

Leading a Successful Team



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Creating a Team Culture



One of your most important responsibilities

You'll get one whether you create it or not

Everything we've talked about:

- Create your team culture
- Impact your team culture
- Reinforce your team culture

Intentionally create your culture

Planning and consistency





Define Aspects of Your Desired Cultural

Write this down with as much detail as possible. This is for you to refer to as well as share with others.



A Culture of Communication

**Reduce
confusion**

**Clarify
expectations**

**Feel
involved**



Define communication

Work backwards

The why

The what

The how

Purpose and value

Can destroy culture



A photograph of a professional office environment. In the center, a young woman with long brown hair, wearing a white sleeveless blouse and dark blue trousers, stands with her hands on her hips and her right hand covering her eyes. She appears to be in the middle of a conversation or presentation. Around her, several other office workers are seated at their desks, facing her. One man to her left is gesturing with his hands while speaking. To her right, a man in a blue and white checkered shirt looks towards her. In the background, there are computer monitors, papers, and office equipment. The scene conveys a sense of a challenging or uncomfortable interaction in a workplace setting.

**Asking questions and challenging ideas
can feel like taking a professional risk.**

A Culture of Ingenuity



- Allow people to fail**
- Even celebrate failure**
- The “Church of Fail”**
- Create a culture where failure is okay**
- The key is to recover, and learn, from failure**
- Don’t hide from, or be ashamed of, failure**
- The debrief is a great tool to learn from failure**





The Becoming a Better Listener course
helps you learn active listening skills.

Help people who tend to
be quiet have an opportunity
to express themselves.



“John, what do you think about this?”

Help quiet people express themselves



A Culture of Effectiveness



- The right issues resolved right the first time**
- List the right issues in your ticketing system**
- Put the appropriate amount of detail in**
- Address interpersonal issues quickly**
- Recognize personal issues**
- Validate the issues and feelings**
- Take care of your team members**
- This creates and reinforces a strong culture**



A Culture of Solving the Right Problems



Focus on the right problems instead of superficial issues



Helps your team do things right the first time



Avoids unnecessary and distracting rework



Follow up with affected parties to verify solutions



We might think something is done when it really isn't



What will you do to
intentionally create and
influence your team culture?





I want my teams to work well with one another, and respect each other.

Arguments Can Be Okay

**Best
practices**

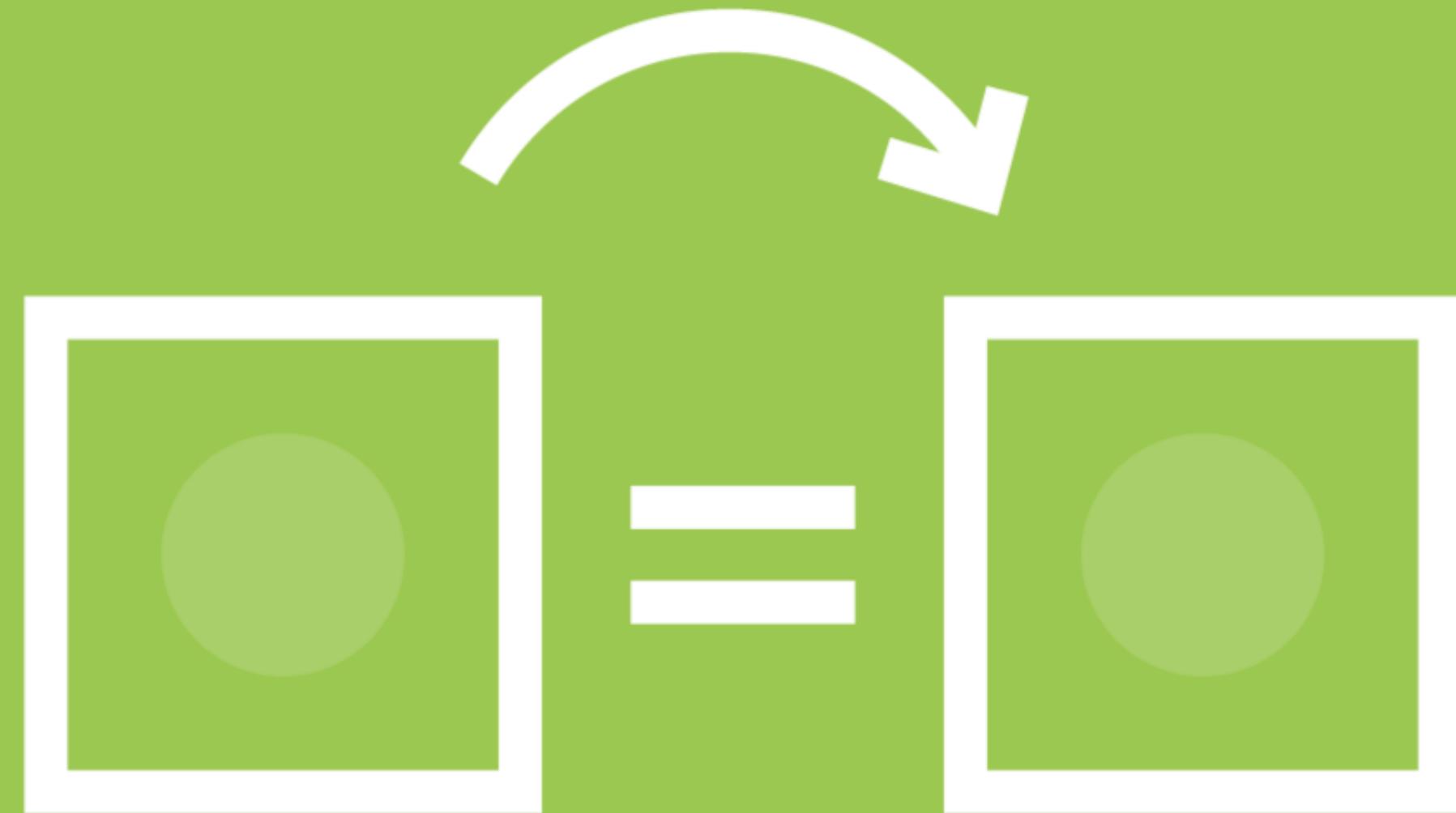
**What we
should do**

**How we
do things**



You can have intense
conversations and a cohesive
team environment.





