

BRITE

STRATEGIES



LEADERSHIP
CIRCLE

SHARING MINDSETS

Strategies for Addressing Disruptors

Strategy #1: Look for misalignments.

Determine where there are discrepancies between team members in understanding and confidence of the team's purpose, goals, and priorities.

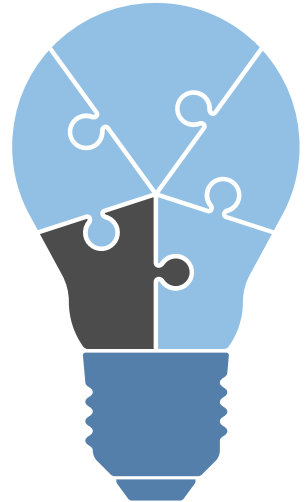
Sharing Mindsets Strategy #2: Shift focus from what isn't working to what can be done.

Recapture energy spent on discovering whom or what to blame for past or current results, and redirect energy to elements that are working well and offer potential breakthroughs for better results.

Sharing Mindsets Strategy #3: Uncover the source of negativity on a team.

Hold honest and open discussions to determine if the negativity on the team comes from:

1. a lack of understanding
2. cynical personality type
3. overworked team members
4. feelings of disconnection



SHARING MINDSETS

Strategies for Increasing Generative Energy

Sharing Mindsets Strategy #4: Create a compelling direction/team purpose.

Having a well-defined purpose will guide the team's efforts and increase the likelihood that they work together toward common goals.

Sharing Mindsets Strategy #5: Clearly define collective team goals.

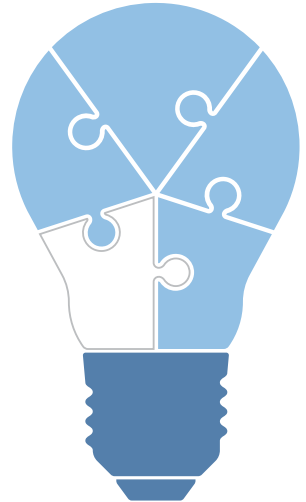
Have an open discussion in which areas of disagreement are identified and common ground is established, then define the specific issues that need focus and ensure that everyone understands the context and significance.

Sharing Mindsets Strategy #6: Celebrate team successes.

Team members' belief in the ability of the team to succeed is strengthened by regular review of team accomplishments.

Sharing Mindsets Strategy #7: Establish a team identity.

Teams that understand who they are as a team, as opposed to a collection of individuals, compound the energy available to fulfill their purpose and achieve collective goals.



BUILDING THE RIGHT STRUCTURE

Strategies for Addressing Disruptors

Building The Right Structure Strategy #1: Ensure the team is the right size.

Sometimes, teams can become too large due to historical reasons or organizational inertia. Consider whether certain tasks or responsibilities could be delegated to smaller, specialized teams.

Building The Right Structure Strategy #2: Move from transactional to transformational leadership.

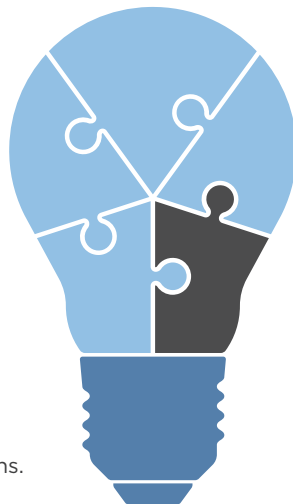
The team leader's role shifts from convincing the team to follow the direction set for them, which results in the leader dominating discussions and fostering dependence on the leader for solutions, to guiding and developing team members in collectively applying their skills and knowledge to create strategies and generate innovative solutions.

Building The Right Structure Strategy #3: Manage team instability.

Develop a strategy for managing changes in team composition. Create a succession plan (see Producing Results Strategy #7), reevaluate and redistribute team roles and responsibilities to align with the team's current goals and individual member strengths.

Building The Right Structure Strategy #4: Confront unreliable team members.

Intervene quickly and directly with unreliable team members to minimize impact on the team. Keep a record of failed commitments or missed deadlines, explore the lack of participation through one-on-one meetings, and clearly communicate the consequences of continued unreliability.



BUILDING THE RIGHT STRUCTURE

Strategies for Increasing Generative Energy

Building The Right Structure Strategy #5: Compose a team with requisite and complementary skills.

The team's composition should include the right mix of technical skills, and also a harmonious blend of personalities and psychological traits, enabling members to draw inspiration from each other and offer well-rounded perspectives.

Building The Right Structure Strategy #6: Increase diversity of team membership.

Ensure that your team embodies diversity in terms of ethnicity, nationality, gender, and life experiences, and that your recruitment and promotion strategies align with this commitment to diversity.

Building The Right Structure Strategy #7: Clearly define roles and responsibilities of team members.

