Leading High Performance Teams

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I have a vision

inspiration

'thinking out of the box, lead by example and communicate goals.'

feedback

'reassuring, constructively and constantly.'

motivation

'small gestures, value and protect the team and create the right environment.'

why you are here

'lack of direction

destroyed motivation

lack of feedback

comination of the above'

"people don't leave jobs, they leave managers."

"First Break All the Rules: What The Worlds' Greatest Managers Do Differently"
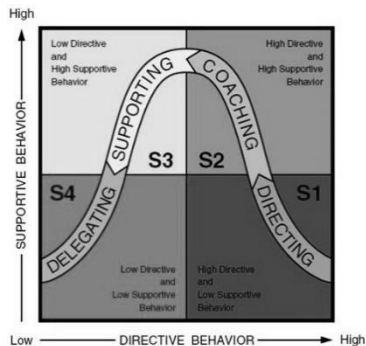- Marcus Buckingham and Curt Coffman
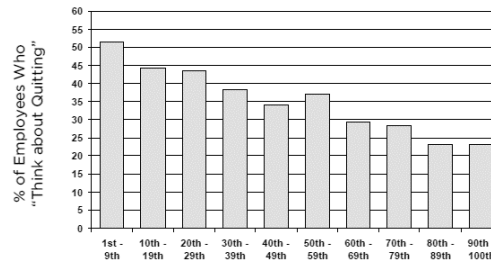
Chapter 1

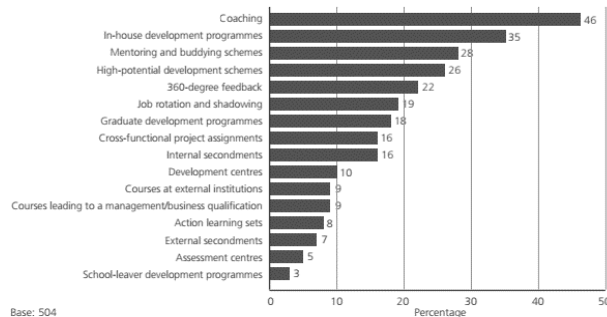# WE SHARE A VISION

who the hell is this?

<complex diagrams go here>

know your people

insist on realism

set clear goals and priorities

the leader's seven essential behaviors

follow through

reward the doers

expand people's capabilities

know yourself

"Execution: The Discipline of Getting Things Done"
- Larry Bossidy & Ram Charan

inspiration -> motivation <- feedback

Chapter 2

INSPIRATION
3 SKILLS AND 6 TOOLS

skill 1 – lead by example

'we come in first and leave the office last?'

we are observed

`do as I do, not as I say.`

be available

skill 2 - master change

`persuation is a skill
I could not learn from books.`

get out of the comfort zone

supporters and challengers

communicate, communicate...

'know the risks, communicate the risks.'

recognition and celebration

skill 3 – be a leader

'leaders take the risk to make the first step.
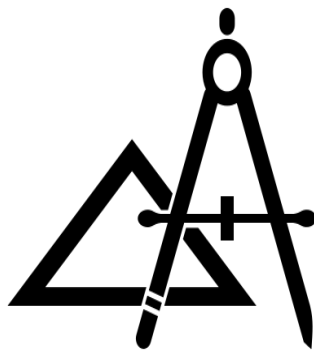they don't hide behind the team.'

take the risk

take the blame

don't be too hard...
to yourself

TOOLS

tool 1 - the long shot

$$\left(\sqrt{\frac{VISION}{STRATEGY}}\right)^{PEOPLE} = GOALS$$

their ideas, their vision

vision: „automate to be efficient.“

ambitious and realistic goals

goal: „reduce time needed for repetitive work by 20% within 6 months."

