TRUSTYOU

How to Become a Kickass Team Lead 101

Ahmad Alhour / Team Lead, TrustYou

03 May 2019

TEASER !!!

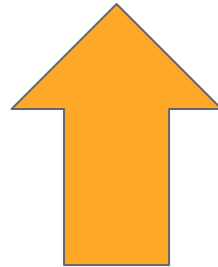# Leadership

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.
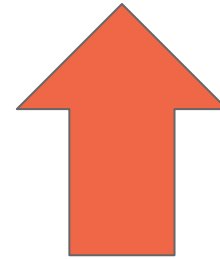
~ John C. Maxwell

Leadership = Influence

Ability to Lead = **Ability to Influence** = **Impact**

The 5 Levels of Leadership

Position

Rights – People follow you because they believe they have to.

Permission

Relationships – People follow you because they want to.

Production

Results – People follow you because of what you have done for the organization.

People Development

Reproduction – People follow you because of what you have done for them.

Pinnacle

Respect – People follow you because of who you are and what you represent.

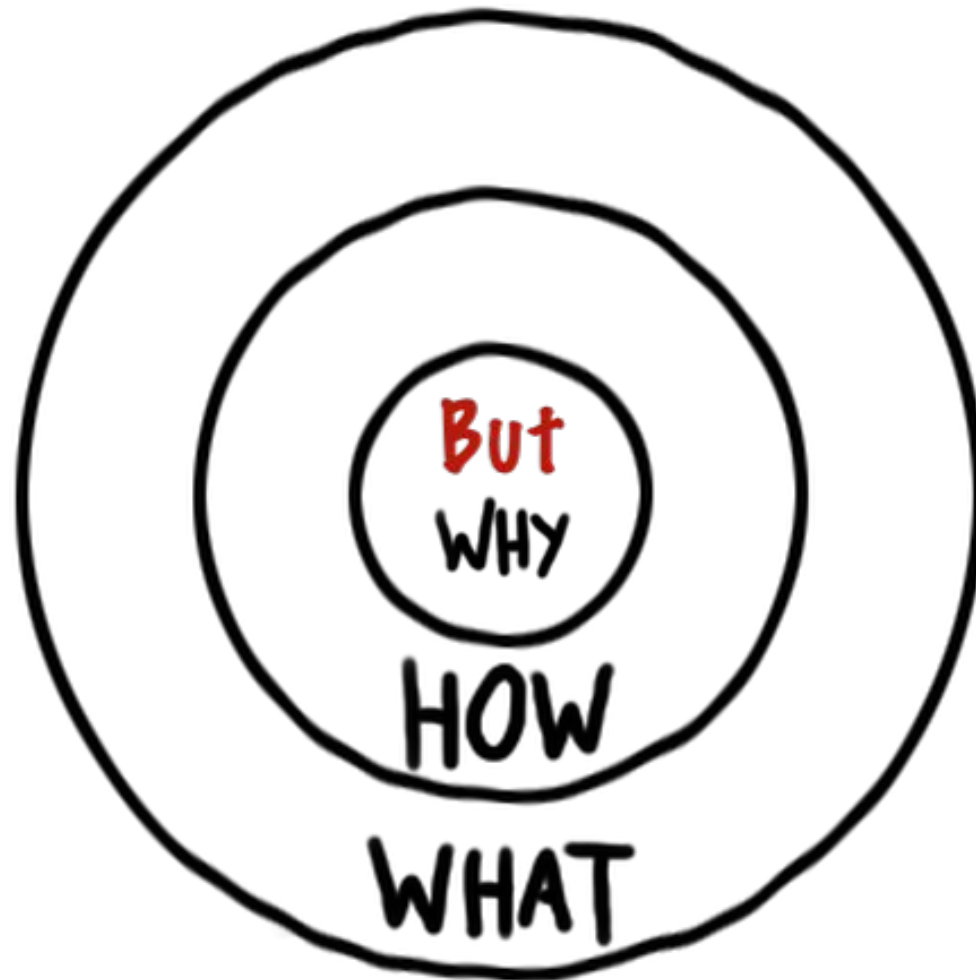# Leadership Recipe:

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

- Sense of Ownership
- Focus on the Right Problems
- Objectively Aligns People

How do we make *progress* on a mission?

How do we *measure* progress on a mission?

