

Creating and Leading Effective Teams

Roles and Responsibilities of a Team Leader

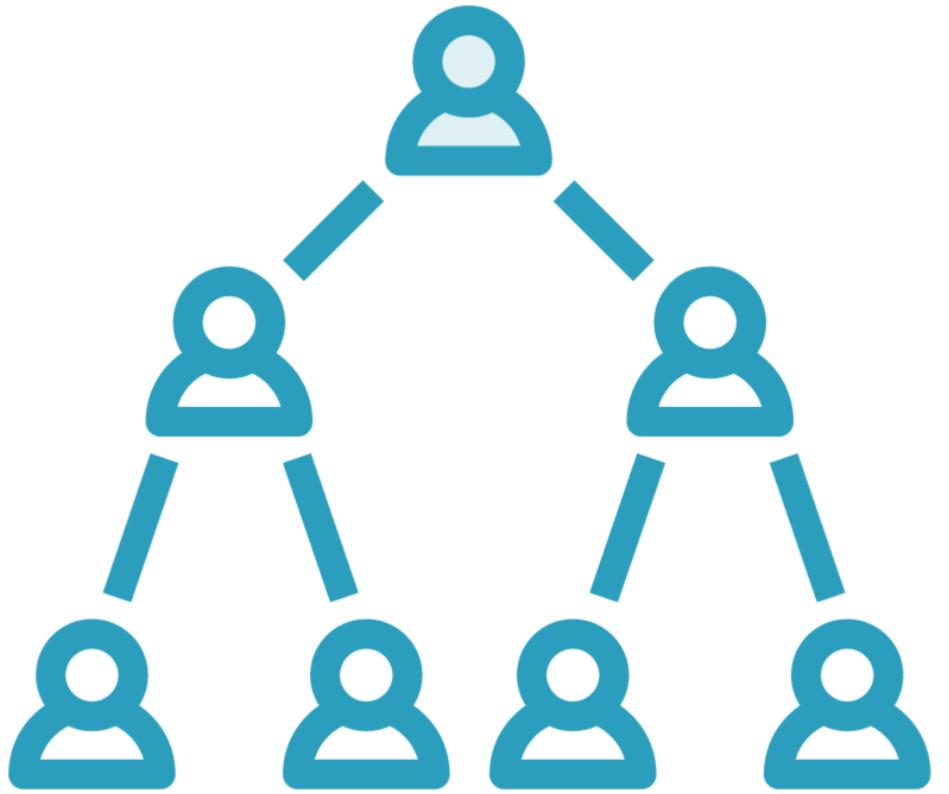


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Course Objectives



Lead teams more effectively



See various kinds of success





Too often people are thrown into leadership.

Leadership Goals

**Prepare for team
leader role**

**Create a high
functioning team**

**Lead a
productive team**

**Maintain a sense
of control**

**Make the best of
your opportunity**



Leading with Confidence



Ideas



Strategies



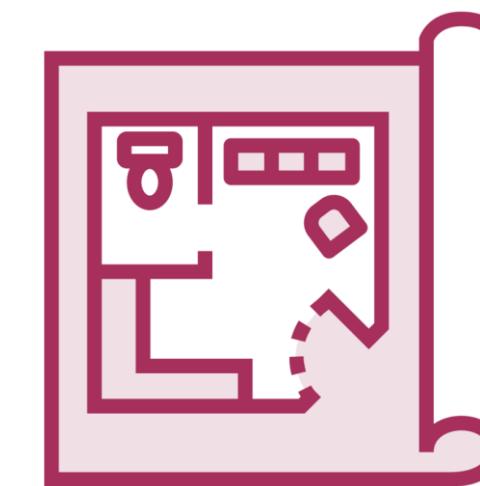
Tactics



Run better meetings



Inspire individuals



Create environment



Modules Overview

Team dynamics
Roles, responsibilities,
and expectations of
a team leader

Starting a team
To avoid fixing
mistakes or getting
stuck reacting

Tactics
To create a highly
productive and high
functioning team





My excitement about being a leader has been overshadowed by difficult situations.



Self-doubt and Impostor Syndrome

Real issues that many leaders face.



Working through Imposter Syndrome



- Remember you went through a selection process**
- Recognize you beat out others for this role**
- Remember the decision makers chose you**
- Most people don't perform at 100% immediately**
- All the learning curve process to happen**
- Set generous and realistic time frame expectations**
- Talk to others to about their impostor syndrome**





Are You Ready?

Every leader has things they need to work on. Everyone can improve, learn, and practice.



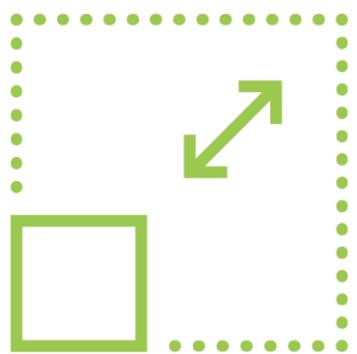
Don't let your insecurities
convince you that you aren't
the right person for the job.



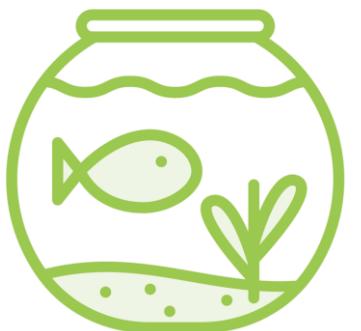
Leading Others Can Be Challenging



Can feel uncomfortable



Can really stretch you



You are on display



Opportunity to impact



Help others grow



Can have a big impact



Being Nervous Is Okay

Having self-doubt is okay

Allow room for growth

Be willing to learn and grow

Communicate with your boss





People have spent decades studying leadership.

