

HOW TO
MAKE **PARTNER**



**HOW TO CREATE A
STRONG HYBRID TEAM**

WORKBOOK

www.howtomakepartner.com

MODULE 1: COMPONENTS OF A HIGH PERFORMING TEAM



Watch the video: [Module 1 – Components of a high performing team](#) by clicking this link

After you have watched the video add some of your own thoughts in the space below.

Now answer these questions thinking about your team or the people who work on your jobs regularly:

What are your main challenges with your team or the people who work on your jobs regularly?

What do you need to start, stop and continue to strengthen your team?



Your team's culture is determined by the worst behaviour you will tolerate and reflected in the way your team works and interacts.

How would you describe your team's culture?

Thinking about the culture of your team or the people who work on your jobs regularly....

Are there behaviours you tolerate?

What do you want to change?

Am I making all my conversations and interactions with team members count?

What factors are having a negative impact on my team's culture?

How do I need to change roles and responsibilities to help people perform at their best?

Am I keeping the big picture in view? Or am I getting stuck in the day-to-day?

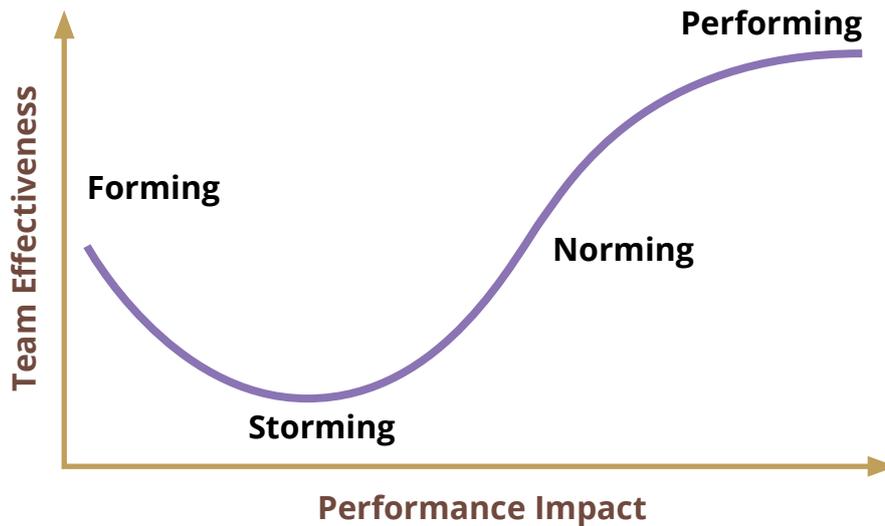
What can I do more of to strengthen the team's culture?

How to create a strong hybrid team workbook

Get in touch: +44 (0) 1234 48 0123 or heather@heathertownsend.co.uk
www.howtomakepartner.com

© No part of this workbook can be reproduced or distributed without the written permission of The Excedia Group Ltd

Stages of team development



Adapted from Tuckman 1965

<p>Forming:</p> <p>Team members are learning about the team's purpose and individual roles and often act as individuals rather than as a single team.</p>	<p>Norming:</p> <p>The team starts working towards a shared purpose and there is a good level of consensus and agreement. Individuals understand the individual roles within the team.</p>
<p>Storming:</p> <p>Potential conflict as individuals begin to establish their place in the team, express their feelings and potentially work towards individual rather than team goals.</p>	<p>Performing:</p> <p>The team operates strategically and are committed to performing well with little need for supervision. Trust is high within the team with challenge not conflict. Communication is both open and honest.</p>

Use the team development graph to map where your team currently sits. In the space below add your thoughts on how you can move them to the next development stage.

MODULE 2: ESTABLISHING PSYCHOLOGICAL SAFETY

Watch the video: [Module 2 – Establishing psychological safety](#) by clicking this link

After you have watched the video add some of your own thoughts in the space below.

Now answer these questions thinking either about your regular team members OR the members of your firm who work regularly on your stuff:

How often do your team voice their own opinions?

How often do your team ask for help?

How often do your team challenge each other (and you) in a non confrontational and open way?

How well does your team respond to changes?

How to create a strong hybrid team workbook

Get in touch: +44 (0) 1234 48 0123 or heather@heathertownsend.co.uk
www.howtomakepartner.com

© No part of this workbook can be reproduced or distributed without the written permission of The Excedia Group Ltd

How often does your team take the initiative or highlight their own mistakes?

