

**EVERYDAY LEADER**  
Prepared for adventure

Suffolk Chamber of Commerce  
The Voice of Business

### Managing Change & Leading Your Team Effectively

- Clear Process of Change
- Components for Change
- Change monitoring & dexterity
- Capability Team

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### Change is part of life

Physical

Relational

Situational

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Change can bring	Transition	Change can bring
Growth	Methatesiophobia	Loss
Improvement	Fear of change	Improvement
Strength	Loss	Weaker
Progress	Doubt	Deteriorate
Opportunities	Pain	Restrictions

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### Leading Successful Change

1. Clear Process for Change	REPD	Bridges, Kotter & Nudge
2. Components of Change	Knoster	
3. Change Monitoring & Dexterity	Knoster	
4. Capability of Team for Change	5D Team	5 Dysfunctions

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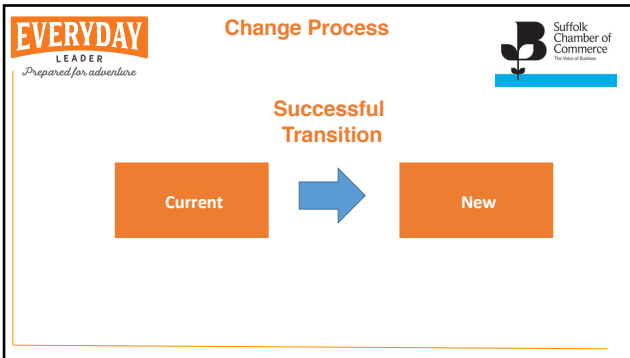
### Improvement Process

REPD

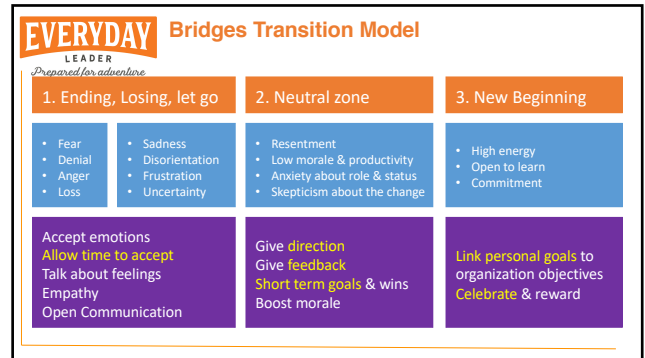
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      Review[Review  
Skate, Flow, Dig] --> Evaluate[Evaluate  
WWW, EBI]
      Evaluate --> Plan[Plan]
      Plan --> Do[Do]
      Do --> Review
  
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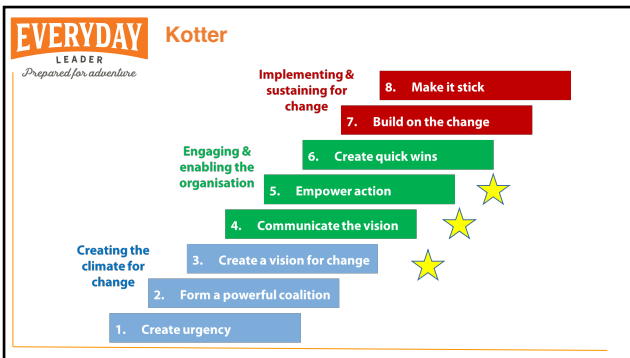
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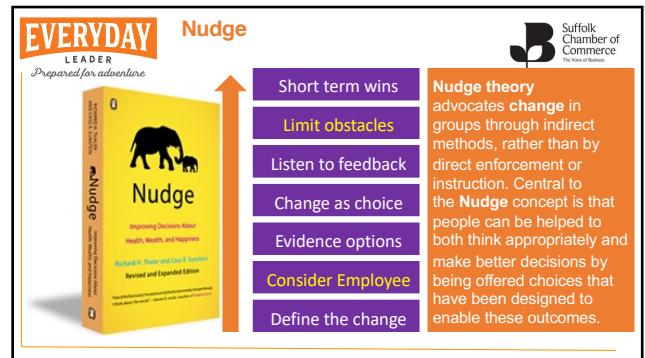
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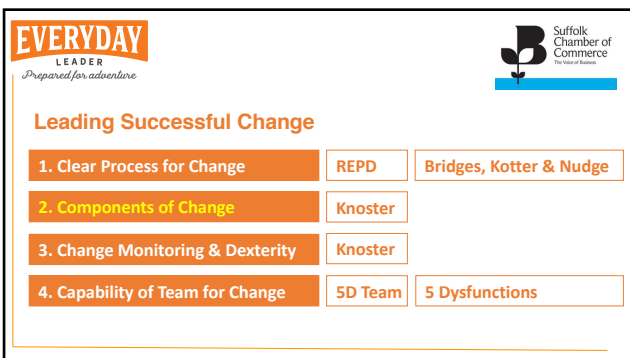
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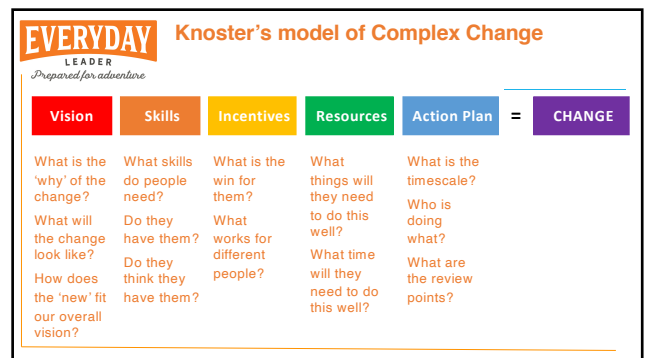
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### Knoster's model of Complex Change

What am I seeing? What is needed?

