

DISRUPTIVE  
**Leaders**



# ON-DEMAND PROGRAMME

CHANGING PEOPLE LEADERSHIP FOR GOOD



SERIES 3: BUILDING PERFORMANCE AND  
DEVELOPING CAREERS  
EPISODE 2: GETTING THE BEST FROM THE TEAM

# WHAT WE'LL COVER

- ❑ Focus on team outcomes
- ❑ Team goal setting
- ❑ Team performance reviews
- ❑ High performing hybrid teams

# FOCUS ON TEAM OUTCOMES



telenor

'Tight-loose-tight'



**Dropbox**

Measuring  
company success  
not 'busyness'

# TEAM GOAL SETTING



Collaborative



Process-lite



Agile



Stretch

# HOW TO SET TEAM GOALS

## Why it matters?

- ❑ Team goals designed together increases motivation to achieve them
- ❑ Connect the team to a common purpose and each other
- ❑ Clarity on what they need to achieve and why it matters
- ❑ It's not an annual exercise - shorter term, agile goals will feel more relevant to the team's day to day work

## Tips

- Use the longer-term company goals as your focus
- Go process lite. What? Why? How?
- Set fewer goals
- Work in short sprints
- Keep asynchronous records

# TEAM GOAL SETTING: CONVERSATION STARTERS

- Let's start with looking at our business strategy and what this means for us as a team.
- What goals are we going to pursue as a team over the next three months?
- Why do these goals matter? What impact would they have? Do we feel excited about them?
- Let's think of activities that would meet these goals?
- What outcomes will tell us we've been successful?
- Are we trying to do too much, or could we be more ambitious?
- How will we use our strengths as a team to achieve these?
- What could impact our ability to achieve? How would we deal with that?
- What support will you need from me?

# TEAM PERFORMANCE REVIEWS



'After Action Reviews'



Leader goes first

**dermalogica**

Celebrate failure



# LEARNING AS A TEAM



'Fireside Chats'



'Knowledge Cafes'



Events and conferences

# LEARNING AS A TEAM


- ❑ Schedule learning as an agenda item at your normal team meetings to make it easier for them to become a part of your team's regular routine
- ❑ Let team members try their hand at a new project or skill they are interested in, for a few hours each month with another team, and get them to tell the team what they've learned
- ❑ Encourage your team to build relationships outside of work – suggest they go to networking events, speak at conferences or take someone to lunch and expense it
- ❑ Make it a 'lunch 'n' learn' with an engaging internal/external speaker or an online webinar
- ❑ Think of a problem that you see your team having, Google a helpful article/video and then send it to them saying that you want to talk about it at the next team meeting
- ❑ Ask your team to take turns to share an interesting article that they would like to discuss

# HIGH PERFORMING HYBRID TEAMS



coinbase

Level the playing field




Adobe

Silent meetings



GitLab

'Virtual coffee breaks'



HubSpot

Understand team preferences



## TEAM MEETINGS TOOLKIT

Work happens in teams.

And the best leaders get their teams working brilliantly.

As a team leader you need to run different types of meetings to achieve different outcomes.

The Team Meetings Toolkit gives you tips and the latest leadership practices, ideas on the right questions to ask, and meeting starters to help them go smoothly. Just try one or two out in your regular team meetings.



### CONTENTS

1. Team goal setting

2. Team performance reviews

3. Team innovation

4. Team learning

5. Team communication

6. Team engagement and well-being

7. Planning and managing change



## KEY TAKEAWAYS

- ❑ Try the 'tight-loose-tight' approach to help you focus on outcomes and give your team autonomy
- ❑ Take a collaborative, agile, process lite and aspirational approach to team goal setting
- ❑ Regularly review how things are going and celebrate wins, (and failures!)
- ❑ Make time on your team meeting agenda for learning something new as a team
- ❑ Adapt the way you work as a team so that everyone, wherever they are can perform their best

# COMING NEXT



SERIES 3: BUILDING PERFORMANCE AND  
DEVELOPING CAREERS  
EPISODE 3: DEVELOPING CAREERS

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SEE YOU NEXT TIME

