



## Leading Eclectic Teams

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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.

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“When people believe you understand them, they give you permission to influence them.”

Richard Mullender

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Two questions (Hubert Joly)

- 1) Tell me your life story
- 2) Who has influenced you the most?

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The best way to get a team to work together, in three words?

Reid Hoffman

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What percentage of your group could name the team's top three priorities?

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Trust

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What factors motivate others?

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Is how to motivate the right question?  
Or should it be: how do I avoid demotivating people?

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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
Low impact		High impact
Low psychological safety		High psychological safety

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7 questions to help gauge the level of psychological safety in your 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?

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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	<hr/>	Great communication
Low level of trust	<hr/>	High level of trust
Chaotic busyness	<hr/>	Clear goals
Inefficiency	<hr/>	Efficiency
Little progress*	<hr/>	Much progress made*
One directional instructions given	<hr/>	Differences embraced and diverse perspectives sought
Team demonstrates inflexibility	<hr/>	Team demonstrates flexibility
Team members operate independently	<hr/>	Team members cooperate

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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

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Keep in touch

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