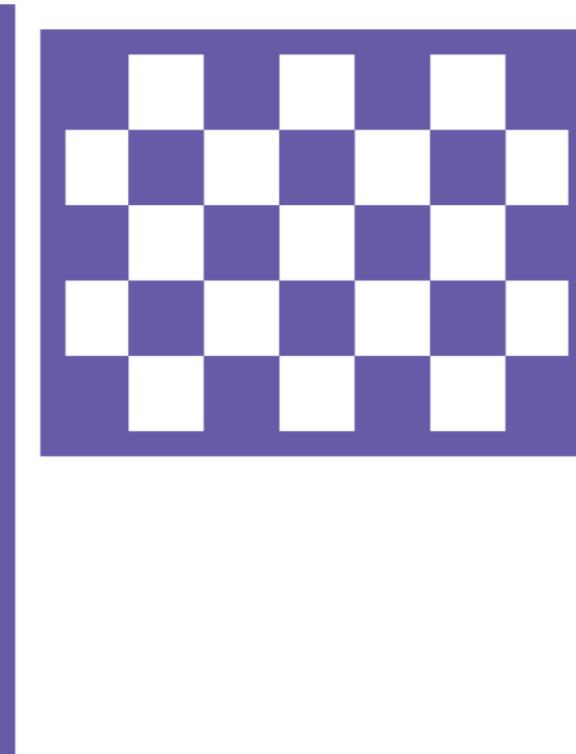


Related Courses

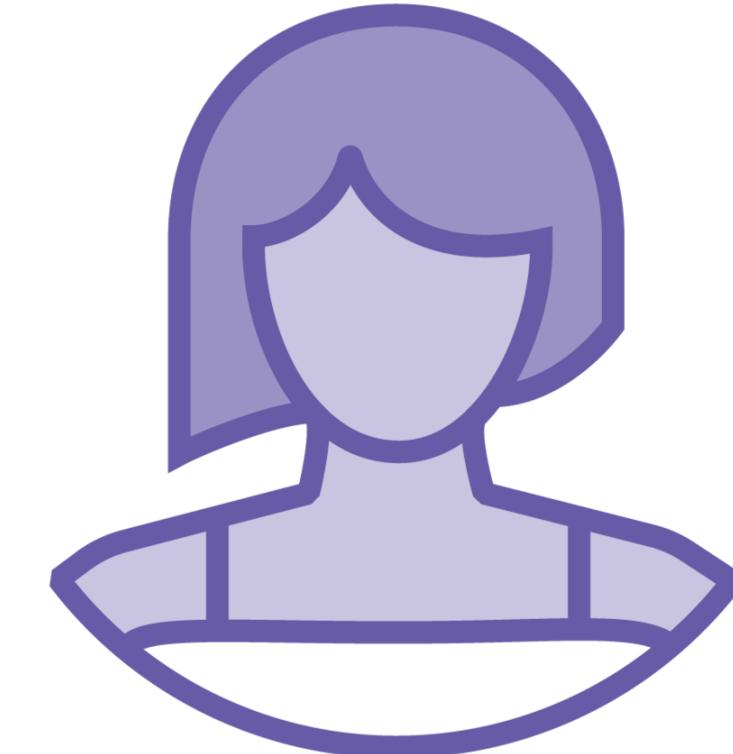
Always look at the “related courses” section when looking for new content and new authors.



Working on a Team



Team dynamics
Why, vision, goals,
communication, etc.



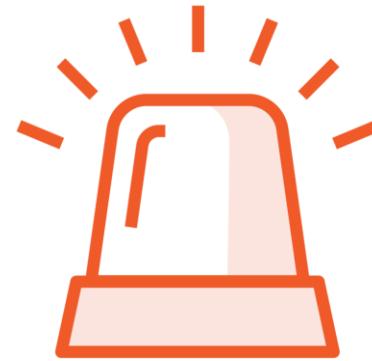
Team contributor
Individual goals,
tactics, etc.



Difficult people
Actions, assumptions,
communication, etc.



Working with Different Personalities



Should be required for team leaders



Mixing personalities can be confusing



Helps you understand how personalities drive behavior



Becoming a Better Listener

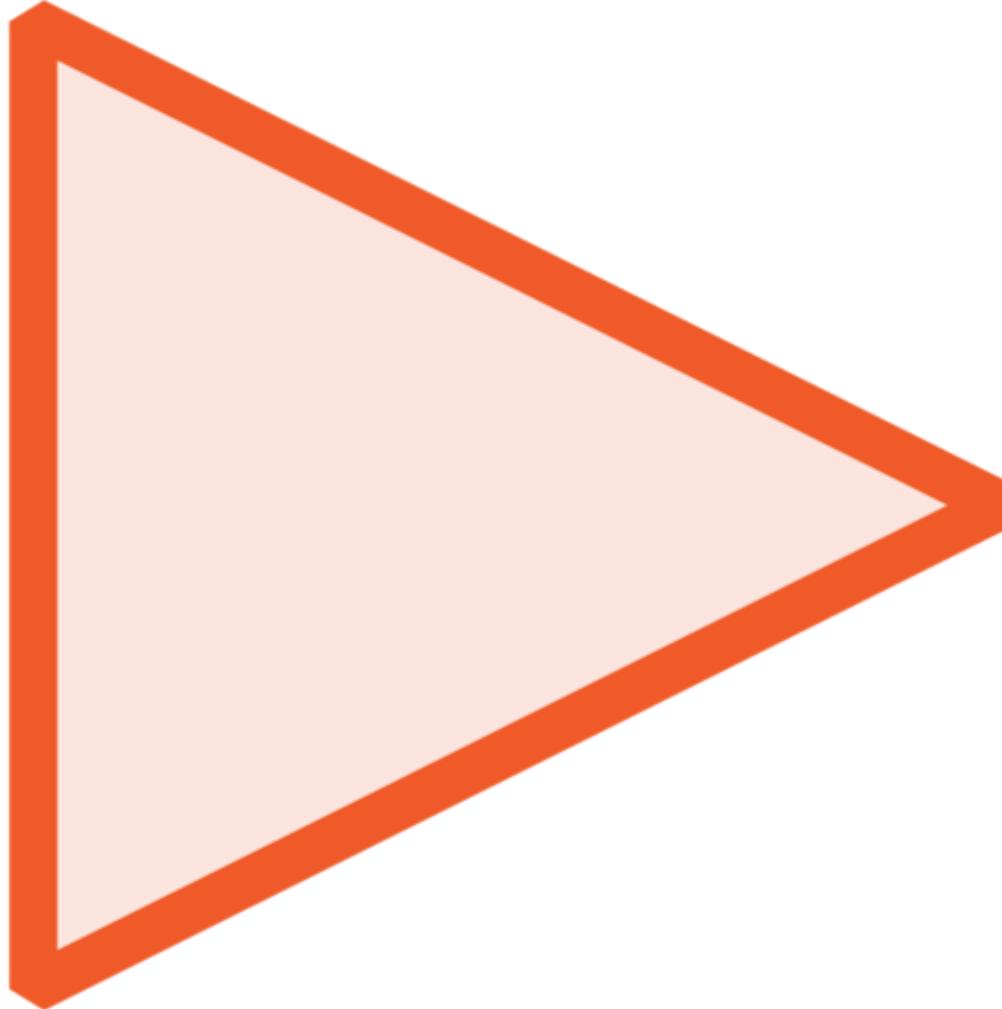
**Active listening
is amazing**

**Listening
enhances team
relationships**

**Listening skills can
give you a real
advantage**



Topics of Courses for Team Leaders



- Prioritizing tasks**
- Time management**
- Project management**
- Product management**
- Emotional intelligence**
- Communication skills**
- Channel for team leaders**





Team leader have additional responsibilities.



Ambiguity

Makes it difficult for anyone to focus on anything, much less the right things.



Explicitly State Your Responsibilities

Teams
vary

Organizations
vary

Circumstances
vary



Principle-driven Questions



What is the purpose of the team?



