

Build an Exceptional Team that Gets Results

Session 4

Leading Exceptional Teams

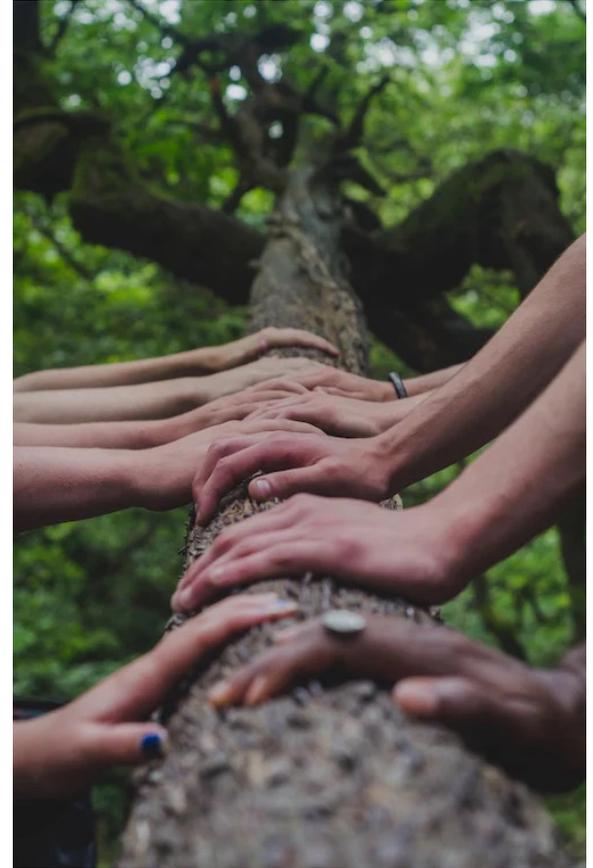
LUANN UNIVERSITY

Today's Goal

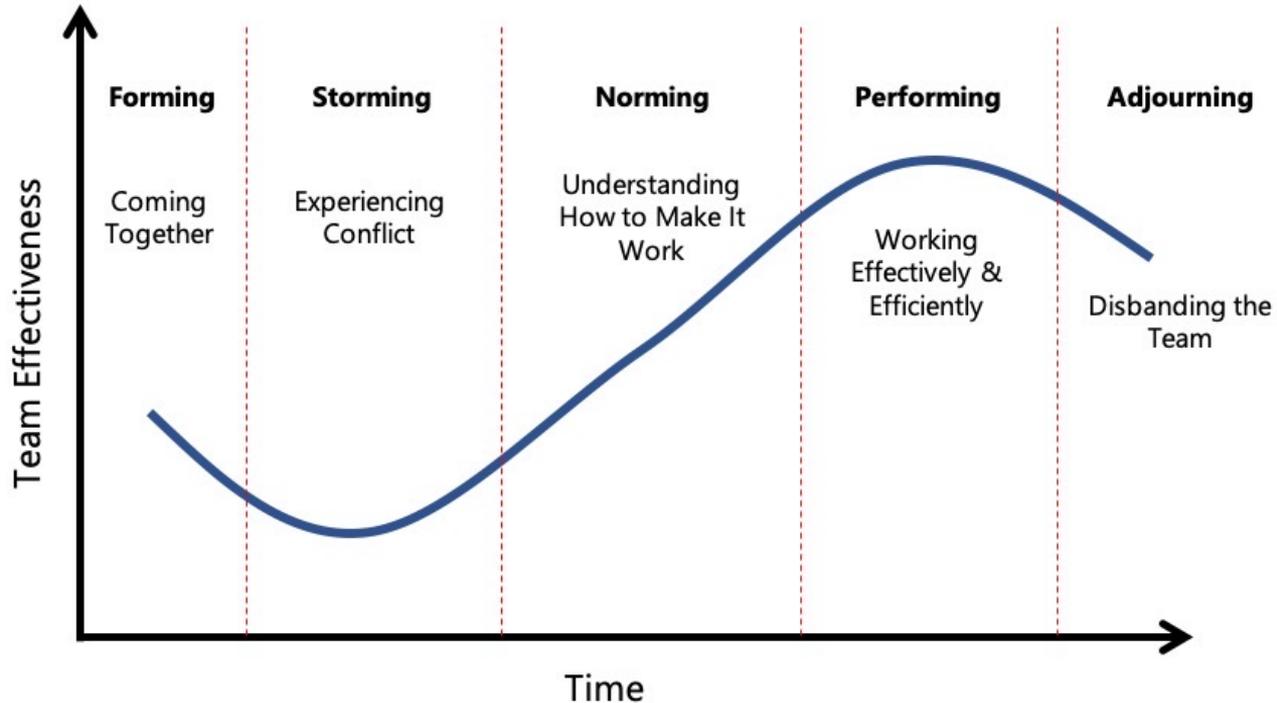
Lead teams that *perform at an exceptional level*
and build your business to extraordinary levels of success



What teams need
Stages of team development
Best practices for leading a team
Setting team norms



THE FOUR STAGES OF TEAM DEVELOPMENT





Vision Examples

- To create a better world through the power of design. - Gensler
- Curate spaces that embolden you to enjoy life in new, empowering way. - Inspired Interiors
- To inspire the world to live vibrantly in their homes and in their everyday lives. - Blakely Interior Design
- To create a memorable brand experience for our clients while enhancing the quality of life for all we serve. - Brown



