

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

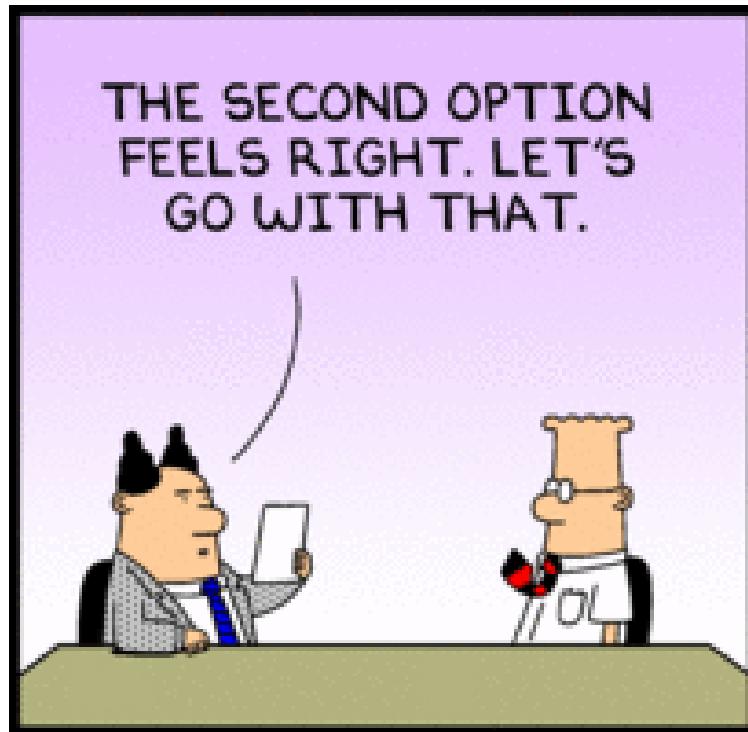
We have the data

We have the fluid knowledge sharing

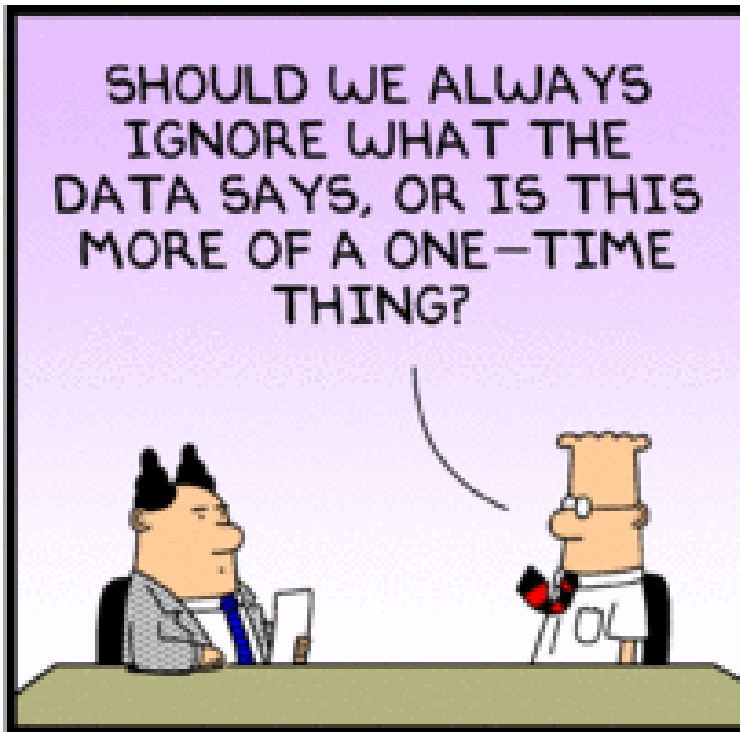
We can pick out the choicest habits of high performing teams



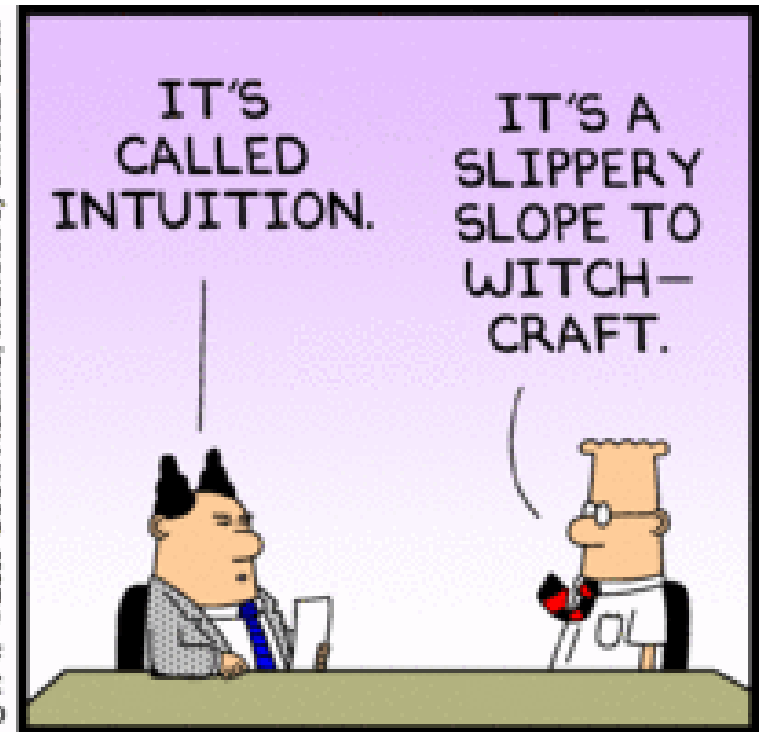
Your Assumptions are Probably Wrong.