A Cohesive Team Starts with You

Model respect by how you talk with
and about each person on the team.



Recognition Programs Create Cohesive Teams



- Peers or managers highlight accomplishments**
- Recognition reinforces what is valued**
- More effective if done consistently**
- Team leader sets the pace**
- Expressing appreciation unites your team**



A photograph showing two young women in what appears to be a professional or educational setting. One woman, with long dark hair tied back, is seen from the side, wearing a green t-shirt. The other woman, with long dark hair down, is facing forward, wearing a light blue and white striped button-down shirt. They are seated at a table, engaged in conversation. In the background, there are some plants and a window.

Encourage professional relationships.

The time we spend getting to know one another can do a lot for building trust in our teams.





**Offsites can provide the right environment
to help a team grow closer.**

Research Team Building Exercises

Might seem
goofy

Can really
be effective

Don't have to be
uncomfortable

Pick what is right
for your team

Respect each
person's boundaries

Provide unifying
experiences





Build a Cohesive Team

Help people bring their best to the team. Don't worry about everyone being best friends, rather focus on respect and trust within the team.



A photograph showing the lower halves of two men in business attire. One man, on the left, wears a grey suit and white shirt, gesturing with his hands while holding a white folder. The other man, on the right, wears a dark suit and blue striped shirt, also gesturing with his hands. They appear to be engaged in a professional discussion or presentation.

**Leaders need to come to
terms with resolving conflict.**

Exercise Tact and Diplomacy



What you say, as a leader, can be very impactful



People are watching how you treat, and talk about, others



How you act and react will determine the trust your team has in you



What you choose to focus on will impact your power and influence



Dealing with conflict
respectfully contributes
to a culture of respect.



Reduce Personal Attacks

**Conflict is usually
accompanied by emotions**

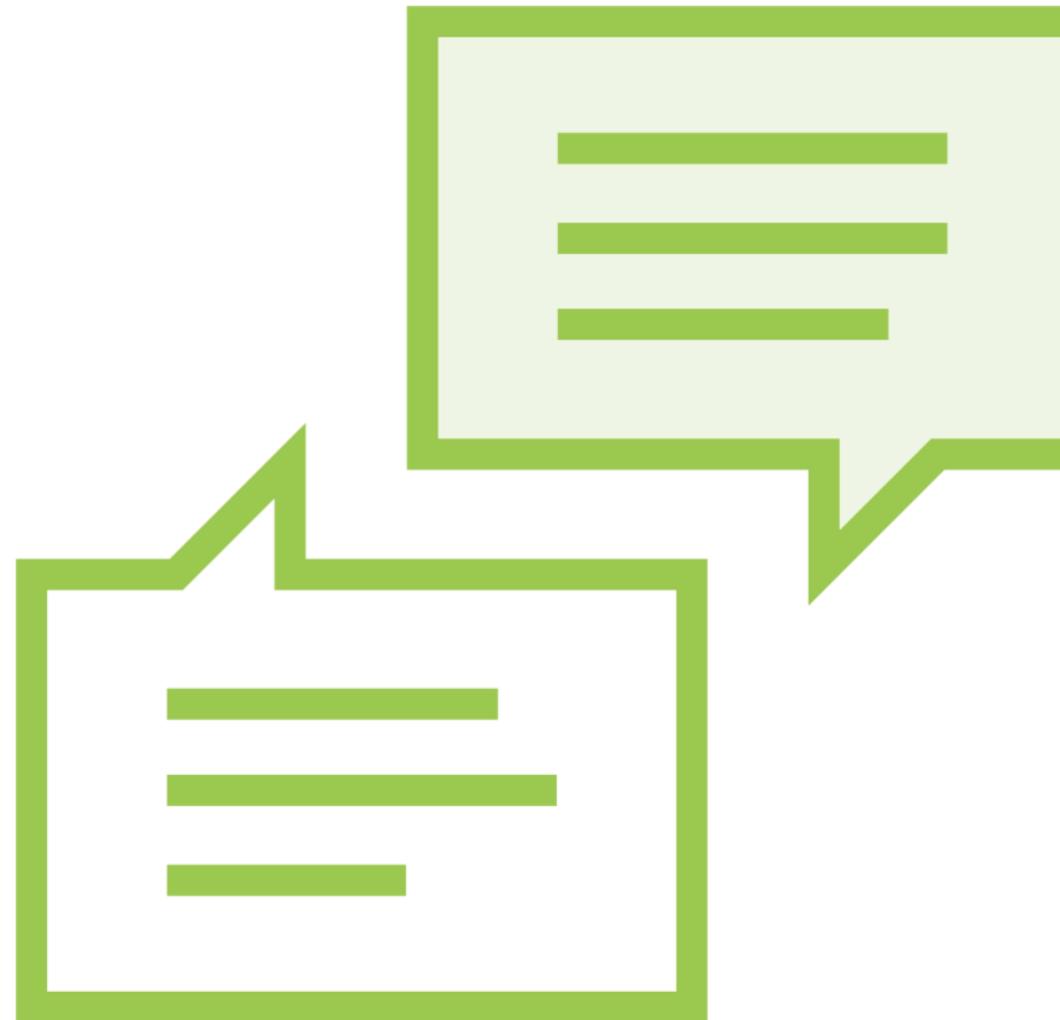
**People treat others as
offenders too often**