Now rate yourself between 1 and 10 where 1 = not at all and 10 = every time

Statement	Rating
I react in a calm manner when something goes wrong	
I "ask rather than tell" in my dealings with team members	
My team would say I truly listen to them	
I am always available for my team	
I am quick to blame rather than understand when mistakes happen or things don't go to plan?	
I always thank people for speaking up, particularly if they are delivering a difficult message?	
I allow my team to see my vulnerabilities	
I give helpful feedback and am open and honest with my team	

Based on your ratings for these statements and what you have learnt in this module about psychological safety. What can you stop, start or continue to increase psychological safety within my team? Or the people who work on my jobs regularly?

Stop

Start

Continue

MODULE 3: GIVING FEEDBACK WHILST MAINTAINING PSYCHOLOGICAL SAFETY

Watch the video: [Module 3 – Giving feedback whilst maintaining psychological safety](#) by clicking this link

After you have watched the video add some of your own thoughts in the space below.

Situation Behaviour Impact

Here is an example of how to use the SBI model to provide encouraging feedback:

The report you provided to xxx client last week (**situation**) demonstrated a real understanding of their business when you linked the challenges they faced with best practice recommendations (**behaviour**). They have contacted me to say they were delighted with the report and we potentially will get some additional work from them (**impact**). Well done, a great piece of work!

Here is an example of how to use the SBI model to provide developmental feedback:

During today's meeting (**situation**) you did not come prepared with the relevant information (**behaviour**) which has raised some concerns with xxx partner on involving you in xxx project later (**impact**). Talk me through what happened and how we can ensure xxx partner confidence is restored.

[How to create a strong hybrid team workbook](#)

Get in touch: +44 (0) 1234 48 0123 or heather@heathertownsend.co.uk
www.howtomakepartner.com

© No part of this workbook can be reproduced or distributed without the written permission of The Excedia Group Ltd

Here is an example of how to use the SBI model to identify a non work related issue:

Over the last couple of weeks I have noticed you have been a lot quieter in team meetings (situation) and often have the camera off (behaviour). Is there anything that is going on that you want to talk about or I can help you with?

Why have an example to explore a potential non-work related issue we hear you ask!

Many managers avoid investigating further when they suspect a non-work related issue may be the real reason behind a change in behaviour or drop in performance. This is normally due to either:

- An assumption that they do not have a right to understand more about a team members personal life
- Apprehension of what they might uncover, i.e. expecting the worst
- Not knowing how to deal with it or having the answers

Personal issues (from child care, to relationships, mental and physical health) impact how someone performs and can impact the rest of the team as well. Here are three top tips to help you deal with these conversations more confidently:

- 1.** Ask the individual what they think would help. Let them guide you rather than think you have to have all the answers
- 2.** Make sure you know what options of support are available to you should you need to offer these. These include your firm's employee assistance programme (if they have one), support and advice available from your HR team.
- 3.** Do not feel you have to give immediate answers. E.g. if you need to explore a temporary change to working hours or another adjustment then you can investigate options with HR before going back to the employee to confirm

MODULE 4: THE RIGHT TOUCHPOINTS

Watch the video: [Module 4 – Video 1 - Communication is key by clicking this link](#)



Watch the video: [Module 4 – Video 2 - Project teams by clicking this link](#)

After you have watched the video add some of your own thoughts in the space below about how project teams differ from the traditional 'team unit'.

Answer these questions:

1. How do you create the right touchpoints for your team? Identify the purpose of these touchpoints, frequency and how you might utilise technology for these touchpoints.
2. How can you encourage quieter members to come to you when they need to? How can you eliminate the assumption they may have that "I shouldn't bother them as they have more important things to do" or "I should be able to do this myself"
3. If you are leading a temporary team, such as a project team, what can you do to improve the communication and performance of that team?

MODULE 5: AREA OF FOCUS

Before you watch the video in this module, complete the questionnaire below to see where you focus the most of your time. Then watch the video about Adair's model of leadership.

