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Teams do not just happen they are constructed

Teams do not just happen they are constructed (including the culture, norms, focus, vision and performance it is designed like this off-site day was) Coaching can play a key role to shift and strengthen both the team and the leaders role in the team. Understanding the culture of the organization is instrumental in coaching the team. A leader needs to understand the context he is walking into and adapt his style. The norms of a team are often set but are not in concrete, One role for a coach is to help the leader look at the norms and the culture (often invisible to the participants) and see that they have the power together to shift those norms so they work and match the current reality or the reality that will be serve them as individuals and as a team.

And this (our work/partnership) was not about one day but a continual coaching relationship with the team and the leader as the team shifted and changed bringing in new members (one exercise we was creating a time line from the beginning to the future a year out)

Key concepts from Geeks and Geezers

ACE

-  **Alignment**
-  **Create**
-  **Empowerment**

“The old command-and-control leadership is passé, as is the methodical decision making described by the U.S. acronym OODA-observe, orient, decide, and act. Instead of commanding, today’s leaders **align, create, and empower (ACE)**. Instead of taking action at the end of a process that begins with observation and reflection, today’s leaders succeed in a high-speed environment that requires them to act first; then learn and adapt. The speed of the modern workplace is disorienting for some older leaders, though not the most vital ones. Chaos isn’t just a theory, it is the current reality, and learning to live with, even love, it is an essential element of leading today. As General Electric CEO Jack Welch remarked recently, “If you’re not confused, you don’t know what’s going on.” In a sense, the difference between the old-style and the new is the difference between golf and surfing. Today, you need to be able to ride the breaking wave of constant change even if you can’t see the shore or the sky. History and precedent won’t help you.”

Adaptive Capacities of Leaders

“The one key asset all our leaders share, whether young or old, is their adaptive capacity. The ability to process new experiences, to find their meaning and to integrate them into one’s life, is the signature of leaders, and indeed, of anyone who finds ways to live fully and well.

“First Class Noticer”

“Optimism is an element of what health psychologists term hardiness, a rubric for the cluster of qualities that equip people for serial success. Tenacity and self-confidence are others. But leaders share less obvious assets as well. As Saul Bellow says of the character very like himself in his novel Ravelstein, they are all **“first-class noticers.”** Being a first class noticer allows you to recognize talent, identify opportunities, and avoid pitfalls. Leader who succeed again and again are geniuses at **grasping context**. This is one on the characteristics. Like taste, that is difficult to break down into its component parts. But the ability to weigh a welter of factors, some as subtle as how different groups of people will interpret a gesture, is one of the hallmarks of a true leader.”

How to turn around a team whose leader has basically lost the team

Case Study: Harry and his Team

The boss's goal is to not only turn this around (her own credibility is on the line) but to turn this team into a (as she put) into a "high performance business team in a very competitive environment."

- ✚ She turns to the coaches to support this turn around mission. The team manager unbeknown to her sought coaching help for himself and the team. All the stars were coming together. The next step was to come up with a plan with the team lead. Our first step was to get the team leads perspective of this challenge and set up a time to meet with the team.*
- ✚ Prior to this meeting we would talk to each member for the purpose of getting their understanding of the situation and to align them in creating an offsite to change/ alter the direction of this team. We needed to change the dynamics.*
- ✚ Talking to all the members of the team on purpose was to design a day (off site) with Harry (coaching him) that allowed him and the team to take a step back and look at what had taken place (time line) who was on the team, what they wanted to create together as one (verses a collection of individuals and factions).*
- ✚ Activities included: (from using movie clips, understanding the gifts and talents, clarifying roles, assumptions, onboarding and the history of the team, focusing on what they were going to create together, what they needed to shift to reach their vision, changing the structure and geography (thereby identifying the barriers they had constructed/norms such as meeting as a separate team without*

Harry, building assumptions and expectations for this high performing team, providing more accountability and feedback to each other.

How to onboard a new leader

Case Study: Welcome to Henry

Agenda:

What are you good at?

What do you suck at?

✚ Henry's view of an ideal Team

- ✚ Oxford Orchestra
- ✚ Ability to switch conductors
- ✚ Allows for interplay within roles – different leadership opportunities
- ✚ Be in someone else's shoes
- ✚ Open to new experiences (The Art of Possibility)
- ✚ Communicating really well – no negative feedback through 3rd parties
- ✚ Having fun
- ✚ Room for error
- ✚ Empowerment
- ✚ Take risks/freedom
- ✚ The less micro-management, the better
- ✚ Trust and leeway

What are your challenges and assumptions about Henry joining this team?

- ✚ We've been complacent, yet successful
- ✚ It will help people go farther than we've gone before
- ✚ Change the roles that we have fallen into to
- ✚ Motivation – getting the Team excited again!
- ✚ We suck at advocating and tooting our own horn
- ✚ We have a chip on our shoulder – smallest number of people but most revenue
- ✚ Henry will be a PR person for the Team
- ✚ Henry can help the Team gain recognition
- ✚ Motivating one day at a time by challenges – will find the right one

What are you taking away from today?

- Successful as a Team – but sounds like people are de-motivated
- There are pockets of motivation
- Advocating – it's great that Henry loves it!
- Direct access for someone to mentor me
- Come out of my comfort zone – challenge us more in Q2
- Last quarter we blew out our revenue goals

Activity:

Interviewing Questions for Teams

The task is to pair members of different mini pods and explore the personal side of things. These questions will encourage greater empathy and understanding of who both of you are.

1. Where did you grow up and what was your family like?
2. What were some of the unique challenges you've had in your life?
3. What are your favorite hobbies and or passions?
4. What was your first job? What did you learn from it?
5. What's your favorite movie and why?
6. What are you most proud of?
7. How would your best friend describe you?
8. What makes you good at what you do?
9. Where do you see yourself in 10 years?
10. Who is someone you look up to?
11. If you could be like someone at Google, who would it be and why?
12. Tell me about one of your saddest times in your life?
13. Tell me about one of your happiest times in your life?
14. What is your biggest pet peeve?
15. If you could meet one famous person alive or dead, who would it be and why?