Principle-driven Questions



What is the desired outcome of the team?



Principle-driven Questions



How and when should the team be disbanded?



Principle-driven Questions



What are some of the needs of my team members?



Principle-driven Questions



How can I best help my team succeed?



Principle-driven Questions



What are some issues I can foresee I'll need to resolve?



Principle-driven Questions



What are the strengths of each person on my team, and how can I best utilize each person?



Principle-driven Questions



What are characteristics of the culture I want this team to have?



Defining Expectations of You as Team Leader



- Ask your leaders what they expect**
- It is important to hear this from them**
- Document what they say they expect**
- Share your understanding in an email**
- Have a conversation with your team**



Specific Responsibilities of a Team Leader

The final outcome

Acquiring resources

Allocating resources

Developing relationships

Having the right conversations

Managing change



Your Responsibilities



- Understand what you are responsible for**
- Understand what you are not responsible for**
- Not responsible for others' feelings**
- Not responsible for industry shifts**
- You should be aware of outside influences**
- You should focus on your circle of influence**
- You should be aware of important information**



A photograph of a man and a woman sitting at a table, looking at a laptop screen with expressions of concern or worry. The woman has her hand near her face. A red vertical bar is positioned on the right side of the image, containing the following text.

**Understand and work on some
of these expectations.**

Expectations of a Team Leader

So many to talk about

Can feel overwhelming

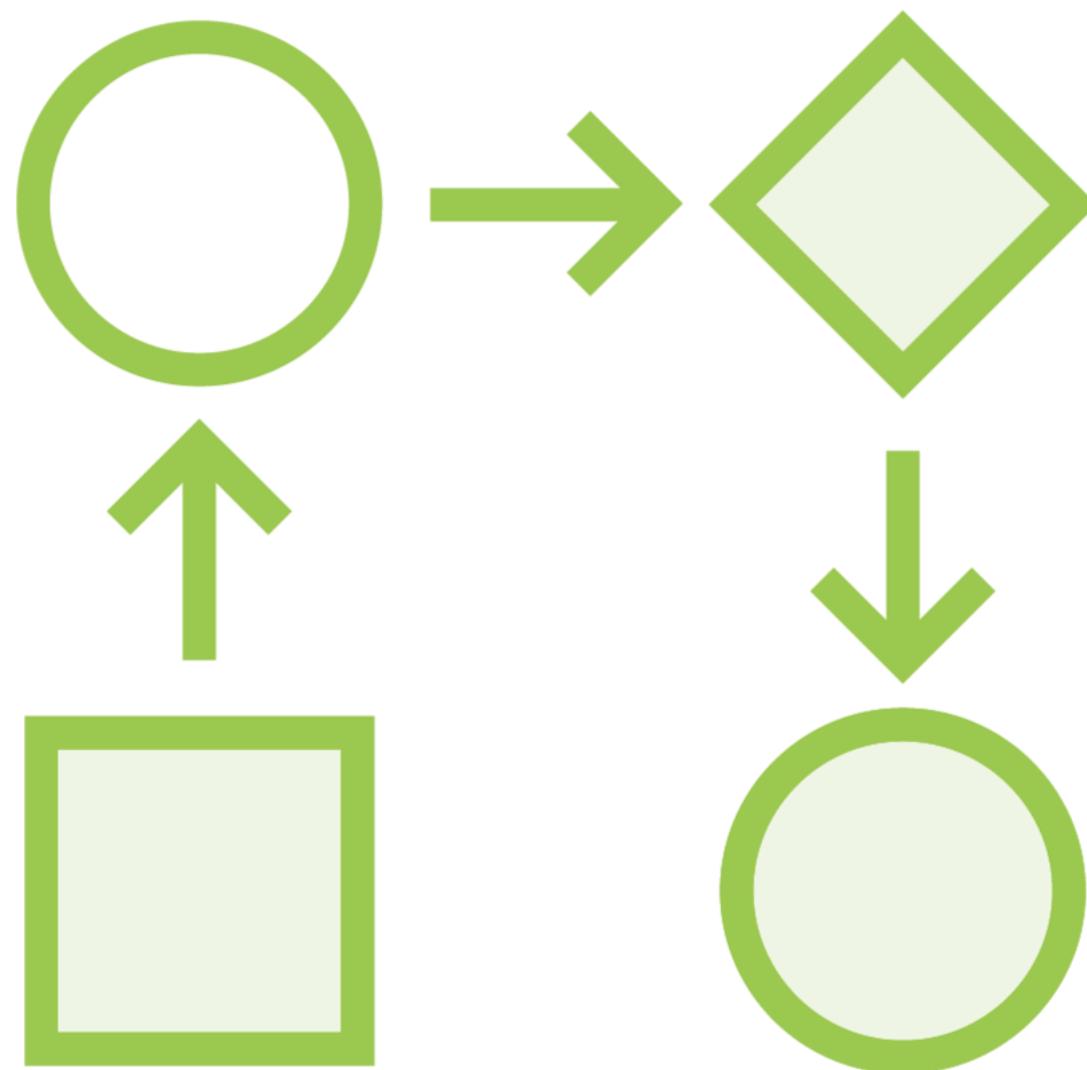
Grouped them into five groups

Create your own groups

Will come from different places



Project Management Expectations



- You might not be the project manager**
- You are responsible for project management**
- Create or enforce the right systems**
- Your team expects this will be handled**
- You'll be expected to monitor project progress**
- Can be embarrassing if you don't know details**

