

“To be an effective team lead you need patience, strength, insight, tenacity and courage.

If that doesn't work bribe them with doughnuts.”



Alternatively you could consider some of these pointers



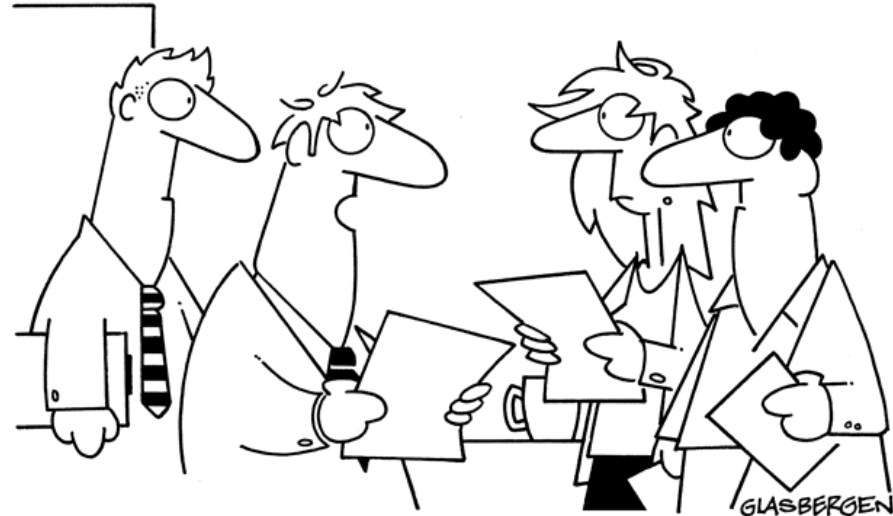
What is a Team?

'A team is a group of individuals who work together to deliver services for which they are mutually accountable.

Team members share goals, depend on each other to accomplish them, and affect the results through their interactions with one another.

Because the team is held collectively accountable, the work of integrating with one another is included among the responsibilities of each member.

Mohrman, Cohen & Mohrman (1995).
Designing Team-Based Organisations. London: Jossey Bass



"If we want to succeed as a team, we need to put aside our own selfish, individual interests

and start doing things my way."



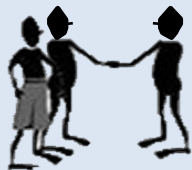
How Teams Develop

Tuckman's Development Stages

- ☀ Teams can get stuck at “Storming” if there are no common values or behavioural norms to build trust.
- ☀ That requires putting team goals before personal ones.
- ☀ “Together we stand, divided

Forming

Team meet and get to know one another. Ground rules established. Formalities are preserved and members treated as strangers.



Storming

Members start to communicate feelings but view themselves as individuals not part of a team. They resist control by leaders and show hostility. “What’s in it for me?”



Norming

Members feel part of the team and realise that they can achieve better results if they accept other points of view which create a better solution “Two heads are better than one”.



Performing

Members trust each other and work in an open and flexible way. Mutual support is important to reach their common goals so hierarchy is of little importance. “One for all and all for one”



Team Lead or Manager?

What are the key elements / requirements of being a team lead?

1. **Vision** – ideas of where to go. To “Lead” you have to know where to.

2. **Communication** – To motivate others to believe in your idea using:

- ☀ Self Determination : I want to control my own life
- ☀ Self Interest : What’s in it for me?

3. **Delegate** – The Team recommends the “how” so they:

- ☀ Commit to their plan (Self Determination)
- ☀ Understand the benefits (Self Interest)

4. **Monitor** – Measure, Adapt, Achieve.

- ☀ Know what success looks like, noticing variations, evolving to reach success.



**“I’m not lacking leadership skills.
Everyone else is lacking followship skills!”**



Team Lead or Manager?