**Focus on actions and behavior
instead of personality**

**Personal attacks
exacerbate emotions**



Only Involve the Right People



- Keep private issues private**
- Talking to people unnecessarily adds drama**
- Can be a major distraction to your team**
- You may have to involve outsiders**
- Exercise confidentiality in all conversations**
- You may have to include a lot of others**
- Always be respectful to everyone**



Have a spirit of mentoring

Help people work through

Helps strengthen team

Help them become better

Help them perform

They will feel appreciated

They will know you care



Document as Appropriate



Will depend on the situation and organization's policies



Absolutely consult with HR or your leadership



Consider documenting a lot of detail (but not always)



Talk to HR/Legal because what you document could end up in court



Timing Is Everything



You could immediately react

You could wait and gather information

Sometimes conflict resolves itself

Getting involved too early could be a problem

Leaders can't ignore and hope away conflict

Be aware of what is going on



Leaders help people
work through conflict.





Outside influences could create confusion and false information.

Outside Influence Threats

**Exert
authority**

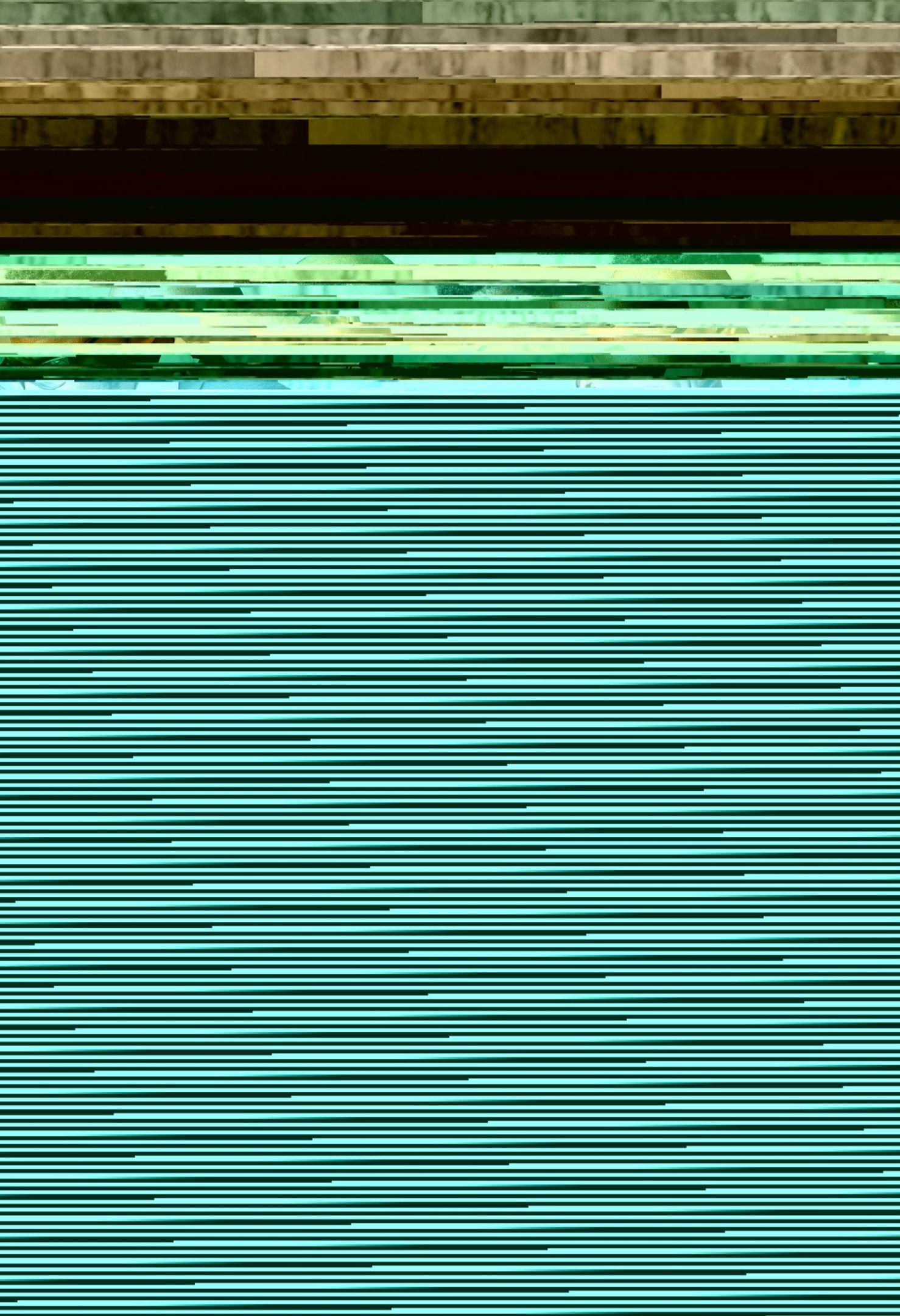
**Scope
creep**

**They try to
manage the team**

**Your team
questions future**

**Your team
questions you**





