

# Key Leadership Skills to Inspire Cross-Functional Team Success

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ADJUSTING HOW WE LEAD TO FIT THE WAY WE WORK

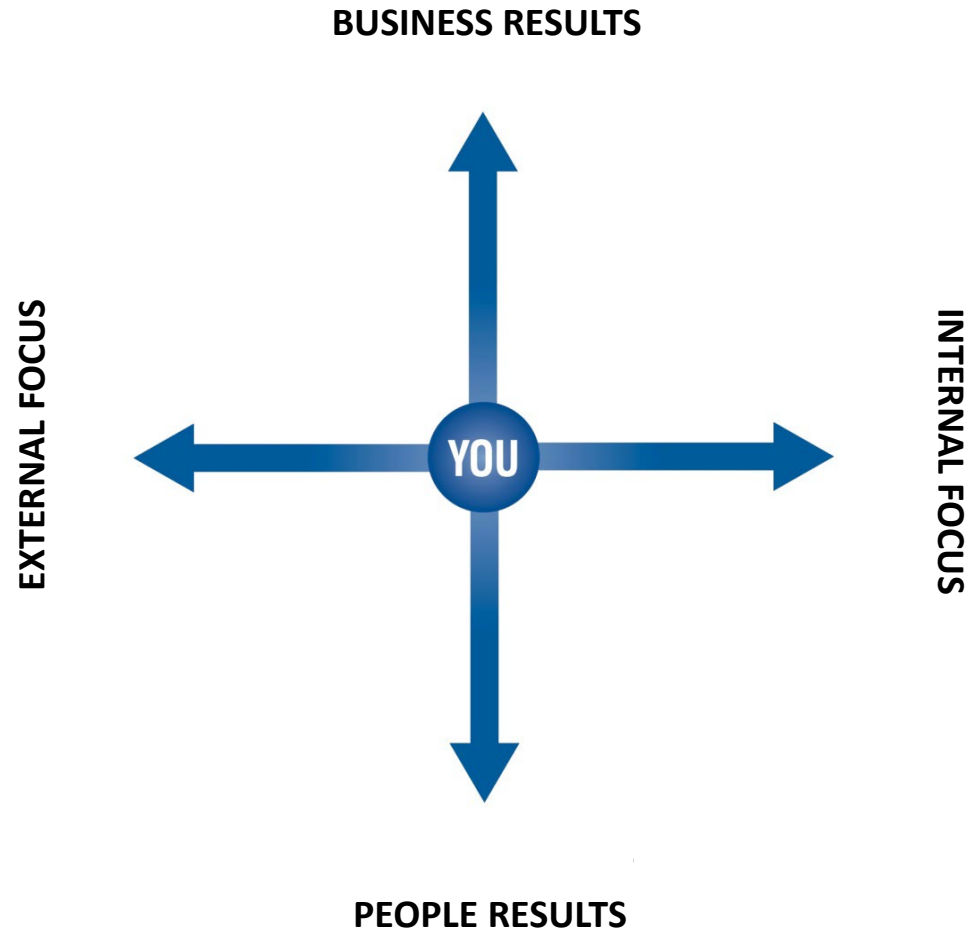
“Because of the furious pace of  
change in business today,  
**difficult-to-manage relationships**  
**sabotage more business than anything else—**  
it is not a question of strategy  
that gets us into trouble,  
it is a question of emotions.”

