Building and Maintaining an ADVANCE Team; leadership, shared responsibility and maintaining morale
Utah State University ADVANCE Team

The ADVANCE program has achieved success at Utah State University not only due to the commitment of its PIs to the ADVANCE mission, but also due to the commitment they have to one another as a team. The success the PIs achieved as a team stems from the philosophy of J.P. Kotter and his guiding coalition strategy as presented in his book *Leading Change* (1996). The PIs used it to build their foundation for creating their team and creating change at Utah State University.

The team followed the principles and guidelines presented by Kotter.

- Four key characteristics essential to effective guiding coalitions (teams): The first, *position of power*, refers to having key players on board. The second, *expertise*, explains that a team needs members with various points of view relevant to the task. *Credibility* deals with having members with good reputations. *Leadership* requires the team to include proven leaders to be able to drive the change process. Each group or team not only needs to have leadership (those who drive change) but also management (those who develop the plans and keep processes under control).

- Three personalities to avoid: “Egos, Snakes and Reluctant Team Players.”

- Building an effective team based on trust and common goal(s).

The USU ADVANCE team would like to share examples illustrating how they have used these principles to build and maintain their team, while continuing to achieve their mission of creating a supportive workplace environment at Utah State University.