Task needs analysis

QUESTION	Yes/No	Comments
I am clear about my own responsibilities and my own areas of authority?	YES NO	
I am clear about the objectives of my department now and for the next few months, and I have agreed these with my boss?	YES NO	
Are there any changes I am able to make to my day to get better results?	YES NO	
Are the physical working conditions I experience right for the job?	YES NO	
Does everyone know exactly what his or her job entails?	YES NO	
Has each member of the team clearly defined targets and performance standards that they have agreed with me?	YES NO	
Does everyone in my team know to whom he or she is accountable?	YES NO	

Is the line of authority clear?	YES NO	
Are there any gaps in the abilities of my team (including me) to be able operate to (or above) the required standards?	YES NO	
Am I aware of just how my team and I are spending our time? Are our priorities clear?	YES NO	
On those occasions when I am directly involved with the 'technical' side of my role, do I make arrangements so that the team functions well and the specific requirements of its members are not ignored or overlooked?	YES NO	
Do I receive regular Management Information which allows me to check progress and pinpoint strengths and weaknesses?	YES NO	
Do I make arrangements for continuity of leadership in my absence?	YES NO	
Do I regularly take time out to review what's happening in the team and whether we are operating to the required standards and targets?	YES NO	
Do my own work and behaviours set the best possible example to my team?	YES NO	

How to create a strong hybrid team workbook

Get in touch: +44 (0) 1234 48 0123 or heather@heathertownsend.co.uk
www.howtomakepartner.com

Team maintenance needs analysis

QUESTION	Yes/No	Comments
Do I develop team working, cooperation, morale and team spirit?	YES NO	
Do I monitor and maintain discipline, ethics, integrity and focus on objectives?	YES NO	
Do I anticipate and resolve group conflict, struggles and disagreements?	YES NO	
Do I assess and change as necessary the balance and composition of the team?	YES NO	
Do I develop the collective maturity and capability of the team, progressively increasing team freedom and authority?	YES NO	
Do I encourage the team towards objectives and aims, motivating the group and providing a collective sense of purpose?	YES NO	
Do I identify, develop and agree team and project leadership roles within the group?	YES NO	

Do I identify and meet team training needs?	YES NO	
Do I give feedback to the team on overall progress; consult with, and seek feedback and input from the team?	YES NO	
Do I enable, facilitate and ensure effective internal and external group communication?	YES NO	
Do I establish, agree and communicate standards of performance and behaviour?	YES NO	

Individual needs analysis

QUESTION	Yes/No	Comments
Do I give sufficient time and personal attention to matters of concern to the individual such as pay or holiday arrangements?	YES NO	
Have I agreed with each of my team their main responsibilities and standards of performance by which we can both recognise success?	YES NO	
Does the individual have the resources (including the necessary authority) necessary to achieve the agreed performance standards?	YES NO	
Have I made adequate provision for the training (and where necessary, re-training) of each person?	YES NO	
In the event of success, do I acknowledge it and build upon it? In the case of failure, do I explain constructively and give guidance on improving future performance?	YES NO	
Does the individual see some pattern of career development? E.g. can I cut down on the amount of checking I do, holding them responsible more and more for the accuracy of their work?	YES NO	
Can I increase individuals' accountability for their own work?	YES NO	

Is the overall performance of each individual regularly reviewed?	YES NO	
Do I know enough about each member of the team to enable me to have an accurate picture of their needs and aptitudes within the working situation? Do I really know how each individual thinks about things?	YES NO	
Do I spend enough time listening?	YES NO	

Watch the video: [Module 5 – Adair](#) by clicking this link

After you have watched the video jot down some thoughts from the video.

Task needs and Completion

- specifying and agreeing objectives
- reviewing progress towards task completion
- allocating and directing the use of appropriate resources
- focusing effort as deadlines approach
- evaluating and learning from group performance



Team Maintenance

- ensuring key team roles are filled by the most appropriately qualified people
- build trust and inspire teamwork
- create a team identity
- facilitate and support team decisions
- deal with conflict positively
- make the most of team diversity
- expand team capabilities

Individual Needs

- keep individuals informed
- advise individuals on how and where to obtain information
- provide coaching and technical training for those individuals that require it
- treat each team member as an individual
- acknowledge different opinion, motivation, values, work styles and traditions
- encourage each individual to contribute fully

Thinking about your answers to the questionnaire and the video you have watched, answer these questions:

1. For each of the 3 circles estimate the percentage of time you spend in each circle?

2. What do you need to do to re-address the balance? i.e. start, stop and continue?

3. How much do I treat people the way they want to be treated rather than how I want to be treated?
What do I need to start, stop and continue?

