

How to Become a Kickass Team Lead 101

Ahmad Alhour / Team Lead, TrustYou

A TEASER



Leadership

Leadership = Influence



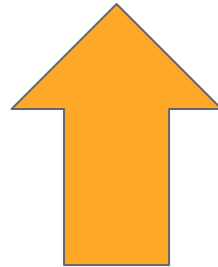
Leadership ability is the lid that determines a person's level of effectiveness. The lower your ability to lead, the lower the lid on your potential.

~ John C. Maxwell

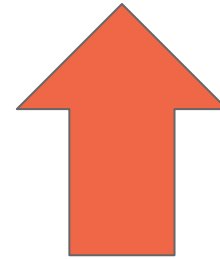
Leadership = Influence



=



=



Ability to
Lead

Ability to
Influence

Impact

The 5 Levels of Leadership



Leadership Recipe:

1. Mission
2. Team
3. Ability

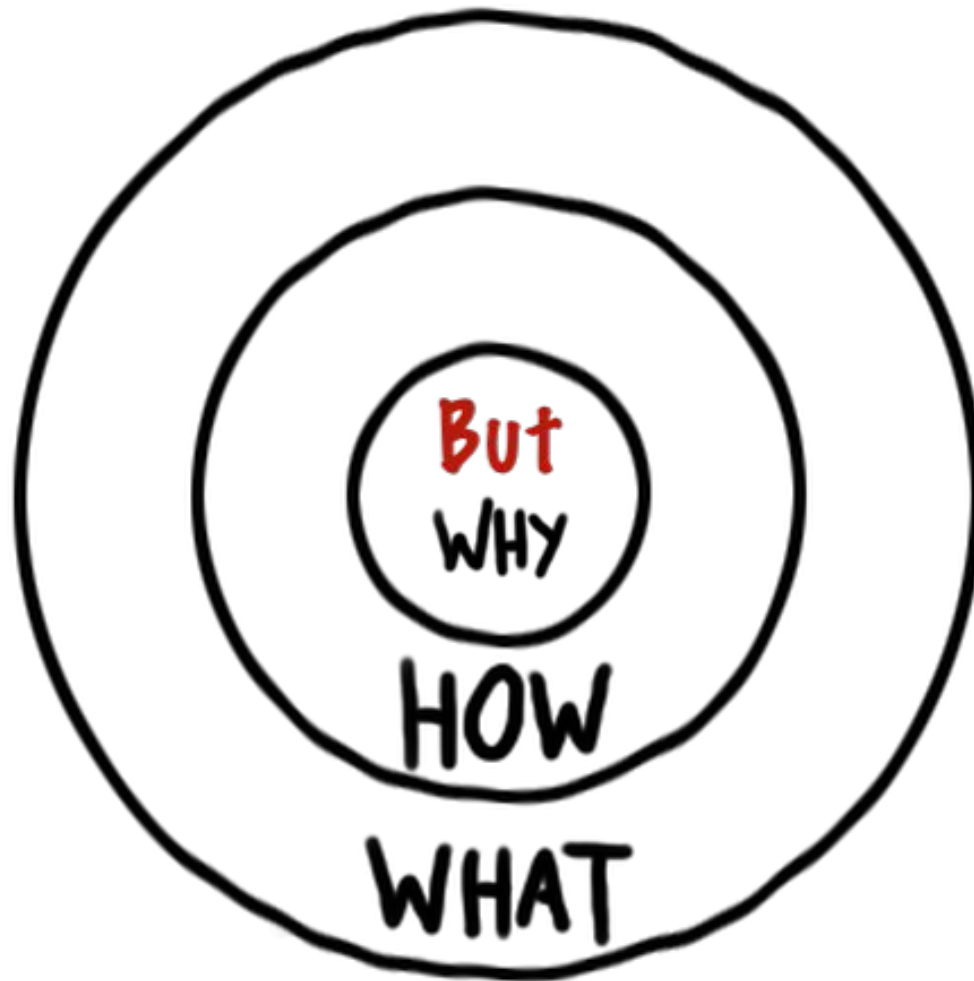
Mission

Starting with the End in Mind

FULLFIL YOUR MISSION



YOU MUST



Questions to Ask

- What is the purpose of my team?
- How does that help the company achieve its goals?
- How can I increase the impact my team has on the broader mission of the company?

