

# **IQA Vic Presentation Night**

## **'Leading Dynamic Teams'**

May 2017

**The Successful Team: 'Only when we all believe will we reach our North Pole together'**



**GRAEME JOY**

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### **Transformational Leaders**

1. Inspire the team to perform at their peak.
2. Enhance the motivation, morale and performance of individuals.
3. Sets high expectations for all team members.
4. Requires all team members to be responsible for outcomes.
5. Responsible for identifying the changes needed to improve success
6. Tracks changes to ensure implementation and measure success.

### **Transformational Individuals**

1. Individual alignment to the vision of success.
2. Individual commitment to the goals.
3. Individual commitment to excellence.
4. Individuals take full responsibility for outcomes.
5. Individuals ask for help if they need it.
6. Individuals do not resist the change process.

### **The Change Process**

1. We recognise that it is continual, it's the way we operate.
2. Successful change is planned, it's not ad hoc.
3. The implementation process is tracked to ensure success.
4. Absolute commitment by all to the implementation of the changes.
5. Everyone understands their role in designing and implementing the changes.

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### **A High Performance Culture.**

1. All people are aligned with the vision.
2. Commitment by all people at all levels.
3. Inspirational leadership and executive management.
4. The right people in the right roles for their skills and the tools to do their work.
5. Effective conflict resolution so working relationships are not damaged.

### **Leadership – Level 5.**

Level 5 Leaders are:

1. Ambitious for the team & expedition/company not themselves – with trust & empathy.
2. Passionately driven to produce sustained results.
3. The success lies in embracing the top 5% - we all must believe the vision.
4. When things go wrong they accept full responsibility – no scapegoats

Adapted from Jim Collins 'Good to Great'

### **Deliberate Practice – Anders Ericsson**

What it takes to make someone expert – very very good at what they do .....10,000 hours.

1. It's about focused repetitive practice, evaluating your performance, listening to feedback & always pushing beyond what you have already achieved.
2. For expert performers there's always effort, improvement is never effortless.
3. It's about striving for the best, not about working harder – not the grinders.

Adapted from Anders Ericsson 'Deliberate Practice'

### **Confront the Real Facts.**

1. Always seek the real truth & communicate it.
2. Go step by step when the going is tough.
3. Confront the real situation & plan for the 'what if's'
4. Don't let motivation or reaction to fear cloud your judgement.

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### **What Great Leaders Believe**

1. The big test – what happens after people make a mistake
2. Innovation is crucial to every team & organisation
3. Bad is stronger than good – so eliminate the negative
4. How I do things is as important as what I do
5. I must be a good listener

Adapted from Professor Bob Sutton

### **James Strong AO – On Leadership**

“It’s behaviour that Matters – it’s how you actually treat people..... not how you say you treat them, or think you treat them”

### **Health of the Team, Individuals & Progress.**

The everyday meeting – which often lasts only a couple of minutes, asks the following questions:

1. How is the team performing?
2. How are you the individual?
3. Where we are in terms of distance made good, are we on target?

### **Disagreement / Conflict Resolution**

The meeting is begun with the following questions:

1. Why are we here?
2. Are we still aiming to get to the North Pole on our first attempt, beginning from the real land edge & arriving at the North Pole with all team members?
3. If the answer is yes (which it invariably is) then what has changed?
4. This is a very unifying position which allows us to concentrate on the issue.

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**GRAEME JOY'S**

### **10 KEYS TO SUCCESS FOR HIGH PERFORMANCE LEADERS**

Graeme Joy is the first and only Australian to ski to both the North Pole and the Magnetic North Pole.

#### **1. TEAM VISION *The Vision Thing***

Check your team vision statement, the real value lies in the understanding and commitment of all team members. A common mistake is to assume that all members understand and agree with the team vision simply because it exists.

#### **2. LEADERSHIP**

True greatness in leadership shows when you empower your team and they feel they have achieved the goal themselves. Real, ongoing & effective leadership is earned through respect, not demanded.