Dilbert.com DilbertCartoonist@gmail.com



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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



The “Who” Part Doesn’t Matter.



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



jealous

panicked



arrogant

hateful

contemplative

flustered



encouraging

amused

contemplative

flustered



encouraging

amused

annoyed

hostile



horrified

preoccupied

annoyed

hostile



horrified

preoccupied

playful

comforting



irritated

bored

playful

comforting



irritated

bored

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.

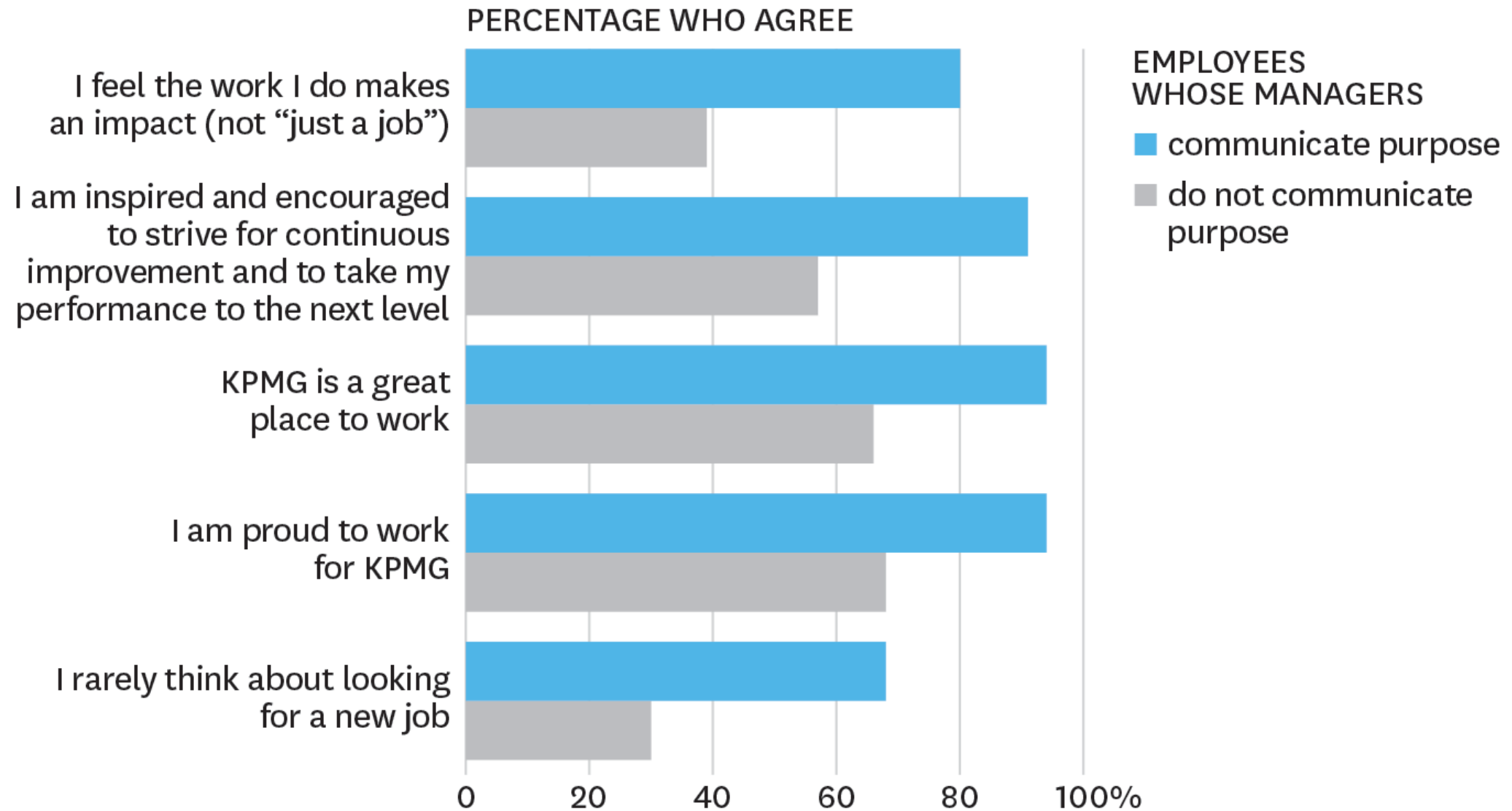


People don't buy what you do, they buy why you do it. – Simon Sinek, “Start with Why”