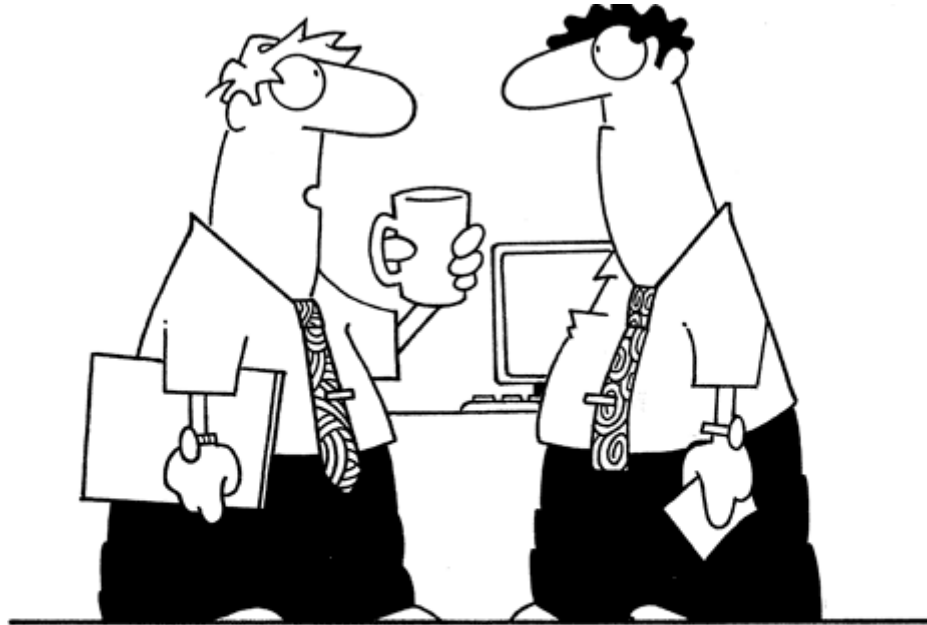
- ✦ The manager focusses on systems and structure; the leader on people.
- ✦ The manager has a short term view; the leader a long range perspective.
- ✦ The manager's eye is on the bottom line; the leader's is on the horizon.
- ✦ The manager accepts the status quo; the leader challenges it.
- ✦ The manager relies on control; the leader inspires trust.
- ✦ The manager administers; the leader innovates.
- ✦ The manager maintains; the leader develops.
- ✦ The manager imitates; the leader originates.



**“Leadership experience? I have
13 people following me on Twitter!”**



Being a team member isn't easy either.



**“I agree with much of what you’re saying, mostly
the brief silent parts between the words.”**



The Importance of Being a Team Player

Use Your Strengths

- ☀ Are you incredibly organized, good at numbers, researching hard-to-find information? In successful teams members take on multiple roles that cross traditional functional lines.

Understand the Team's Objectives

- ☀ Ask : “What is the 'perfect ending' to this project?”, “What is our deadline?”, “How often will we meet?”, “What’s our budget?”, “What roles and responsibilities do we have?”

Be Reliable

- ☀ Don’t make promises you can't keep. Deliver what you say you'll do.
- ☀ If you’re having trouble, warn people early.

Be a Good Communicator

- ☀ When showing support or challenging something stay positive, respectful. If you disagree with someone, be objective and respectful.

Stay Flexible

- ☀ The best team players don't fight change, they take it as an opportunity for growth.



“I could be a more effective member of the team if the others would just shut up and go away.”



1. Team Vision - Long Range Innovation

What are the key elements of “team vision”?

Being Open Minded to Other Views

- ✦ Breakthrough ideas are rarely the product of one mind but the result of a cross-pollination of ideas and approaches.

Continuous Process, Not an “Event”

- ✦ Bursts of energy then allow the subconscious to work.
- ✦ Combine existing ideas with new material.
- ✦ Eureka moments are rare.
- ✦ Evolution not Revolution.

Describing the Future

- ✦ what the Team goal looks, feels, sounds like.
- ✦ benefits to the individuals and the Team.