Understand the chain of command

Know how to get accurate information

Know who supervisors and bosses are

Who has good and accurate information

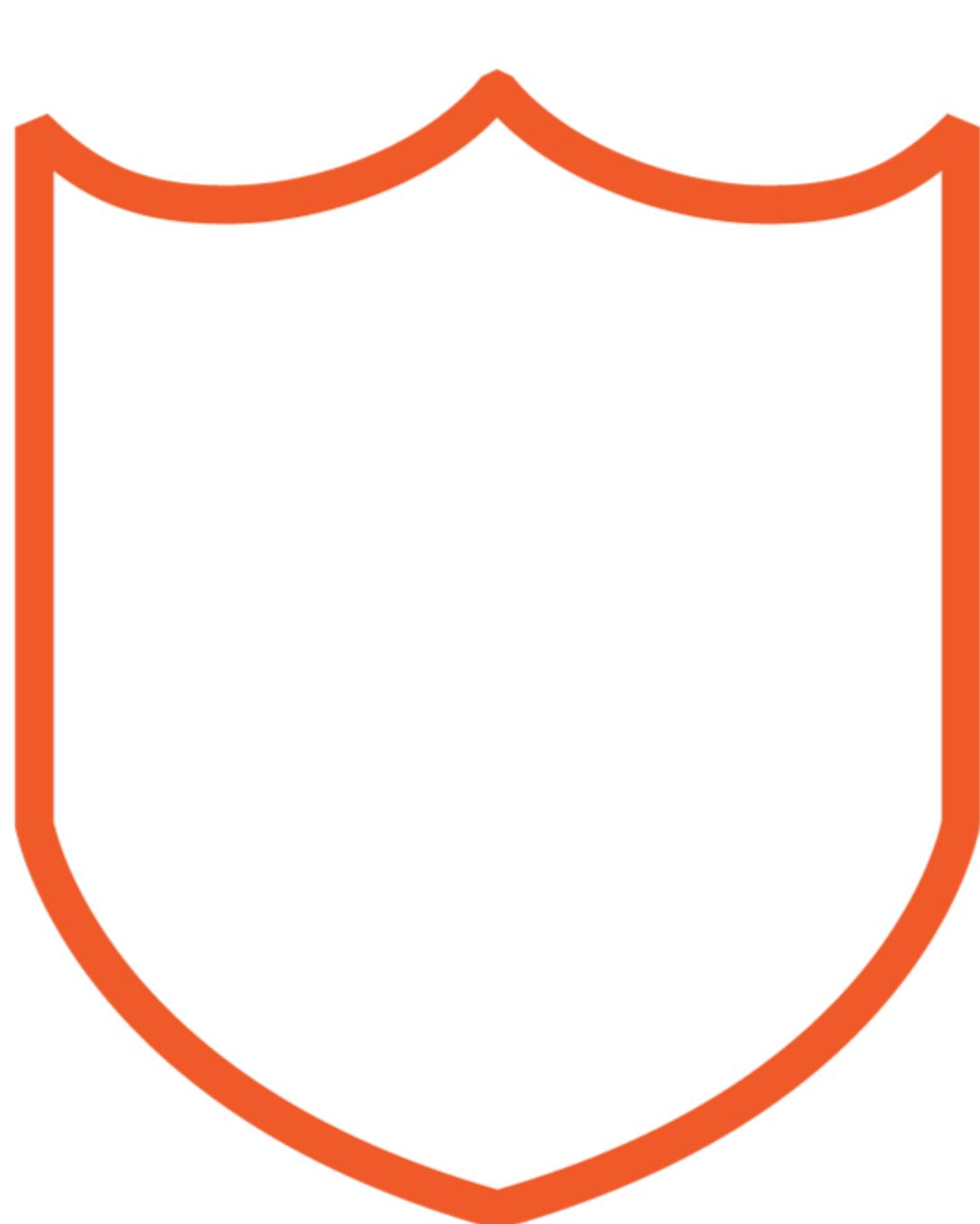
Have open communication channels

Be as open as you can

Always be honest with your team



Protect Your Team



- You will have irrelevant information**
- Share information appropriately**
- Leave out distractions team doesn't need**
- Make judgements on what parts you share**
- Sharing the wrong information could distract**





Keep your emotions and feelings in check

Your team will likely mimic your emotions

They might lose confidence in you

They might look for a move to another team

You can have feelings and emotions

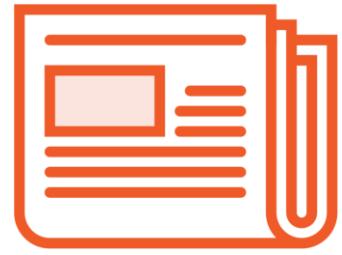
They look to you to know when to panic

Calm reactions can smooth things over

Your team looks to you for confidence



Manage Misinformation



Misinformation can come from different sources



They can have a real negative impact on your team



Your team looks to you, as their leader, for clarification



Be careful with your word choice and what you say





**Work to understand what the problems are
and use communication to resolve issues.**



Manage Outside Influences

They can be a real distraction and introduce bad elements into your team culture. Manage these influences and communication to protect the team environment you want.

