



NEXT-LEVEL TEAMWORK

*The 5 Tensions to Manage for
High-Performance Teams*



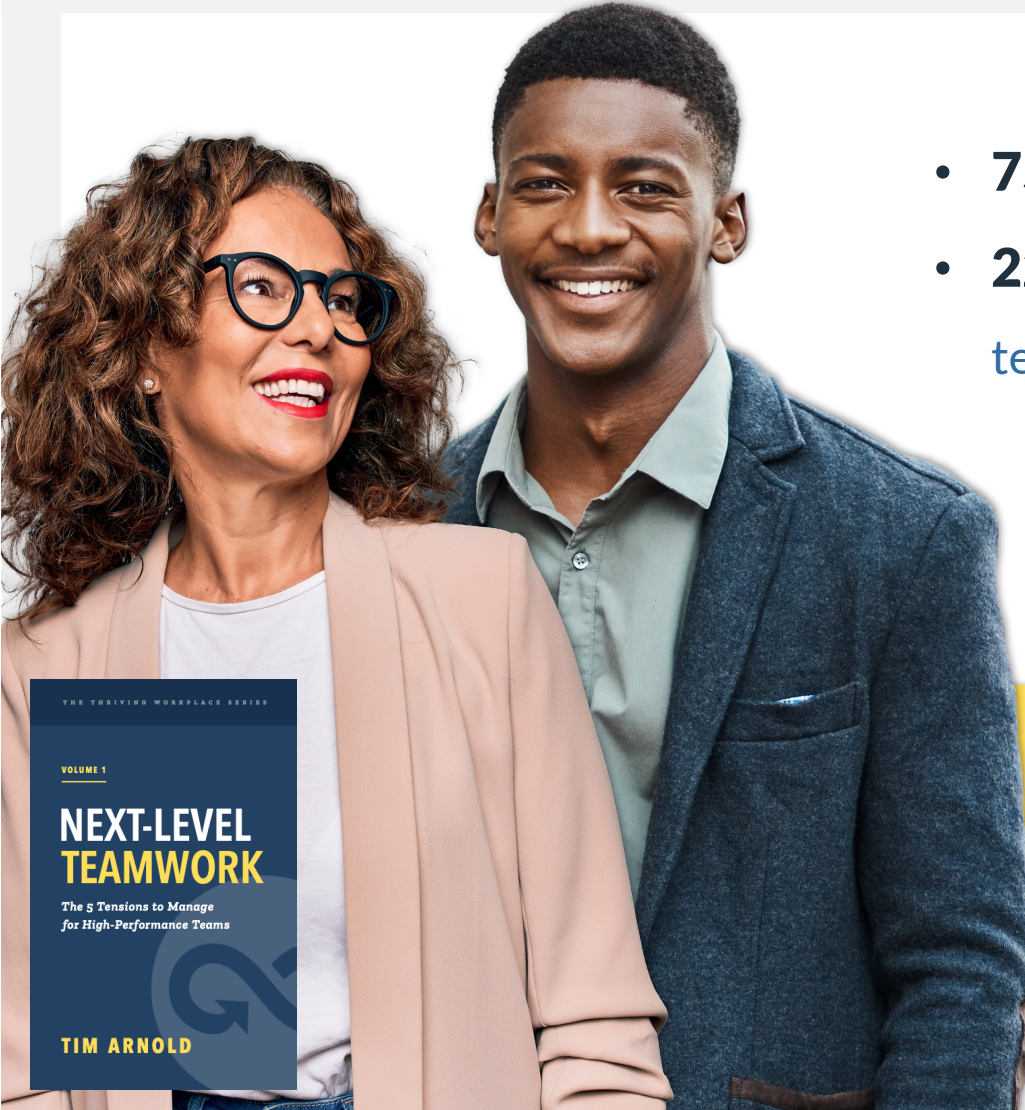
CHARACTERISTICS OF A TEAM

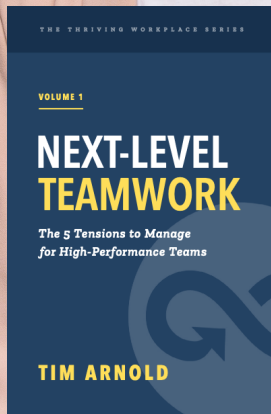
- Alignment - Pursuing a common goal with efficiency
- Mutual Growth - Elevating each other to excellence
- Belonging & Safety - The heartbeat of team cohesion

“Not finance. Not strategy.
Not technology. It is
teamwork that remains the
ultimate competitive
advantage, both because it is
so powerful and so rare.”