*-John Kotter, Harvard Business School*

# Blind Spots...

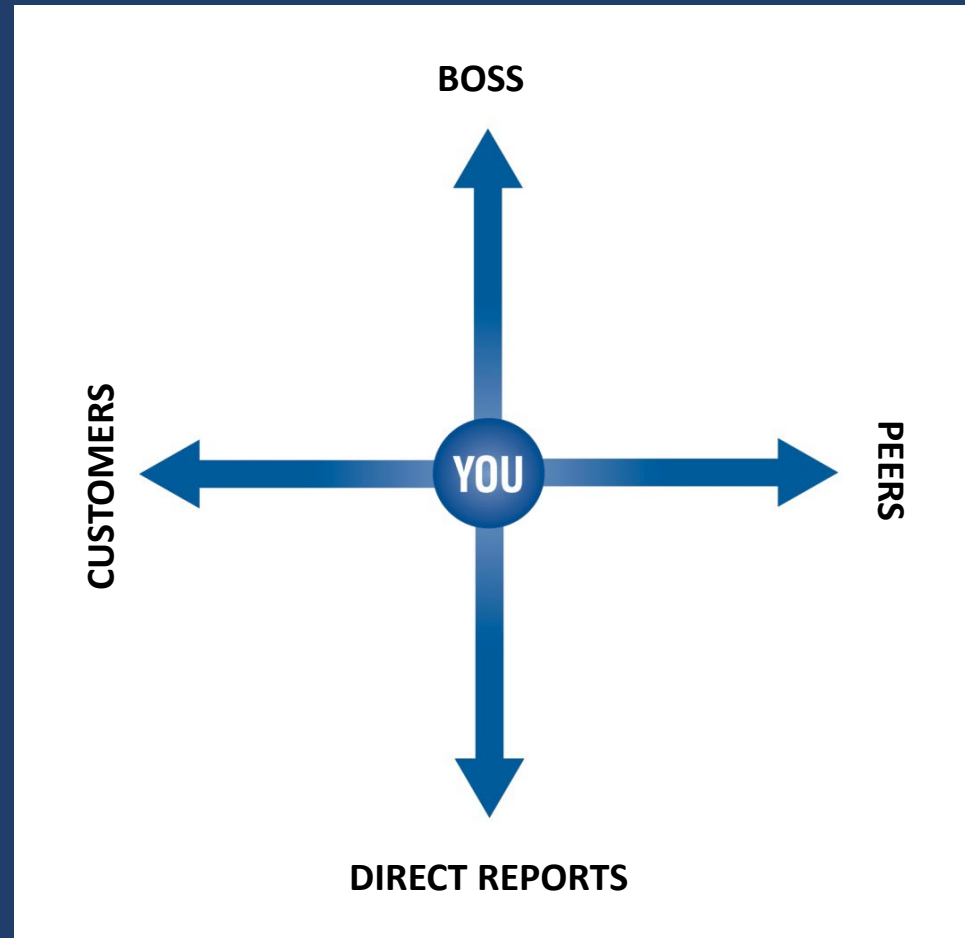


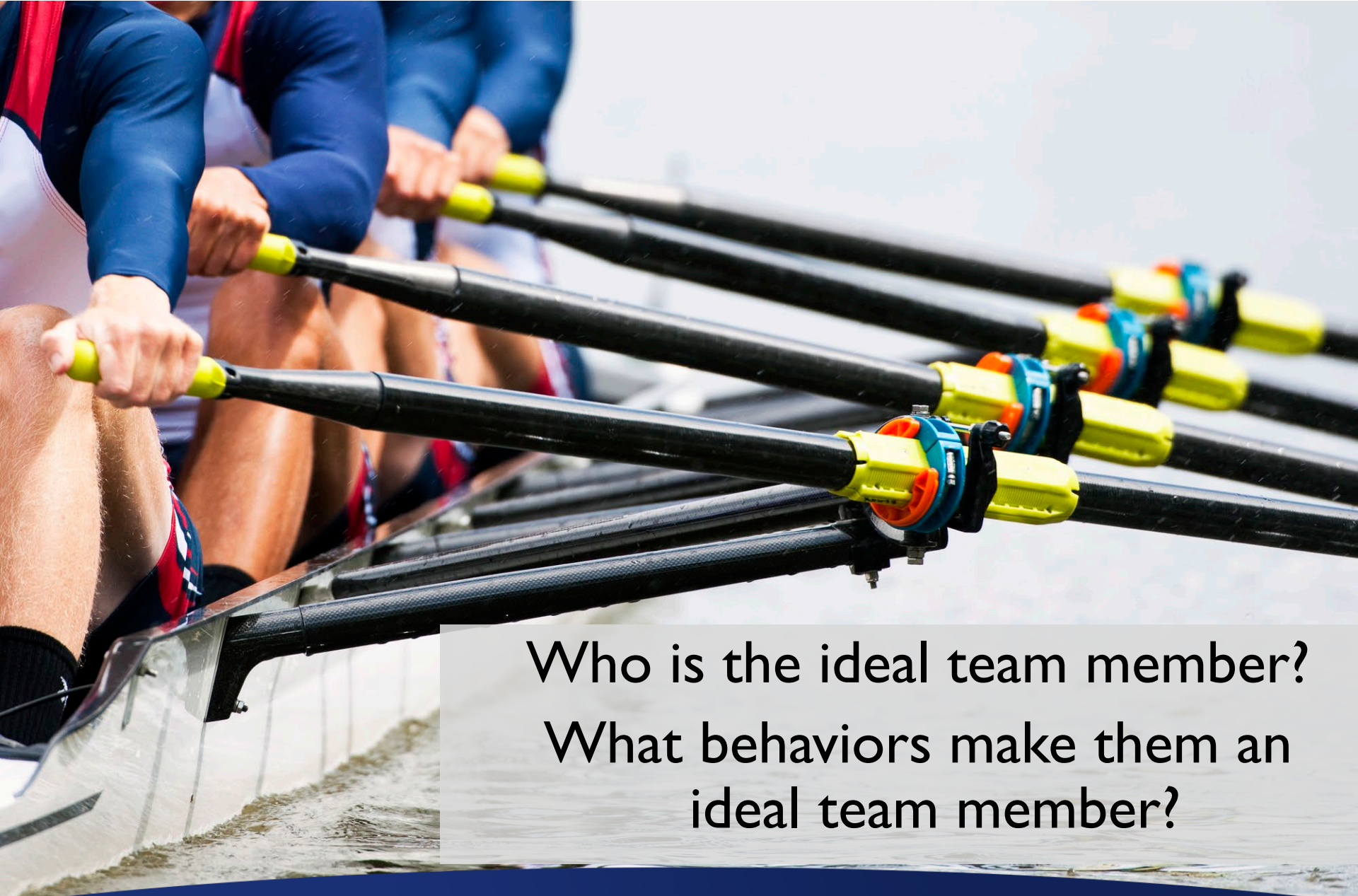
# The Four Critical Relationships



# Relationship Mapping

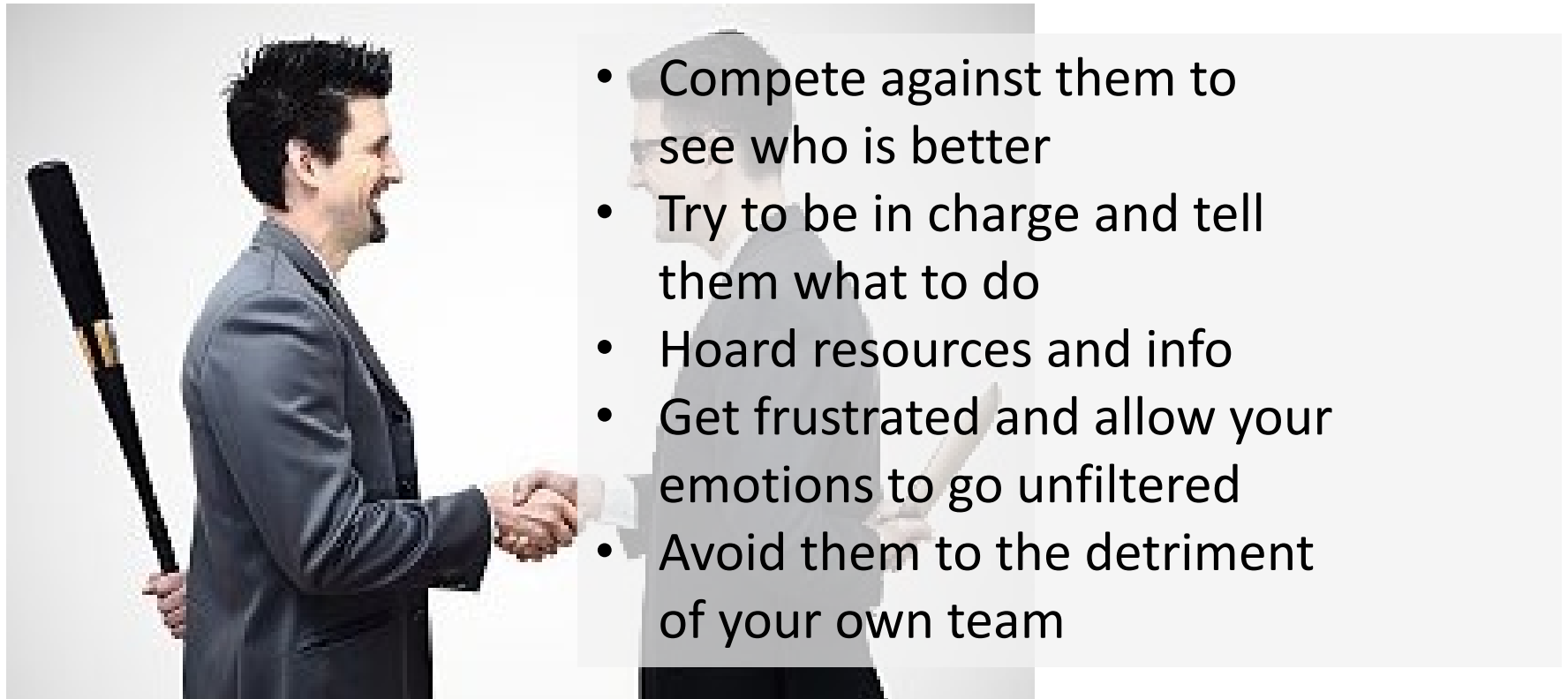
- Using the plus diagram, list your significant relationships by name
- For each person, identify the following:
  - What they value
  - Their perception of you
  - How frequently you interact with them





Who is the ideal team member?  
What behaviors make them an  
ideal team member?