MODULE 6: CREATING COHESION AND TRUST IN A HYBRID TEAM

Watch the video: [Module 6 – Creating cohesion and trust in a hybrid team](#) by clicking this link

After you have watched the video, answer these questions about your team or the people who work for you regularly:

What have you done in your team to facilitate and encourage virtual 'social time'?

When have you felt truly trusted in a team?

When have you worked in a team where the trust wasn't there?

What caused you to feel trusted or not trusted?

How can you take this and apply to your team?

Being an authentic leader

Authentic	Not Authentic
<ul style="list-style-type: none">• Being honest about having a bad day• Showing vulnerability (e.g. highlighting a task you find challenging or asking for help)• Asking for and being receptive and open to feedback• Allowing people to see your values in the way you work and interact with others• Being consistent in your approach	<ul style="list-style-type: none">• Always positive even when you are not• Always giving an answer (even if you don't know the answer!) or dismissing a question• Dismissing feedback received or giving vague feedback• Not being your true self with others• Making decisions that are contradictory to previous decisions

Answer these questions about your team or the people who work for you regularly:

How authentic are you with your team?

What can you start, stop and continue to deepen trust within your team?

MODULE 7: HOW TO TRUST THAT WORK GETS DONE

Watch the video: [Module 7 – How to trust that work gets done by clicking this link](#)

After you have watched the video, answer these questions about your team or the people who work for you regularly:

How well are you and your team using online tools to provide timely updates on progress? What more can you do to enhance this?

What can you start, stop and continue to help you trust the work is getting done?

MODULE 8: DELEGATION

Watch the video: [Module 8 – Delegation](#) by clicking this link

Delegation, when done well, empowers team members and a tangible way to show and build trust.

Top 3 tips for delegating effectively:

1. Identify the right level of delegation required e.g.
 - a. provide me with some options and I will select
 - b. provide a recommendation but do not act until approved
 - c. complete the task and let me know when it is done
2. Be clear about what is expected (task, deadlines, checkpoints etc) and ask the individual to replay it back to you to check understanding
3. Focus on the purpose and outcome of the task i.e. people have different approaches so whilst an approach may differ from yours, if it achieves the purpose and the outcome of the task then do you need to change the approach?

To help you identify how you can get better at delegation answer these questions:

What does good delegation look and feel like to you?

What does good delegation look and feel like to the individual?

How am I delegating currently?

How to create a strong hybrid team workbook

**Get in touch: +44 (0) 1234 48 0123 or heather@heathertownsend.co.uk
www.howtomakepartner.com**

© No part of this workbook can be reproduced or distributed without the written permission of The Excedia Group Ltd

What can be delegated to others?

How can I get better at delegating?

What beliefs are contributing to my reluctance to delegate? How can I reframe these beliefs?

How can I stop hanging onto work which should be delegated to others? How do I stop assuming that the other person is too busy to take it on?

MODULE 9: MOTIVATING YOUR TEAM

Watch the video: [Module 9 – Motivating your team](#) by clicking this link



Adapted from Herzberg 1964

After you have watched the video, answer these questions about your team or the people who work for you regularly, particularly people who are not working in the same place as you:

What motivates you to perform at your best?

How are your team members or individuals that work with you motivated? How can you use this knowledge to help you get the best from them?

How to create a strong hybrid team workbook

**Get in touch: +44 (0) 1234 48 0123 or heather@heathertownsend.co.uk
www.howtomakepartner.com**

© No part of this workbook can be reproduced or distributed without the written permission of The Excedia Group Ltd

What do you need to do to identify strong motivators for those individuals you are unsure of?



In a world where pay freezes and limited bonuses are more common, how can you ensure this doesn't impact the motivation of your team?

MODULE 10: ACTION PLANNING

Based on doing this on demand course what actions are you going to commit to? How will this change your ONE BIG FOCUS?

Action	Desired Outcome	When?

How to create a strong hybrid team workbook

Get in touch: +44 (0) 1234 48 0123 or heather@heathertownsend.co.uk
www.howtomakepartner.com

© No part of this workbook can be reproduced or distributed without the written permission of The Excedia Group Ltd

**How to create a strong hybrid team
Workbook**

Get in touch:

+44 (0) 1234 48 0123

or

heather@heathertownsend.co.uk

www.howtomakepartner.com