into action

Exploring New Pathways

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"No one can whistle a symphony. It takes an orchestra to play it." - *H.E. Luccock* - **Do you have the right team in place?**

Build the right team

It is a well-known fact, that having the right team with the right talent is instrumental in achieving superior results. Leaders are not able to achieve results alone. However, it is not uncommon to step into a new role and inherit an existing team.

How do you assess an existing team? How do you replace members of the team without upsetting the team dynamic? What could be the impact of keeping a "dysfunctional" team for too long?

Prior to making decisions about an existing team, it is important for a leader to be very clear on her vision and the changes in strategy, structure, systems and skills that will be necessary to achieve the results required.

Michael Watkins suggests six criteria with which to evaluate an existing team:

1. **Competence -** Does the individual have the technical ability and experience to achieve the results needed?
2. **Judgment** - Will the person be able to make sound judgments, especially in high-pressure conditions?
3. **Energy** - Does the person have the right energy for the role?
4. **Focus** - Can the person focus on, commit to, and set priorities?
5. **Relationships** - Does the person fit into the team and are they able to interact in a constructive manner with the other members?
6. **Trust** - Will the person follow through and deliver on their commitments?

It is also important to identify the relevance of each of these criteria in your overall objectives, by attributing a ranking to each one.

Shuffling any individual in the team, might have a negative impact on the remaining team members. The last thing you want is to create such uncertainty in the team that you lose your strongest performers. Find ways to reassure the best performers on your team.

After the evaluation of an existing team, each team member will fall into one of the following categories: 1. kept in place, 2. kept and developed, 3. moved to another role, 4. observed, 5. replaced later, and 6. replaced immediately. The leader will have to act upon her team evaluation within six months. If she waits any longer, it will become increasingly difficult to justify and implement changes in the team structure.

My invitation is:

- Evaluate your existing team using the above criteria and add/ eliminate criteria that are not appropriate for your objectives.
- Ask for advice from those who know the team members, company policies, performance measures, etc. to help you in your restructuring.
- Assess the existing incentive schemes and modify them to help you achieve your overall objectives.
- Assess the existing team processes and modify them to help you achieve your overall objectives.

Note: Concepts presented in this newsletter were inspired by Michael Watkins' book, The First 90 Days.

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The concept behind this newsletter is an invitation for you to explore new ways of thinking, new perspectives, and new behaviors, so as to increase your personal effectiveness. The themes we have selected are commonly addressed topics in coaching. We have chosen them carefully and are eager to share them with you, in the hopes you will find them both thought-provoking and valuable.

Warmly,

Céline Brillet

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Top 8 reasons to partner up with a coach

1. You want to make yourself a priority.
2. You feel stuck.
3. You want to build on your strengths.
4. You want to reach your goals more effortlessly.
5. You need a neutral sounding board to bounce ideas off.
6. You are facing a stretch challenge.
7. You have an important decision to make.
8. You are ready to move to the next level.

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