Example Mission 01

Product Design Team, Netflix:

“Our mission is to design a television experience that drives our members to discover and connect to stories, characters and worlds they’ll love.”

Why is leading by mission so important?

Mission Superpowers

- Instill a Sense of Purpose
- Focus on the Right Problems
- Objectively Align People

How do we *progress* on a mission?

How do we ***measure***
progress on a mission?

#1 NEW YORK TIMES BESTSELLER

Measure



What

3.8701 in

2.4512 in

How Google, Bono, and the Gates
Foundation Rock the World with OKRs

John Doerr

WITH A FOREWORD BY LARRY PAGE

OKRs

Objectives are the “Whats”

- Express goals, intents and provide value

Key Results are the “Hows”

- Describe measurable outcomes, not activities

Doerr's formula:

- I will (Objective) as measured by (this set of Key Results)

OKRs Example

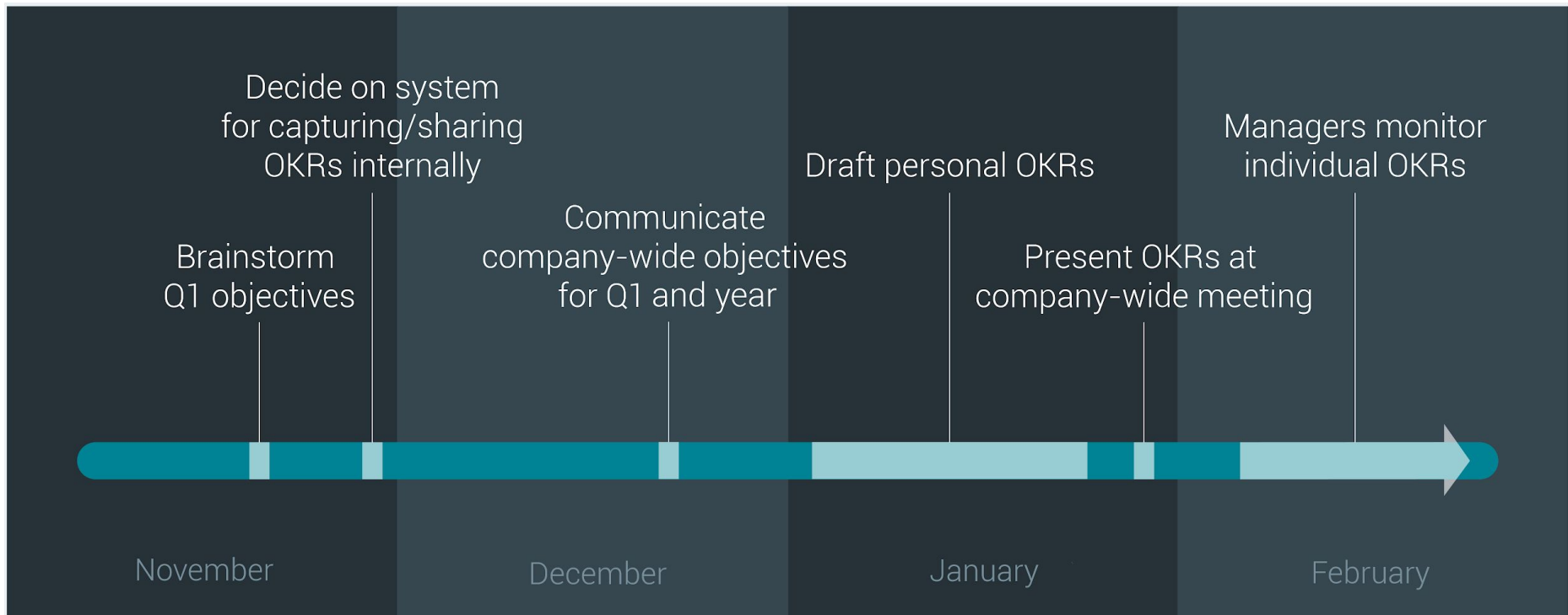
Objectives:

- Successfully implement the weekly newsletter

Key Results:

- Grow subscriber base at least 15% for Q1
- Increase CTR% to above industry average of 3.5%
- Increase NPS by 20% for Q1

OKRs Timeline: An Example



rework.withgoogle.com

OKRs Superpowers

- Align for Better Teamwork
- Focus and Commit to Priorities
- Track Progress for Accountability

Leadership Recipe:

- ~~1. Mission~~
2. Team
3. Ability

Leading People

THE WORK ISSUE

What Google Learned From Its Quest to Build the Perfect Team

New research reveals surprising truths about why some work groups thrive and others falter.



Psychological Safety



“It describes a team climate characterized by interpersonal trust and mutual respect in which people are comfortable being themselves.”

Psychological Safety is predicated
on Trust

... and the individual's willingness to take risks given the perception of their peers towards it

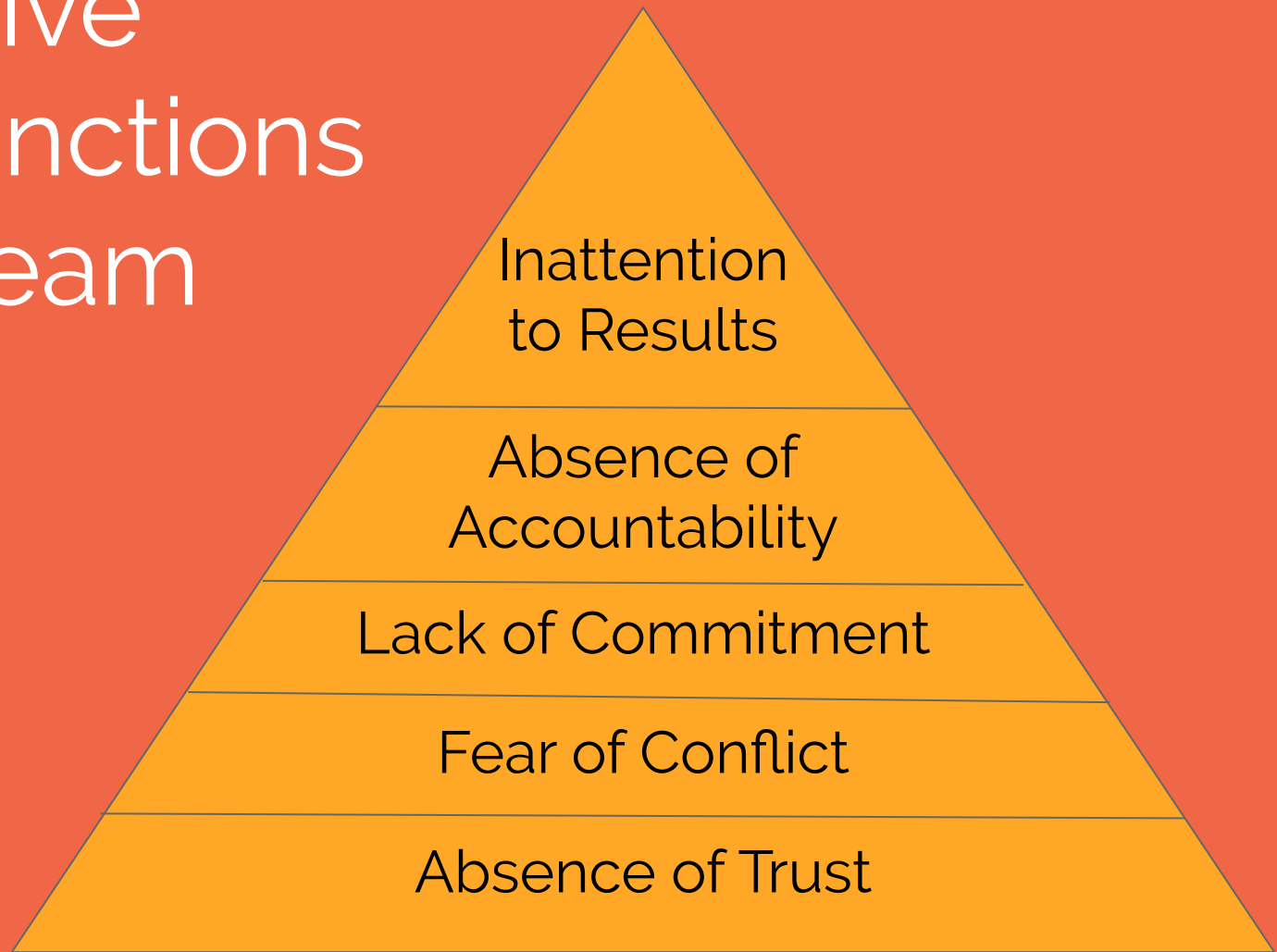
PSYCHOLOGICAL SAFETY

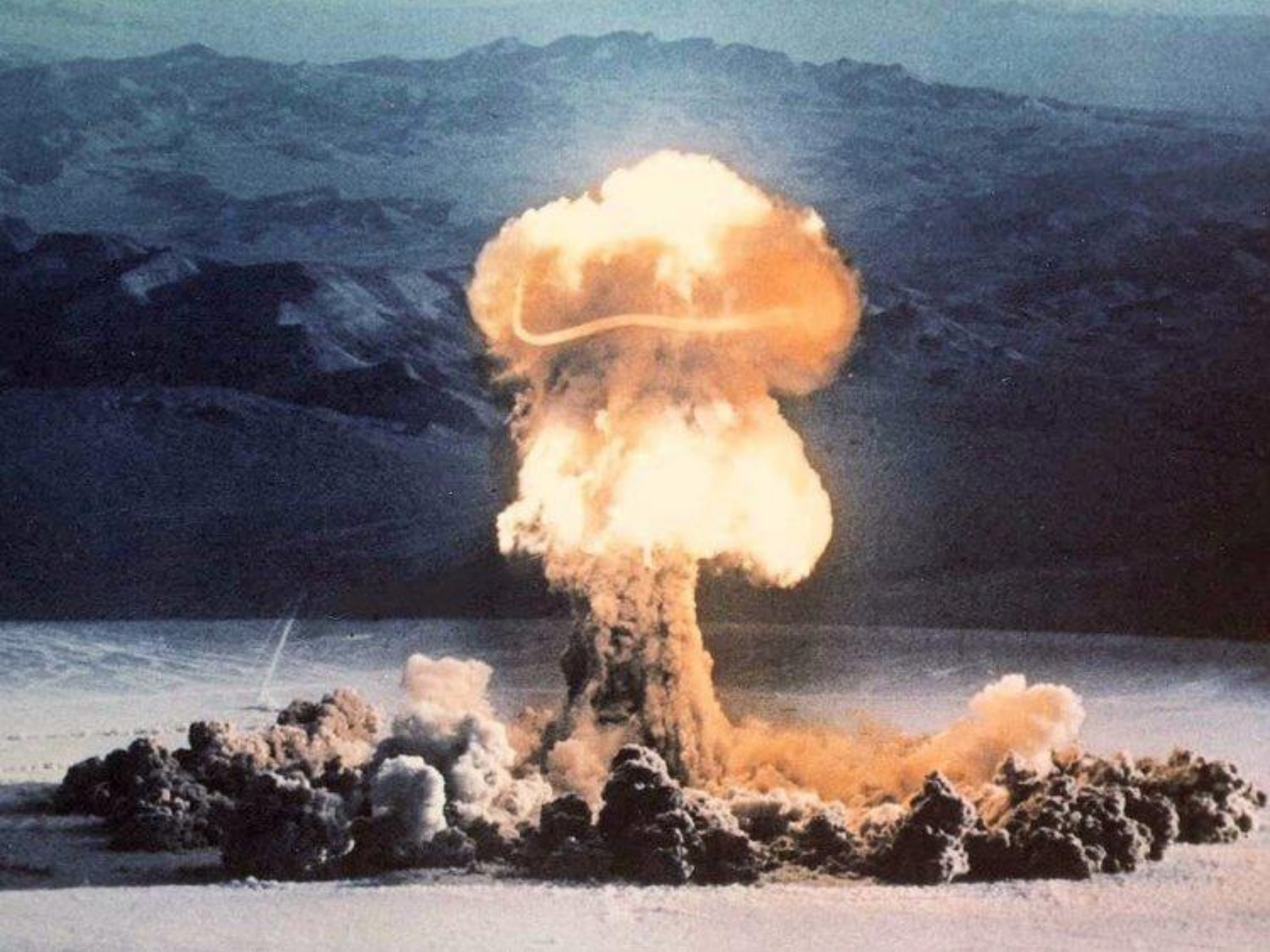


BUILD YOU MUST!

memegenerator.net

The Five Dysfunctions of a Team





Absence of Trust

Stems from:

- Unwillingness to show vulnerability and open up about weaknesses

Counter-measures:

- Encourage openness by going first!
- Reward collaboration and mentorship

Fear of Conflict

Stems from:

- Failure to build trust
- Unwillingness to engage in debating ideas

Counter-measures:

- Encourage healthy conflicts as productive and necessary as possible
- Frame conflicts under problem-solving

Lack of Commitment

Stems from:

- Lack of a platform for healthy conflicts
- The need for clarity
- The desire for consensus

Counter-measure:

- Timebox making decisions
- Get buy-in despite disagreement

Avoidance of Accountability

Stems from:

- Tendency to avoid discomfort
- Unwillingness to discuss under-performers

Counter-measure:

- Ensure high performance through peer-pressure
- Encourage people to hold you accountable

Inattention to Results

Stems from:

- Valuing personal interests over that of the group

Counter-measures:

- Tie team goals to personal interests
- Publicly announce declared wins!
- Maintain a publicly visible scoreboard of the team's progress to everyone

Dysfunctional Teams



Functional Teams



MUCH TRUST

VERY SAFE

Leading by example dictates taking full ownership

Leading by example necessitates
being adaptable to situations

Leadership Recipe:

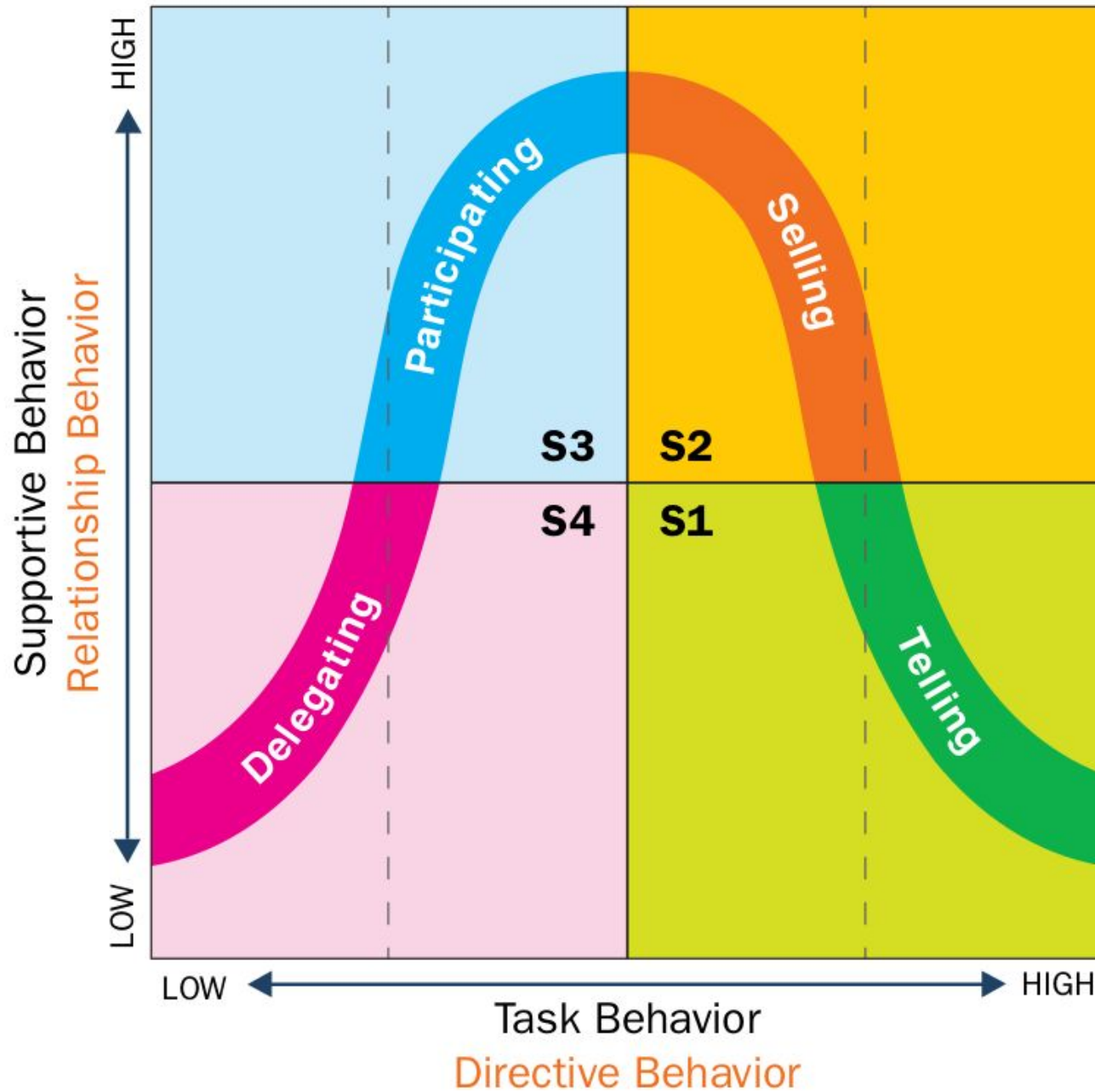
- ~~1. Mission~~
- ~~2. Team~~
3. Ability

Leadership Ability

- The sum total of your:
 - Character & Skills
 - Strengths & Weaknesses
- Can be trained like any other skill
- Requires time and practice

Leadership style

- There is no single best style for leading people
- It depends on several factors in your environment



