



Welcome to this session:

# Tutorial:

Mastering High-  
Performance Leadership:  
Building Adaptive Teams for  
Excellence

**The session will start shortly...**

Any Questions?

Drop them in the questions section.



Welcome



# Safeguarding & Welfare

We are committed to all our students and staff feeling safe and happy; we want to make sure there is always someone you can turn to if you are worried about anything.

If you are feeling upset or unsafe, are worried about a friend, student or family member, or you feel like something isn't right, speak to our safeguarding team:



Ian Wyles  
Designated Safeguarding  
Lead



Simone Botes



Nurhaan Snyman



Rafiq Manan



Ronald Munodawafa



Tevin Pitts

Scan to report a  
safeguarding concern



or email the Designated  
Safeguarding Lead:  
Ian Wyles

[safeguarding@hyperiondev.com](mailto:safeguarding@hyperiondev.com)



## Democracy

*Every person's opinions matter.*

## Respect

*We look after each other.*

## Tolerance

*We accept each other's differences.*

# British Values

## Rule of Law

*We keep to the rules.*

## Liberty

*We are free to make choices.*



# HOUSEKEEPING

# Leadership & Management Live Lectures – Housekeeping

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- The use of disrespectful language is prohibited in the questions, this is a supportive, learning environment for all - please engage accordingly.
  - ***(Fundamental British Values: Mutual Respect and Tolerance)***
- No question is daft or silly - **ask them!**
- Should you have a question during the lecture, please feel free to **post in the Questions section** and I will respond throughout.



# Leadership & Management Live Lectures – Housekeeping

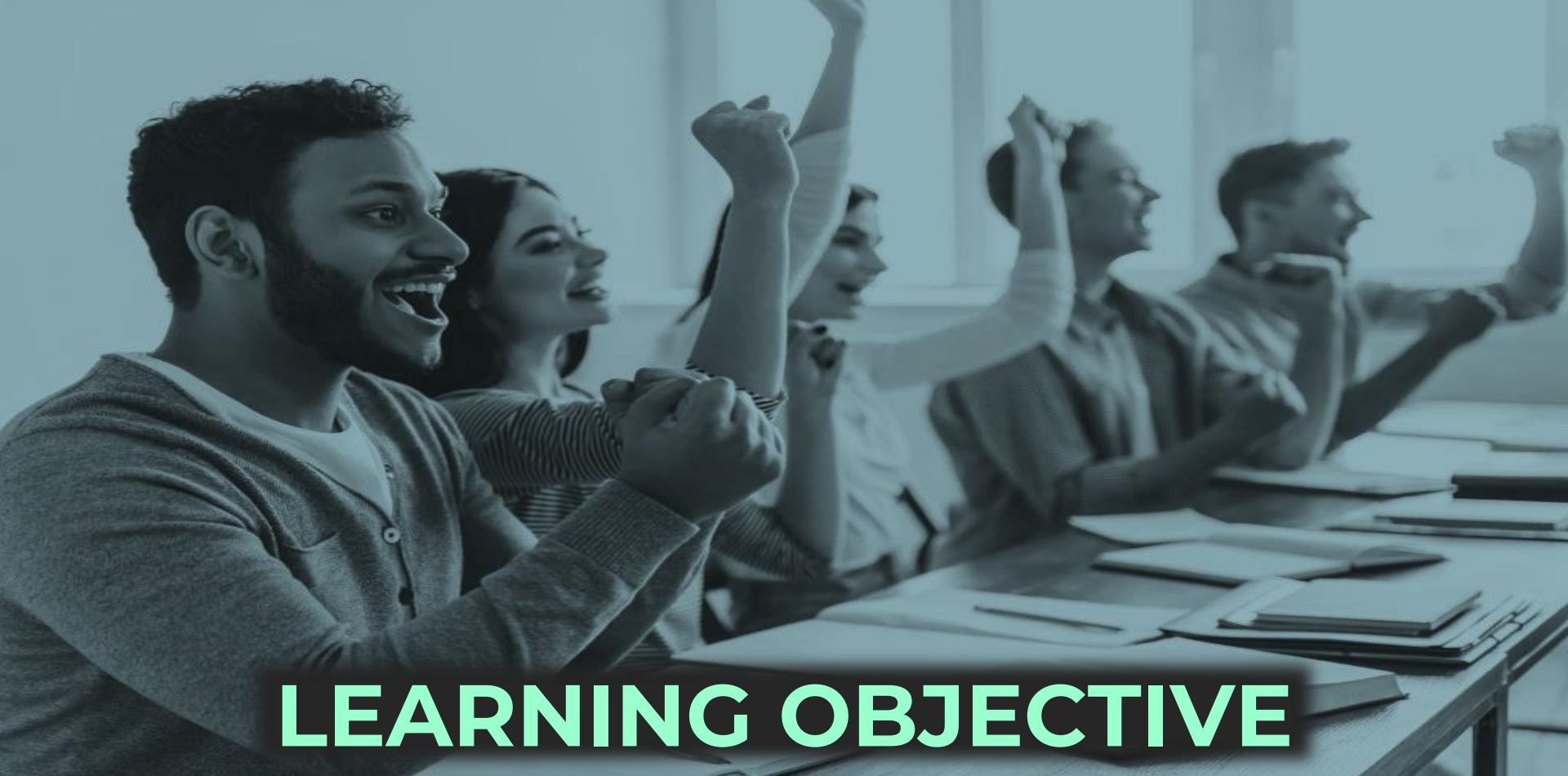
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- Activating **live captions** in your browser's accessibility settings is a helpful option for better understanding, especially for those with hearing impairments or challenges with accents.
- For all **non-academic questions**, please submit a query: [www.hyperiondev.com/support](https://www.hyperiondev.com/support)
- Report a safeguarding incident: [www.hyperiondev.com/safeguardreporting](https://www.hyperiondev.com/safeguardreporting)
- Should you have any further questions or want to provide us with feedback, please feel free to post them [here](#).
- [GitHub Link to access L&M Presentation Slides](#).