# What NOT to do as an Ideal Team Member



- Compete against them to see who is better
- Try to be in charge and tell them what to do
- Hoard resources and info
- Get frustrated and allow your emotions to go unfiltered
- Avoid them to the detriment of your own team

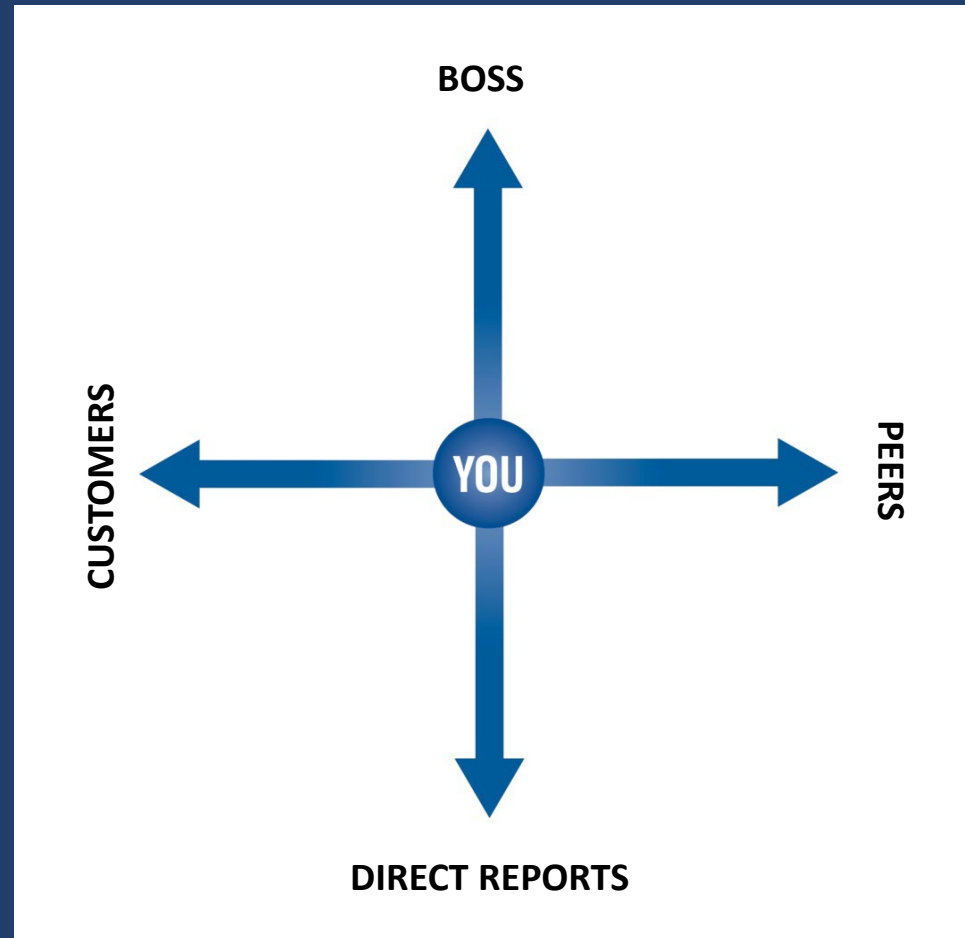


# What TO DO as an Ideal Team Member

- Follow through on actions, promises, and assignments
- Accept responsibility for your own actions and the actions of your team
- Communicate a compelling vision for partnering together
- Demonstrate high ethical standards
- Openly share knowledge and insights

# Relationship Mapping II

- Identify your most important relationships
- Answer:
  - What do you count on from them?
  - What do they count on from you?



