# *Leadership Lunch and Learn: Growing and Building Teams for Success*

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## Takeaways

Clear and defined roles and expectations are key in high performing teams
- ✓ Team members need to understand how their performance will be measured
- ✓ Make all expectations are clear
- ✓ Structure matters

Interpersonal relationships are essential
- ✓ Time together matters
- ✓ Communication is key
- ✓ Be deliberate and inclusive with team members
- ✓ Need to possess high social and emotional intelligence
- ✓ Team members need to feel supported and cared about
- ✓ Conflict is normal – focus on how you address it
- ✓ Qualities of good leaders and team members:
    - ➢ Relationship building
    - ➢ Rapport
    - ➢ Ability to bridge differences quickly and effectively
    - ➢ Empathy
    - ➢ Adaptability
    - ➢ Establish common ground

Teams are dynamic
- ✓ If a team achieves peak performance, they won't necessarily always stay there
- ✓ Know what makes a high performing team so you can get back there after you fall

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## Readings

Resources and Articles
- ✓ Google's Quest to Build the Perfect Team
    - ➢ https://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html
    - ➢ https://rework.withgoogle.com/guides/understanding-team-effectiveness/steps/introduction/
    - ➢ http://blog.idonethis.com/google-team-collaboration/
- ✓ Amy Edmondson on Teaming
    - ➢ https://hbr.org/2012/04/teamwork-on-the-fly-2

- ➢ https://d3aencwbm6zmht.cloudfront.net/asset/257975/Teamwork_on_the_fly.pdf
- ✓ Sandy Pentland on Building Great Teams
  - ➢ http://socialmachines.media.mit.edu/wp-content/uploads/sites/27/2015/02/hbr-new-science-teams-2012.pdf
- ✓ Tuckman Framework for Team Development
  - ➢ https://www.mindtools.com/pages/article/newLDR_86.htm
- ✓ Managing Performance
  - ➢ https://hbr.org/2016/10/the-performance-management-revolution
  - ➢ http://firstround.com/review/three-powerful-conversations-managers-must-have-to-develop-their-people/
  - ➢ https://rework.withgoogle.com/guides/managers-identify-what-makes-a-great-manager/steps/learn-about-googles-manager-research/
- ✓ Engaging Volunteer Teams
  - ➢ https://www.energizeinc.com/sites/default/files/VolunteerMagnet2nded_0.pdf
  - ➢ https://topnonprofits.com/8-ways-keep-volunteers/
- ✓ Working with Cross-Functional Teams
  - ➢ https://hbr.org/2017/09/the-overcommitted-organization
- ✓ Leveraging Diversity and Being Inclusive on Teams
  - ➢ https://hbr.org/2016/11/why-diverse-teams-are-smarter
  - ➢ https://www2.deloitte.com/content/dam/Deloitte/au/Documents/human-capital/deloitte-au-hc-diversity-inclusive-leadership-hug-0312.pdf
  - ➢ https://hbr.org/2013/09/great-leaders-who-make-the-mix-work
  - ➢ https://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters

## Books

- ✓ *Leading Teams: Setting the Stage for Great Performances*, by J. Richard Hackman
- ✓ *Midnight Lunch: The 4 Phases of Team Collaboration Success from Thomas Edison's Lab*, by Sarah Miller Caldicott
- ✓ *Overcoming the Five Dysfunctions of a Team: A Field Guide for Leaders, Managers, and Facilitators*, by Patrick Lencioni
- ✓ *StandOut: The Groundbreaking New Strengths Assessment from the Leader of the Strengths Revolution*, by Marcus Buckingham
- ✓ *Team Genius: The New Science of High-Performing Organizations*, by Rich Karlgaard and Michael Malone
- ✓ *Teaming: How Organizations Learn, Innovate, and Compete in the Knowledge Economy*, by Amy Edmondson
- ✓ *The Five Dysfunctions of a Team: A Leadership Fable*, by Patrick Lencioni
- ✓ *The Progress Principle: Using Small Wins to Ignite Joy, Engagement, and Creativity at Work*, by Teresa Amabile and Steven Kramer
- ✓ *The Team Handbook*, by Peter R. Scholtes, Brian L. Joiner, and Barbara J. Streibel
- ✓ *The Wisdom of Teams*, by John R. Katzenbach and Douglas K. Smith
- ✓ *X-Teams: How to Build Teams That Lead, Innovate and Succeed*, by Deborah Ancona and Henrik Bresman