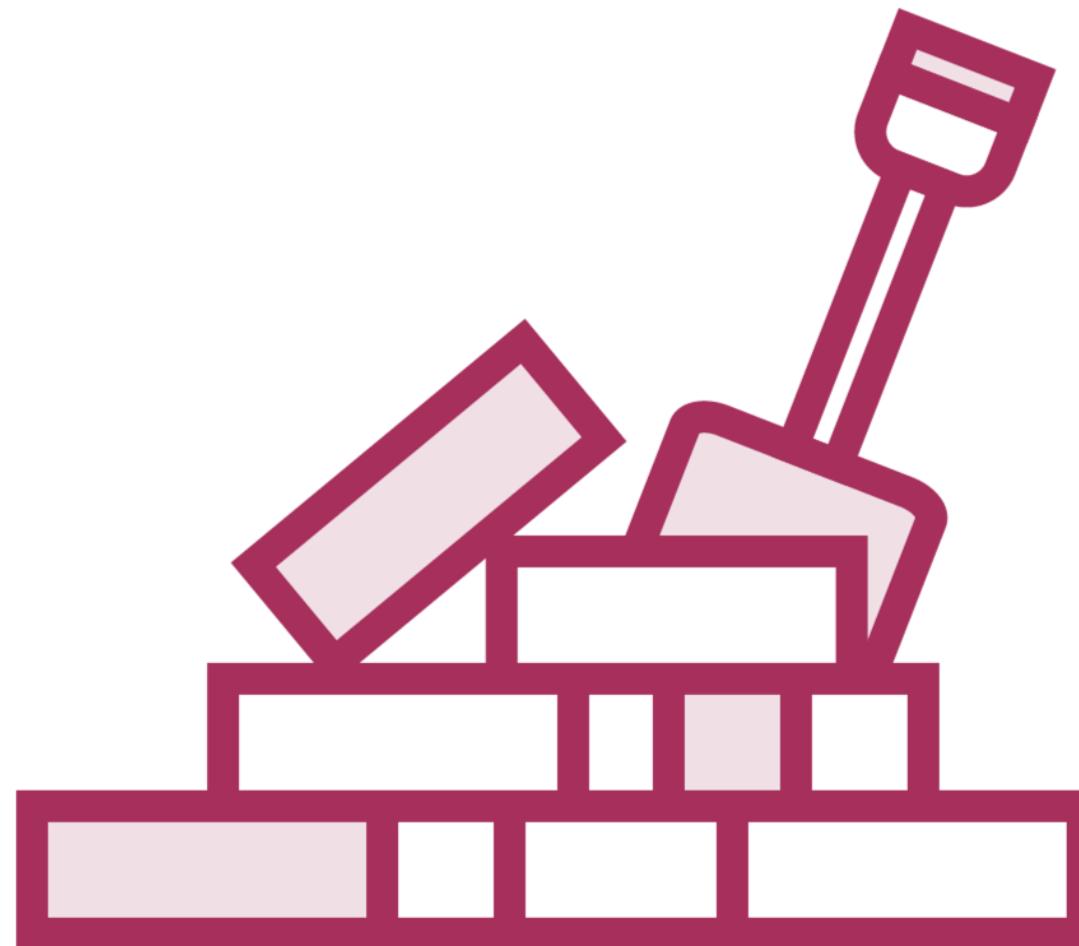


Empowerment Expectations

- Inspiring your team feels empowering**
- Empower through education and training**
- Provide the right resources and tools**
- Allow them to make decisions**
- They'll be more mindful and strategic**
- Be accessible and approachable**
- Demonstrate by mentoring and coaching**



Culture Expectations



- You are responsible for your team's culture**
- Can be influenced by many forces**
- Communication will influence culture**
- Listening to your team will influence culture**
- Build a culture of trust**
- Build a culture where failure is okay**
- Teach your team to learn from failure**
- Praising, rewarding, and encouraging**



Information Management Expectations

Reacting and doing damage control

Your team expects you to be honest

Honesty and openness can build trust

Discretion and judgement is critical

Reporting up and down is important

I tell my team I expect communication

I want them to be proactive with me



Leadership Expectations

**Reinforce vision
and mission**

**Maintain team's
focus**

**Be aware of
what is going on**

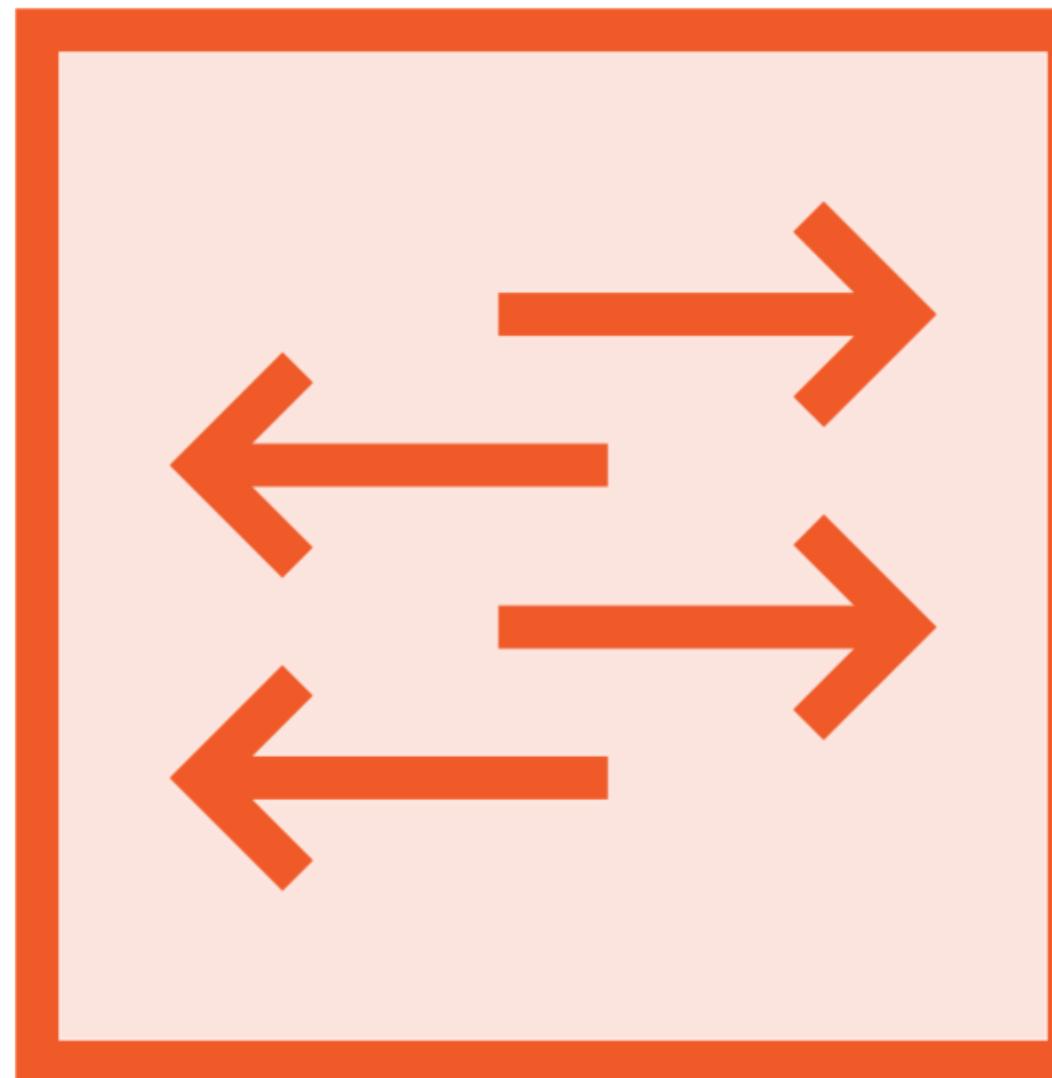
**Seek input
from others**

**Implement input
as appropriate**

**Make hard
decisions**



Expectations Can Shift



- Urgencies can quickly change**
- Align expectations with your responsibilities**
- You can't make everyone happy**
- You might have unreasonable expectations**
- Determine which are reasonable and good**



A photograph showing two people from the waist down, working at a light-colored wooden table. In the foreground, a person's hands are visible; one hand holds a black pen over a yellow sticky note that says 'BUSINESS'. Another hand is resting on the table next to it. The table is covered with various colorful sticky notes, some of which are partially visible with words like 'ESTATE', 'DEVELOP', 'MARKETING', 'ANALYST', 'GOALS', 'STRATEGY', and 'OUTLINE'. A laptop is open on the left side of the table. The background is bright and slightly blurred.

