



National New Heads Conference 2009

11-12 November 2009

Inspiring leaders to
improve children's lives

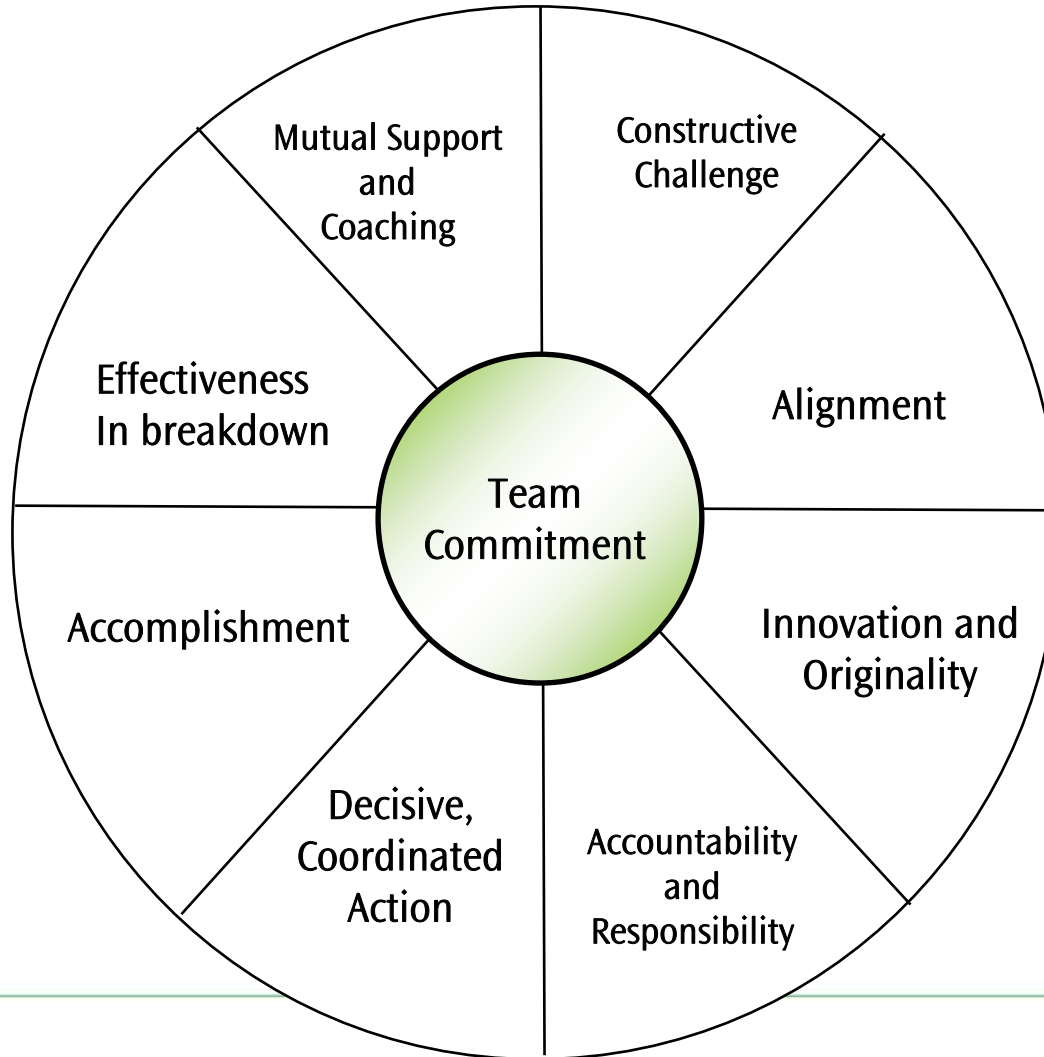
Leading and Developing the Leadership Team

Never doubt that a small group of thoughtful, committed people can change the world.

Indeed, it is the only thing that ever has.

Margaret Mead

Nine Features of good teamwork



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Team Commitment

At the heart of high performance is the ability and willingness of the team to commit itself to take a stand for that which is beyond business as usual.

Constructive Challenge

Only through open and honest expression can teams achieve the highest levels of teamwork and performance.

Alignment

In order to achieve extraordinary results, it is critical that all team members work together toward common goals, not individual agendas.

Innovation & Originality

Achieving unprecedented results requires inventing new possibilities. Team members must find innovative ways to work around or through traditional barriers to performance.

Nine Features of good teamwork

**Accountability
& Responsibility**

Team members are accountable for their individual results and responsible for the success of the whole. They refuse to ignore issues and concerns which may not lie in their individual area of accountability.

Decisive, Co-ordinated Action

Team members are skilled at coordinating clear actions, and they use tools to maintain their coordination.

Accomplishment

Team members and facilitators create a sense of accomplishment throughout the process, rather than waiting until the end of the project to see what, if anything, they have accomplished.

**Effectiveness
in Breakdowns**

Rather than hoping to avoid them, they know that problems are inevitable and use breakdowns to create breakthroughs, rallying points for teamwork and innovation.

**Mutual Support &
Coaching**

Team members recognize they all have areas of improvement, and work to improve their own and each others.

Members of effective teams need to:

- Understand and accept the team's purpose or goals
- Know or stick to their roles and responsibilities (even though they may be flexible)
- Understand how to complete their tasks (process)
- Understand how to work as a part of the team (norms and values) and
- Have the necessary technical or team skills (member, facilitator, leader), or the necessary resources

Leaders of effective teams need to:

- Understand and apply power or influence as required
- Communicate well with team members
- Work to build relationships based on trust and respect
- Delegate, delegate, delegate
- Ensure leadership of change is understood
- Use a variety of team tools to innovate and problem solve
- Ensure work and progress is regularly reviewed
- Praise effort and achievement and celebrate success
- Have the necessary technical or team skills (chair, member, facilitator, coach), or the necessary resources