Actionable Values Example

Radical Transparency

- We're direct and honest in our communication to each other, our clients and collaborators
- We freely and openly share and discuss information
- We promptly bring challenges and issues to light and admit mistakes
- We treat people with respect

Independent Thinking

- We're curious, open-minded, and love to learn new things
- We seek alternative perspectives and feedback in order to push boundaries
- We take the initiative in seeking the best solution for a given situation, questioning what we know and not relying on past experience or how others do it
- We continuously look for new ways to improve our work and processes to enable us to perform our best work

Service-Oriented Adaptability

- We seek to understand our clients and collaborators and how to best work with them
- We are flexible in crafting solutions that maintain our high level of service and quality
- We respond to changing conditions and opportunities, updating processes and priorities to what's most crucial and valuable for the company at any given time
- We do whatever tasks are necessary to help the company even if it's its outside of our job description
- When given new information or perspective, we're open to changing our minds and previously made decisions to get to the right decision



ESTABLISHING NORMS

Meetings

How frequently and where will we meet?

How will we manage our meeting time?

What is our attendance policy/expectation of team members?

How will agendas be handled?

Communications

How will we ensure individual opinions and concerns are expressed and discussed?

How will we communicate within the team between meetings?

What is our plan/process for communicating information to across the various roles on the team?

How will we handle confidentiality issues?

Conflict Resolution

How will we resolve conflict on our team?

How will we represent both our function and our team?

Decision Making

- Who will be involved in making decisions?
- How will decisions be made? (vote, consensus, etc.?)
- What decisions will come to this group?

Recognition

- How will we celebrate our team's effort and accomplishments?
- How will we recognize and reward individual contributions?

Performance Accountability

- How will we evaluate individual and team performance?

Follow-up

- How will we ensure timely follow-up?

Sample Team Norms

Customer Service

Be timely, accurate and responsive to fulfill requests from each other and our customers.

Model Company Values

Set a positive example for other employees; encourage others to do the same.

Teamwork

Show each other that we are important; encourage and support each other as one team.

Communication

Keep each other informed on matters that impact us.

Honesty and Respect

Raise issues directly with the person; do not gossip.

Learn from Each Other

Admit our mistakes and back each other up.

Reliability

Meet deadlines, be on time to all meetings.

Initiative

Take initiative, be proactive in supporting each other, performing our work and providing service to others.

Strive to Make Changes Together

If changes affect the team, work together whenever possible.

Fun

Take time to know each other, celebrate, play and enjoy time together.

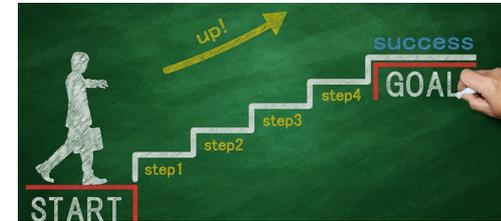
CLARITY OF SHARED GOALS & KPIs

A goal is the outcome to achieve by a certain timeframe.

A KPI is a performance indicator (qualitative or quantitative) to let you know how well one is doing working towards that goal, to measure progress and performance towards goals

Example: KPI for a goal on executing quality design projects on time and on budget:

- * **Client Satisfaction:** Client is highly satisfied with the design and service provided (client satisfaction survey)
- * **Project Management:** Project is on time and executed in an efficient, effective, professional manner (met project milestones and deadlines)
- * **Leadership and Teamwork:** Received positive feedback from internal staff (staff satisfaction survey)
- * **Project is profitable per firms profit guidelines and goals**



ROLE CLARITY

Research shows that when employees understand their responsibilities, goals, and priorities, they are more engaged and productive. Role conflict and ambiguity, on the other hand, can create stress and confusion.

	Key Responsibilities	Goals	KPIs
Principal			
Designer			
Design Assistant			
Project Manager			
Office Administrator			
Bookkeeper			



ROLE CLARITY

Projects

RACI Framework

R	Responsible <i>"The Doer"</i>
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- The "doer" is the individual(s) who actually **complete the task**
- The "doer" is responsible for **action/implementation**
- Responsibility can be shared
- The degree of the responsibility is determined by the individual with the "A"

A	Accountable <i>"The Owner"</i>
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- The accountable person is the individual who is **ultimately answerable** to the activity or decision
- Only one "A" can be assigned to an action

C	Consulted <i>"In the loop and has a voice"</i>
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- The consult role is individual(s) that must provide input **prior to a final decision or action** (typically a subject matter expert or a stakeholder with a voice)
- This role has a **voice in the decision or action** moving forward
- Input from the designated position is **required** to move forward and this role's view on the decision should be **communicated to the approver**

I	Informed <i>"Keep in the Picture"</i>
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- This is the individual(s) who needs to be informed **after a decision or action is taken**
- They may be required to take action as a result of the outcome
- It is a **one-way communication** (e.g. status update)





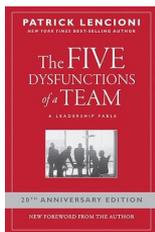
APPLICATION

What actions can you take right now to develop and heighten your team's effectiveness?

RESOURCES AVAILABLE TO YOU

Complimentary Resources:

- Tips on how to create a shared vision and values with your team
- Email Jennifer at Jennifer@eileenbhahn.com to request your copy



Book:

- Patrick Lencioni, *Five Dysfunctions of a Team* (available on Amazon)

Expert Team Consulting with Jennifer Tokatyan

- Customizable teambuilding and/or team offsite planning and facilitation
- 5-hour Team Optimization Consulting Package
- \$3,500 <https://www.eileenbhahn.com/product/team-optimization/>