Building my own team put me at an advantage.

A photograph of a professional meeting in progress. In the foreground, two individuals are shaking hands over a wooden conference table. One person is wearing a pink blouse with visible cufflinks, and the other is wearing a grey blazer. On the table, there's a laptop keyboard, a spiral notebook with a pen, and some papers. In the background, other people are seated around the table, and a cup of pencils is visible on the table.

**Merging two established teams
was a different challenge.**

When the Boss Is Different

You can be
a good boss

You can
be liked

You can be
respected

You can have
a great team

You can enjoy
your team

You might not
get invitations



Sometimes inviting
the boss feels weird.



Being on the outside can feel weird, lonely, and isolating.



The Team Leader Has Plenty to Do

- Political battles**
- Unrealistic expectations**
- Maintaining respect**
- Protecting your team**
- Making final decisions**
- Managing offenses**
- Putting off your other work**





Your Role Is Critical

If you don't do it, who will? Your team is looking at you, depending on you, to do your job as team leader.



Team Leaders Are in the Sales Business



- Selling team on a project**
- Selling them on pushing through fatigue**
- Selling them on a certain user interface**
- Selling them on how to do things**
- Selling them on process changes**
- Selling them on product changes**





Dealing with Major Problems

Your team wants you to fix the problem. This is one of the most important things you will do as a leader.



Dealing with the Difference

Be
personable

Develop
relationships

Respect
boundaries

Avoid getting
too close

Remember
roles change



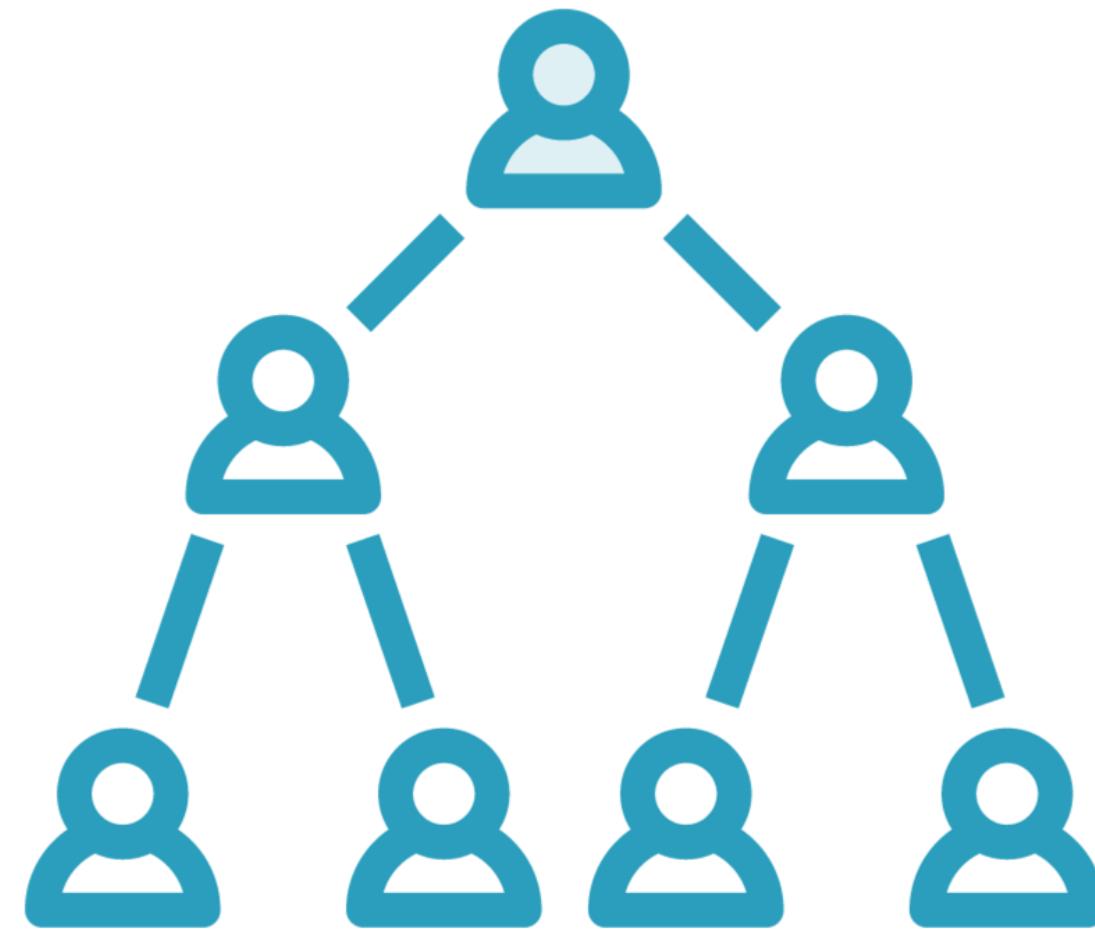
Your professional relationships
can last a lot longer than a
particular role.





I didn't even know how to prepare.

Preparing to Lead a Team



- Prep time might be a luxury**
- Your education**
- Previous roles**
- Previous leadership experiences**
- Your mentors**
- Examples from others**



All your experiences
will have been part of
your preparation.



Twelve Leadership Skills

Work on them now

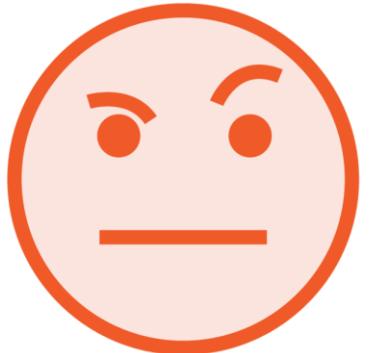
Work on them long term

Be intentional about these

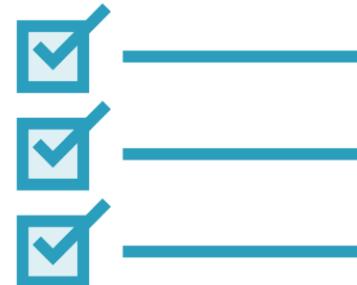
Make time to work on them



Organizational Skills



Your team expects you to be on top of things



Staying organized means meeting your commitments



Consider assigning someone on your team to help



Scheduling Skills



- Someone on your team should own this**
- The team leader needs to understand it**
- Can impact your team and their morale**
- Ambiguity can lead to bad information**
- Overscheduling people is not good**
- This can greatly frustrate your team**
- Seems easy, but it's easy to mess up**