#1 *NEW YORK TIMES* BESTSELLER

Measure What Matters

2.4512 in

3.8701 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 Superpowers

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

Leadership Recipe:

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

Leading People

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

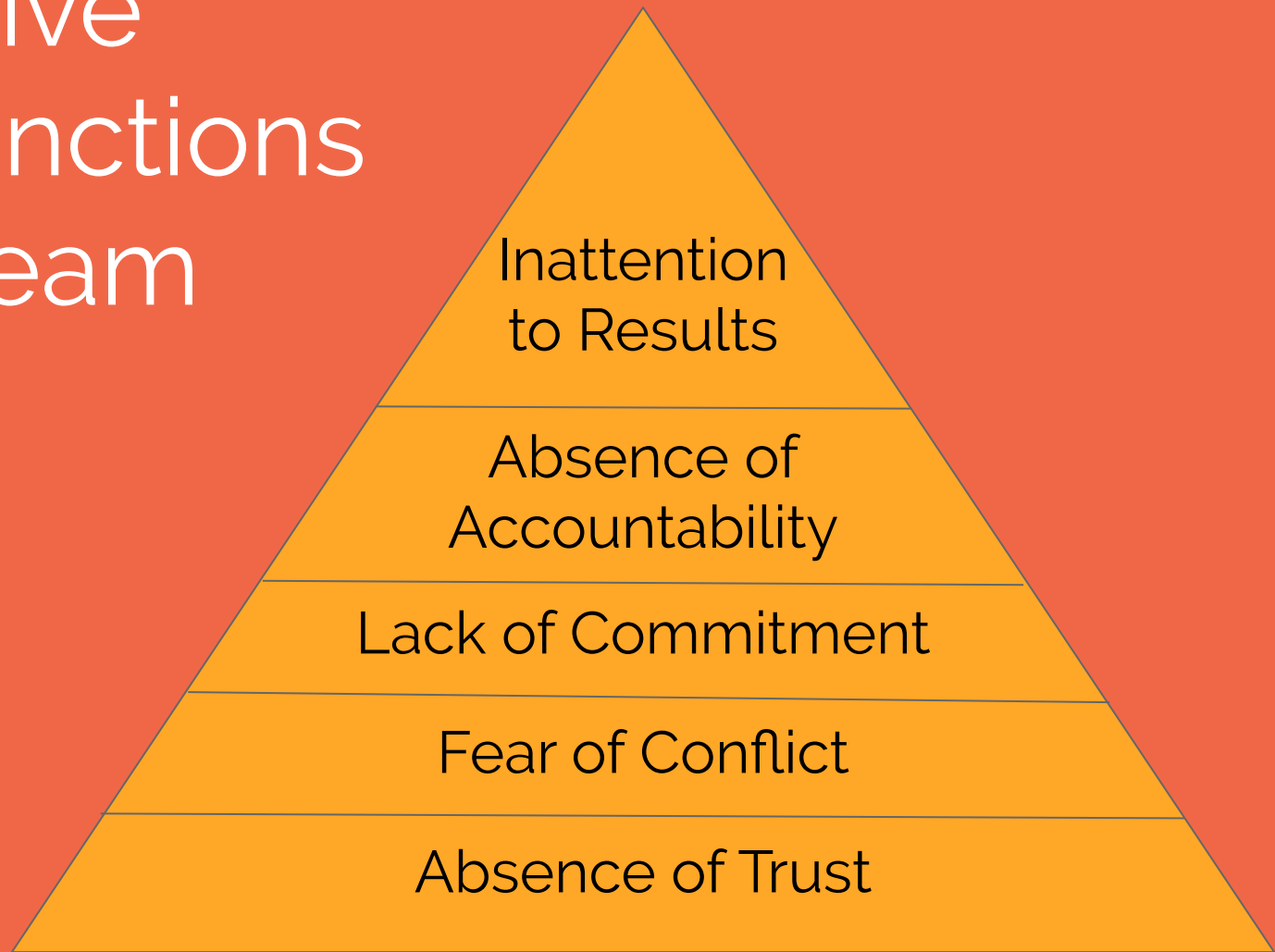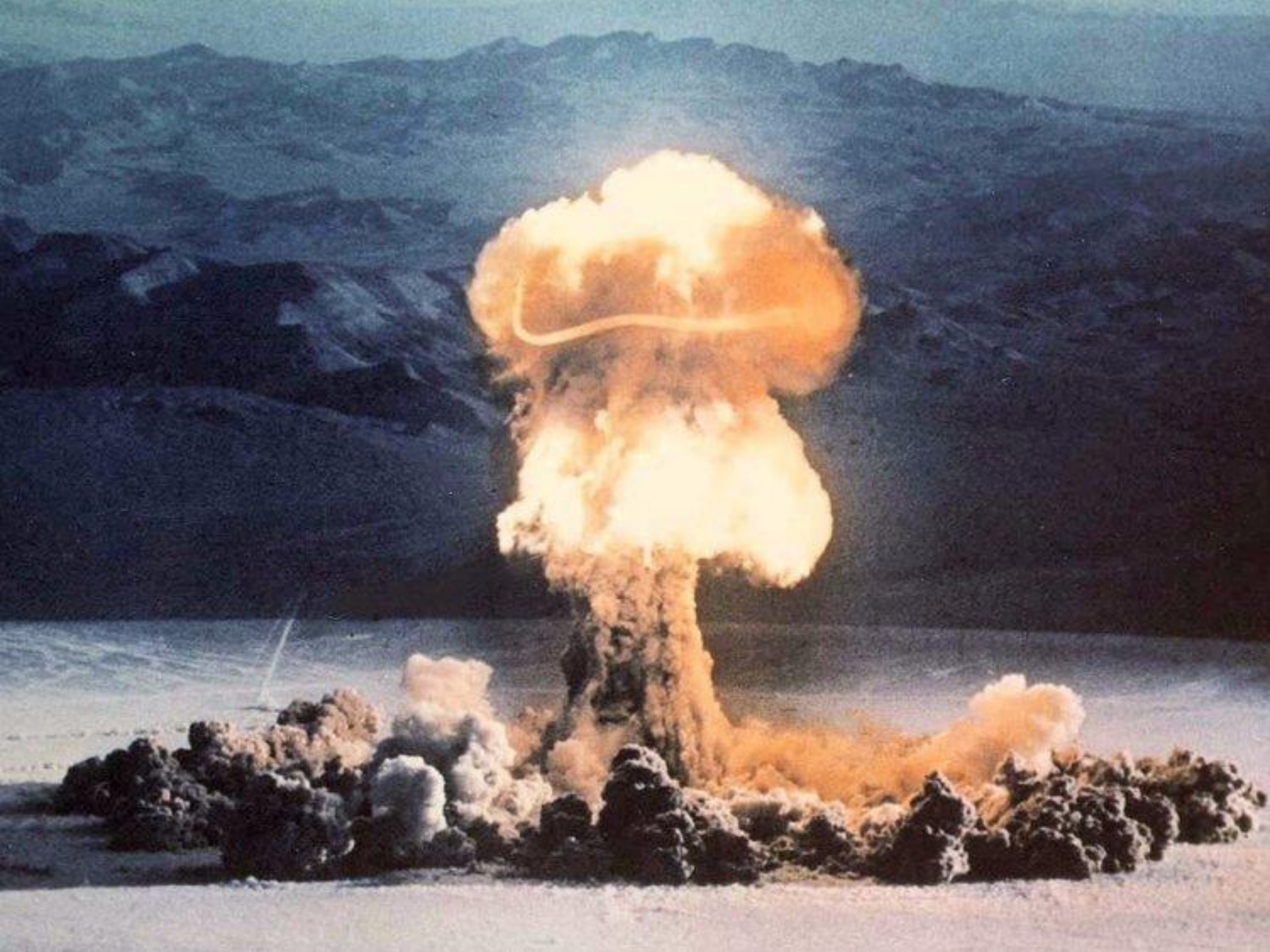... and the individual's willingness to take risks according to the perception of their peers towards it

