

Improving team performance

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Introduction

- Richard Hester ChMC, Founder School Leaders Training Limited
- Specialises in cross-functional collaboration and employee appeals and conflict resolution
- 'Context changes everything'


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Protocols

- Cameras on (whenever possible)
- Download notes
- Short break at the end of the hour
- Ask lots of questions



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Objectives

- Explore factors that motivate others, build trust and build psychological safety.
- Evaluate how by improving these concepts, job satisfaction and performance can improve.
- Share ideas with professional colleagues.
- Participate in Q+A.

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“It is the way in which leaders apply leadership practices, rather than the actual practices themselves, that demonstrates their ability to respond to the *context* in which they work.”

(Day et al 2000)

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What is leadership?

- Guide a team towards desired results?
- Leadership should be about influencing people in a positive way.
- Without trust there is no influence and without influence there is no leadership.

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People at high-trust organisations report:

- 74% less stress;
- 106% more energy at work;
- 50% higher productivity;
- 13% fewer sick days;
- 76% more engagement;
- 40% less burnout.

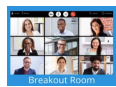
• [Harvard Business Review \(2017\)](#)

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What things build, or erode, trust?

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- A. Lack of transparency
- B. Poor communication
- C. Individual deals/agreements
- D. Real or imagined favouritism
- E. Lack of visibility
- F. Lack of accessibility
- G. Systems before people
- H. Over-reliance on electronic communication
- I. Lack of explanation /rationale for action taken
- J. Lack of vulnerability
- K. Lack of knowledge
- L. Indiscretion outside of school
- M. Micro-management



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Trust grows when leaders model boundaries, reliability, accountability, integrity, non-judgment, and generosity.

Brené Brown – BRAVING

- B – Boundaries (clear and respected)
- R – Reliability (consistently doing what you say you're going to do)
- A – Accountability (own, apologise and make amends for mistakes)
- V – Vault (hold shared things in confidence)
- I – Integrity (courage over comfort, right over fun, fast or easy, practising, not just professing, your values)
- N – Nonjudgement (no judging, as well as the ability to ask for help)
- G – Generosity (make generous assumptions in trying times)

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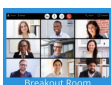
Psychological safety is the critical performance multiplier in eclectic teams

- Only a minority feel safe admitting mistakes
- Fear drives self-protection and guarded contribution
- Safety increases risk-taking, learning, and candour
- Safety does not mean lowering standards

Only **10%** of managers and individual contributors firmly believe that if they make a mistake, it won't be held against them. This leads to an undercurrent of fear and self-protection that weakens trust and team cohesion.

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What is psychological safety and how do you create it?



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Organisational culture needs managing

"The only thing of real importance that leaders do is to create and manage culture.

If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening."

Edgar Schein



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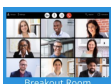
Motivation

What motivates others?

"Do rewards motivate people? Absolutely. They motivate people to get rewards."

Alfie Kohn

What is the biggest motivator?



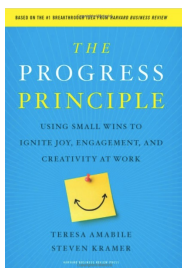
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Motivation: Progress

- Small wins
- Meaningful work
- Remove obstacles

Four ways to negate meaningful work:

1. Having ideas dismissed;
2. Losing ownership;
3. Wasted efforts;
4. Being overqualified.



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Motivation: avoid demotivating

"If you have the right people on the bus, they will be self-motivated. The real question then becomes: How do you manage in such a way as not to demotivate people?"

Jim Collins, Good to Great

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TEAM EVALUATION page 1

Developing effective teams

(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

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Group Discussion Questions

- 1) What are your team's three main targets?
- 2) How do you presently motivate staff?
- 3) How do you create psychological safety?



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	(please mark a 'x' on the scale)	
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Chaotic busyness	_____	Clear goals
Inefficiency	_____	Efficiency
Little progress*	_____	Much progress made*
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Q + A

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Next sessions

3rd June: Feedback and difficult conversations.

1st July: Change management.

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