PLEASE  
NOTE...





# LEARNING OBJECTIVE



## Learning Objective

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To explore the **key traits of high-performing teams**, gain an understanding of **how to apply adaptive leadership principles**, and to discover **how emotional intelligence can make all the difference** in building strong, collaborative teams.





# IDENTIFYING KEY TRAITS OF HIGH-PERFORMING TEAMS

## Key Traits

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- ✓Trust.
- ✓Collaboration.
- ✓Accountability.
- ✓Psychological Safety.
- ✓Shared Purpose.





# IDENTIFYING KEY TRAITS OF HIGH-PERFORMING TEAMS

## The "Brain Trust" Approach at Pixar

Pixar Animation Studios has long been celebrated for its **storytelling brilliance**, creating animated films that resonate with audiences of all ages.

At the heart of this creative success lies an innovative approach called the "Brain Trust"; a **model of collaboration and feedback that fosters an open, judgment-free environment.**



# IDENTIFYING KEY TRAITS OF HIGH-PERFORMING TEAMS



## The "Brain Trust" Approach at Pixar

The Brain Trust is a structured organic process where team members come together to analyse a project and **provide candid, constructive feedback.**

Importantly, **the focus is on improving the story** rather than assigning blame or imposing hierarchical authority. The result? A culture of trust where creativity thrives.



## The Brain Trust Meetings Characteristics

- ✓ Radical Candor.
- ✓ Non-Hierarchical Structure.
- ✓ A Shared Goal.
- ✓ Empowerment of Filmmakers.



## Lessons from the Brain Trust

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- ✓ Create a Safe Space.
- ✓ Encourage Honest Feedback.
- ✓ Balance Authority with Collaboration.





## DEMOCRACY

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The non-hierarchical structure where all voices are valued equally, fostering collective decision-making, mirrors democratic principles.