#### **3. MOTIVATED INDIVIDUALS**

They are the real powerhouses of your team, give them room to perform and do not be guilty of stifling their drive. Also increase their team skills so they can be productive team members where it gets the best results.

#### **4. FEAR CAN BE POSITIVE *The Polar Bears***

We all have Polar Bears in our lives. The fear of being eaten by one may not be pleasant but it can be a great motivator to pay attention to detail and go faster. Be careful, however, too much fear is paralysing.

#### **5. CONFLICT RESOLUTION**

Recognise the need for expressions of discontent, blaming and even anger. Success lies in moving to analysis of the problem and working together to solve it. Solve problems when they are one issue, don't let them compound.

#### **6. GOALS**

Goals are the stepping stones to success and achieving the vision. They make it possible for people to pace themselves. It can be tiring and difficult to focus on the "big picture" constantly

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##### **7. NURTURE DIFFERENCES**

Nurture the differences in your team members. They are some of your valuable assets. Give them skills to understand their differences and how they strengthen the team. Avoid the "why can't you do it like me syndrome" - it weakens both team and individual performance.

##### **8. TEAMWORK**

The informed High Performance Team accepts responsibility for success and failure equally. The team seeks out its strengths and maximises them. They do not look for scapegoats in whom to direct blame.

##### **9. PLANNING AND PREPARATION**

Plan well, and communicate your plans across the team. Comprehensive plans are the building blocks for success and solving problems. Be prepared to review and modify your plans as you progress.

##### **10. PROBLEM SOLVING**

Solve problems when they begin. Do not let them deteriorate into issues that develop negative perspectives. When problems remain unsolved, team members can begin to focus on the negative and reduce their participation.

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### **KEYS TO SUCCESS FOR HIGH PERFORMANCE LEADERS**

The action list - high performance leaders & teams who successfully create great culture do:

1. Have a clear vision & an absolute 'buy in' by all team members.
2. Have all team members accept accountability & responsibility.
3. Require team members to remain focussed on achieving the agreed outcomes, no matter what the difficulties are or appear to be.
4. Regularly assess their progress in terms of key performance indicators, taking action(s) to remain on target for success.
5. Always seek the real truth, rather than the answers which appear to support their point of view.
6. Solve disagreements & conflicts immediately so they do not adversely affect professional & personal relationships of team members – avoid 'blame game'.
7. Check regularly on the emotional health of the team & its members, including the leader.
8. Understand the differences in preferred work styles & how they can influence team & individual performance – particularly under stress.
9. Embrace & nurture individuals as winners within the High Performance Team.

10. Understand that High Performance Leaders will, reasonably & with accountability, honesty & empathy focus on making the team great, no matter how hard or confronting the decisions are, or appear to be.

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#### **Preferred Work Styles – adapted from Wilson Learning**

##### **Amiables prefer:**

- Coach & Counsel
- Provide support
- Communicate trust & confidence

##### **Analyticals prefer:**

- Focus on facts & logic
- Act when the payoff is clear
- Careful not to commit to quickly

##### **Drivers prefer:**

- Like to take charge
- Make quick decisions
- Like challenges & focus on results

##### **Expressives prefer:**

- Create excitement & involvement
- Share ideas dreams & enthusiasm
- Likes to see the big picture

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Suggested references and further information which can be accessed via books and or websites.

1. Jim Collins – 'Good to Great' & 'Great by Choice' – '[www.jimcollins.com](http://www.jimcollins.com)'
2. Professor Robert Sutton – Professor of Organisational Behaviour – Stanford Graduate School of Management. [www.bobsutton.typepad.com](http://www.bobsutton.typepad.com) '12 things great bosses believe'
3. Rich Karlgaard and Michael S. Malone 'Team Genius'
4. Anders Ericsson – 'Deliberate Practice'
5. Wilson Learning – 'Preferred Work Style'
6. 'Outliers – The Story of Success' Malcolm Gladwell
7. Laurence Gonzales – 'Deep Survival, Who Lives, Who Dies and Why'. (reversion to imprinting when under stress)

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C Graeme Joy 2017