# How much of a team do you want to be?

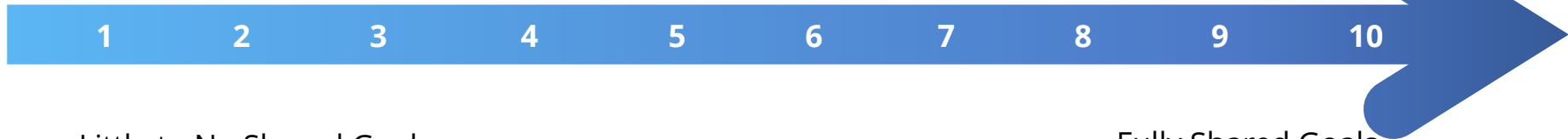
What does the business need? What do you want?

## Low Teamness

*(Individuals performing work and updating others)*

## High Teamness

*(Discussing and solving team issues together)*



- Little to No Shared Goals
- Little to No Shared Rewards
- Little to No Interdependency

- Fully Shared Goals
- Fully Shared Rewards
- High Interdependency

1. What is the current degree of Teamness?

2. Where would you like it to be?

# How much confidence do you have in your team?

Do you have the right people in the right roles?

## Low Confidence

*(Individuals and/or structure may change)*

## High Confidence

*(People and structure set for long-term focus)*

1 2 3 4 5 6 7 8 9 10



- Leaders Have Their Own Vision
- Questionable Skills & Performance
- Structure/Authority May Shift

- Fully Committed to Vision
- Strong Skills & Performance
- Structure/Authority is Clear

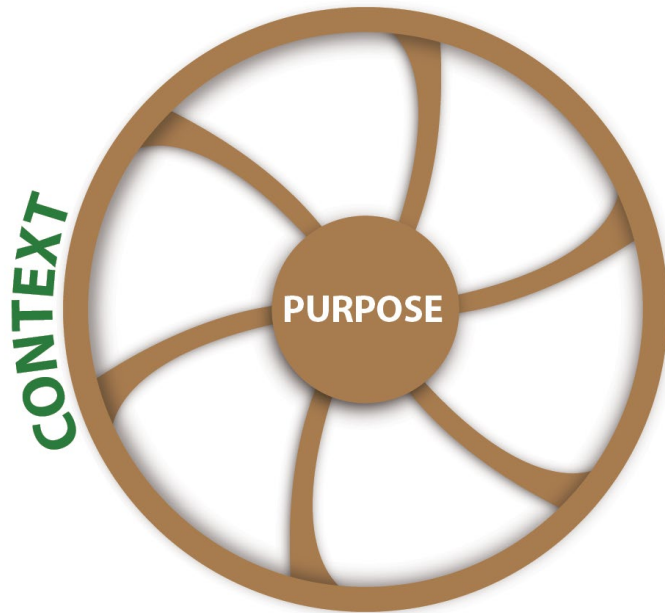
**1. What is the current degree of Confidence?**

**2. Where would you like it to be?**



TEAMING FOR  
**SUCCESS**

# PHASE 1: LAUNCHING



## 1. PURPOSE:

- Why do we exist?
- What does success look like?
- What are our strategies to accomplish our goals?

## 2. CONTEXT:

- What is the situation facing the team?
- What political and economic realities could impact the team?
- Who are the team's internal and external stakeholders?

### 3. STRUCTURE

- Is team leadership clear?
- Are roles and responsibilities clear?
- How collaborative will the team be?

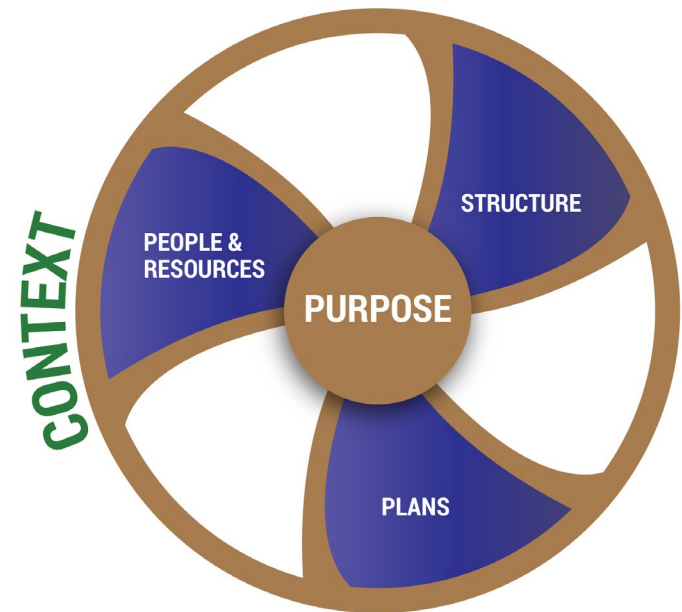
### 4. PLANNING

- Does the team have a detailed work plan?
- Does each team member have clear goals and objectives?
- How well does the team prioritize?

