

# How to Become a Kickass Team Lead 101

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Ahmad Alhour / Team Lead, TrustYou

# A TEASER



# Leadership

# Leadership = Influence



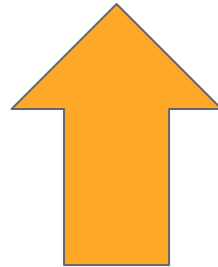
*Leadership ability is the lid that determines a person's level of effectiveness. The lower your ability to lead, the lower the lid on your potential.*

~ John C. Maxwell

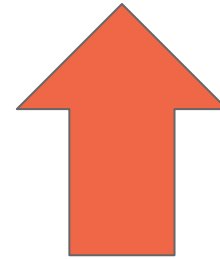
# Leadership = Influence



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**Ability to  
Lead**

**Ability to  
Influence**

**Impact**

# The 5 Levels of Leadership



# Leadership Recipe:

1. Mission
2. Team
3. Ability



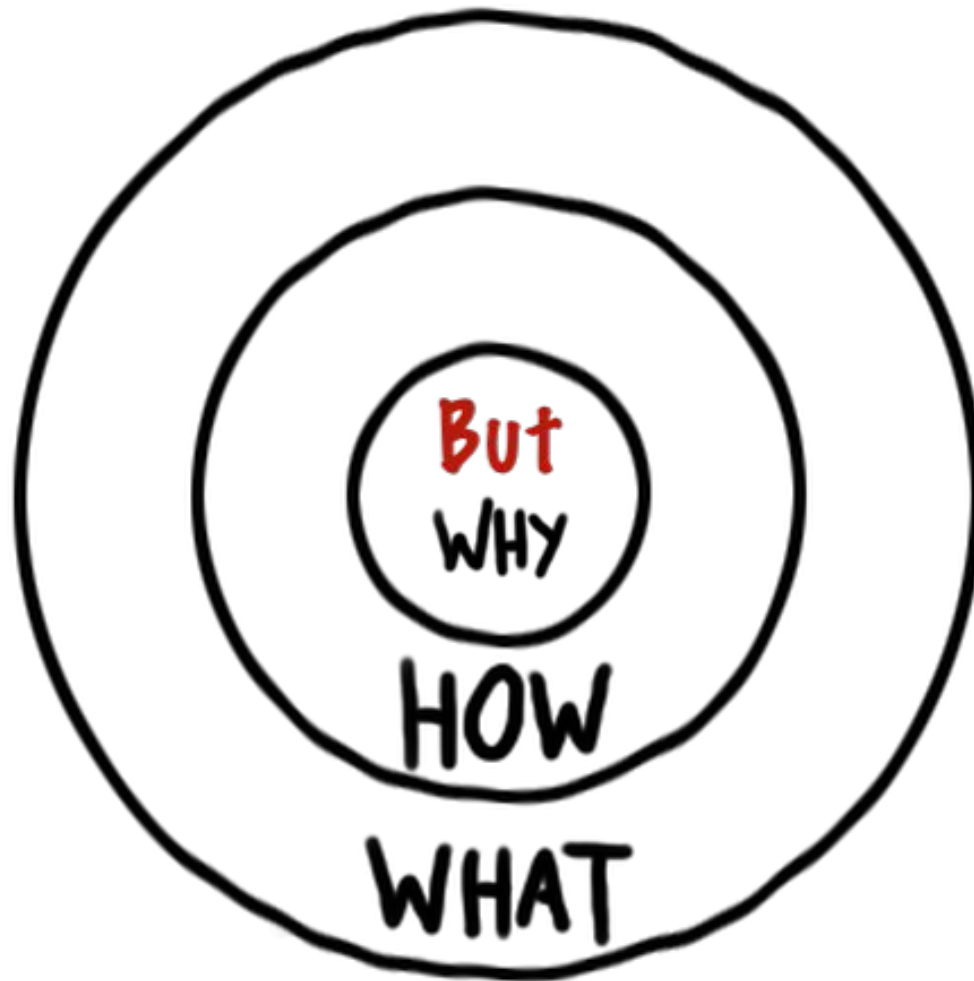
# Mission

## 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 Matters

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

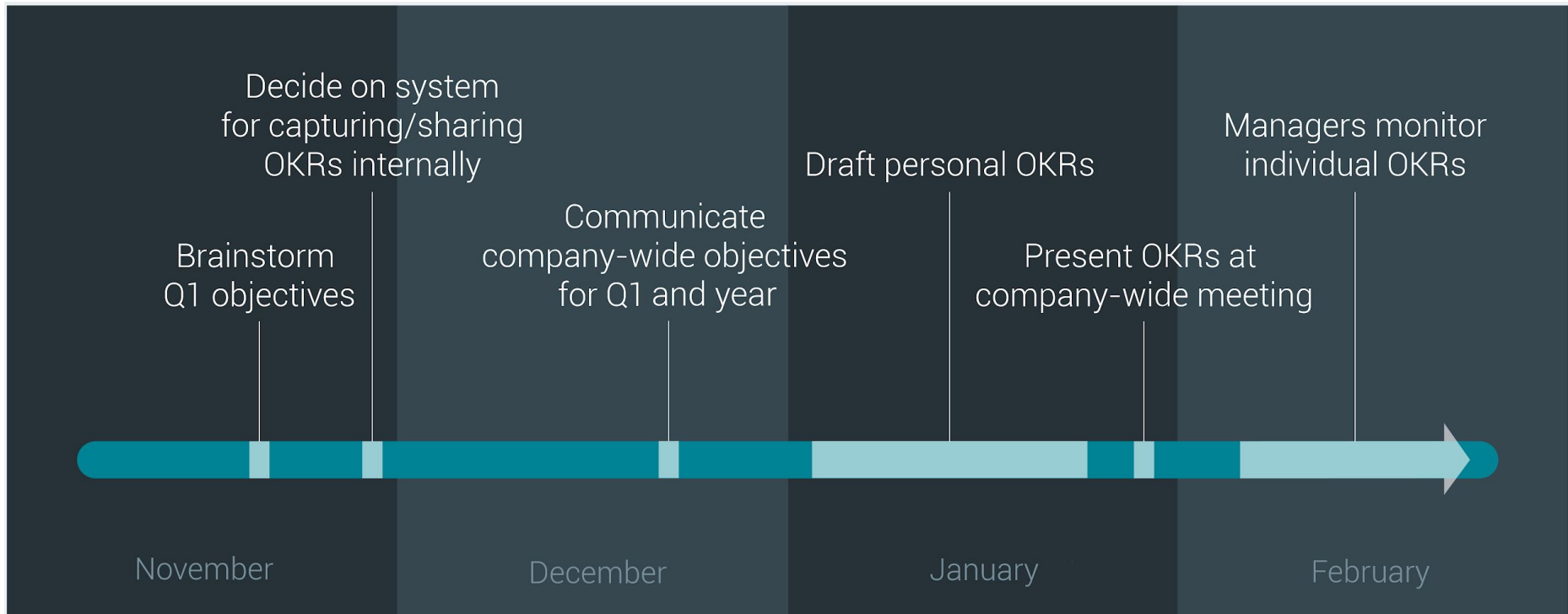
## Objectives:

- 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

# An Example OKRs Timeline



[rework.withgoogle.com](https://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

