The Team Leader’s Playbook
Show of Hands

Do you spend more than half of your day communicating?
- Working on teams
- Collaborating on conference calls
- Moving projects forward in meetings
Global Collaboration Changes

More work is being accomplished by highly skilled teams.

Time spent by managers on teams has increased 50% or more in the past 2 decades.

At many companies, $\frac{3}{4}$ of the employees’ day is spent communicating with colleagues.
Golden Age of Understanding Personal Productivity

We have the data
We have the fluid knowledge sharing
We can pick out the choicest habits of high performing teams
Your Assumptions are Probably Wrong.
Why would a highly competent, hard working, extremely skilled team falter?
Common Assumptions About Great Teams

High individual competencies
Strong individual work ethics
Shared experiences among team members
Similar educational backgrounds
Group the introverts together & extroverts together
Tend to socialize outside of work
Combination of your best people
Groups with certain norms outperform others and raise the collective intelligence.
Conversational Turn Taking & High “Social Sensitivity”
“Mind in the Eyes” Test
jealous

panicked

arrogant

hateful
annoyed
hostile

horrified
preoccupied
Norms

The right norms increase the group’s collective intelligence.

People are not punished for contributing unusual ideas and speaking up.
Good norms make it easier to talk to the people who drive us crazy.
Norms determine whether people know that they are heard and that work is more than just labor.
Norms determine the ways that work & life mesh

In the best teams, members listen to one another and show sensitivity to other people’s needs.
So Ask.

Are people contributing equally?

Do we know WHY we’re doing this work?

What is the most important thing we should be talking about now?
Business is an Extended Conversation
Each conversation enhances, flatlines or takes down the relationship.
People don’t buy what you do, they buy why you do it. – Simon Sinek, “Start with Why”
Communicating Higher Purpose Raises Engagement and Morale

Employee-reported results from an initiative at KPMG.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Percentage Who Agree</th>
<th>Employees Whose Managers</th>
<th>Communicate Purpose</th>
<th>Do Not Communicate Purpose</th>
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<tbody>
<tr>
<td>I feel the work I do makes an impact (not “just a job”)</td>
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<td>I am inspired and encouraged to strive for continuous improvement</td>
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<td>and to take my performance to the next level</td>
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<td>KPMG is a great place to work</td>
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<td>I am proud to work for KPMG</td>
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<td>I rarely think about looking for a new job</td>
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SOURCE: KPMG
It may be that the extended conversations you’ve been having fail to produce the results you want.
“While no single conversation is guaranteed to change the trajectory of a career, a company, a relationship, or a life, any single conversation can. 

- Susan Scott
Preparing an Issue for Discussion
(dquest.com/how-to-have-a-conversation/)

Name the issue.
Select a specific example that illustrates the situation.
Describe your emotions about this issue.
Clarify what is at stake.
Identify your contribution to the problem.
Indicate your wish to resolve the issue.
Invite your partner to respond.
What is the level of collaboration, alignment, and accountability of my executive team?
When is the last time I confronted someone and felt like it enriched the relationship?
What is the most important thing our team should be talking about?
What if nothing changes relative to the most difficult conversations we need to have at work?
What is the conversation I have been avoiding, that if I were to have it, could change everything?
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