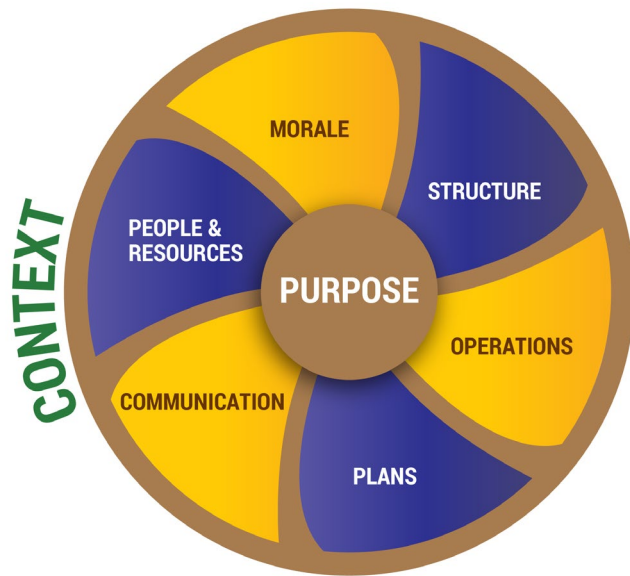
### 5. PEOPLE & RESOURCES

- What skills and expertise do we need to have on the team?
- What budget, supplies, and equipment do we need?
- How can we address any resource and talent gaps?
- How can we best optimize our people and resources?

## PHASE 2: ALIGNING



# PHASE 3: TRUSTING



## 6. MORALE

- How committed is each team member to the team?
- Do the team members believe it can achieve success?
- How does the team bounce back and manage through obstacles?

## 7. OPERATIONS

- What behaviors do we expect from each person on the team?
- How do we maintain high levels of performance?
- How do we recognize and celebrate accomplishments?

## 8. COMMUNICATION

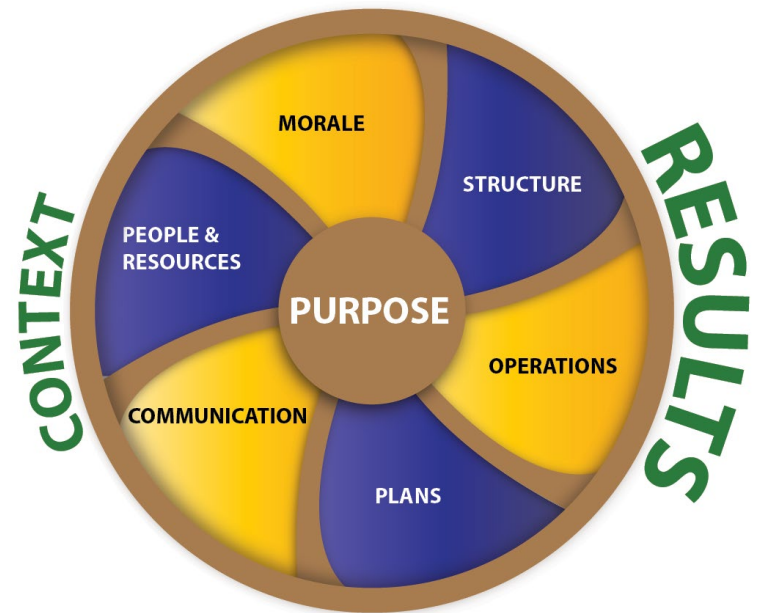
- How is information shared within the team?
- Do team members openly communicate with respect?
- How does the team share feedback?
- How does the team manage conflict?



# PHASE 4: ACHIEVING

## 9. RESULTS

- How do we strive for excellence?
- How do we track and measure our results?
- Are we solution-focused and not problem-focused?





