LEADERSHIP FUNDAMENTALS
DEVELOPING EFFECTIVE TEAMS

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Presentation Outline

- Team Leadership Philosophy
- Leveraging Individual Strength
- Olympic “Gold Medal” Teams
- Great Leaders Build Commitment
- Understanding Capacity
- Changing Behaviors
Team Leadership Philosophy

**Assemble Winning Teams**
- Identify and develop strong individuals
- Build and Sustain “Olympic Gold” medal teams

**Deliver Meaningful Results**
- Deliver planned predictable high performance
- Demonstrate measurable effect on business

**Cultivate Community Mindset**
- Reinforce Team Behaviors
- Reward exceptional teams
Leveraging Individual Strengths
Identifying Strength

- Passion is the key to identifying strengths
- Competency is the key to leveraging strengths
- Organization needs is the key to benefiting from strengths
Marcus Buckingham’s View of Strengths

Strengths are activities, which when performed, invigorate us and make us feel strong

Strengths energize us
- When you do it, you feel effective
- Before you do it, you actively look forward to it
- While doing it, you feel inquisitive and focused
- After you’ve done it, you feel fulfilled and authentic
Marcus Buckingham’s View of Weaknesses

Weaknesses are activities that drain us and consume our energy and enthusiasm

- Weakness Deplete us
  - When you do it (task), you feel ineffective
  - Before you do it, you dread it
  - While doing it, you feel bored and sluggish
  - After you’ve done it, you feel drained and tired

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Activity: Your Unconscious Passion

- Reflecting on your last few days at work, please divide a piece of paper into two sides:
- On one side, list activities that qualify as Buckingham strengths
- On the other side, list activities that qualify as Buckingham weaknesses
Views on Competency

- Gladwell states in his book Outliers that 10,000 hours are needed for mastery of trade or skill.
- Others presented models like incomptence, competence, mastery and virtuosity.
- All experts agree on the importance of practice to achieve competence.
Elements of Success

- Passion
- Competency
- Organization Needs
Incomplete Pairing of Elements of Success
Success and The Sweet Spot

- Competency
- Passion
- Organization Needs
- Sweet Spot

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Olympic “Gold Medal” Teams
The Stages of Team Formation

- The Most famous model of team formation was first introduced by Bruce Tuckman in 1965

Forming → Storming → Norming → Performing
Having clear goals, roles, procedures, and healthy relationships play an important role in helping our team function effectively and overcome storming.
Team Formation Model Components

Goal/Strategy - What does the team need to accomplish?
A team’s goals must be understood and accepted by all in order for the team to be effective.
Clear goals:
- Provide a sense of direction and focus
- Motivate team members by providing meaning to their work
- Help team members see where/how they fit into the bigger picture

Roles -- Who does what?
Each individual on a team must know exactly what the leader and other team members do for the team.
Clear roles and responsibilities:
- Identify results and accountability for each team member
- Eliminate gaps and overlaps
- Help to match skills and tasks

Procedures -- The way in which the team accomplishes work
Effective teams define processes, tools, practices, and systems for accomplishing tasks or enhancing teamwork
Clear procedures:
- Provide structure and efficiency
- Provide consistency, cohesiveness and control

Relationships -- Quality of interaction
Team members collaborate and share accountability; they view each other as competent and reliable; there is mutual trust, respect, support and encouragement; communication is open, honest, explicit, and spirited
Responsibilities of Modern Leaders
Activity: A Great Leader you Know

- Think about a great leader you currently work with or you have worked with in the past.
- List the activities or roles the leader did well
A Great Leader is an

<table>
<thead>
<tr>
<th>Role</th>
<th>Attribute</th>
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</table>
| Organizer | • Provides resources  
           • Focuses employees on achieving the desired results  
           • Builds a healthy coalition of peers who support their organization |
| Promoter | • Removes resistance and organizational blocks that hinder success  
           • Gets people and resources together |
| Steward  | • Understands human aspects of work  
           • Protects their organization’s capacity and focus |
| Coach    | • Models honest, open, learning-oriented dialog  
           • Insists on excellence, but ensures success despite discomfort  
           • Provides rewards and applies consequences  
           • Holds self accountable and bears the price  
           • Articulates a vision of the new future, urgency, and sense of mission  
           • Motivates direct reports and other managers to achieve the desired results |

Adapted from: Conner Partners, 2009
Great Leaders Build Commitment
Stages of Commitment

- **Internalization**
- **Adoption**
- **Institutionalization**
- **Experimentation**
- **Positive perception**
- **Understanding**
- **Awareness**
- **Contact**

**Degree of Commitment**

- **Commitment Threshold**
- **Unawareness**
- **Confusion**
- **Negative view of change**
- **Failure to act**
- **Reject**
- **Terminate**

**Time**

Adapted from: Conner Partners, 2009

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Activity: How Do You Build Commitment

- As a leader, you always have to build commitment to initiatives in your organization
- What are some of the steps you will take to build commitment to an existing or future initiative in your organization
Resistance

- Resistance is based on two core elements:
  - Willingness
  - Ability

- Leaders have to manage resistance by first determining whether the perception is positive or negative
Managing Positively Perceived Change

Adapted from Daryl Conner, 
Managing At The Speed of Change, 1992, page 137
Managing Negatively Perceived Change

Adapted from Daryl Conner, Managing At The Speed of Change, 1992, page 137

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Understanding Capacity
Managing Adaptive Capacity

Responding to change demand is related to the speed at which people recover from significant disruption in expectations which requires intellectual, emotional and physical energy named Adaptive Capacity.

Alvin Toffler coined the term “Future Shock” in 1965. “The shattering stress and disorientation that we induce in individuals by subjecting them to too much change in too short a time.”
Signs of Overload

- Family abuse
- Substance abuse
- Actively promoting a negative attitude in others
- Overt blocking of task or procedures
- Covert undermining of leadership
- Apathy/retiring on the job
- Chronic tardiness/absenteeism
- Increase in health-related problems
- Feeling victimized/un-empowered
- Decreased team effectiveness
- Increased error rates/accidents
- Increased conflict with fellow workers
- Poor communication/reduced trust
- Brief irritation that diverts attention from work

Adapted from: Conner Partners, 2009
1. You cannot intuitively predict when overload will occur. You have to watch for it.

2. Under different circumstances the same change may cause overload in different ways.

3. When overload occurs you cannot predict the impact.
Changing Behaviors
Changing Behaviors

- Changing behaviors requires the introduction of new values to shift beliefs, assumptions, and mindsets.
- The new behaviors need to be reinforced to become part of the culture.
Final Activity: Recognizing and Rewarding the Right Team Behaviors

- As a leader, list three team behaviors that you need to recognize in your people
- How would you reward the above behaviors
Leadership Tips

✓ Ambiguity is the best friend of those who do not want to be accountable

✓ It is hard for man to understand something when his salary depends upon him not understanding it

✓ Aim for truffles and not potatoes
A Final Thought

“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change.”

-Charles Darwin