Establish well-defined roles and responsibilities by delineating who does what, who has decision authority, and the interrelationships between roles. Foster collective accountability by outlining both individual distinctions and shared responsibilities between team members and between members and the team leader.

Building The Right Structure Strategy #8: Lead by example (for team leaders).

The team leader should encourage and model generative energy within each element of team effectiveness, and through their communications and actions set the tone for how the team is expected to interact.



CREATING SAFETY AND COHESION

Strategies for Addressing Disruptors

Creating Safety and Cohesion Strategy #1: Nip retaliation and critical judgment in the bud.

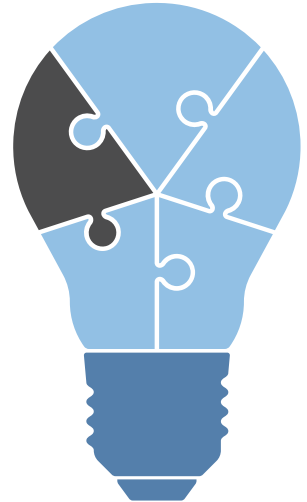
Maintain dynamic team interactions by implementing policies that address problematic behaviors and establish mutual accountability. Implement a “no-retaliation” policy, emphasizing the value of mistakes as learning opportunities and create a judgment-free zone where individuals feel safe to express themselves without fear of criticism.

Creating Safety and Cohesion Strategy #2: Address distrust and foster interpersonal trust.

Create a safe and open space for team members to express their concerns and feelings and encourage candid discussions about the reasons for distrust. Ensure that everyone actively listens to the perspectives offered before providing constructive feedback on possible solutions.

Creating Safety and Cohesion Strategy #3: Break up cliques and non-sanctioned subgroups.

Address disruptive behavior from cliques by focusing on actions, not individuals. Rotate assignments to mix up group dynamics, address misunderstandings, and encourage interactions between different members. Pair individuals from different cliques as mentors and mentees to foster collaboration.



CREATING SAFETY AND COHESION

Strategies for Increasing Generative Energy

Creating Safety and Cohesion Strategy #4: Focus on diversity and inclusion.

Set clear expectations for respectful and inclusive behavior within the team. Communicate the high value placed on diversity and emphasize that team members are expected to embrace the unique perspectives and backgrounds of their peers.

Creating Safety and Cohesion Strategy #5: Develop a welcoming participation structure.

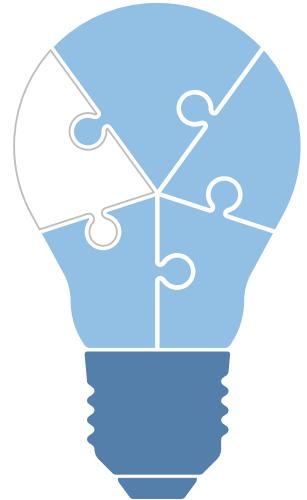
Outline expected interactions to ensure smoother functioning and active participation. Develop norms for inclusiveness and rules of communication.

Creating Safety and Cohesion Strategy #6: Develop Team Emotional Intelligence (EQ).

Promote empathy in the team by encouraging members to actively listen to one another, consider each other's perspectives, and make an effort to understand others' needs. Encourage team members to imagine themselves in each other's shoes to gain a better understanding of their emotions.

Creating Safety and Cohesion Strategy #7: Strengthen team member connections.

Create opportunities for team bonding through workspace design, team building exercises, celebrating milestones, and reflecting on experiences to apply lessons to team dynamics.



PROCESSING INFORMATION

Strategies for Addressing Disruptors

Processing Information Strategy #1: Balance team participation and improve communication.

Implement practices such as ensuring equal talking and listening among team members and encouraging everyone to contribute. Also consider rotating speaking order for agenda items during meetings to prevent dominance by certain individuals.

Processing Information Strategy #2: Slow it down to allow cognitive energy to spread.

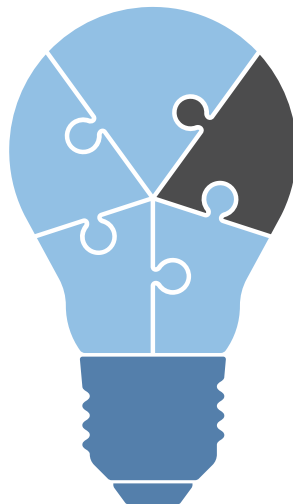
Incorporate moments of silence to prompt additional thinking before moving onto the next topic. Encourage reflection to prevent polarization and promote the sharing of diverse perspectives.

Processing Information Strategy #3: Embrace and manage conflict.

Address conflicts immediately, constructively, and respectfully. Allow team members to voice their concerns, find common ground, and work toward solutions can help teams navigate challenges and turn conflicts into opportunities for growth and improvement.

Processing Information Strategy #4: Overcome failure to learn.