- Patrick Lencioni



- 
- **75%** of teams deal with ongoing dysfunction.
 - **22%** professionals would choose to work in a team if given the option.



PRIYA & MATT

Problem to Solve

Vs.

Tension to Manage

+ Requires “Either/Or” thinking

+ Assumes there is a single correct solution

+ Essential for clear-cut decisions:

- Accept new job or stay put?
- Merge with Company X or not?
- Beach or mountain vacation?

+ Requires “AND” thinking

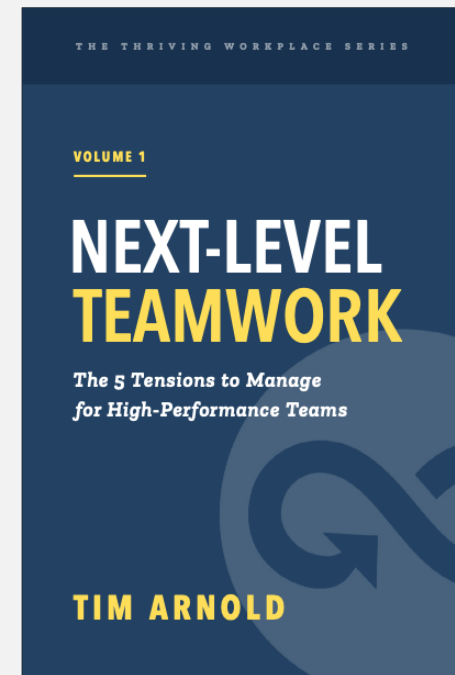
+ Recognizes that multiple “right” answers can coexist

+ Critical for navigating complexity and chronic issues:

- Change AND Stability
- Activity AND Rest
- Work AND Home

The 5 Tensions to Manage for High-Performance Teams

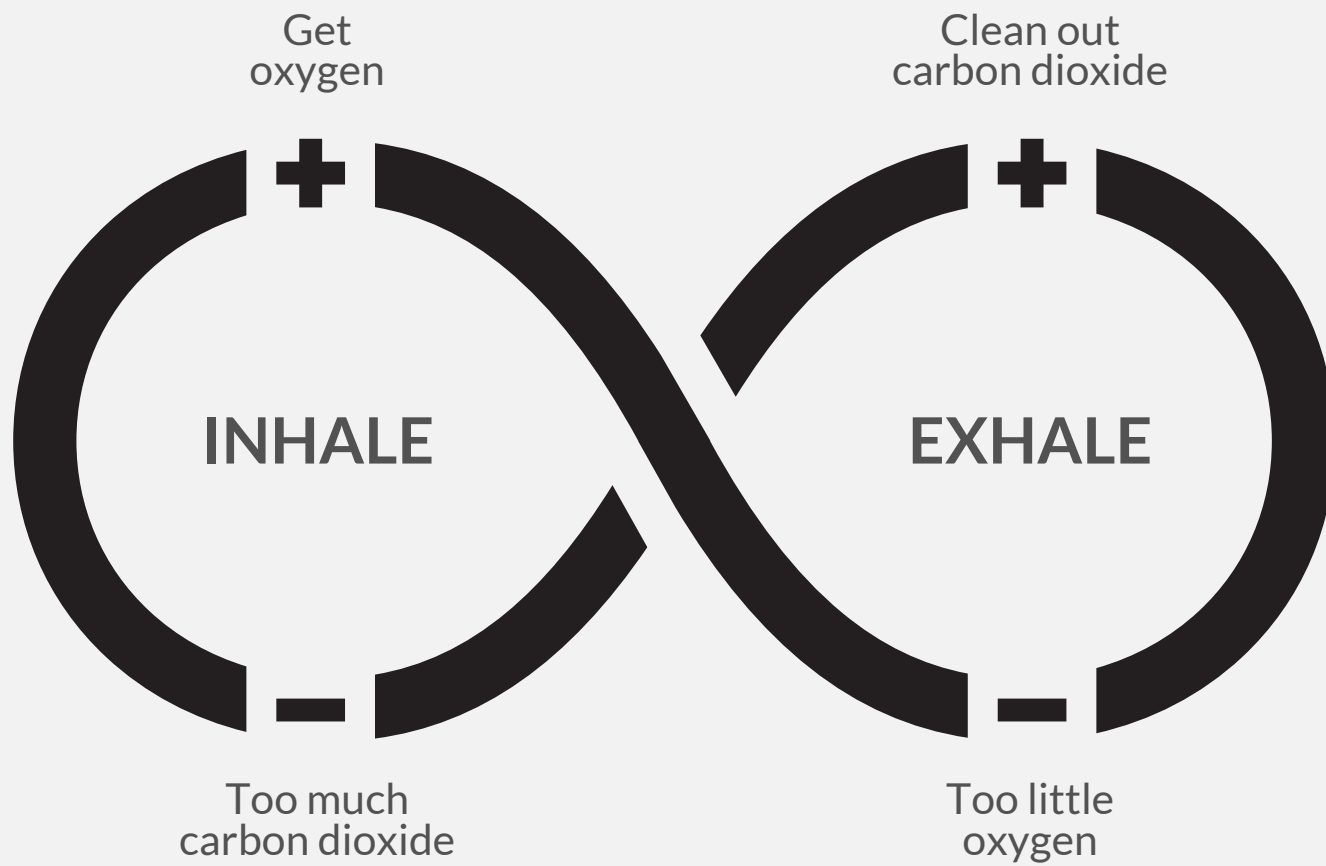
1. Focusing on Tasks **AND** Relationships
2. Leveraging Structure **AND** Flexibility
3. Communicating Truthfully **AND** Tactfully
4. Promoting Collaboration **AND** Independence
5. Increasing Empowerment **AND** Accountability