# APPLYING ADAPTIVE LEADERSHIP PRINCIPLES



## Key Principles of Adaptive Leadership

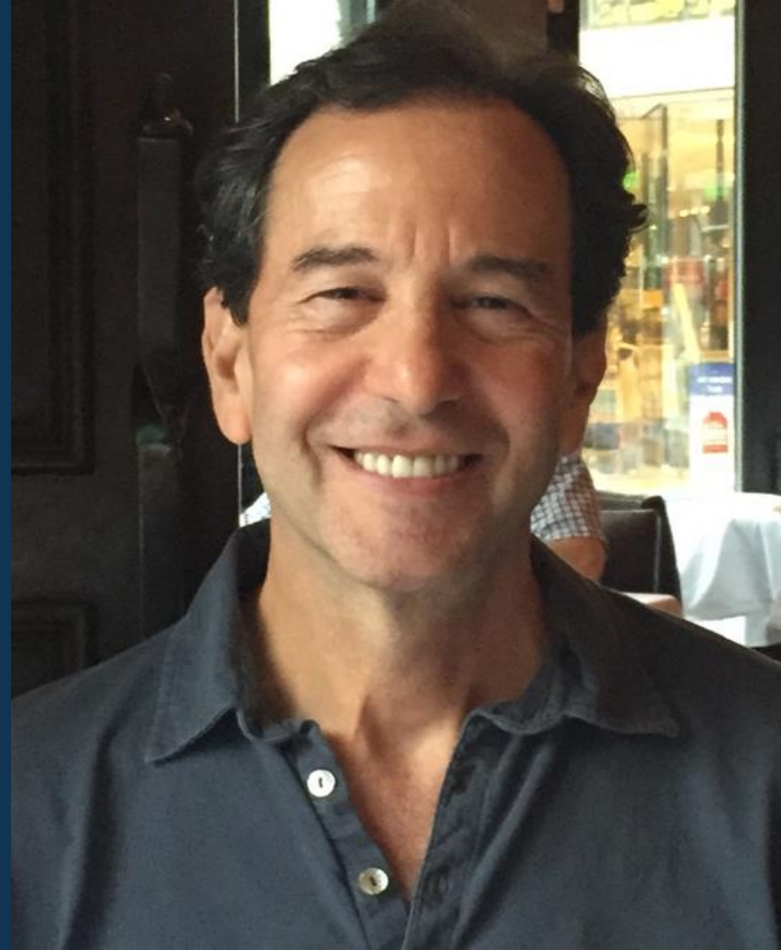
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- ✓ Empathy.
- ✓ Flexibility.
- ✓ Strategic Thinking.


# Ronald Heifetz's Adaptive Leadership

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1. Technical vs. Adaptive Challenges.
2. The “Holding Environment.”
3. Managing Discomfort.
4. Getting on the Balcony.
5. Giving the Work Back to the People.
6. Listening to Voices from Below.
7. Staying Anchored in Purpose.







*Leadership Is The Art Of  
Disappointing People At A Rate  
They Can Stand.*

*~ JOHN ORTBERG ~*





# ENHANCING TEAM RESILIENCE

# ENHANCING TEAM RESILIENCE

## Understanding Resilience

Resilience is the ability to recover quickly from setbacks while **maintaining or even improving performance under pressure.**

Resilience is not only an individual trait but also a team capability, **built through shared experiences and mutual support.**





## Strategies to Build Resilience

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1. Fostering Strong Relationships.
2. Promoting Optimism.
3. Mutual Support.





