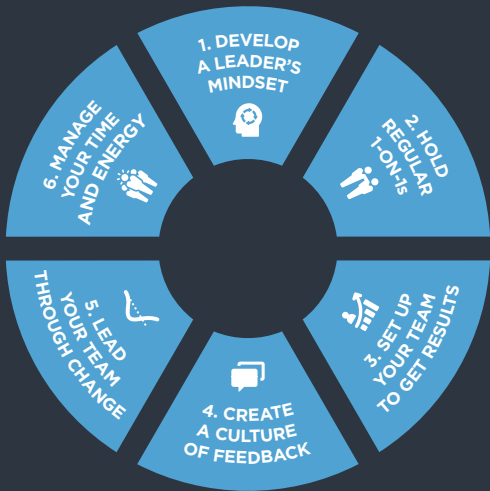


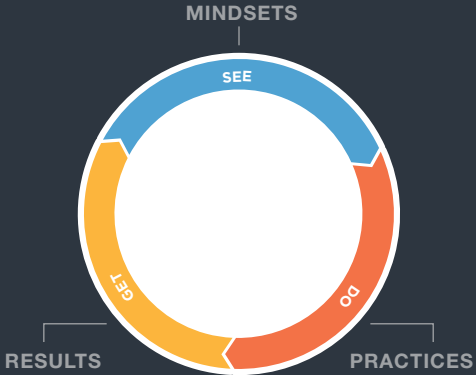
THE 6 CRITICAL PRACTICES FOR LEADING A TEAM™



PRACTICE THOUGHTS

1. First-level leaders have significantly different mindsets than individual contributors.
2. Regular 1-on-1s are critical for helping your team members be engaged and successful.
3. You're measured by the results you achieve through others—not just the results you achieve on your own.
4. Giving and seeking feedback is the breakfast, lunch, and dinner of high-performing teams. These teams consistently search for ways to make their best even better.
5. Your team will engage in change when you pave the way and make it simple and compelling.
6. Leading your team effectively requires you to prioritize taking care of yourself.

SEE-DO-GET CYCLE



The results we **GET** in our lives depend on what we **DO**. What we **DO** depends on how we **SEE** the world around us. If you want to change your results, begin by changing your mindsets.

EFFECTIVE MINDSETS FOR FIRST-LEVEL LEADERS

- I am responsible for delivering results through other people.
- I hold regular 1-on-1s to help people get—and stay—engaged.
- I help people get clear about the “why” behind the “what” and support them in the “how.”
- I give *and* seek feedback to elevate the entire team.
- I champion change with my team.
- I must manage my time and energy to be an effective leader.

SIMPLE 1-ON-1 TIPS

1. Hold 1-on-1s at regular intervals.
2. Schedule at least 30 minutes for each meeting.
3. Use the prep worksheets to identify priority topics.
4. Draw out issues and interests with Empathic Listening and coaching questions.
5. Help team members find solutions rather than solve problems for them.

QUESTION PROMPTS FOR 1-ON-1s

- What can I do to help with your work?
- What are you most concerned about?
- What's your biggest challenge? Why?
- What's the biggest opportunity we're missing out on?
- What are we not doing that we should be doing?
- On a scale of 1–10, how happy are you working here?
- What development areas do you want to work on this week?
- What have you learned this last week?

HOW TO DELEGATE

3

1

STATE THE WHY.

Clarify why the work is important.

2

STATE THE WHAT.

Be specific about the “From X to Y by When” format: what success looks like and how success will be measured.

3

DISCUSS THE HOW.

- **Guidelines:** The standards and conditions that must be met.
- **Resources:** The people, budget, tools, etc., required to complete the work.
- **Accountability:** How to track progress and be accountable.
- **Consequences:** How each party benefits from successful achievement of the work, as well as what will happen if the work is not completed.

DELEGATION WATCHOUTS

- Delegating the wrong things—assigning key management responsibilities to team members, or handing off work that requires your unique skills and experience.
- Failing to make specific links to why the assignment is important.
- Failing to define what success will look like.
- Micromanaging—providing too much direction and not enough ownership by the team member.
- Abdicating—providing too little direction and assuming the team member does not need support.

GIVE HONEST, ACCURATE FEEDBACK

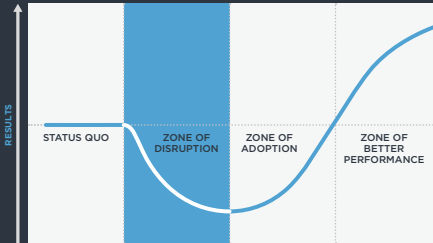
4

- 1 CLARIFY YOUR INTENT.**
Express your intent to help the other person learn and grow.
- 2 SHARE SPECIFIC OBSERVATIONS.**
Lay out the facts of what you've seen.
- 3 DESCRIBE THE IMPACT.**
What outcomes has this behavior produced?
- 4 ASK FOR/OFFER SUGGESTIONS AS NEEDED.**
Explore ways to either repeat positive behaviors (reinforcing) or adopt new behaviors (redirecting).

SEEK ONGOING FEEDBACK

- 1 DECLARE YOUR INTENT.**
Let the other person know why you want feedback.
- 2 ASK FOR SPECIFIC FEEDBACK.**
“I’ve been working on... How could I get better?”
- 3 LISTEN EMPATHICALLY.**
Listen to understand, not to explain or defend yourself.
- 4 ACKNOWLEDGE THE FEEDBACK.**
“Thanks for the feedback. Let me think about how I can apply it.”
- 5 EVALUATE THE FEEDBACK.**
Use good judgment to determine what to do with the feedback.
- 6 COMMIT TO ACTION.**
Make commitments carefully and keep them at all costs.

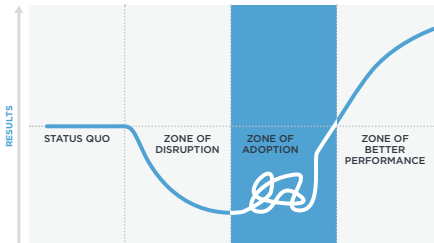
ZONE OF DISRUPTION



WHAT TO DO IN THIS ZONE

- Keep communicating what's changing and why.
- Seek feedback on progress and challenges.
- Stay the course when dealing with unexpected obstacles.
- Help team members process and respond to the change.
- Give feedback to key stakeholders as needed.

ZONE OF ADOPTION



WHAT TO DO IN THIS ZONE

- Keep focusing on what matters (and say no to the rest).
- Use a scoreboard to communicate progress.
- Recognize and celebrate early wins.
- Identify and learn from mistakes.
- Recommit to keep moving forward.

MAKE TIME FOR PRIORITIES

WEEKLY PLANNING

Take at least **30 minutes** to...



The Big Rocks Question:

*“What are the one or two **most important things** I can do this week?”*

DAILY PLANNING

Take at least **10 minutes** to...



THE 5 ENERGY DRIVERS

SLEEP

- I sleep the same amount each night.
- I get good-quality sleep each night.

RELAX

- I have effective coping strategies to deal with stress.
- My lifestyle supports my ability to manage stress.

CONNECT

- I connect regularly with important people in my life.
- I have relationships at work that I value.

MOVE

- I get up and move throughout the workday.
- I have a consistent exercise program.

EAT

- I eat nutritious food at every meal.
- The way I eat provides sustained energy throughout the day.