“The test of a first-rate intelligence is **the ability to hold two opposed ideas in the mind at the same time**, and still retain the ability to function.”

- *F. Scott Fitzgerald*





“We must establish a personal connection with each other.

Connection before content.

Without relatedness, no work can occur.”

— Peter Block



SIMPLE WAYS TO FOCUS ON RELATIONSHIPS

- **DAILY** - Start each meeting with 5–10 minutes of relational connection
- **WEEKLY** - Create space to celebrate wins and “share the love”
- **SEASONALLY** - Dedicate at least a half-day to get the team out of the office



“Focus on being **productive**
instead of being **busy**.”

— Tim Ferris



BUSY vs. PRODUCTIVE

3 Key Questions

1. Am I clear on what my piece is, and do I have the time and resources to deliver on it?
2. Are my fellow team members engaged and committed to owning their pieces?
3. Can I constantly assess whether we are winning or losing?

**Play Chess.
Not Checkers.**



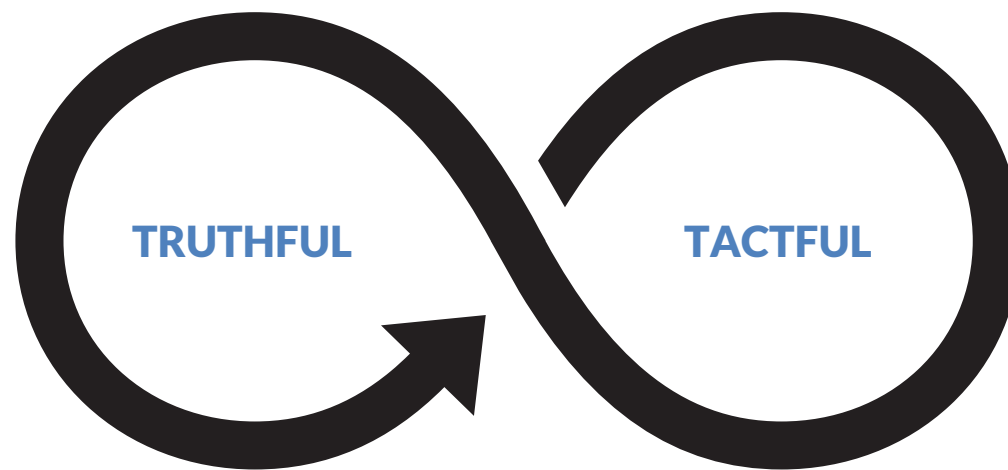
FLEXIBLE OR **NOT FLEXIBLE?**

1. It's OK to start work 10 minutes late if I make up the time at the end of the day.
2. It's OK to discreetly respond to a text during a meeting.
3. It's OK to keep my camera off during a virtual meeting.
4. It's OK to text a colleague with a work question after hours.



FLEXIBLE OR NOT FLEXIBLE?

1. **Punctuality** (e.g. around workday, breaks, etc.)
2. **Meeting attendance & behaviours** (e.g. call in if missing, leaving early, cell and laptop use, etc.)
3. **Communication Norms** (e.g. when to text, email, call, expected response time, etc.)
4. **Availability** of team members during non-work hours.