# Midway





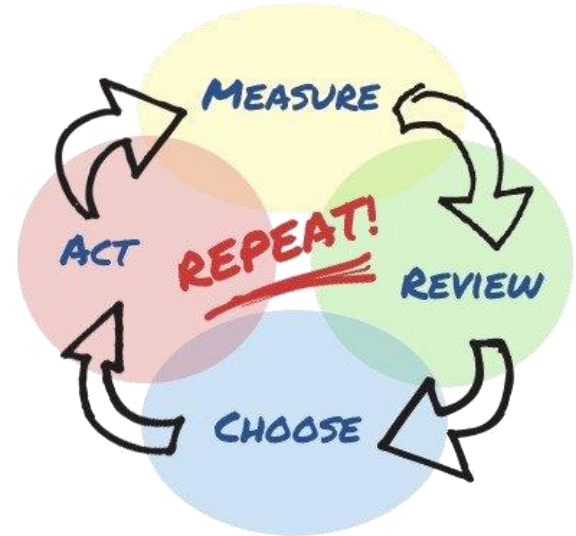
# FOSTERING INNOVATION AND CONTINUOUS IMPROVEMENT

# FOSTERING INNOVATION AND CONTINUOUS IMPROVEMENT

## Encouraging Innovation

**Psychological safety is the foundation of innovation**, as it empowers team members to take creative risks without fear of judgment or failure.

**Feedback Loops** is as a tool for continuous learning and iterative improvement. For example, after completing a project, hold retrospective meetings to identify successes and areas for growth.



## FOSTERING INNOVATION AND CONTINUOUS IMPROVEMENT

### Spotify's "Squad Model": A Decentralised Approach to Innovation

A **pioneering organisational framework** that promotes innovation and agility.

It empowers cross-functional teams, or "**squads**," to operate independently while aligning with organisational goals.

This decentralised approach **fosters experimentation, rapid learning, and continuous improvement**, positioning Spotify as a leader in agile practices.



# FOSTERING INNOVATION AND CONTINUOUS IMPROVEMENT



## The Anatomy of the Spotify Squad Model

**Squads:** Small, **autonomous teams of 6-12 people responsible for specific features or products.** They operate like startups with full ownership and decision-making freedom.

**Tribes:** **Groups of related squads** ensuring alignment and coordination without micromanagement.

# FOSTERING INNOVATION AND CONTINUOUS IMPROVEMENT

## The Anatomy of the Spotify Squad Model

**Chapters:** Skill-based groups (e.g., engineers, designers) that promote knowledge sharing and consistency across squads.

**Guilds:** Organisation-wide communities for sharing best practices and interests like data science or user research.

GUILD



## Empowerment and Decision-Making

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- ✓ Autonomy with Alignment.
- ✓ Ownership and Accountability.
- ✓ Reduced Bureaucracy.

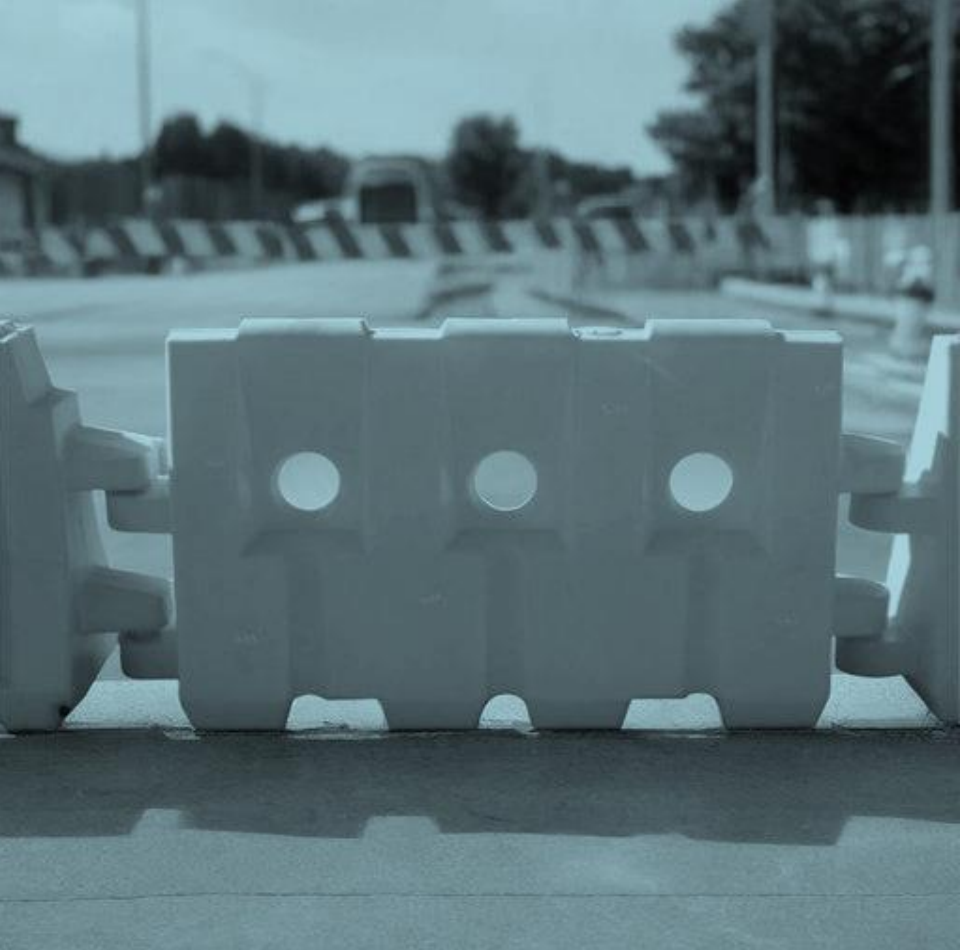
## Experimentation and Learning from Failures