Document the outcomes of team discussions be sure to share in a central repository in an easily digestible format. Cultivate a culture of sharing best practices within the team by recognizing and rewarding team members who share their experiences and provide valuable insights.



PROCESSING INFORMATION

Strategies for Increasing Generative Energy

Processing Information Strategy #5: Add regular check-ins.

Conduct weekly or bi-weekly, that allow members to update progress, discuss challenges, and assess well-being. Feedback collected should be used to improve processes, addressing any issues of exclusion, misalignment, or lack of progress.

Processing Information Strategy #6: Expand the conversation/team boundary spanning.

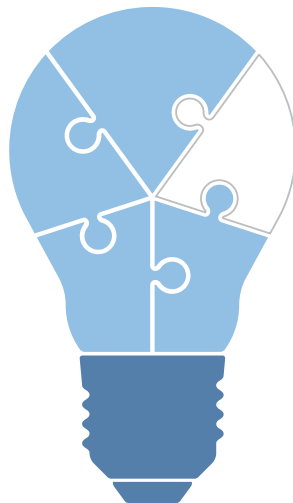
Proactively manage external relationships and explore opportunities to partner on larger enterprise goals. Schedule regular meetings between departments or teams to discuss ongoing projects, provide updates, and address any issues or concerns ensures that everyone is aligned and working toward common objectives.

Processing Information Strategy #7: Use technology to enhance information exchange and collaboration.

Build upon the conversations initiated in face-to-face meetings by creating a common understanding of what is needed. Provide the time for everyone to go off on their own and generate ideas before evaluating the best choice and without using up precious face-to-face time.

Processing Information Strategy #8: Energize team meetings.

Make sure team meetings are focused, engaging, and productive. Do this by minimizing unnecessary meetings, having a clear purpose and agenda, and allocate time wisely by planning on how much time to focus on each aspect that will be covered.



PRODUCING RESULTS

Strategies for Addressing Disruptors

Producing Results Strategy #1: Conduct proactive performance reviews.

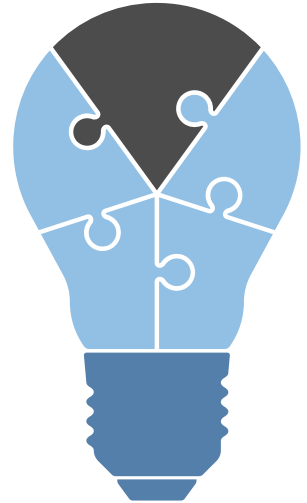
Incorporate a consistent rhythm of reflection and action to recognize areas in need of improvement and to seize opportunities for development. Make timely course corrections to avoid reactive firefighting.

Producing Results Strategy #2: Leverage the best thinking.

Learn to recognize and avoid cognitive limitations such as binary thinking that occurs when a team looks at situations, issues, or choices as limited to two mutually exclusive options, without considering more nuanced or intermediate possibilities. Also avoid the cognitive limitation of groupthink, when team members become fixated on a single perspective of a problem or issue and become locked into a narrow conception of the situation.

Producing Results Strategy #3: Stay the course.

Put in the necessary effort and due diligence to understand why a particular plan is not working as expected. Rather than abandoning the plan, focus on adjusting and tweaking it to improve its effectiveness.



PRODUCING RESULTS

Strategies for Increasing Generative Energy

Producing Results Strategy #4: Engage collaborative problem-solving.

Fostering an environment where every team member's ideas and perspectives are considered. Remember that the collective intelligence of the entire team often exceeds the capability of any single individual, including the expert.

Producing Results Strategy #5: Be strategic in planning.

Map out the team's actions over a defined period and ensure that these strategies are in line with the organization's strategic direction. Tasks should be prioritized based on their alignment with strategic objectives.

Producing Results Strategy #6: Make sound and timely decisions.

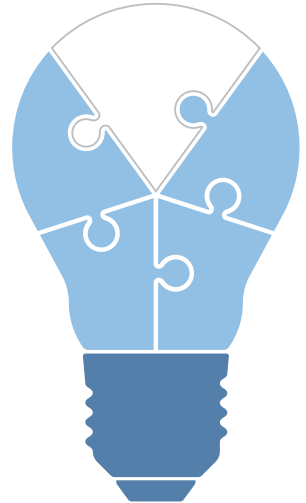
Make effective decisions by clearly outlining the decision-making process, defining the criteria that must be met, generating a range of possible options or choices, gather all the necessary information, and allow time for open and constructive debate.

Producing Results Strategy #7: Develop the team and plan for member succession.

Pair experienced team members with those who have less experience, facilitating the transfer of expertise across the team and preserving valuable skills and perspectives as team members move on to new roles.

Producing Results Strategy #8: Create collective accountability and improve execution.

Establish and implement procedures that ensure execution of decisions, measure outcomes, and hold everyone on the team accountable for success. Develop a detailed plan outlining the necessary tasks, timelines, and resources required for implementation and how progress will be monitored.



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