



Aalto University
School of Science

Junction Leadership Experience 2020

TU-E3161



Leading at Junction – Second workshop

7.10.2020 4 – 6 pm, Zoom

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JUNCTION

Warm-up

Have a chat with your neighbour

How was your day? Tell about some positive incident, thought, insight you have experienced today?

Sharing



Today's agenda

- Opening and recap
- Stage of recruitment
- Volunteer motivation in Junction
- Team formation – how to ensure well working team and good spirit?
- Your plan for building a good team
- Closing and next steps



About the course

- The course is aimed to all Junction Hackathon team and group leads to support their preparation for the event and to enable more profound learning from a unique experience of leading a temporary team of volunteers
- The course is integrated and embedded into the preparation process of the Junction event. The workshops and course events are planned to support both collective and individual preparation.
- The course will familiarize the participants with the essentials of the team dynamics and leadership especially in temporary team context, and deepen their learning from their own experiences as team leaders.
- The course consists of workshops, practical and scientific articles on team building and leadership, and personal essays.
- The participants can choose between one, three and five credit versions of the course

Course requirements

One Credit (1 cr)

- Participation to at least three Junction Leadership Experience workshops
- Taking notes and recording the key experiences during the preparation and the Junction event
- Asking feedback from team members
- Writing a short reflective summary (2-3 pages) of the personal leadership experiences

Three Credits (3 cr)

- Participation to at least three Junction Leadership Experience workshops
- Taking notes and recording the key experiences during the preparation and the Junction event
- Writing three essays
- Review of three articles
- Participation to peer-reflection process – three meetings

Course requirements

Five Credits (5cr)

- Participation to at least three Junction Leadership Experience workshops
- Participation to one additional workshop for credit participants (December)
- Taking notes and recording the key experiences during the preparation and the Junction event
- Writing three essays
- Review of six articles
- Participation to peer-reflection process – three meetings
- Group assignment

Stage of recruitment

How many of you

- 1) Have recruited the whole team and met them all already?**
- 2) Have recruited the whole team but not yet met with them?**
- 3) Have the recruitment still in progress?**
- 4) Have not started yet?**

Have a discussion in groups of three or four persons and tell your experiences and perceptions so far

Volunteer motivation at Junction

Voluntary motivation (Güntert et al. 2015)

Clary et al. (1998) identified a set of six primary motives of volunteers and developed the *Volunteer Functions Inventory* (VFI). :

- (a) *values*, expressing values that are personally important;
- (b) *understanding*, learning about the world, exercising skills;
- (c) *social*, strengthening one's social relationships, being concerned about social rewards;
- (d) *enhancement*, growing psychologically;
- (e) *career*, gaining career-relevant experience; and
- (f) *protective*, addressing personal problems, reducing negative feelings.

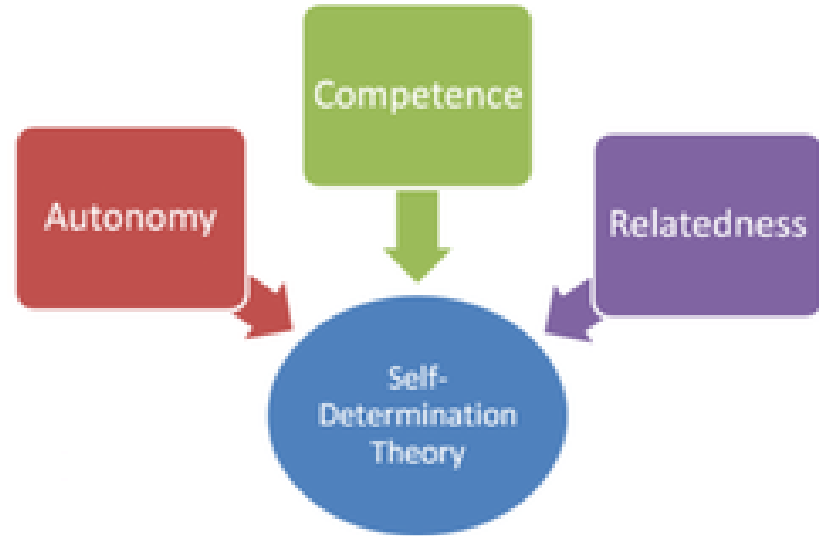
Voluntary motivation (Güntert et al. 2015)

- The *good citizenship* function can be regarded as a modification of the VFI's values function. Values expressed by volunteering at this event may reflect the volunteers' commitment to their community, region, or country....The psychological sense of community, however, is conceptually richer and does not necessarily refer to a geographically bounded area.
- The *excitement* motive refers to a desire for exciting, interesting, and extraordinary experiences during the event. This specific type of volunteering “offers people non-routine extraordinary and charismatic events . . . and opportunities for dramatic experience, activity and performance” (Roche, 2003, p. 110).
- Several studies have demonstrated that volunteers' satisfaction and intent to stay with the organization increase if their tasks offer opportunities to fulfill their most important personal motives (Clary et al., 1998; Omoto & Snyder, 1995).