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- ✓ Safe to Fail.
- ✓ Rapid Iteration.
- ✓ Continuous Improvement.







## Challenges and Adaptation

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- ✓ Coordination Across Squads.
- ✓ Scalability.

## RULE OF LAW

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The clear objectives and end-to-end responsibility assigned to squads reflect adherence to structured principles akin to the rule of law within an organisation.





# LEVERAGING TEAM STRENGTHS AND EMOTIONAL INTELLIGENCE

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## Tools for Identifying Strengths

Recognising and leveraging individual strengths is fundamental to **building cohesive and high-performing teams**.

One of the most popular tools for this purpose is known as **CliftonStrengths**.

Developed by Don Clifton, the tool **identifies an individual's top strengths out of 34 talent themes**, such as Strategic, Achiever, or Empathy.



# LEVERAGING TEAM STRENGTHS AND EMOTIONAL INTELLIGENCE

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## Tools for Identifying Strengths

Each theme is categorised into four domains: **Executing, Influencing, Relationship Building, and Strategic Thinking.**

These domains help teams understand **how members contribute to achieving goals** and where collaboration can be optimised.

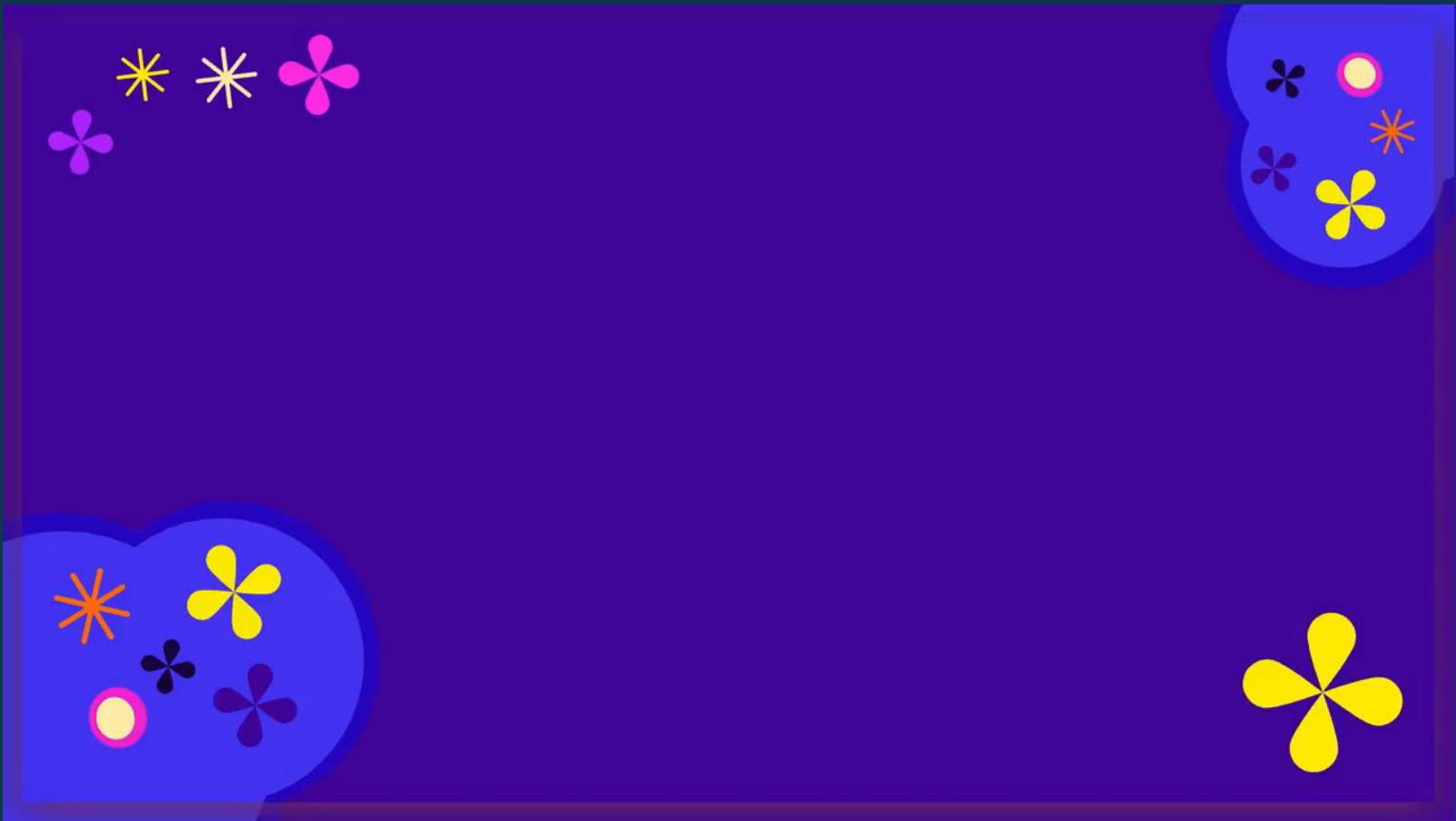


# Benefits of Strengths-Based Approaches

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- ✓ Higher Engagement.
- ✓ Improved Performance.