Communicating Higher Purpose Raises Engagement and Morale

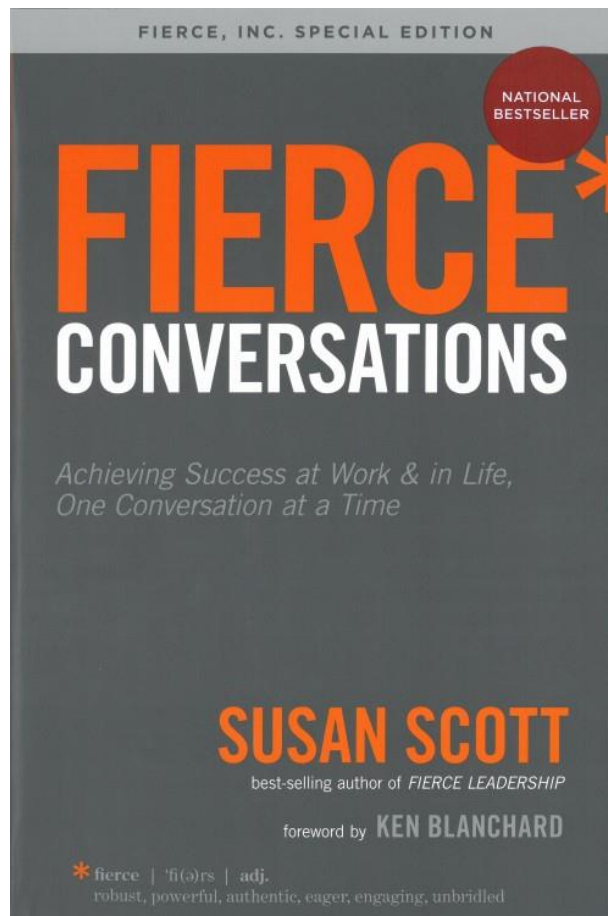
Employee-reported results from an initiative at KPMG.



It may be that the extended conversations you've been having fail to produce the results you want.



Susan Scott, Fierce Inc.



“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.

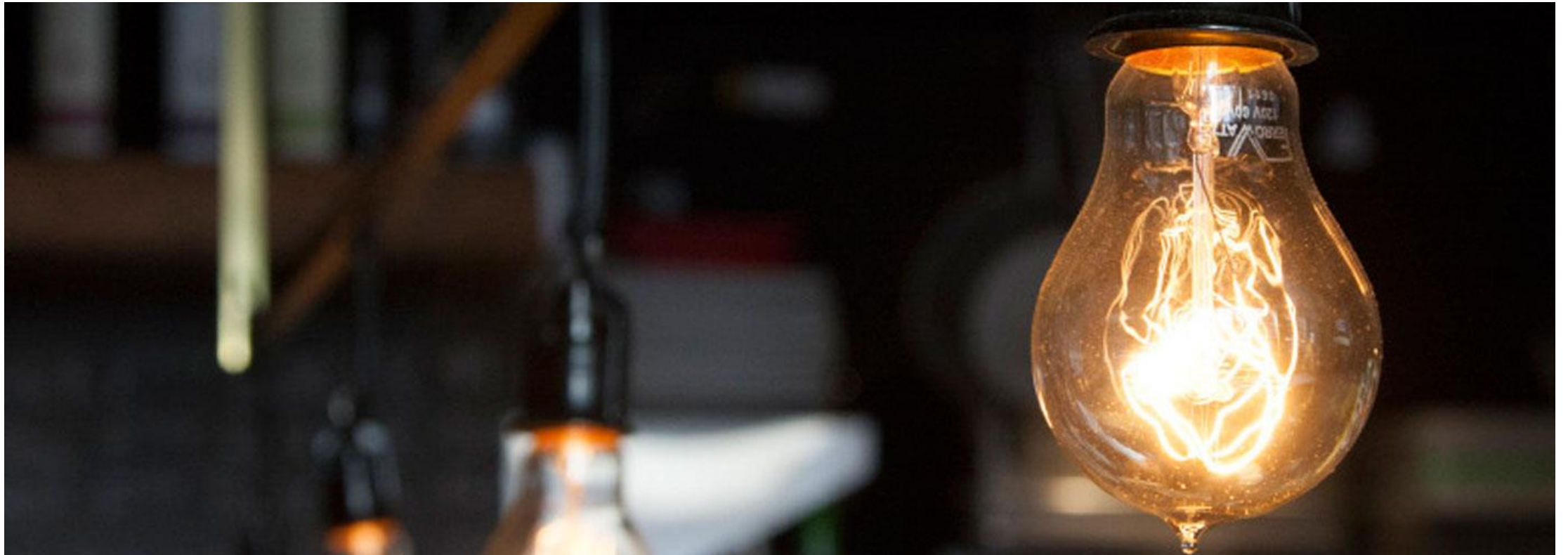
Identify your contribution to the problem.

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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