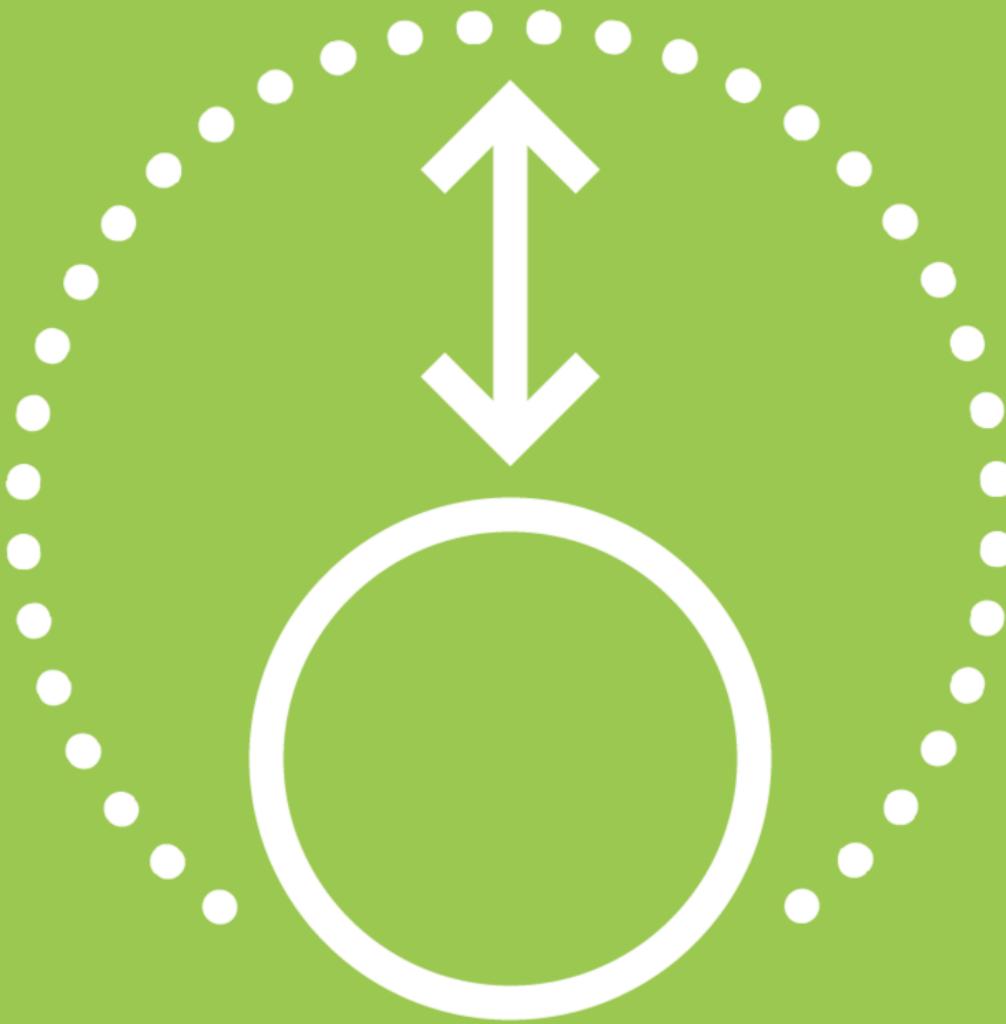




Change can come from any of many places and disrupt just about everything.

Even good change
can be frustrating,
especially for people
who are change averse.





Change Is Inevitable

Change presents leaders' opportunities to help their team. You will be a better leader as you learn change management skills.



Change Management Pluralsight Authors

Kevin Miller

Alice Meredith

Casey Ayers

Shelley Benhoff



If anything will be
constant in your career,
it will be managing change.