	Skills	Incentives	Resources	Action Plan	=	Confusion
Vision		Incentives	Resources	Action Plan	=	Anxiety
Vision	Skills		Resources	Action Plan	=	Resistance
Vision	Skills	Incentives		Action Plan	=	Frustration
Vision	Skills	Incentives	Resources		=	Treadmill
Vision	Skills	Incentives	Resources	Action Plan	=	CHANGE

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### Fear of Change

	Fear	Antidote
Sense of Loss	Loss of Control	Invite people into the planning
	Uncertainty	Clear steps & Timetable
	Surprise	Plant seeds, small reveals
	Different	Keep as much familiar
Doubt	Self Esteem	Honour good past elements
	Competence	Over-invest in people. Overlap period
	More Work	Reward involvement. Kanter's Law.
Pain	Resentment	Consider healing gestures
	Real Threat	Honest, transparent, fast & fair

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### High Performing Team

Vision & Purpose

Talented Team Members

Team First Me Second


Highly responsive

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### Teamwork makes the dream work




Good to Great  
Jim Collins

Know Your Team

Right People on the bus

Apply Your Team

Right People in the right seats



Patrick Lencioni

Humble Hungry Smart

Purposefully develop them

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### Leader of a High Performing Team

**1. Direction**

- Purpose - WHY
- Resonates with leader & team
- Know what success looks like

**2. Doers**

- Right People
- Right Roles

**4. Drive**


- Impassion
- Endorse high performance
- Share expectations & data
- Celebrate

**3. Delegation**

- Simple goal
- Clear process
- Clear roles
- Alignment
- Understand fit


**5. Development**

- Listen
- Support & develop
- Review (Black Box)
- Reset (Marginal Gains)



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### High Performing Team RAG

<b>Direction</b>	Do you have a clear, resonating WHY?	R	A	G	Are you clear on what success looks like?	R	A	G
<b>Doers</b>	Have you got the right people?	R	A	G	Are the right people in the right job?	R	A	G
<b>Delegation</b>	Are there clear roles for everyone?	R	A	G	Do people know how the goal & roles align?	R	A	G
<b>Drive</b>	Do you endorse high performance?	R	A	G	Do you celebrate team & individual success?	R	A	G
<b>Development</b>	Do you plan support & development of staff?	R	A	G	Is there openness to review & improve?	R	A	G

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### Unsuccessful Teams

Patrick Lencioni – 5 Dysfunctions of a team

<b>Absence of Trust</b>	<b>Fear of Conflict</b>	<b>Lack of Commitment</b>	<b>Avoid Accountability</b>	<b>Inattention to Results</b>
Don't trust each others' motives or reliance	Don't discuss tricky things for fear of trouble	Don't put energy into the team goal	Don't hold each other to account for not meeting the goal	Just going through the motions, but not really checking results and trying to improve things

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### 5 Dysfunctions of a team

Absence of Trust	Fear of Conflict	Lack of Commitment	Avoidance of Accountability	Inattention to results
Conceal weakness	Boring meetings	Direction ambiguity	Resentment performance	Fails to grow
No to help or feedback	Back channel politics	Over-analysis miss opportunities	Encourages mediocrity	Lose good employees
Intentions mis-judged	Ignore topics of controversy	Breeds fear of failure	Misses deadlines	Individual goal focus
Don't spot or share skills	Fail to tap into perspectives	Revisits decisions	Leader = discipline	Rarely defeat competitors
Hold Grudges	Interpersonal risk time			
Dread meetings				

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### 5 Dysfunctions Assessment

**Team Assessment Questionnaire – 5 Dysfunctions**  
(Lencioni, P. (2002). *The five dysfunctions of a team*. San Francisco: Jossey-Bass.)

Instructions: Use the scale below to indicate how each statement applies to your team. It is important to evaluate the statements honestly and without over-thinking your answers.

3+ Usually  
2+ Sometimes  
1+ Rarely

5 Dysfunctions test			
1	Team members are passionate and unguarded in their discussion of issues.	8	Team members leave meetings confident that their peers are completely committed to the decisions that were agreed on, even if they were in initial disagreement.
2	Team members call out one another's deficiencies or unproductive behaviours.	9	Morale is significantly affected by the failure to achieve team goals.
3	Team members know what their peers are working on and how they contribute to the collective good of the team.	10	During team meetings, the most important—and difficult—issues are put on the table to be resolved.
4	Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team.	11	Team members are deeply concerned about the prospect of letting down their peers.
	Team members willingly make		

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### Leading Successful Change


<b>CHANGE</b>	Knoster	5D Team	5 Dysfunctions of a team
	Vision	Direction	Trust
	Skills	Doers	Healthy Conflict
	Incentives	Delegation	Commitment
	Resources	Drive	
	Action Plan	Development	Accountability
		Attention to Results	

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**Further Help**  
[www.everydayleader.co.uk/suffolk-seminar](http://www.everydayleader.co.uk/suffolk-seminar)



  
Available on Amazon

**5 Dysfunction Questionnaire**  
[www.everydayleader.co.uk/leadership-lounge-podcast](http://www.everydayleader.co.uk/leadership-lounge-podcast)


**PowerPoint handout & Knoster Grid**  
[www.everydayleader.co.uk/blog-1](http://www.everydayleader.co.uk/blog-1)

**Leadership Lounge Podcasts**

**Weekly Blogs**

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**Questions?**

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**Contact us & Tweet please**



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