

# MANAGEMENT STRATEGIES FOR PEOPLE AND RESOURCES

## Creating and Managing a Team

Presenter: Sadhana Hall, Deputy Director, Nelson A. Rockefeller Center for Public Policy and the Social Sciences at Dartmouth College

### Lesson Description

A leader must have team members who are highly motivated and mission driven. This lesson examines best practices for selecting, training, mentoring and managing a team. Assess the best ways to recruit team members and learn what to look for during the interview process. Review what makes a productive work environment and how a leader can create an environment that encourages hard work, respect and opportunity.

### Lesson Objectives

1. How to develop a deep pool of team members from which to recruit.
2. How to select team members.
3. How to develop a collaborative and productive work environment.

### Discussion Question

1. Have you put together a team or been hired by a business or organization to work on a team? What resources did you use to recruit candidates? How did you find out about a job or team that you wanted to be a part of? What are some of the challenges in your community around both announcing and learning about opportunities? How can you overcome these challenges? What resource helped you achieve the greatest success?
2. Based on your personal experiences, what kind of work or team environment did you find the most rewarding and beneficial? What did you find the most dysfunctional? Why?
3. Can you identify a team leader, manager or mentor who has been the most helpful to you in a positive way and what made them so?

### Developmental Actions

1. Using the instructions in the video, draft a recruitment plan for a team for a real or unrealized enterprise or project. Develop a set of interview questions for candidates for your team. Examine them to determine if they will elicit responses from a candidate on the candidate's skills and competencies. Revise them accordingly.
2. Develop a performance-measurement document specific to your work or project. Tap into your personal and professional networks of both team leaders and team members for input.

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**About the Presenter:** **Sadhana Hall** is the deputy director of the Nelson A. Rockefeller Center for Public Policy and the Social Sciences at Dartmouth College. In this capacity, Hall designs, implements and oversees programs for undergraduate students focusing on leadership, public policy and civic engagement. Prior to this appointment, Hall worked for more than 20 years with communities around the world in strategic planning, staff and program management, financial planning, and program development. She helped implement programs in health, agriculture, economic development and water supply.