Change Is Inevitable

**Come to terms
with change**

**Trust that change
is not whimsical**



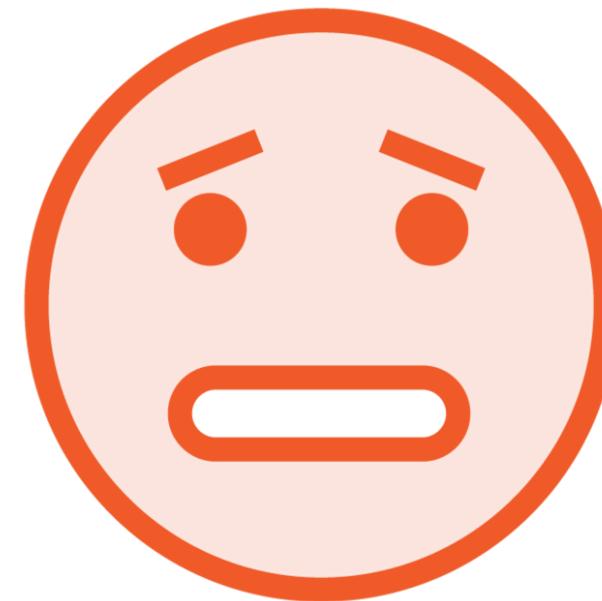
Be the Example



**Normalize
change**



**Change is just
a variable**



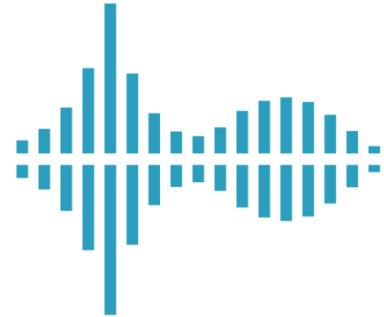
**Your panic will
have results**



**Example impacts
confidence**



Focus on Objectives



Allows you to ignore noise that comes from change



Changes can impact your objectives and that is okay



Communicate impacts and clarify objectives



Fight bad information

Clear communication

Repeat your message

With individuals

Leverage influencers

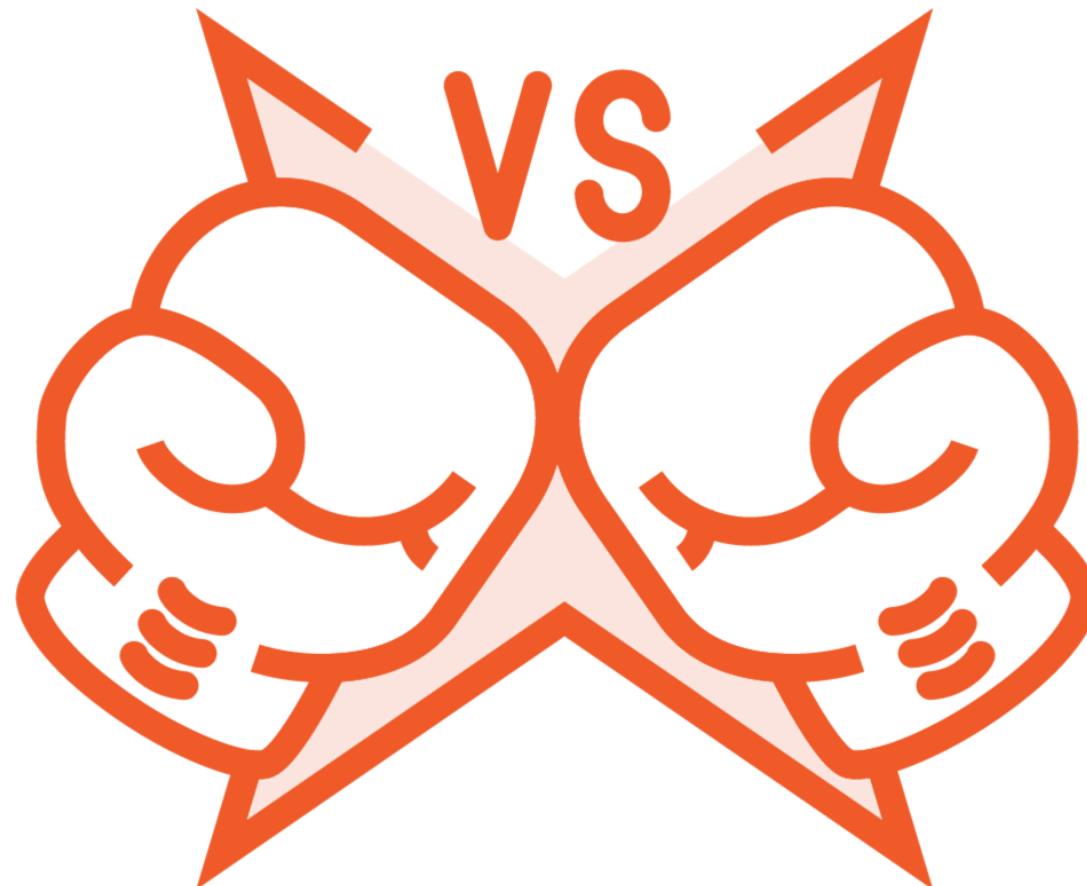
They expect openness

They deserve this

Communicate
Appropriately



Fight and Advocate for Your Team



- When change should not happen**
- Might be change out of your influence**
- Could impact your team in unforeseen ways**
- Determine if you should advocate**
- Your role is to protect your team**
- Could be an educational opportunity**





Embrace Change

Become an expert in managing change. You'll use these skills during your entire career. You'll gain loyalty and confidence.



Build a Culture of Trust

Trust the leader

Trust one another

Trust themselves





The Speed of Trust

When there is trust,
things happen quicker.



Imagine working on a team
where everyone deeply
trusts everyone else!



Building a Culture of Trust



- Make sure you are trustworthy**
- Be consistent, even through change**
- Manage change wisely**
- Celebrate everyone's wins**
- Be appropriately transparent**
- Own your mistakes**
- Really support others on your team**



Building a culture of
trust starts with you.



