

TEAMS TO THE TOP

Anita Diaz & Dimitrios Buhalis

This presentation summarises our reflections and discussions on the question

“What are the crucial steps in leading a team to the successful achievement of a project goal?”

i.e. getting the team to the top?

We explore this question from the perspective of two people who are both similar and very different in how we approach leadership.

- *Our core similarities* are that we are both energetically internally conviction driven and goal focused. We are also both Assertive-Nurturing (Red-Blue) on the Strength Deployment Inventory (SDI) Triangle. Finally we both have a tendency to stick to always using our preferred leadership style and are interested in increasing our flexibility.
- *Our core differences* lie in our preferred leadership style (Golman, 2000). One of us (AD) has a preferred leadership style that is “Democratic” and uses Emotional Intelligence competencies of collaboration to forge consensus while the other (DB) has a preferred leadership that is “Commanding” and uses Emotional Intelligence competencies of drive to demand immediate compliance.

The result of our discussions was that we identified 9 keys steps to leading a team to success that we agreed would work well for both our preferred leadership styles. We list these below in the hope that they might be useful to others. Most importantly for us though was the process rather than the outcome; along the way to agreeing these steps and more generally through participation in the Inspiring Leaders programme, we gained valuable personal insights into how the world looks from the perspectives of different styles of leadership and learnt some useful approaches for increasing our flexibility.

Our 9 steps for leading a team to the successful achievement of a project goal:

Step 1. Vision – Inspire an important goal. Enable others in the team to see the importance. Don’t just assume they can see it. Create buy-in from the start.

Step 2. Preparation – align the right environment. Make sure it is an achievable goal under current conditions. If it is not, can you change the conditions?

Step 3. Preparation – build the team. Get the right mix of people into the team from the start and agree roles. If you can’t choose your team then still communicate and agree roles to build teamship.

Step 4. Go! - progress up. Be positive, be dynamic. Enable team members to use their strengths.

Step 5. Keep going! - overcome any obstacles. Acknowledge them and their impact, don’t just push forward. Share solution finding.

Step 6. Achieve the goal. Remember to enable the team to actually take a moment to acknowledge and celebrate. Don’t just jump forward to the next goal.

Step 7. Get feedback and learn. Make that time to reflect and learn. Do this both through internal reflection and as a shared process with the team.

Step 8. Disseminate success & leave a legacy. Remember to actually let others know about successes! This is an important part of leaving a legacy by building external support. It is also important for team morale as it acknowledges the achievement of the team. Remember that team members will be motivated by different measures of success –enable them to disseminate their success.

Step 9. Inspire a new goal. Now jump forward to the next goal!