

## Working With Your Team (and Planning for the Future)

Presented by: Steve Phillips, Ph.D



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## Key Job of Any Top Team

- See alternative futures clearly
- Chose the most probable future and where you want the company to be positioned in that future
- Set operating plans (including overall metrics, strategic initiatives, large projects, action plans and accountabilities)



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## Key Job of Any Team

- Know your purpose
- Envision the outcome of your work and team relationships
- Create, implement, and track against a plan



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## Get the Right People on the Team (and Move Off the Wrong People)

- **Draft "A" players** (Competent, Energized, Critical thinker, Open, Clear, Communicator, Trustworthy, Smart)
- **Move off folks who are not right for the team**



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## Clarify Roles

- Who is responsible for what
- What do they need from others to do their job
- What do others need from them to do their jobs



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## Get to Know Your Team Members and Proactively Work to Build Trust

- Ask “get to know you” starter questions before meetings
- Do a style assessment and have a dialogue
- Spend time together



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## Build a Set of Explicit Team Ground Rules

- Teams are not all the same
- People implicitly think they know the rules
- High performance teams talk about what they expect of each other in a safe way



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## Dial In Your Team Processes

- *Meetings*: How often? For what purpose? With what agenda? For how long? With what attendees?
- *Decision making*: (DCIF) On every issue who are Decision makers, Consulted before a decision is made, Informed after a decision is made and Facilitates the decision making process
- *Other common team processes*: Problem solving, idea generation, dialogue, discussion, information gathering, education, prioritizing, goal setting, accountability, etc...



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## Lead With Purpose

- Find your leadership voice
- Frame the higher purpose for the team
- Inspire people



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## Common Roadblocks (and How to Lead Through Them)

- Lack of trust
- Rugged individualism
- Apathy



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## Words of Wisdom / Lessons Learned

- Take team leadership seriously (it's not as easy as you think and it is a skill that takes a great deal of time to master)
- Find your inner leader (what do you truly believe in, how do you want to be viewed as a leader, what are your deepest values)
- Adopt a practice mentality



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