UNR Planning & Construction Services
Leadership Development Workshop

Workshop No. 2
Speaker Biographies and Presentation Materials

Monday, March 5, 2018

The Joe Crowley Student Union, Room 402
Main Campus
University of Nevada, Reno
Reno, NV

University Center for Economic Development – Nevada Leadership Program
http://www.unr.edu/business/research-and-outreach/nevada-leadership
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Frederick Steinmann currently works for the University of Nevada, Reno and the University Center for Economic Development. He began his professional economic development career with the Reno Redevelopment Agency in the City of Reno, Nevada. Since then, he has worked for the Nevada Small Business Development Center, Bureau of Business and Economic Research, and for the Carson Economic Development Services Department in the City of Carson, California. Frederick has also worked as a Senior Associate for David Paul Rosen & Associates, one of the elite economic development and public policy consulting firms in California. Frederick earned his Doctorate in Policy, Planning, and Development, with areas of study including economic development, public policy, public finance, and real estate development, from the University of Southern California with the successful defense of his dissertation titled, “The Twilight of the Local Redevelopment Era: The Past, Present, and Future of Urban Revitalization and Urban Economic Development in Nevada and California.” He also earned a Bachelor’s of Science and Masters of Science in Economics from the University of Nevada, Reno.
Presentation Material
Welcome!
Nevada Leadership Program
UNR Planning & Services Leadership Development Workshop No. 2
March 5, 2018

The Agenda

• A three-part series designed to provide an exploration of thoughts and skills associated with leadership and the basics of how to improve your management skills.

• Workshop No. 1 (January 23, 2018):
  – Critical Managerial Responsibilities and Functions
  – Creating and Communicating Expectations

• Workshop No. 2 (March 5, 2018):
  – Developing Team Relationships and Encouraging Commitment

• Workshop No. 3 (June 4, 2018):
  – Understanding and Resolving Conflict

Models of Communication

Three General Models:

– Action Model of Communication  (Shannon-Weaver Model or Linear Model)

– Interaction Model of Communication

– Transactional Model of Communication
(1) Action Model of Communication

Sender Encodes Message Receiver Decodes

Channel Noise

(2) Interaction Model of Communication

Sender Encodes Message Feedback Receiver Decodes

Context Noise

Feedback: various verbal and nonverbal responses to the message made by the receiver.
Context: the physical, emotional, and psychological environment in which the communication takes place.

(3) Transactional Model of Communication

Sender Encodes Message and Feedback Receiver Decodes

Context Noise

Feedback: various verbal and nonverbal responses to the message made by the receiver.
Context: the physical, emotional, and psychological environment in which the communication takes place.
Our First Exercise – Mirroring Exercise

Goal: To use the Action Model of Communication.
Time Allowed: 10 minutes.

Steps:
- As a group, select one person to be a sender, the rest of the group will serve as receivers.
- The sender will answer three questions out loud to the group:
  • What did you have for lunch yesterday?
  • What did you do over the holidays?
  • What do you plan on doing over the summer (i.e. vacation)?
- In between each question, each receiver will write down the sender’s answer to each question after each question has been answered.
- As a group, have the receivers share what they have written down for each question and identify similarities and differences in your answers.

The Rise of the Team

“…in businesses and other organizations around the world, people are talking about teams. They use such words as ‘teamwork’, ‘being a team player’, ‘project teams’, ‘work teams’, ‘team leaders’, and ‘superteams’. The days of the directive or authoritarian-style leaders, when the boss tells everyone what to do and everyone does it without question, are fast disappearing. They are replaced by team environments, where a group of people working together determine goals and plans and share the work.”

The Rise of the Team

- Why has the team (or collaborative) framework risen in popularity?

- Benefits:
  – Work becomes less stressful because both the work and responsibility is shared.
  – Increased productivity, morale, loyalty, and retention.
  – Stimulate creativity leading to better products and services and reduced costs.
Authoritarian vs. Team Leadership
The Authoritarian Leader:
- Assumes responsibility for the group and will try to control all aspects.
- Makes all the decisions and does not accept input.
- Tells everyone what to do...no input on goal-setting, planning, delegation of work, or problem-solving.
- Avoid conflict by suppressing or ignoring problems.
- Discourages commitment by not allowing group members to participate.

Authoritarian vs. Team Leadership
The Team Leader:
- Shares responsibilities with members of the team.
- Facilitates group problem-solving.
- Asks others for input and welcomes feedback and suggestions.
- Encourages three-way communication (up, down, and horizontal).
- Addresses conflict immediately; views conflict as positive.
- Fosters commitment by letting team members participate and contribute.

Encouraging Commitment
“A team is most productive when it is committed to the goal and makes the full use of each member’s talents. For commitment to occur, team members must feel responsible for what the team does, as well as for what they individually contribute.”
Encouraging Commitment

- Team Leaders can encourage commitment by involving team members in:
  - Goal Setting
  - Planning How to Achieve Goals
  - Problem-Solving
- Effective communication is central to each action.

Our Second Exercise – Building Commitment

Goal: To help build commitment to working as a team; to help individual team members articulate their reasons for wanting to be committed to teamwork.

Time Allowed: 15 minutes.

Scenarios:

- (A): Your company has been losing money on its products for the past two years. Other companies are producing the same products with better quality and at a lower cost. Your company is planning one last effort to improve its market position. Your division leader has asked for you and a select group of employees to tackle the problem of producing one key product that will be of better quality at a better price than others on the market. List who should be part of your team and the reasons why it is in the best interests of your team to commit to your team and its goal.

- (B): Your city or county planning department is considering issuing a special use permit for a new shopping center that will significantly increase traffic in an area near a major high school, an assisted senior living facility, and several existing residential homes. Your planning director has decided to put together a team to discuss the potential impacts regarding this proposed development. List who should be part of your team and the reasons why it is in the best interests of your team to commit to their team and its goal.