper is an acclaimed educator on how exceptional leaders and teams excel under pressure while everyone else is just competing or falling behind. He provides uncommon yet highly practical guidance on how to bring out more of the best in yourself and others in ways that can make the biggest difference: developing leadership, setting priorities, dealing with change, and increasing personal capacity. This is one of a 6 part program.	DVD/5 Minutes	2001	BF408 P75 2001
Project Management: Leading a Project Team	Not everyone who has to manage a project knows how to do it well. Bad management skills can be a costly drain on time and money, causing frustration and stress for everyone concerned. This program provides a complete solution to these issues, exploring the techniques for project leaders to better manage their team, and so meet the project's objectives.	2 DVDs/ 57 Minutes	1999	HD69.P75 P765 1999
Seeing Red Cars	Encourages audiences to focus on what they do want instead of focusing on what they don't.	CD/DVD 10 Minutes	2008	HF5549.5.M6 3 S451 2008



Video Title	Description	Format/ Length	Year	Call Number
The 7 Habits of Highly Effective People	<p>This series provides steps towards developing an empowering philosophy intended to lead to success in business. It has 8 videocassettes.</p> <p>[Tape 1] Stone (7:34 minutes) [Tape 2] Mauritius (19.50 minutes) [Tape 3] Survival/revival (6:30 minutes) [Tape 4] The Law of the Harvest (6:25 minutes) [Tape 5] I know just what you mean (11 minutes) [Tape 6] A Pretty Close Second (7:43 minutes) [Tape 7] QII firefighters (3:35 minutes) [Tape 8] Discovery of a character (12 minutes) (VHS)</p>	<p>VHS/ [Tape 1] (7:34 min) [Tape 2] (19.50 min) [Tape 3] (6:30 min) [Tape 4] (6:25 min) [Tape 5] (11 min) [Tape 6] (7:43 min) [Tape 7] (3:35 min) [Tape 8] (12 min)</p>	1998	BF 637 S8 S482 1998
Supervisory Skills In Action	<p>From learning patience to fostering empowerment, help your new managers understand the more complex and challenging qualities that every manager needs to be successful.</p> <ul style="list-style-type: none"> • Understand that a manager's role is to help others achieve, rather than do everything themselves. • Learn to motivate and understand those you may not have much in common with. • Realize how to confront team members that may attempt to undermine management. • Learn to use recognize when constructive coaching techniques will help employees improve. <p>The message that underlies everything is the importance of respect . . . respect for your colleagues, your responsibilities and respect for yourself.</p>	VHS/17 minutes	2005	HF5549.12 S87 2005
Team Building	Shows the four primary team member styles in action - the contributor, the collaborator, the communicator and the challenger.	VHS/20 minutes	1995	HD66 T42 1995



Video Title	Description	Format/ Length	Year	Call Number
Teamwork Basics	Introduces the basic concepts and roles in teamwork. It looks at a successful cross-departmental team and explains the strategy behind their successes.	VHS/15 Minutes	2001	PLTrnVid Z678 T435 2001
Teamwork: What's Trust Got to Do with it?	Teamwork: What's Trust Got to Do with It?" follows a team which is stuck and unable to move forward on a crucial project. One team member, Walter, is especially frustrated, blaming the other team members for the lack of progress. His office mate, Sean, suggests that the underlying problem may be a lack of trust. He guides Walter through the building blocks of trust: openness, credibility and respect.	DVD/19 Minutes	2001	HD66.T43 2001
Teamwork in Crisis: The Miracle of Flight 232	Organizational teams need everyone committed to a plan, pulling together to achieve goals, communicating vital information and executing as successfully as possible. This powerful program shows how its done under the most stressful of situations...and gives insights into how to become a high performing team under normal circumstances.	VHS/28 Minutes	2000	HD49 .T42 2000
Training Ground: Supervisory Skills	This video offers an overview of basic supervisory skills for supervisors with any level of experience. It covers: active listening skills; the five L's for supervisors; giving and receiving feedback; time management and delegation skills, and progressive discipline and conflict resolution.	VHS/26 Minutes	1998	HF5549.5 T7 T73 1998



Video Title	Description	Format/ Length	Year	Call Number
9 Traits of Highly Successful Work Teams	This 8 volume set includes -Trait 1: Finding a common purpose; Trait 2: Forging shared operational values; Trait 3: Clarifying team roles and procedures; Trait 4: Conducting productive meetings; Trait 5: Making effective decisions; Trait 6: Confronting and resolving conflict; Trait 7: Conducting self-assessments and correcting problems; Trait 8: Seeking organizational integration; and Trait 9: Celebrating and sharing rewards.	VHS/ Minutes vary	1995	HD66 N56 1995 v. 1-8
When the Coach is You! Skills for Helping Others Learn What You Already Know	This program presents employee coaching situations in an accounting office, a hospital, and a medical technology service center. Initially the coaches use less than stellar coaching techniques and are met with resistance from employees. After learning strategies that help them become more effective coaches, they realize more positive results.	VHS/18 Minutes	2000	HF5549.5.T7 W482 2000
Would I Follow Me?	Inspire people to follow you with their hearts and minds. Viewers will learn effective leadership behaviors and appreciate the impact those behaviors have on the success of their work group. Some suggestions: don't dictate, facilitate; be honest and ethical; let people do their jobs; focus on the positive; use mistakes as opportunities; and be inclusive.	VHS/18 Minutes	2003	HD57.7 W68 2003



