

The Intentional Leader

Module 4: Leading Teams

“Trust is the engine oil of high-performing teams.”

-Greg McKeown, Effortless

Learning Objectives

1. Discuss the importance of building and optimizing your team's talent to support organizational goals.
2. Learn about the benefits of creating a culture of inclusion and psychological safety and the risks when it's missing.
3. Gain familiarity with the Lencioni Team Model and learn how we can apply its concepts to our own teams.

Building and Optimizing Talent

Talent optimization is the strategic process of maximizing results by optimizing the performance and experience of individuals, teams, and organizations.

Regardless of what kind of organization you're in, your results are driven by people. And if your people aren't aligned with your strategy, the results will be less likely to be achieved, and the team will be less engaged and impactful. The framework below outlines the need to design the strategic plan and then hire and inspire the right people while periodically diagnosing and addressing any employee engagement issues.



Hire the talent that fits the job, leveraging a “whole” person approach. Beware of overplaying education and job experience. Carefully consider the needs of the job and how that aligns with the individual's skills, interests, capabilities, and values. Diversity of thought, background and experience is an advantage. Consider who isn't sitting around the table and how their perspective can benefit the organization. Instead of “culture fit” consider “culture ad.”

Inspire by managing people in a way that allows them to bring their best selves to work and maximizes productivity by considering their motivating needs and addressing core drives.

Design teams that complement each other to deliver on strategic goals.

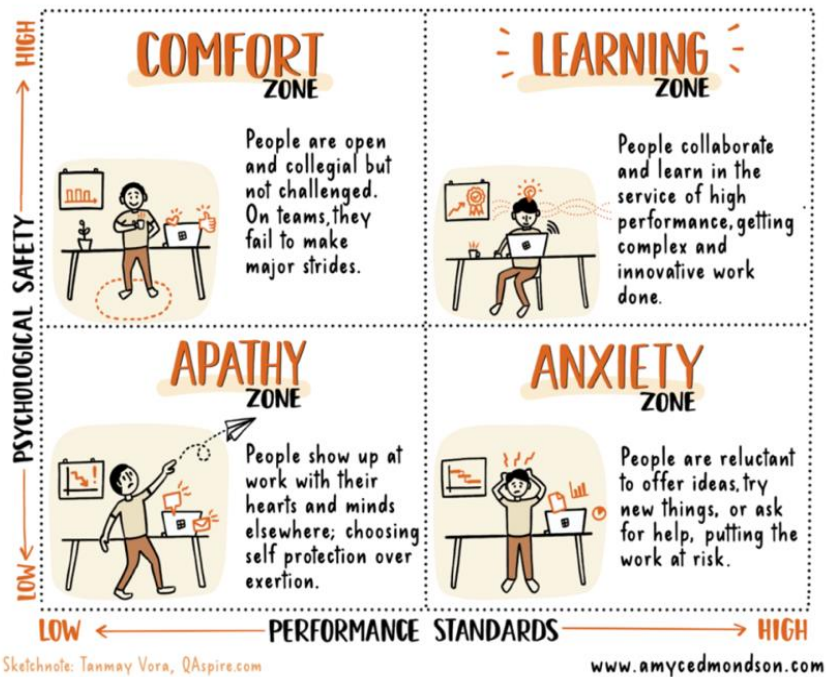
Inclusion & Psychological Safety

Inclusive and psychologically safe environments lead to better thinking, engagement, and results.

Dr. Amy Edmonson, an organizational behavioral scientist and professor at HBS is credited with introducing the concept of psychological safety, which is described as follows: Psychological safety is a work environment and the belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes.

- **Frame the work as a learning problem** – Work is uncertain and interdependent. It is risky, and mistakes will happen...we all need to learn from each other.
- **Model fallibility** – Admit that you don't know everything and need their help. Invite input by saying things such as: “Hey, I may miss something; I could use your eyes on this.” “What do you think?” “What did you notice?”
- **Embrace messengers** – When people make mistakes or speak up about process failures, thank them. If you don't, people will hide things from you.

The Relationship Between Psychological Safety and Performance



A common misperception about psychological safety is that it means lowering standards, giving up on accountability, or “wrapping teams in cotton wool,” as Dan Cable of London Business School puts it.

Lencioni Model of Team Effectiveness

Trust: At the core of trust is vulnerability. Vulnerability means being comfortable and being open to one another about our failures, weaknesses, and fears.

Conflict: Once trust is established, it can be leveraged to allow for productive conflict, which is passionate, unfiltered debate about topics that are important to the team and an opportunity to gain multiple perspectives, leverage the brains in the room, avoid missteps and have a better shot at a good solution.

Commitment: Once people have had the opportunity to weigh in, teams need to be willing to unite behind a decision regardless of their personal opinion. Think of a football jersey. The team’s name is on the front, and the person’s name is on the back.

Accountability: Teams should track progress against goals and highlight shortcomings before they become problematic.

Results: It is important to identify what success looks like, how it will be achieved, and how success will be measured. Results should be what was intended and sustainable.