Estimating Project Completion

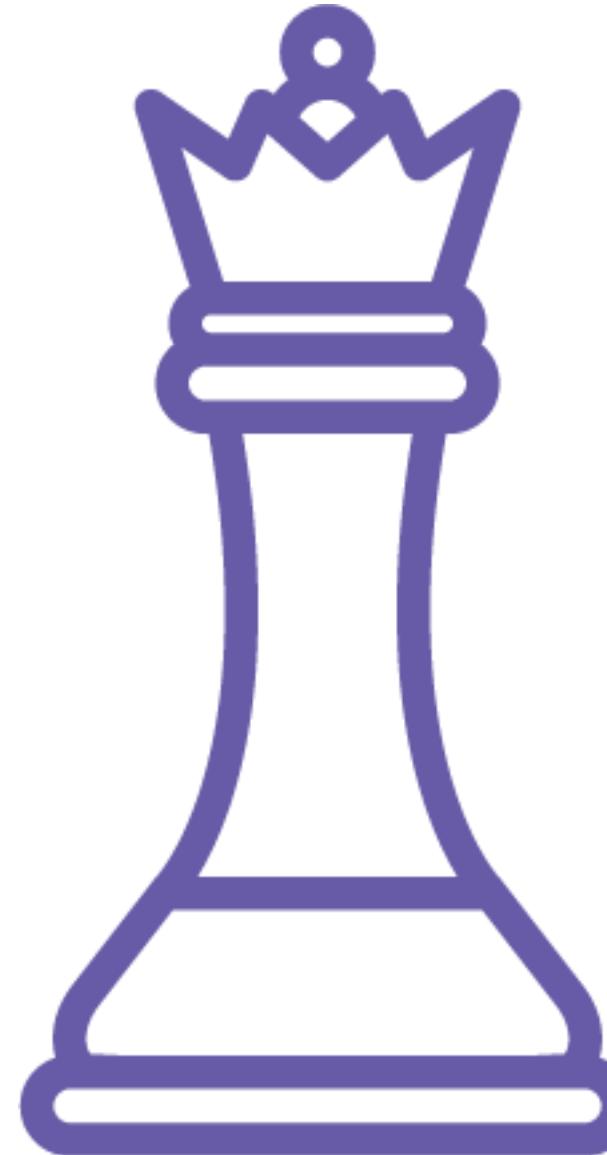
You'll report this
up and down

Estimating wrong
has repercussions

Can create a
lack of trust



Strategy



- Basic understanding of strategy principles**
- Understanding of your organization's strategy**
- How your team fits into that strategy**
- Can help you make better decisions**
- Can help you know how to communicate**



Recognize strengths

Understand strengths

Respect strengths

Help based on strengths

Feel appreciated

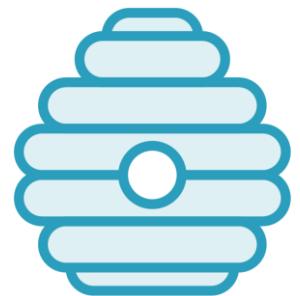
Bring out the
Best in Others



Diplomacy and Tact



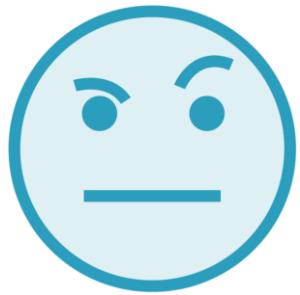
Effective team leaders communicate with diplomacy and tact



You catch more flies with honey than with vinegar



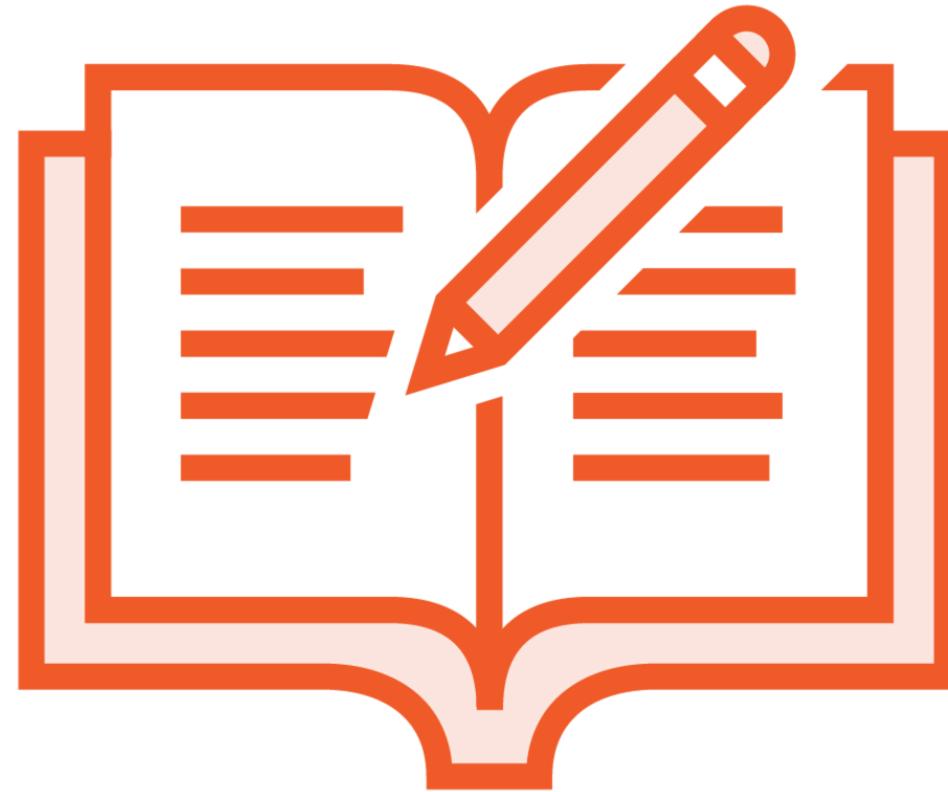
Leaders have to make hard decisions regularly