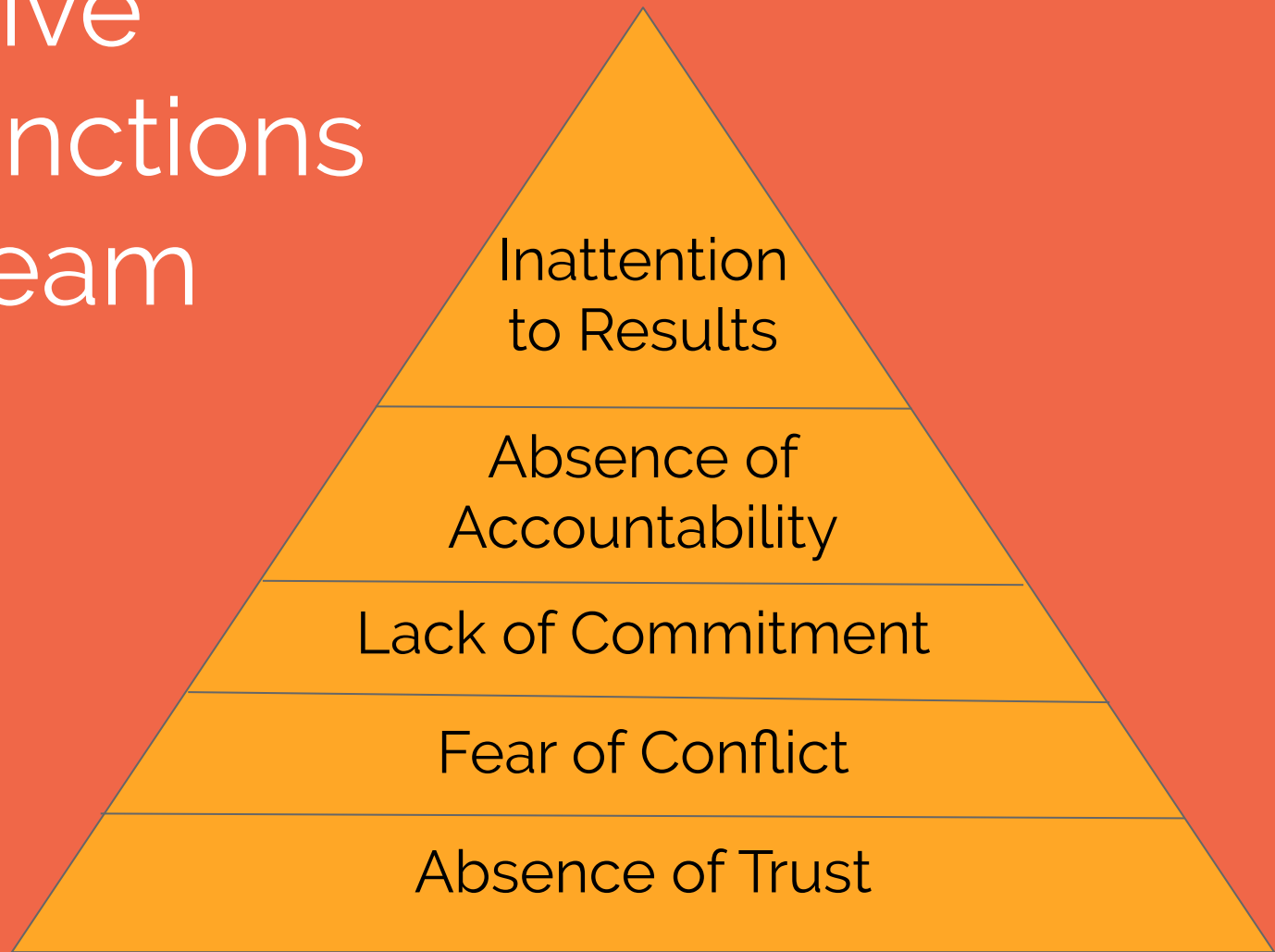
**PSYCHOLOGICAL SAFETY**



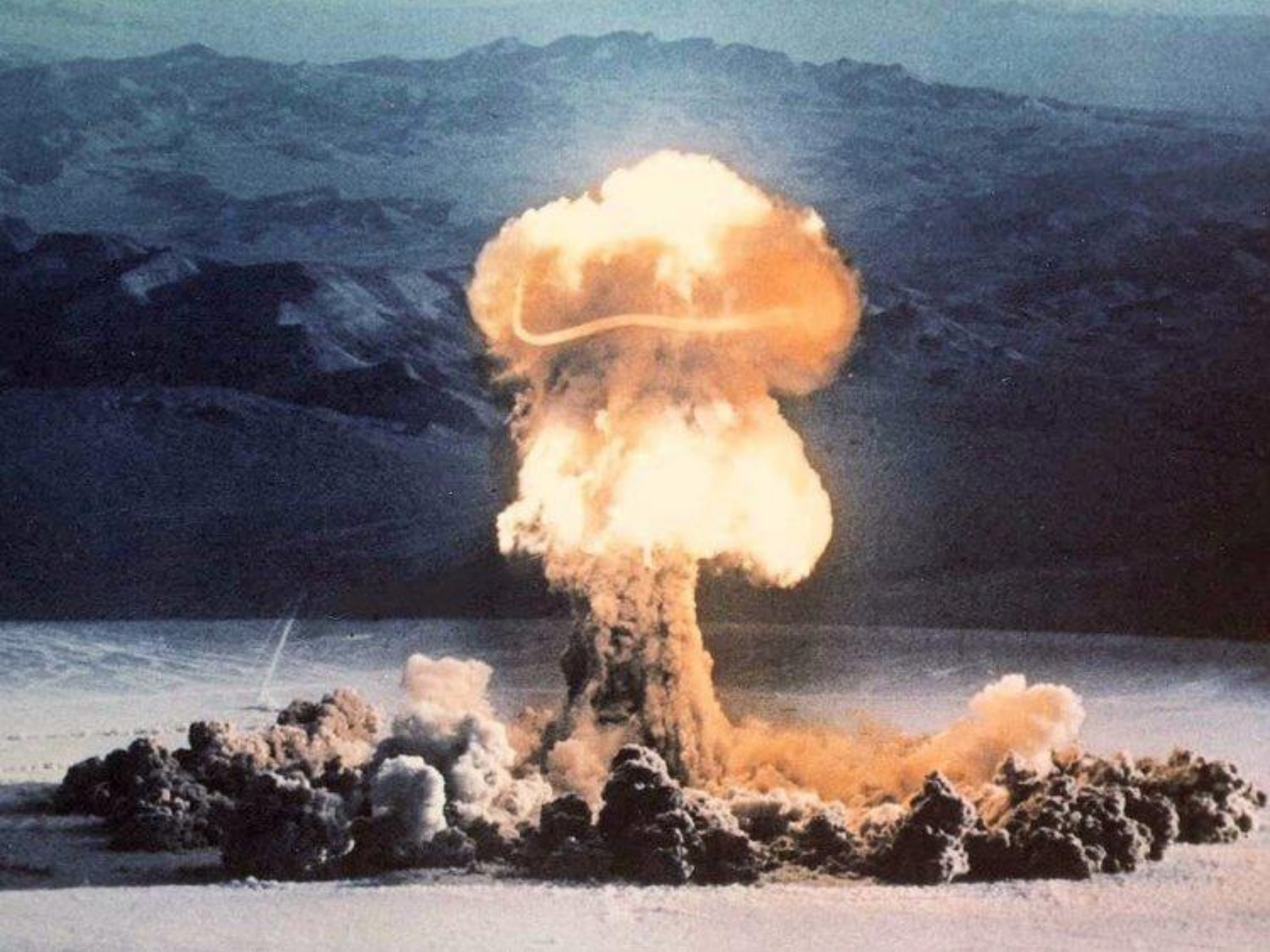
**BUILD YOU MUST!**

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:

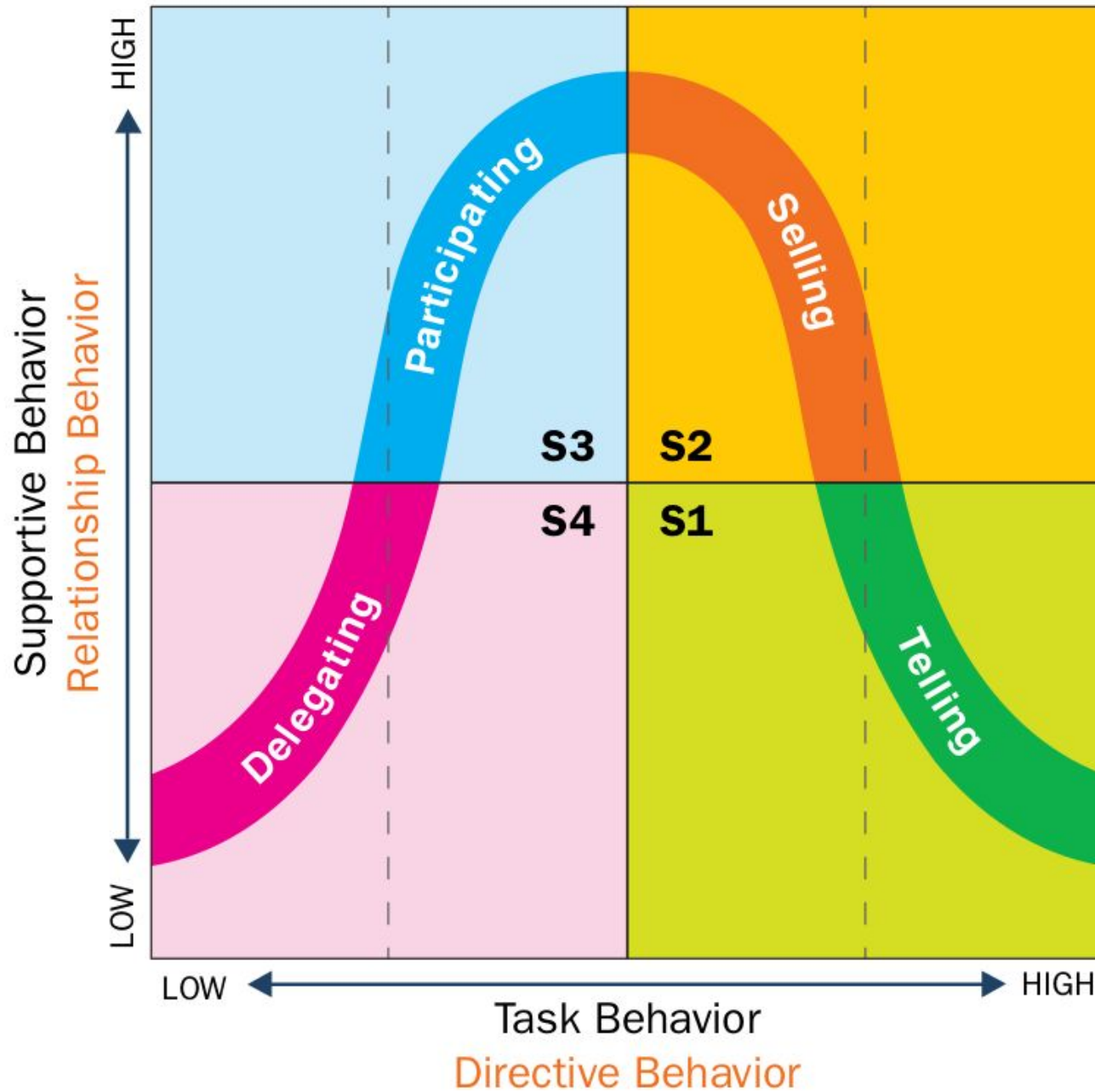
- ~~1. Mission~~
- ~~2. Team~~
3. Ability