Self Determination Theory (Deci & Ryan 2000)

Basic human needs

- **Autonomy**
- **Competence**
- **Relatedness**
- **(Benevolence)**



Break (10 min)

**Team formation –
how to ensure a
well functioning
team and a good
spirit?**

Your recipe to build a good team

Let's form groups of three or four persons

Generate your mutual recipe on how to build a good team?

Sharing



How to ensure well functioning team?

Before the event

- **Recruitment – who to choose, how to inform?**
- **Getting to know each other – is it possible to meet before the event?**
 - *Who are we? Why did we wanted to join? What are our expectations and pre-knowledge? Listening and sharing personal stories and feelings. Telling your own expectations and previous expereience.*
 - *What is the primary task of the team? Why the task is important? What do you know now about the task? When will you know more? How to get ready?*
 - *Agreeing on communication. How to be in touch (mutual and team specific channels – Whatsapp etc.) When to meet next time? How to inform if there are surprises? Encourage to ask and to be actively in touch in whatever matter.*
- **How to communicate if pre-meeting is not possible?**
 - *Phone, e-mail, some channels? How will you ensure that everybody knows what is expeceted from them? How to get information about the event?*
- **Showing care, appreciation and meaningfulness – building good and positive expection and pre-story about the event – supporting and strengthening pre-motivation**

How to ensure well functioning team?

During the event

- **Taking into account the whole team actively** – how is it going, what is the feeling, how can I help?
 - **Clear and active communication** - keeping up the collective view of the situation
 - **Positivity** – all encounters build a good event
 - **Reacting actively and being pragmatic** – most likely there will be surprises, miscommunication, misunderstandings, improvised actions – accusing others will not help, but taking necessary actions and fix the situation in some creative way
 - **Taking care of well-being** – breaks, rest and nutrition are important to everybody, all means to keep up good humor and spirit are usually embraced with warmth
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How to ensure well functioning team?

During the event

- **Encountering contradictions and emotional reactions** – when tired our emotional reactions can be sharper than normally which can lead to conflicts. Team leader must be a person that will encounter and listen possible frustrations as soon as possible and take care that the team's task will be taken care of
- **Keeping the role and expecting that from others** – it is possible that some tasks are not so favorable and motivating, if you end up doing those by yourself you may fall out from your team leader role, being exemplary and involved is recommended
- **Keeping the bigger picture in mind and taking care of collaboration** – teams are interconnected and interdependent, successful event requires collaboration between teams, helping other teams when needed makes the

How to build mutual understanding and commitment?

Meet the team with appreciation – take care that team members feel welcome and included, ask about the expectations

Create a common understanding of the task – what is required from the team, how is the team connected to the whole and others?

Agree on the mutual ways of working, communicating, and leading

Discuss the criticalities – what to do when something unexpected happens (conflict, surprise, problem)

Keep a positive stance and energy, give feedback, ask how people are doing, appreciate and pay attention

Be exemplary!

Understanding the task and its nature

- **What is the primary task of the team, why does it exist?**
- **How does the primary task serve the overall purpose of the event?**
- **What are the critical performance criteria of the team, how do you know that you have been successful?**
- **What are the interdependencies within the team, what is the role and task structure? Needs for collaboration?**
- **How the team is connected to other teams? What do others require from the team? What does the team need from others?**
- **What is the volume and quality required from the team? How many people are needed? What kind skills, attitudes, and other qualities are needed?**
- **What all other resources are needed to accomplish the task of the team?**

Junction as a leadership and a team context – some potential characteristics

Voluntarism – good will and good intentions, diverse (and unrealistic?) expectations, team members can choose not to come

Diversity – differences in backgrounds, experiences, competences, and motives

Event – there will be surprises, instant actions needed

Learning stage – new things will emerge, no previous experiences, improvisation needed, all things can not be anticipated

Intensity – pressure to succeed, short and condensed time span, big social load, a lot to do

Systemic nature and interdependencies – everything is connected to almost everything else

Uniqueness – an event and a team, that will never happen again, one timer

Diversity of tasks – “boring” routine tasks vs. “glorious” tasks and roles, envy?, tensions?

Producing a unique service experiences – all encounters matter

Your plan to build a good team

Take a moment by yourself

Generate a plan how you are going to prepare your team for Junction.

Share your plan with your neighbour



Next steps

Course workshops

Opening workshop: Leading in Junction

The first assignment & essay

23.9. at 4 – 6.30 pm (Zoom)

DL 7.10. (3 & 5 cr students)

DL 18.11. (1 cr students)

II workshop: Building Team Spirit

The second assignment & essay

7.10. at 4 – 6.30 pm (Zoom)

DL 29.10. (3 & 5 cr students)

III workshop: Preparing for the event

Junction Hackathon event

The third assignment & essay

29.10. at 4 – 6.30 pm (Zoom)

6.-8.11.

DL 18.11. (3 & 5 cr students)

IV workshop: Wrapping the Experience

The final assignment & report

18.11. at 4 – 6.30 pm (Zoom)

DL 15.12.

Group assignment

DL 9.12. (5 cr students)

V workshop: Strategic leadership in Junction