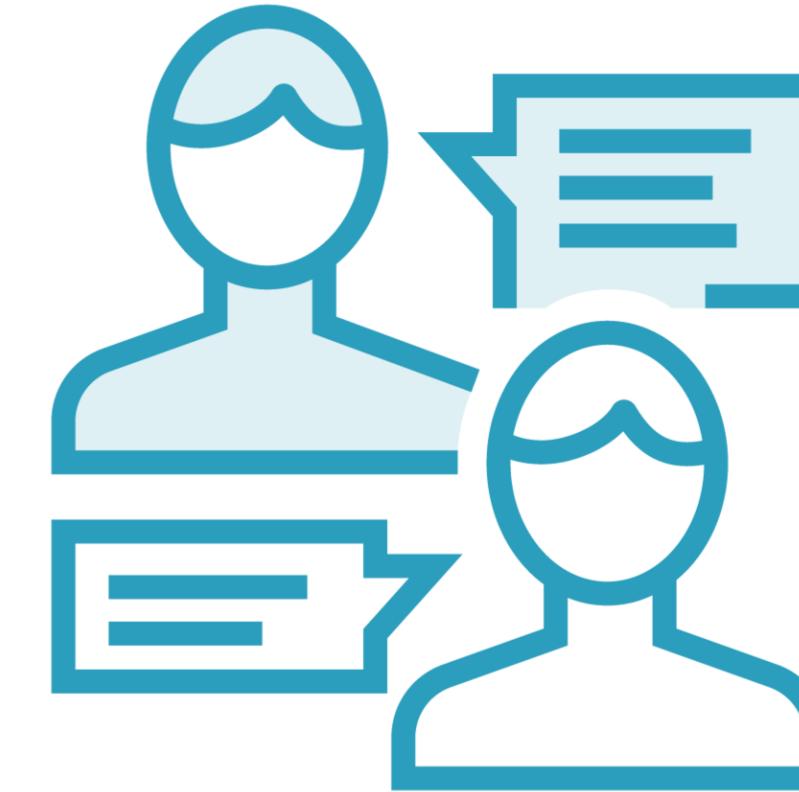
Your decisions can impact the lives of people on your team



Enhanced Communication Skills



Written skills



Verbal skills



Leaders must
communicate
with care.



Influencing Others

Your team

Your customers

Your managers

And others



Influencing Others

**Heavy handed by
virtue of authority
is one approach**

**Kindness and respect:
*How to Win Friends and
Influence People***



Quality Control



Dr. Deming, father of quality management



Changed the manufacturing industry



Quality control is based on principles



You are responsible for your team's outcome



Metrics and Reporting

**Kevin Miller's
course**

**What to measure
and report on**

**Worksheet
and tools**

**Can seem
tedious**

**Can lead
to success**



Formal Presentations

You'll have plenty
of opportunities

Watch courses
to learn the skills

Practice as
often as you can

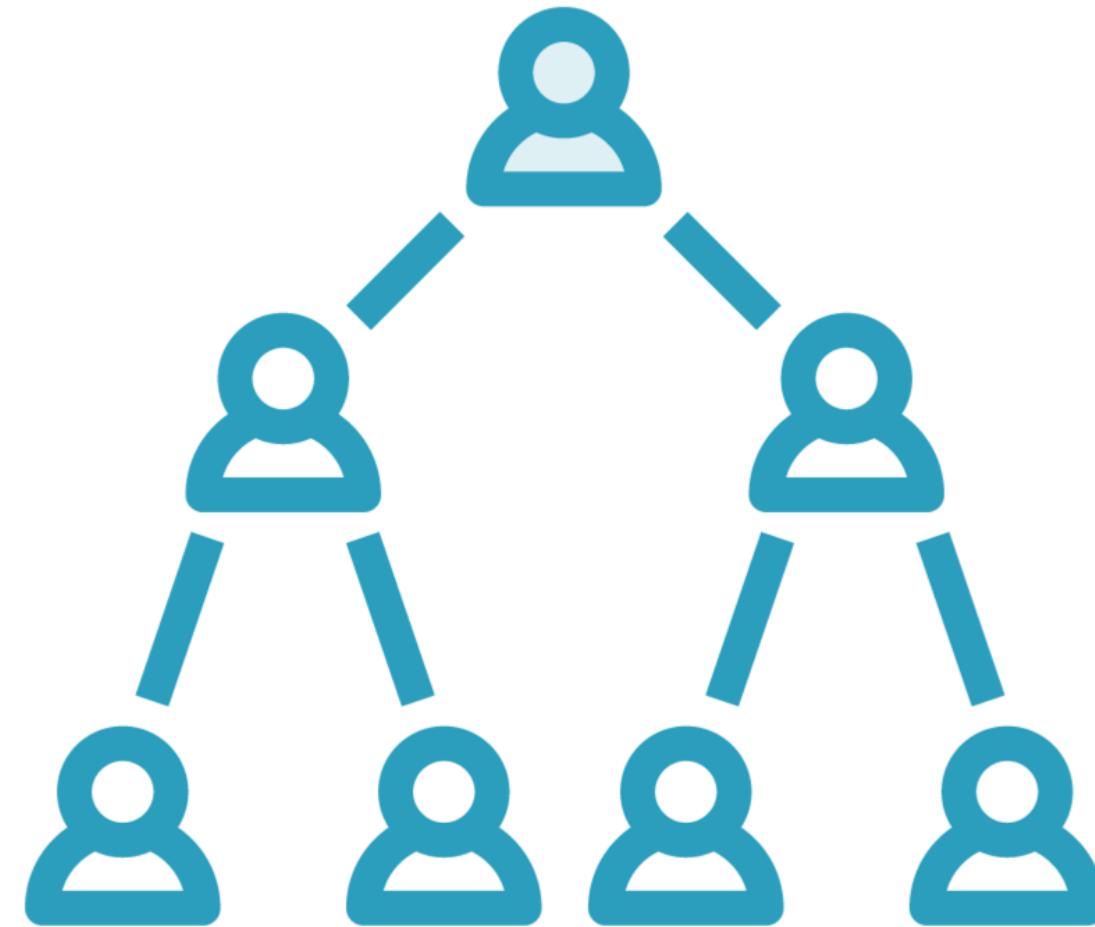


Leading Meetings

- Avoid useless meetings
- Lead effective meetings
- Avoid the unnecessary
- Watch the clock
- Respect your agenda
- Recover from sidetracked
- Learn from others