Videos Available On-Line

[Association of California State Supervisors \(ACSS\)](#)

[Introduction to Developing Your Staff and Management](#)



Podcasts

[Duke University Center for Leadership and Ethics Podcasts and videos](#)

Through this dynamic partnership, the center leverages the intellectual resources and practical experiences of leading academic and practitioner institutions and individuals (both within Duke University and from outside the university) to respond to today's need for ethical leaders and their leadership development.

[Podcasts from the Center for Creative Leadership](#) Resources and tips on Leadership.

[iTunes University Free Download](#)



[Mind Tools](#)

On-Line Courses for a Fee on Team Leadership

[California Virtual Campus](#)

The California Virtual Campus is an online site to help individuals find long distance learning throughout California. Their course catalog helps individuals find online courses that are available at the various California Schools.

Phone Number: (530) 879-4085

Online Contact: <http://www.cvc.edu/contact/>

[OTech - Training & Event Center, HALO \(High Achievement Learning Organization\) “Office Desk Courses”](#)

HALO (High Achievement Learning Organization) delivers thousands of online courses and resources to your employees in a connected collaborative environment. With HALO, users can receive training and discuss best practices around specific content. OTech brings you HALO through the LearningPASS program, which offers other training services at deep discounts and no contracts.

Phone Number: (916) 464-7547

Email: training@state.ca.gov



Instructor-Led Courses for a Fee on Team Leadership

[American River College](#)

American River College offers instructor- led and on-line classes that help people prepare for new careers and enhance with current job skills.

Phone Number: (916) 484-8011

Online Contact: info@arc.losrios.edu

[College of Continuing Education, California State University Sacramento \(CSUS\)](#)

The College of Continuing Education at CSUS provides workshops, courses, training programs, and seminars to help adults enhance their careers and improve their job skills.

Phone Number: (916) 278-4433

On-line contact: http://www.cce.csus.edu/general_info/contactus.htm

Website: <http://www.cce.csus.edu>

- Teams and Teamwork (1 day)
- Team Building and Motivation (1 day)
- Power and Influence (2 days)

[Centre For Organizational Effectiveness](#)

The Centre For Organizational Effectiveness provides academies and programs on management, organizational development, specialized leadership development, and training programs.

Phone Number: (858) 534-9119

Online Contact: <http://www.tcfoe.com/contact.html>

Email: info@tcfoe.com

Website: <http://www.tcfoe.com/>

- Components of High Performing Teams (4 hours)
- Facilitation Skills and Meeting Effectiveness (4 hours)

[Cooperative Personnel Services \(CPS\)](#)

CPS specializes in training public sector employees and meeting staff needs for each organization. CPS offers certificate programs to help employees advance in their careers.

Phone Number: (916) 263-3614 Option 3

Email: trainingcenter@cps.ca.gov

Website: www.cps.ca.gov/training.aspx

[Folsom Lake College](#)

Folsom Lake College has been developing Career Technology Programs that are designed to help individuals use real world skills and utilize those skills in the workplace.

Website: [Career Technology Programs](#)

Phone Number: (916) 608-6687

Online Contact: http://www.flc.losrios.edu/Contact_Us.htm

[Los Rios Community College District, Business and Economic Development Center \(BEDC\)](#)

BEDC offers training at their worksite in Sacramento and at the employer's worksite. BEDC will customize training to meet the employer's needs.

Phone Number: (916) 563-3230

Email: WinnerB@losrios.edu

Website: www.trainingsource.losrios.edu

- How to Build and Maintain a High Performance Team- part of the 80 hours series (2 ½ days)
- Team Development- part of 80 hour supervisor series (1 day)
- Team Management (2 days)
- Enable Others to Act - from Leadership Skills Workshop (1 ½ days)
- Encourage the Heart - from Leadership Skills Workshop (1 ½ days)

[OTech Training Center](#)

The Office of Technology Services (OTech) Training & Event Center provides professional low-cost information systems, business professional development and management training to state, federal, and local government agencies.

Phone Number: (916) 739-7502

Phone Number: (916) 464-7547

Website: <http://www.dts.ca.gov/training/default.asp>

Email: Training@state.ca.gov

- Leadership-Team Building (1 day)

[State Personnel Board \(SPB\)](#)

State Personnel Board offers training courses that range from Upward Mobility, to the Analyst Series Certification, Supervisory Training, Equal Opportunity Academy, and more.

Phone Number: (916) 653-2085

Email: tp@spb.ca.gov

Website: www.spb.ca.gov

- How to Build and Maintain a High Performance Team- part of the 80 hours series (2 ½ days)