# 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





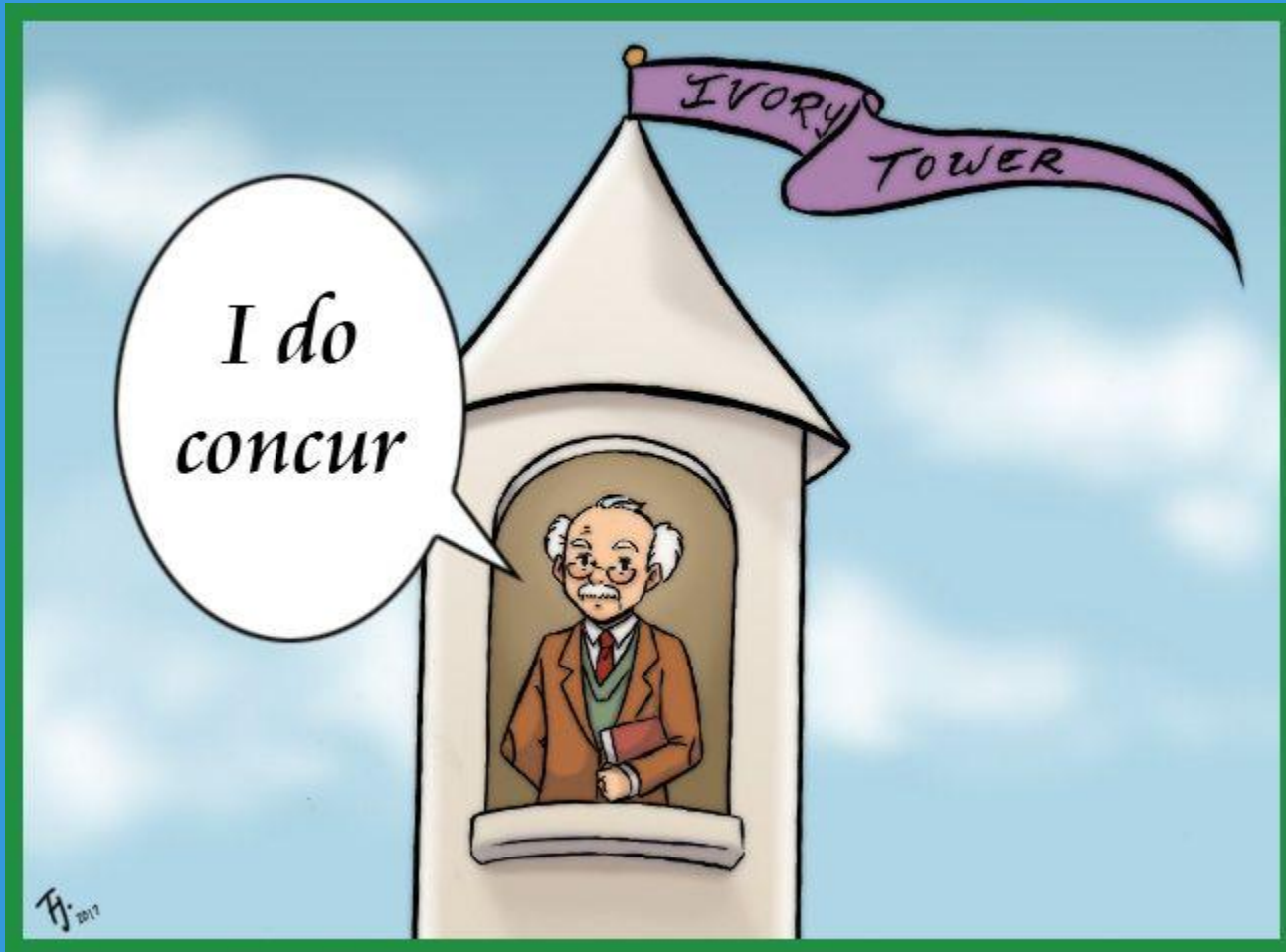
# AP #3: The Mole



# AP #4: The Tourist



# AP #5: The Academic



# Leadership Recipe:

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



# Thanks!

## Any questions?

**Find me at:**

[aalhour.com](http://aalhour.com)

[github.com/aalhour](https://github.com/aalhour)

[twitter.com/ahmad\\_alhour](https://twitter.com/ahmad_alhour)

# 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