



Leading Eclectic Teams

Monday 2nd June 2025

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Overview:

Do you know + understand your team? Do you know what influences them?

Purpose + goals

Trust

Motivation

Team dynamics + psychological safety

Team evaluation framework



Teamwork is hard. Office dynamics are hard. Be wary of expecting the perfect team!

There could be a thousand reasons why team are dysfunctional.

“When people believe you understand them, they give you permission to influence them.”

Richard Mullender



Two questions (Hubert Joly)

- 1) Tell me your life story
- 2) Who has influenced you the most?

The best way to get a
team to work together, in
three words?

Reid Hoffman

“We are allies.”

Reid Hoffman



What percentage of your team could name your department's/
school's top three priorities?



Is how to motivate the right question?

Or should it be: "How do I avoid demotivating people?"

The biggest motivator?

PROGRESS

	(please mark a 'x' on the scale)	
Low dependability	_____	High dependability
Low structure and clarity	_____	High structure and clarity
Low meaning	_____	High meaning
Low impact	_____	High impact
Low psychological safety	_____	High psychological safety

7 questions to help gauge the level of psychological safety in your team (Google):

- Do you struggle to have tough conversations?
- Do you feel judged and team members disrespect each other?
- Do you fear asking for or delivering constructive feedback?
- Are you or others hesitant about expressing divergent ideas or asking “silly” questions?
- Do you feel you cannot make mistakes or take risks?
- Are team discussions dominated by a few strong voices that marginalise other people’s perspectives?
- Are your team members competitive with each other?



DYNAMICS OF EFFECTIVE TEAMS

	(please mark a 'x' on the scale)	
Low dependability	_____	High dependability
Low structure and clarity	_____	High structure and clarity
Low meaning	_____	High meaning
Low impact	_____	High impact
Low psychological safety	_____	High psychological safety

Notes:



What if things go wrong?

Benefit of the doubt; always start with this.

Challenge inappropriate behaviour.

	(please mark a 'x' on the scale)	
Poor communication	_____	Great communication
Low level of trust	_____	High level of trust
Chaotic busyness	_____	Clear goals
Inefficiency	_____	Efficiency
Little progress*	_____	Much progress made*
One directional instructions given	_____	Differences embraced and diverse perspectives sought
Team demonstrates inflexibility	_____	Team demonstrates flexibility
Team members operate independently	_____	Team members cooperate



	(please mark a 'x' on the scale)	
Task centred	_____	Pupil focussed
Lack of appreciation	_____	Team members appreciated
Individualism	_____	Unity and cohesiveness
Lack of listening and no opinions sought	_____	Opinions are listened to and valued
Personal opinions are not articulated at the right time	_____	Decisions are challenged respectfully when there is a disagreement
Lack of commitment to an agreed decision	_____	Commitment once a decision is determined
Lack of skills criticised	_____	Team members coached and supported
Negative atmosphere	_____	Positive atmosphere



Checklist:

Are you curious? Show interest.

Are you sharing the right information? (connecting role and purpose)

Are there cliques (are people consciously/ subconsciously excluded)?

Are people getting the credit/ recognition they deserve? It's free!

Have expectations been communicated?

Perceiving hypocrisy is extremely demotivating.

As a leader be a thermostat not a thermometer.

(You should set the temperature not just report it).

RESPECT

Keep in touch

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