The Five Dysfunctions of a Team

Inattention to Results

Absence of Accountability

Lack of Commitment

Fear of Conflict

Absence of Trust

Absence of Trust

- Stems from:
  - Unwillingness to appear vulnerable and show weakness

- 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
    - 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 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 with peer-pressure
  - Encourage people to hold you accountable

Inattention to Results

- Stems from:
  - Valuing personal interests over the interest 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

Inattention
to Results

Absence of
Accountability

Lack of Commitment

Fear of Conflict

Absence of Trust

Functional Teams

Focus on group results

Hold each other accountable

Commit to plans of action

Healthy debates around ideas

Established Trust

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 <u>single best</u> style for leading people
- It depends on several factors in your environment
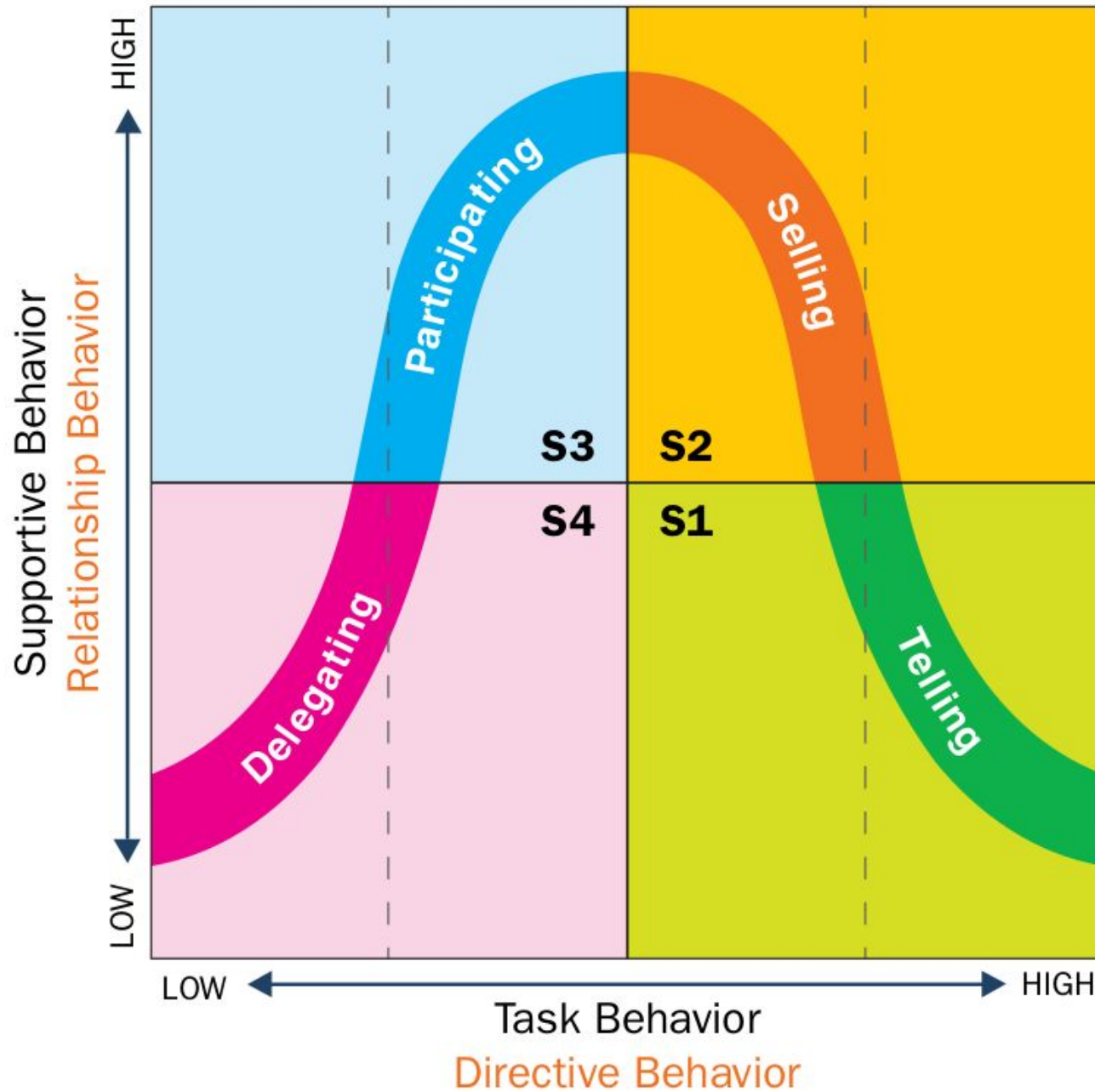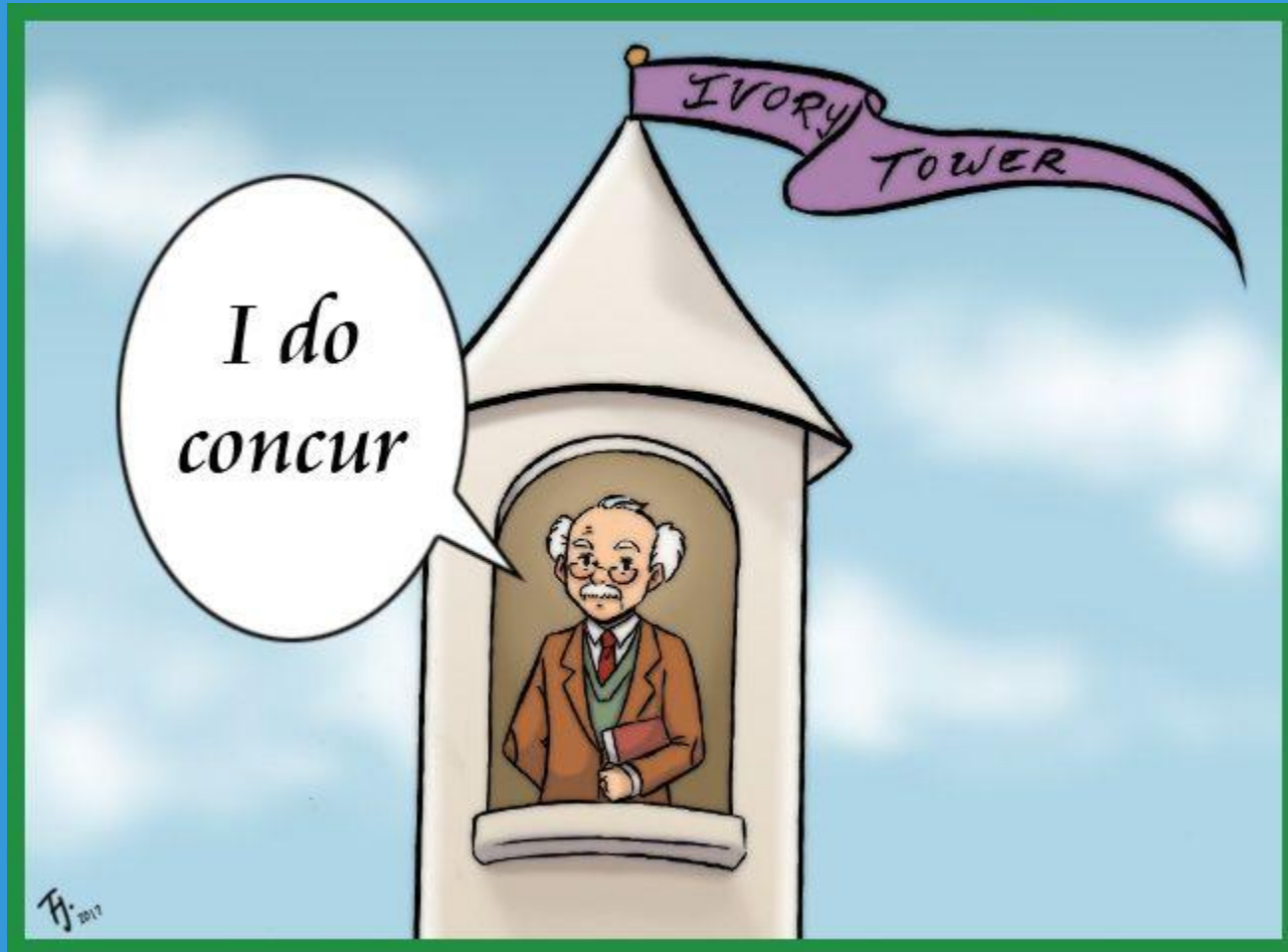
Anti-Patterns

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?

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Appendix 1: 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

Appendix 2: Example OKRs Timeline

Decide on system
for capturing/sharing
OKRs internally

Brainstorm
Q1 objectives

Communicate
company-wide objectives
for Q1 and year

Draft personal OKRs

Managers monitor
individual OKRs

Present OKRs at
company-wide meeting

November   December   January   February

rework.withgoogle.com