Improve Skills to Lead Better



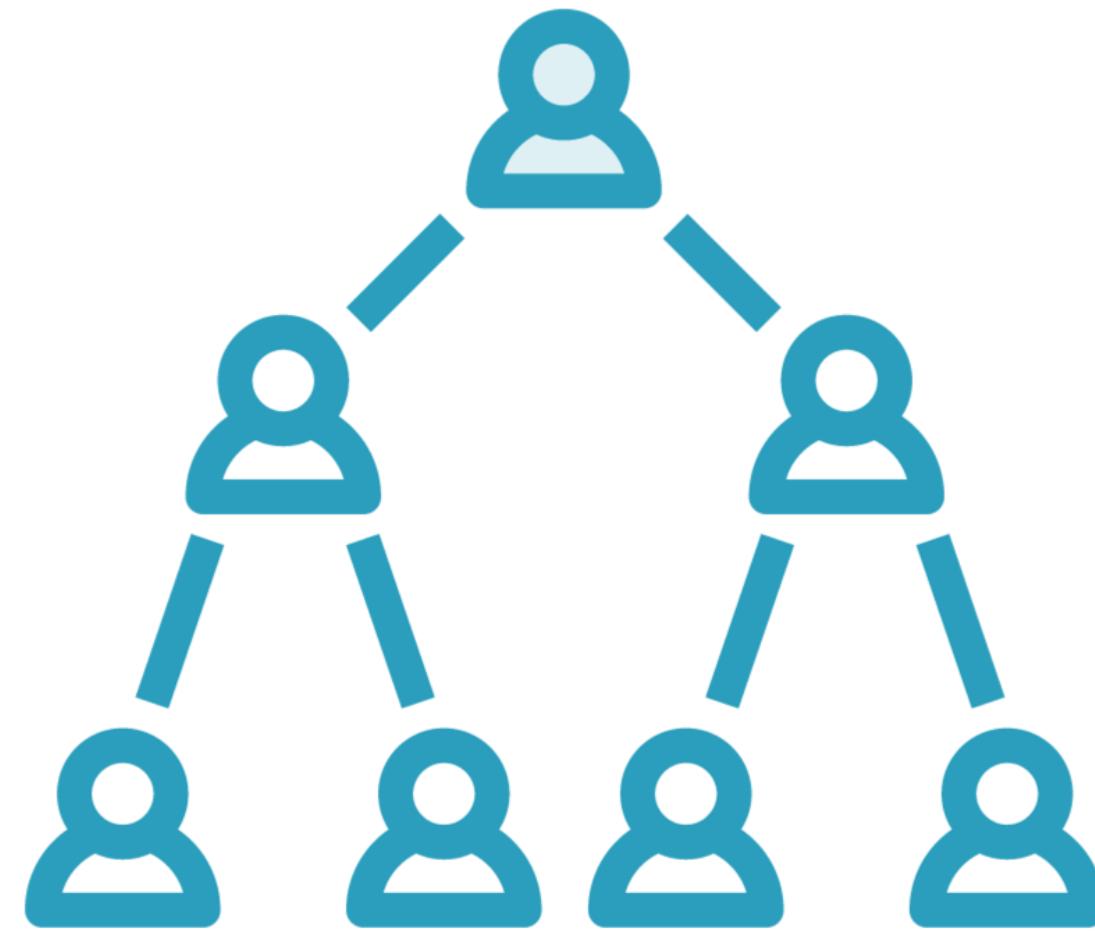
- Leadership and communication courses**
- Purposefully work on these skills**
- You should be more effective**
- You should see results from skilling up**
- Don't stress about every skill**
- Pick one or two to focus on**
- Later you can add others to work on**



Improving your soft skills
is more of a marathon
than a sprint.



The Five Stages of a Team's Life Cycle



Helps you understand your team's dynamics

Helps you understand why dynamics change

This topic is well covered

In books

In articles

In other resources



Understanding Team Dynamics

Influence

Persuade

Communicate

Motivate



A photograph of three people in an office setting. A woman in the foreground, wearing glasses and a maroon shirt, is smiling and high-fiving another person whose arm is extended from the right side of the frame. In the background, a man in a red plaid shirt is also smiling and has his hand raised in a high-five gesture. They are all sitting at desks with laptops open. The office has large windows in the background showing a city skyline.

Each stage is important to understand.



First stage: forming

This is an exciting time

People are anxious to add value

This is the honeymoon phase

People are optimistic

You need to lay a good foundation

Communicate expectations, etc.

Share your vision





Second stage: storming

Excitement has worn off

Frustration is setting in

Want more information

Want more resources

Specs are incomplete or flawed

Personality quirks become an issue

Clarify roles and expectations

Regularly revisit the vision

Quickly resolve conflict and differences





Third stage: norming

People are settling into their work

Understand vision, roles, and expectations

Frustration is reduced

Team leader tends to focus on project

Attention to the team decreases

Make sure to give your team what they need





Fourth stage: performing
Team functions at a very high level
Things seem to go well
Make sure you attend to individual needs
Your team expects you to be their leader





Fifth stage: adjourning

Prepare for this stage

People worry about their future

Successful completion can be exciting

Unsuccessful completion can be concerning

Change is hard for just about everyone

Help each person through the transition



Each of the five stages
of the team life cycle are
natural and inevitable.



A man with a beard and short brown hair, wearing a red and blue plaid shirt, is smiling and gesturing with his hands while holding a brown paper coffee cup with a black lid. He is sitting at a wooden desk with a white laptop open in front of him. A woman with long dark hair, seen from the side, is facing him. They appear to be in a modern office or study room with large windows and green plants in the background.

My main expectation is communication.

Other Expectations

Competent

Respectful

Contributor



Create a Culture of Communication



Easy



Expected



Rewarded

I communicate my expectations:

- Bring their best ideas
- Perform at a high level
- Contradict my ideas
- Expand our abilities



I need them to
communicate
their ideas.



A man with dark hair and a beard, wearing a grey suit jacket over a white shirt with small black dots, is looking thoughtfully to the side with his hand resting on his chin. He is seated at a table in what appears to be a restaurant or cafe.

Find out why people aren't sharing their ideas.



Please Disrupt the Power Structure

We welcome your ideas. We discuss them, and we value them. This is a mindset shift for many people.



A photograph of a woman in a grey dress shouting at a man in a blue shirt. She has her mouth wide open and is gesturing with her hands. The man is looking up at her with a surprised expression.

**Hard conversations doesn't
mean contention and arguing.**



Respectful communication
is part of my team culture.



Continual Communication



- Keep stakeholders and customers current**
- Customer wants a big project**
- Communicate about the specs**
- Take a year to work on the project**
- Enthusiastically deliver the project**
- Product and expectation mismatch**
- This is a common scenario that happens today**





The Market

Our company is participating in a \$1.5 billion market that will have a 200% growth rate over the next three years. It will be targeting these customer segments: Home, office, school, coffee, restaurants, and residential. These markets are growing at 10%, 15%, 20%, and 25% respectively. These markets have 100,000, 150,000, 200,000, and 250,000 potential customers respectively. These figures are for the United States market. The market share in the United States is currently 10% for the first segment, 15% for the second, 20% for the third, and 25% for the fourth.

The Product

We are currently developing a product that will be available in four different models: Model A, Model B, Model C, and Model D. Model A is a basic model with a price of \$100. Model B is a standard model with a price of \$200. Model C is a premium model with a price of \$300. Model D is a luxury model with a price of \$400.

Check in with Me



Need to take time off? Check in with me!



Can't make it in? Check in with me!



Need to change your work hours? Check in with me!



Stuck on your projects? Check in with me!





My Baseline Assumption

You are doing well and making progress. If that isn't true, proactively communicate with me.



Honor what you
commit yourself to.



Summary



Imposter syndrome and insecurity

Leadership skills and attributes

Responsibilities and expectations

Leader vs. participant

Skills or characteristics of leaders

Team dynamics

The five stages of the team lifestyle

The importance of communication

Creating a culture of communication

Channel for team leaders in exercise files



Steps to take when
starting a new team.