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## PHASE 5: RENEWING



REACH OUT FOR A FREE TEAM ASSESSMENT:  
[DANIEL@STEWARTLEADERSHIP.COM](mailto:DANIEL@STEWARTLEADERSHIP.COM)



## What is Psychological Safety?



- *Psychological safety is broadly defined as a climate in which people are comfortable expressing and being themselves.*
- *They feel comfortable sharing concerns or mistakes without fear of embarrassment or retribution.*
- *They are confident they can speak up and won't be humiliated, ignored, or blamed.*
- *They know they can ask questions when they are unsure about something.*
- *They tend to trust and respect their colleagues.*

*Amy Edmundson*



## Key psychological safety questions

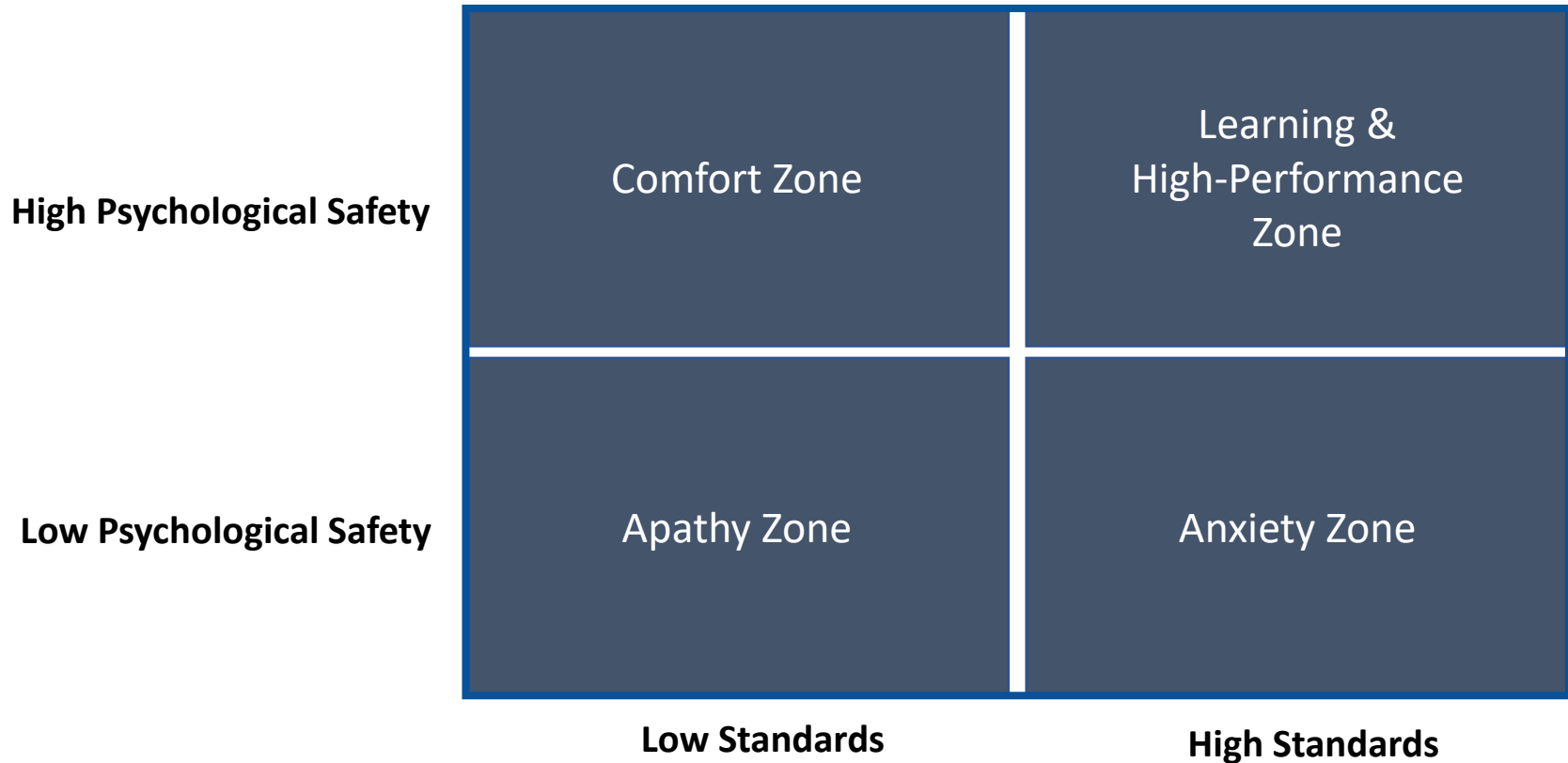
### **Team Member:**

- Can I be and express myself on this team?

### **Team Lead:**

- Do you allow your team members to be and express themselves on this team?