NEW YORK TIMES BESTSELLER

FULLY
REVISED &
UPDATED
EDITION

BE A
KICK-ASS
BOSS

RADICAL
CANDOR

WITHOUT
LOSING
YOUR
HUMANITY

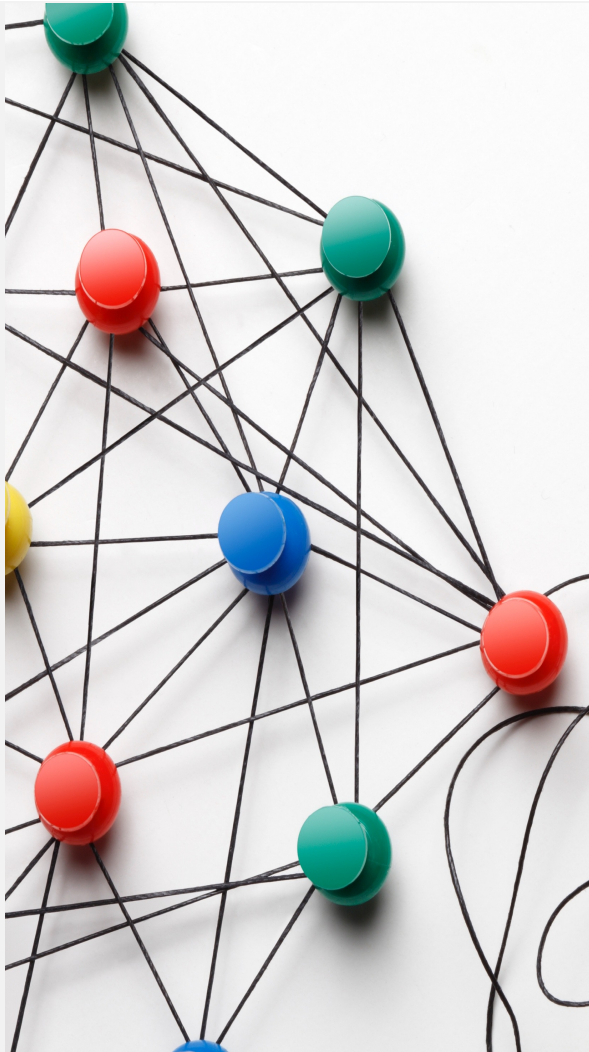
"PACKED WITH ILLUMINATING
TRUTHS, INSIGHTFUL ADVICE,
AND PRACTICAL SUGGESTIONS.
INDISPENSABLE."
— GRETCHEN
RUBIN