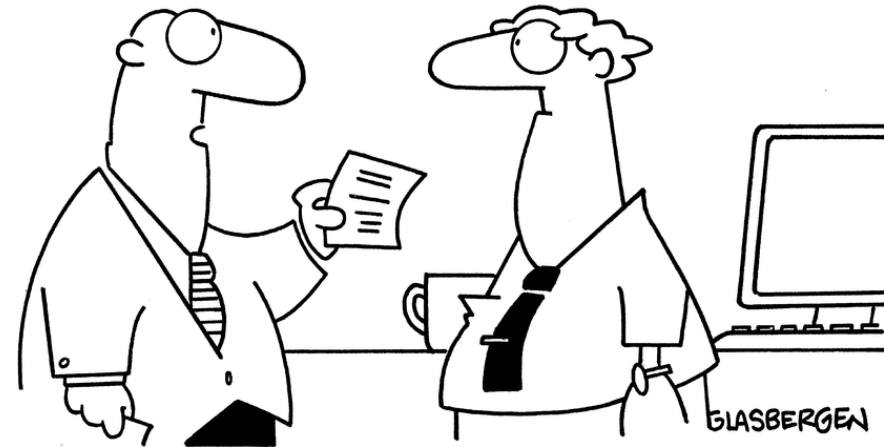
**“I want you to find a bold and innovative way
to do everything exactly the same way
it’s been done for 25 years!”**



2. Communication Techniques

“Communication is activity by one organism that changes or has the potential to change the behaviour of other organisms.”

- ✿ Communication transfers information,
- ✿ Information can influence attitudes,
- ✿ Attitudes can determine behaviour,
- ✿ Effective communicators know that **How** we say things is as important as **What** we say.



“I’m inviting you to my seminar on Improving Your Communication Skills. If you’d like to attend, grunt once for yes or twice for no.”



3. Delegation

Let The Team Do It Their Way

- ✦ Assign responsibility and authority to others to achieve specific goals.
- ✦ This is a core way of developing team member skills.
- ✦ The “delegatee” has self determination, gains experience, self confidence and so develops self-interest.
- ✦ The delegator remains in control of / accountable for the outcome of the work.

The Delegation acronym : SMARTER

- ✦ Specific, Measurable, Agreed, Realistic, Timed, Ethical, Recorded.

Check Back

- ✦ What do they think you've asked for?



“This is a major project of utmost importance, but it has no budget, no guidelines, no support staff, and it’s due in 15 minutes. At last, here’s your chance to really impress everyone.”

4. Teams Monitor, Measure & Evolve

Monitoring

- ✦ No idea is perfected until it's tested; plans change when they're implemented.
- ✦ Those measuring should agree measures of success, when to measure and report – by empirical means or gut feel if necessary.
- ✦ Teams should learn from what actually happens, being open to new information that changes the direction or even the original goal.

Evolution vs Change

- ✦ We hate change – we fear the unknown.
- ✦ We evolve better if we understand what causes it, where it is leading to, what we get from it and if we have a hand in planning and delivering it.



“Think globally, act locally, screw up invisibly.”



Teams

- ✦ Work together to deliver services for which they are mutually accountable.
- ✦ Must have common values and behaviours to enable them to work collaboratively.
- ✦ The work of integrating with one another is a responsibility of each member.
- ✦ Team Leads use vision, communication, delegation and monitoring to set goals, motivate collaboration, develop their team's skills and measure success.
- ✦ Team Members use their strengths for the Team, check they understand the goal and the plan, communicate respectfully, are reliable and flexible about change.
- ✦ Teams use Adult to Adult language, Open Ended Questions and Active Listening to Ask or Suggest their ideas and thoughts, but never Tell.
- ✦ They keep disagreements about the problem, not the person.
- ✦ They address conflicts when they happen, seeking information to change to behaviours that support their common values.



And finally

- ☼ Was this useful for you?
- ☼ What questions we haven't answered?
- ☼ What else might we be able to do to help?
- ☼ Please let us know



Thank you for your time.


Jeremy Scuse