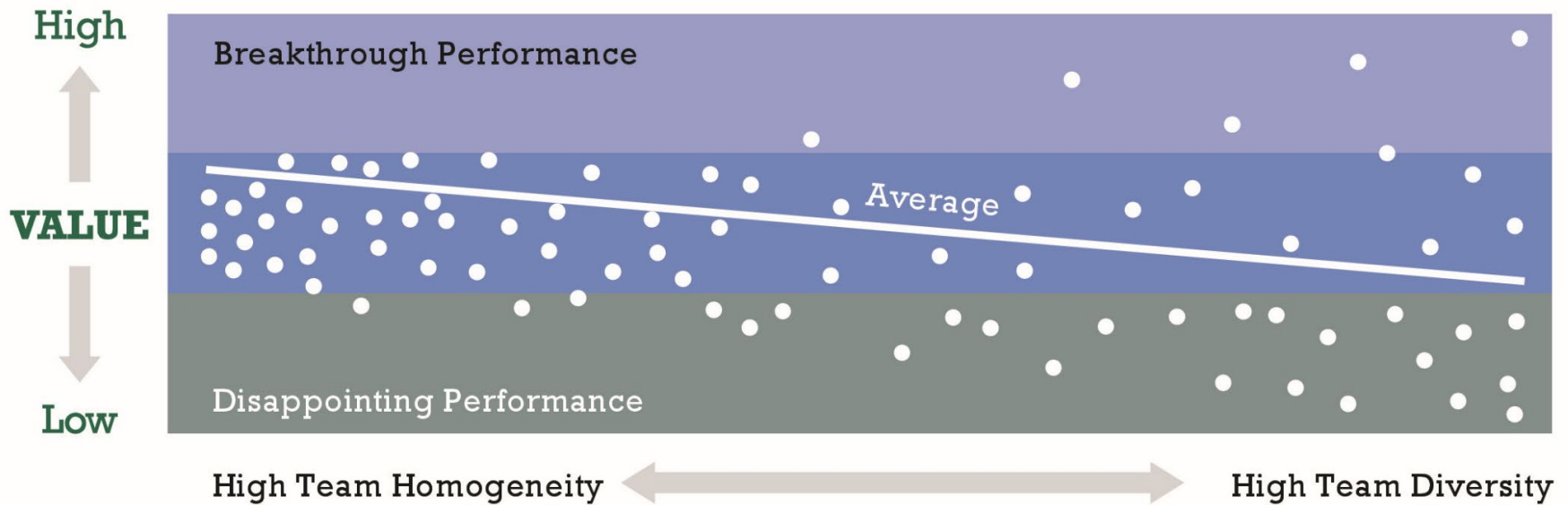
# Learning & Performance





Which team typically performs better: a homogenous or a diverse team?

# Homogenous vs. Diverse Teams



# Psychological Safety Behaviors

## Launching

Why are we together?

3. Has team members who understand and agree with the team's purpose.

## Aligning

What are we doing?

11. Consists of team members who clearly understand each other's role(s) on the team.

13. Encourages collaboration among team members.

33. Includes team members who value the diverse experiences of each other.

## Trusting

How do we work together?

36. Promotes the participation and involvement of all team members.

38. Promotes a willingness to share credit for ideas, contributions, and performance.

39. Consists of team members who respect each other.

## Achieving

How do we measure success?

48. Discusses and learns from successes, mistakes, and surprises.

52. Respects diverse opinions and is candid in communicating with others.

54. Has team members who share feedback in productive ways to improve team behaviors and results.

## Renewing

How do we keep going?



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# What perspective do you take as a team leader?



## **#1 IN THE MOVIE:** You are part of the team

- Pro: Know the day-to-day workings, you are more like a peer
- Con: You can become overly focused on your part of the business



## **#2 DIRECT THE MOVIE:** You actively guide the team and set the tone

- Pro: Actively see all moving parts
- Con: You may want to do things yourself to make it perfect



## **#3 ARE THE MOVIE EXECUTIVE:** You set the vision and manage the public

- Pro: See the long-term view
- Con: Give up control over the details

# The team member behavior checklist

## SELF-ORIENTED BEHAVIORS

1. Have the real conversations outside of the team
2. View others with suspicion, low trust, and expect perfection
3. Focus my resources, info, and time on my own needs
4. Feel threatened, fearful, or withdraw when working with others
5. Blame or compete against others so I win or look good
6. Be unsympathetic, gossip, insult or be highly critical of others



## TEAM-ORIENTED BEHAVIORS

1. Have the real conversations inside of the team
2. View others as having good intentions, worthy of your trust, and seeking to improve
3. Focus my resources, info, and time to benefit the team
4. Open to sharing credit and believing in the power of working through challenges
5. Collaborate with others and seek to win together so everyone benefits
6. Show empathy while encouraging and providing direct and helpful feedback to achieve excellence

# Reach out Anytime!

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