



Leading Eclectic Teams

Monday 2nd June 2025 Richard Hester

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Overview:

Do you know + understand your team? Do you know what influences them?

Purpose + goals

Trust

Motivation

Team dynamics + psychological safety

Team evaluation framework

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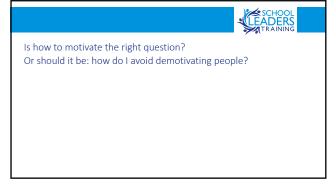


Teamwork is hard. Office dynamics are hard. Be wary of expecting the perfect team!

There could be a thousand reasons why team are dysfunctional.

"When people believe you understand them, they give you permission to influence them." Richard Mullender	
4	•
New SCHOOL	
SCHOOL LEADERS TRAINING	
Two questions (Hubert Joly)	
 Tell me your life story Who has influenced you the most? 	
5	
The best way to get a	
team to work together, in	
three words?	
Reid Hoffman	
6	

) SCHOOL	
	LEADERS TRAINING	
What percentage of your group could na priorities?	me the team's top three	
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	SCHOOL LEADERS TRAINING	
What factors motivate others?		



The biggest motivator? PROGRESS

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	(please mark a 'x' on the scale)	
Low dependability		High dependability
Low structure and clarity		High structure and clarity
Low meaning		High meaning
Lowimpact		High impact
Low psychological safety		High psychological safety

7 questions to help gauge	he level o	f psychological	safety in	you
team (Google):				

- •Do you struggle to have tough conversations?
- •Do you feel judged and team members disrespect each other?
- Do you fear asking for or delivering constructive feedback?
 Are you or others hesitant about expressing divergent ideas or asking "silly" questions?
 Do you feel you cannot make mistakes or take risks?
- •Are team discussions dominated by a few strong voices that marginalise other people's perspectives?
- •Are your team members competitive with each other?



What if things go wrong?

Benefit of the doubt; always start with this.

Challenge inappropriate behaviour.

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	(please mark a 'x' on the scale)	
Poor communication		Great communication
Low level of trust		High level of trust
Chaotic busyness		Clear goals
Inefficiency		Efficiency
Little progress*		Much progress made*
One directional instructions given		Differences embraced and diverse perspectives sought
Team demonstrates inflexibility		Team demonstrates flexibility
Team members operate independently		Team members cooperate



Checklist:

Are you curious? Show interest.

Are you sharing the right information? (connecting role and purpose) Are there cliques (are people consciously/ subconsciously excluded)? Are people getting the credit/ recognition they deserve? It's free! Have expectations been communicated?

Perceiving hypocrisy is extremely demotivating.

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As a leader be a thermostat not a thermometer.

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RESPECT