KIM SCOTT

**CARE
PERSONALLY
+
CHALLENGE
DIRECTLY**

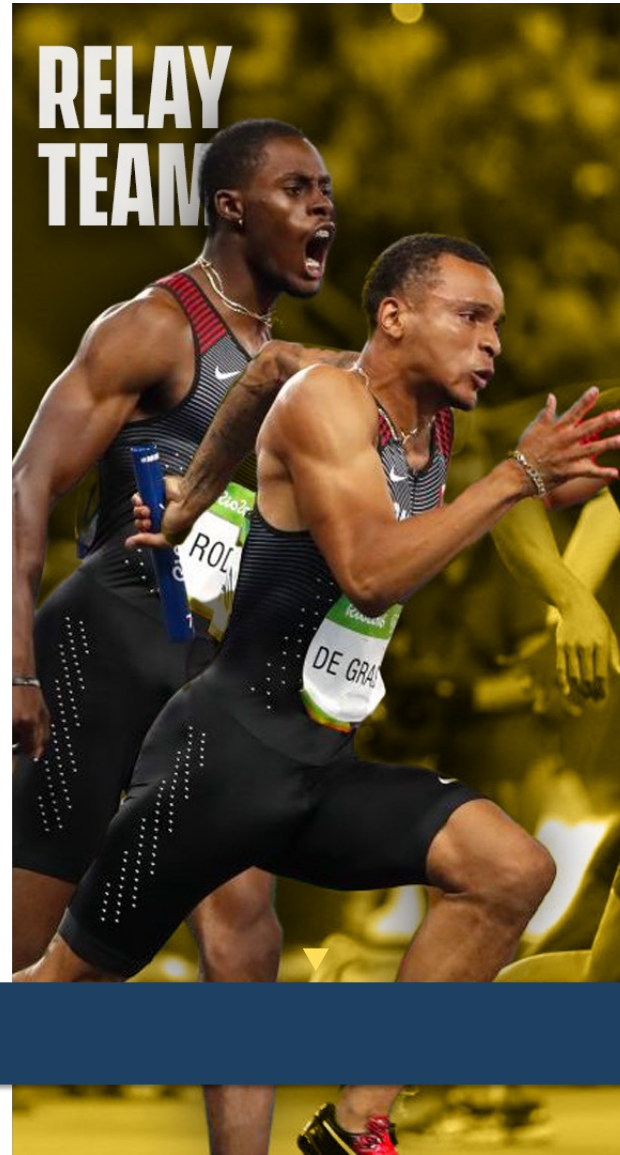


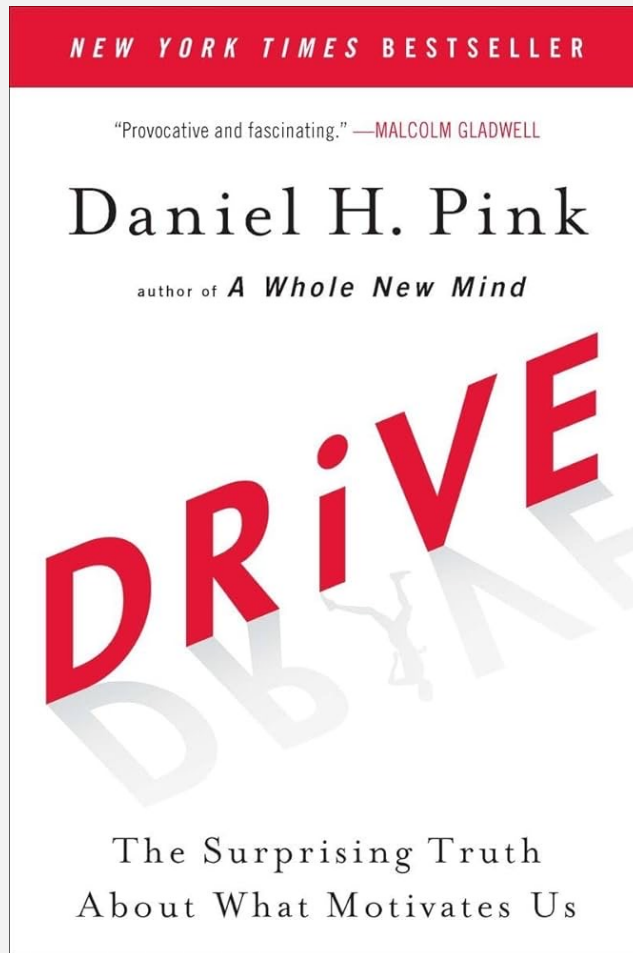




COLLABORATION – Working together, utilizing each person's unique skills and viewpoints to achieve innovative and effective outcomes.

INDEPENDENCE – Team members take ownership of tasks, manage time efficiently, and make decisions autonomously.





*“Control leads to compliance.
Autonomy leads to
engagement.”*

Daniel Pink
NYT Best Selling Author

The 4 Questions For Effective Empowerment

1. What area(s) are you taking ownership of?
2. What have you completed since we last met?
3. What will you focus on before we meet again?
4. Where are you stuck?

Donald Miller

Author of the #1 *Wall Street Journal*
bestseller *Building a StoryBrand*

Business Made Simple.

60 Days to Master
Leadership, Sales,
Marketing, Execution,
Management, Personal
Productivity and More

FIST TO FIVE



0 – No way!



1 – I have concerns.



2 – I have questions.



3 – I'm OK with it.



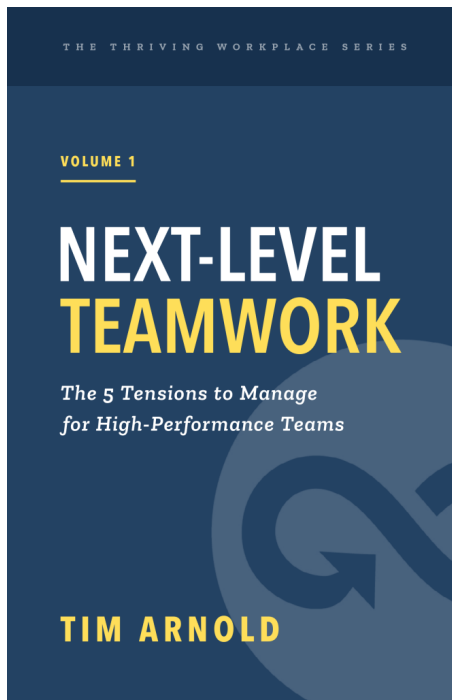
4 – I like it.



5 – I'm all in!

NEXT STEPS

www.leadersforleaders.ca/nextsteps



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03 **STAY**
IN TOUCH



**FROM RIGHT
TO BEST**



**FROM DISCORD
TO HARMONY**



**FROM SURVIVING
TO THRIVING**