shield the team

tool 2 – the dream

‚more time for r&d‘

clear, compelling, concrete, engaging, short

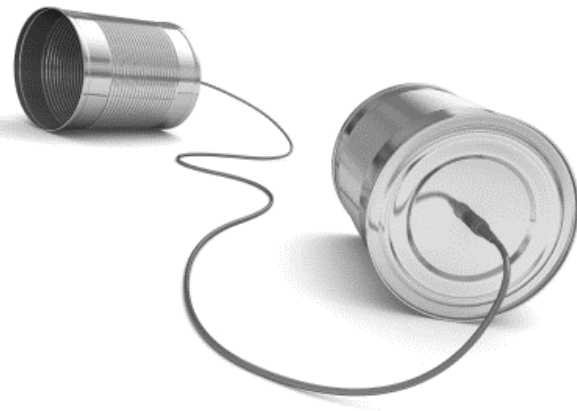vision: „automate to be efficient.“

connect the vision to the team ...get them engaged

,create an action plan`

tool 3 – the communication

'allow time to talk'

keep the team informed
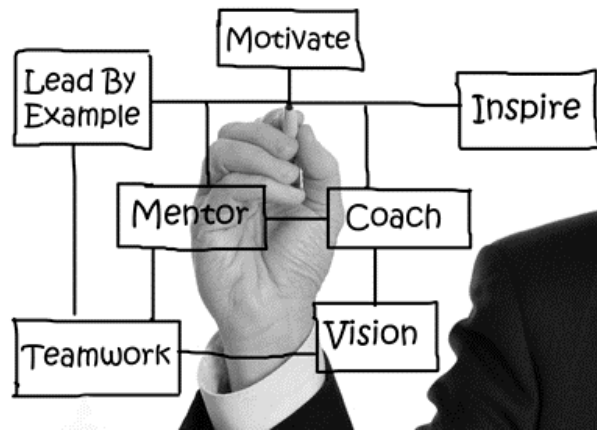
tool 4 – the new and shiny

‚new perspectives
keep us motivated.'

tool 5 – the growth

coach the team members

‚coaching ≠ mentoring ≠ training'

how important is their growth to me?

,motivation leads to commitment.`

Lunch & Learn

tool 6 - the collaboration

,people skills are
our responsibility.`
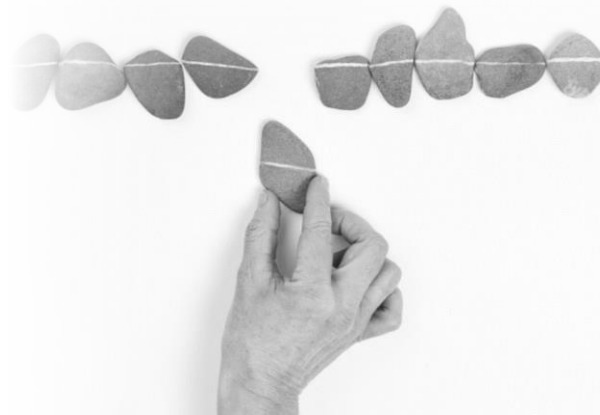
Chapter 3

FEEDBACK

1 - 1 meeting
≠
project update

talking
≠
listening

as long as I don't say anything, things are ok.

the paper whack experiment

Zenger & Folkman

strength vs. weaknesses

„motivation leads to performance,
leads to higher ROI for the company."

the 3:1 rule

Chapter 4

THE EFFECT

we are only support actors in their play called life.

low employee turnover = less costs

leadership development pays out, pays out, pays out!

inspired?

questions?

„leaders keep their eyes on the horizon, not just the bottom line.“

Warren G. Bennis

great management of technical leads

mike acton

5.30pm – room 132 north

thank you

join me for lunch and discussion

books

- The Extraordinary Leader: Turning Good Managers into Great Leaders (John Zenger and Joseph Folkman)
- Difficult Conversations: How to Discuss What Matters Most (Stone, Douglas)
- Bad Apples: How to Manage Difficult Employees, Encourage Good Ones to Stay, and Boost Productivity (Terrance J. Sember)
- The First 90 Days: Critical Success Strategies for New Leaders at All Levels (Michael Watkins)
- Influence: The Psychology of Persuasion (Robert B. Cialdini)
- Leading Change (John P. Kotter)
- Thanks for the Feedback: The Science and Art of Receiving Feedback Well (Douglas Stone and Sheila Hee)
- The Power of a Positive No: How to Say No and Still Get to Yes (William Ury)