Organizational Constraints

Your budget

Team size

Tools and resources

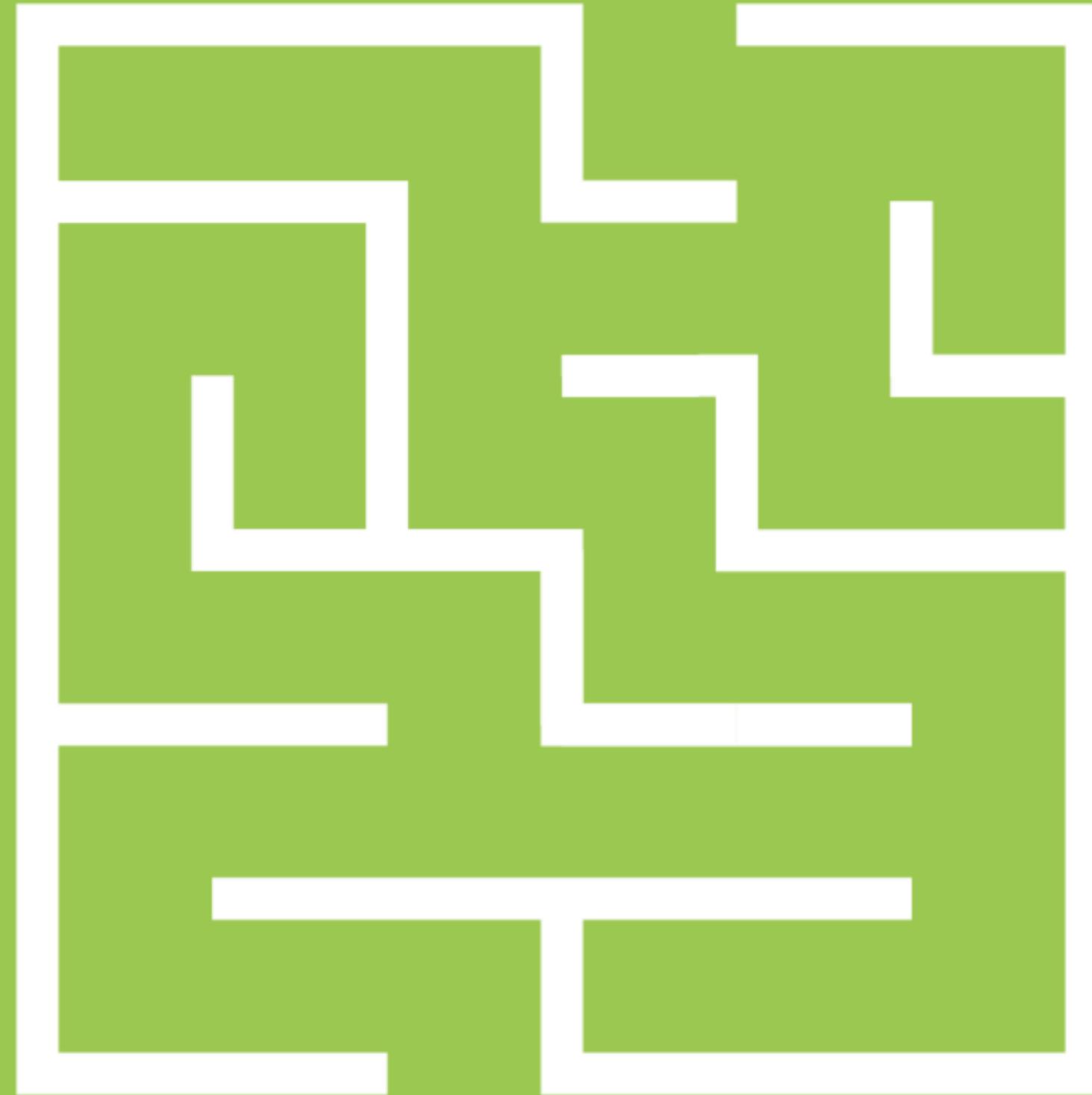
Help from leadership



“They must not be sure about
our project, or our team!”

Feeling unappreciated and under resourced





Your Challenge

Optimize your team's output even though you have limited resources.



Analyze and Assess

**What are your
constraints?**

**What are the
impacts?**

**Why do you have
those constraints?**



Communicate About Your Constraints

Not in a disparaging way

Talk about your resources

Talk about your expectations

This can shift the conversation



“What can we do now, since we aren’t getting around these constraints? How can we meet our expectations?”

Appropriate questions to shift the focus



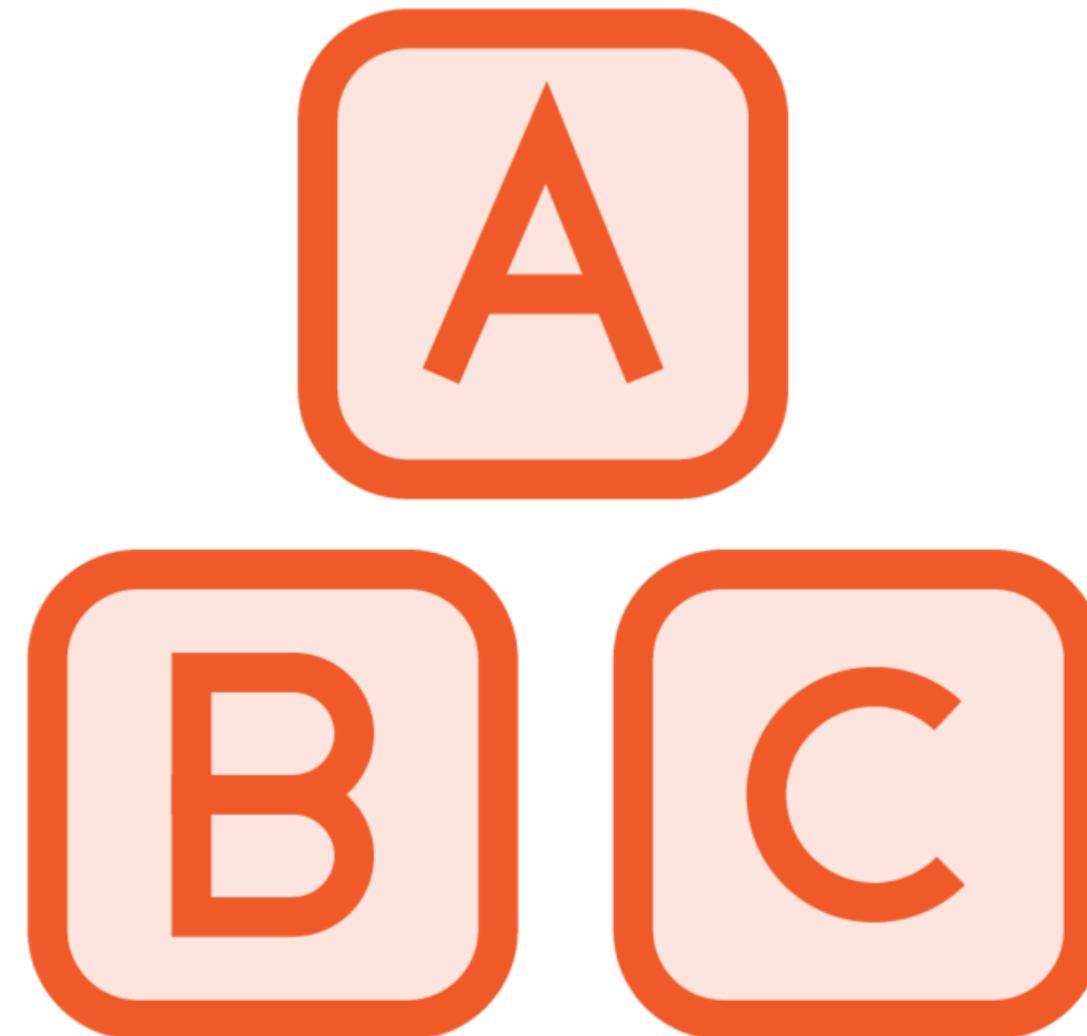
Communicate with others to help them understand your situation and why you make certain decisions.