- ✓ Better Morale.







## Key Components of Emotional Intelligence

- ✓ Self-Awareness.
- ✓ Empathy.
- ✓ Social Skills.



# The Role of EI in Leadership

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- ✓ Higher Engagement.
- ✓ Improved Performance.
- ✓ Better Morale.



# RESOURCES

A monochromatic, teal-toned photograph of a library or study area. In the foreground, an open book lies flat, with a pair of round-rimmed glasses resting on its right page. Behind it, another open book is visible. The background is filled with numerous tall, stacked books, creating a sense of depth and abundance of resources. The lighting is soft, highlighting the textures of the paper and the frames of the glasses.

# RESOURCES

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## Videos

[The Pixar Effect: President Jim Morris Dives into the Pixar Brain Trust.](#)  
[Emotional Intelligence By Daniel Goleman: Animated Summary.](#)

## Articles

[Ed Catmull: What You Can Learn About Creativity From Pixar.](#)  
[What Is Psychological Safety?](#)  
[The Work of Leadership.](#)

[Scaling Agile At Spotify: An Interview with Henrik Kniberg.](#)  
[How Spotify Balances Employee Autonomy and Accountability.](#)  
[Looking for StrengthsFinder? You're in the right place.](#)  
[State of the Global Workplace.](#)

[Daniel Goleman - Psychologist, NYT Bestselling Author, and Science Journalist.](#)

## Image

[EQ-i 2.0 is the world's leading measure of emotional intelligence.](#)

# CONCLUSION



**THE END**



# Thank you for attending



**CoGrammar**



Department  
for Education