Anti-Patterns

AP #1: The Dictator



AP #2: The Hero



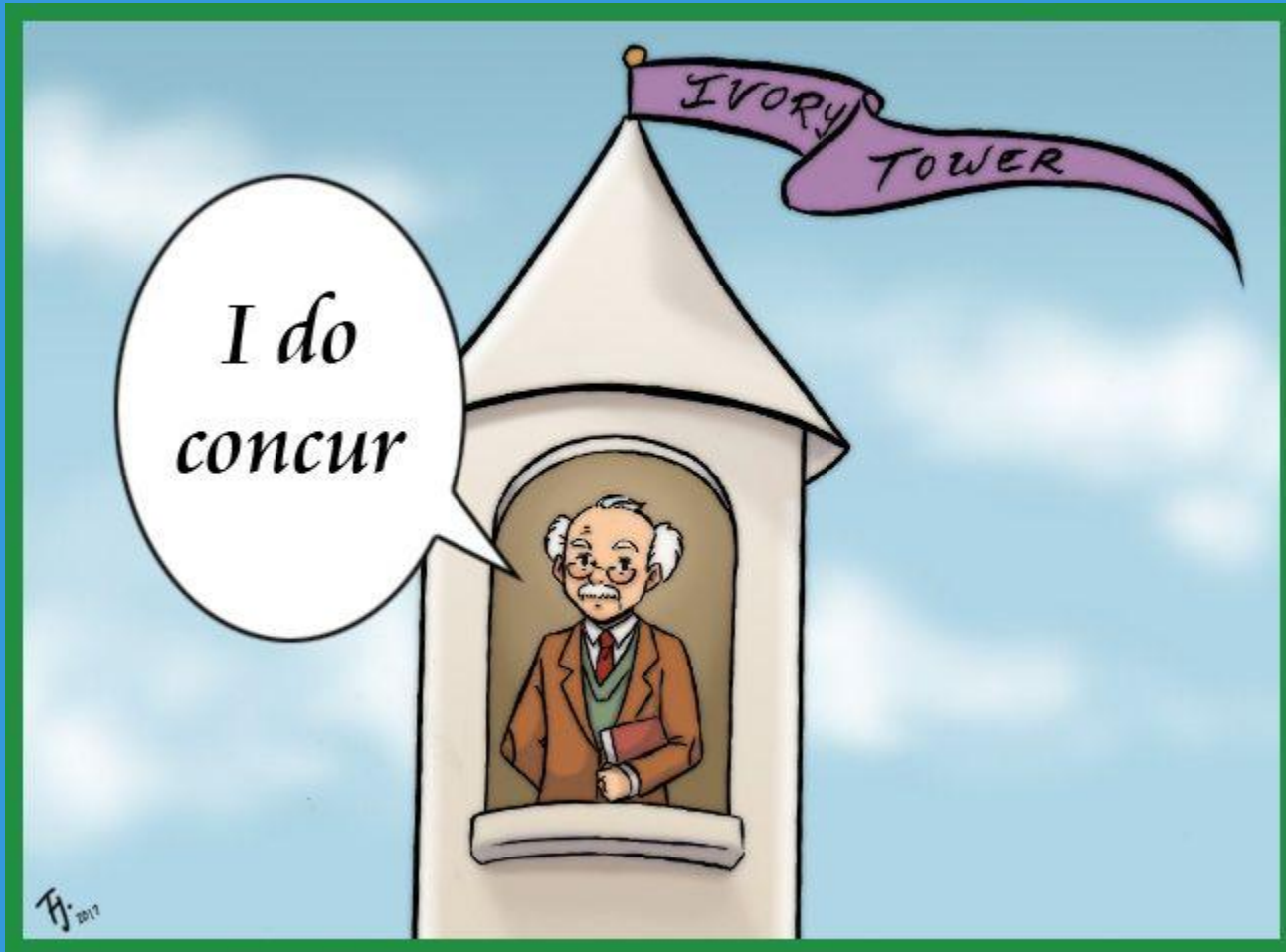
AP #3: The Mole



AP #4: The Tourist



AP #5: The Academic



Leadership Recipe:

- ~~1. Mission~~
- ~~2. Team~~
- ~~3. Ability~~

Thanks!

Any questions?

Find me at:

aalhour.com

github.com/aalhour

twitter.com/ahmad_alhour

Resources

Videos:

1. [How Great Leaders Inspire Action](#), Simon Sinek
2. [Building Engineering Teams Under Pressure](#), Julia Grace
3. [What I Wish I Knew as a First Time Tech Lead](#), Pat Kua

Articles:

1. [OKRs Guide](#), re:Work
2. [Mission-Based Management](#), Forbes
3. [What Google Learned from its Quest to Build the Perfect Team](#), NYT
4. [The Simple Tool that Revives Employee Motivation](#), 1st Round Review

Books:

1. [Extreme Ownership](#), Jacko Willink & Leif Babin
2. [The Five Levels of Leadership](#), John Maxwell
3. [The Five Dysfunctions of a Team](#), Patrick Lencioni
4. [Measure What Matters](#), John Doerr
5. [High Output Management](#), Andrew Grove