This is where you get to practice
your motivational skills.

Redefine or Renegotiate



The deadline

The budget

The scope

Project management courses

Change management courses

The quality triangle





Faster but More Expensive

Negotiate and communicate the trade offs and
you might find your constraints are lessened.



Working within your constraints
shows your team they can still
work towards the objective.



Authority, Power, and Influence

Sometimes
interchangeable

Definitely
unique





“Can I see your license and registration?”

Example Using Police Officer



Authority

Power

Influence



Example Using Imposter

No authority

Perceived power

Illegal influence



Does a customer have
authority to approve
a change order?

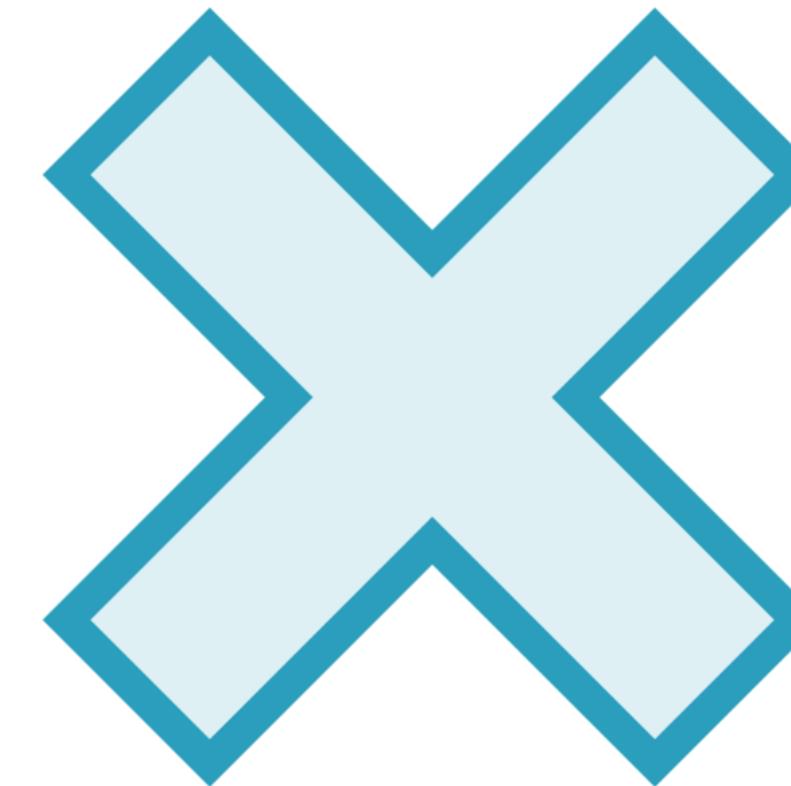


Does a Customer Have Authority?



Yes

Depends on the contract



No

Depends on the contract





Power and Influence

Our customer could help us win new business because of their power or influence. Or they could advocate for a different service provider.



External Forces

Authority

Power

Influence



Understand These Forces

As a team

Of each individual

High profile project

Bargaining power

Network strength

Leverage forces



Consider Assignments Based on These Forces



**Who you assign as
a customer liaison**



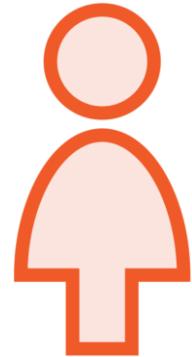
**Who you have
make presentations**



**Determine strengths,
credibility, etc.**



Understand External Forces



Who are external leaders or sponsors that can help you succeed?



Which gatekeepers can have a real impact on your success?



There are always external forces that can help or hinder



A photograph of two men in an office setting. One man, wearing a blue patterned shirt and glasses, is smiling and has his arm around the other man's shoulder. They are both shaking hands. A woman with red hair is visible in the background, smiling.

Start and nurture relationships now.

Understanding authority,
power, and influence can help
your team be more successful.



Extrinsic rewards generally costs money while intrinsic rewards don't.





Intrinsic Rewards Are Surprisingly Effective

Money can be motivating but, under the right conditions, intrinsic rewards have proven to be more motivating than extrinsic rewards.



Supporting Continuous Learning



Can be intrinsic

Can be extrinsic

Watching and talking about a video

Professionals want to learn and grow

Your team wants intellectual conversations

Dedicating time to this feels rewarding

Having a conference budget



Ask Your Team

**Asking is better
than assuming**

**Find out what
they'll appreciate**

**This creates better
buy in and value**



Model Continuous Learning



Block out time on your calendar for professional development



This shows your team how important learning is to you



This gives them permission to learn, and talk about their learning



Recommend Specific Material

**Let's them know it
is okay to spend
time on learning**

**Gives direction on
what you think
they need**

**Opportunity to
share honest
feedback**





Create opportunities to dive
deeper into topics with one another.

Support continuous learning to
help your team feel like they
are keeping up with changes.



Summary



Leading a successful team

Creating a team culture

Creating a cohesive, connected team

Dealing with conflict

Managing outside influences

Managing change

Building a culture of trust

Organizational constraints

Authority, power, and influence

Supporting continuous learning



Create your team culture with
intention and purpose.

