

You can benefit from some of the coaching guidance I outlined for Diana's dilemma in the Association for Talent Development's leadership solutions book, *Work the Problem: How Experts Tackle Workplace Challenges*.

Excerpt from Work the Problem Chapter 3 Case Study: Driving the Bus

What actions should Diana take to manage the current challenges and achieve these outcomes?

Let's first address the most pressing needs and where she has direct control.

Often, an organization's infrastructure does not effectively support the work the team needs to accomplish. This is one of the first places leaders should look as they assess the outcomes of their team. First, needs to evaluate her "bus," and then she can assess the roles needed and determine whether her current team members meet those needs.

These questions will help her determine gaps and priorities:

- *What is the team's purpose and function? What deliverables are expected?*
- *Were functional processes and systems defined, in place, and followed to support her team's deliverables?*
- *Is the organizational structure set up to work effectively toward meeting her team's purpose, function, and deliverables?*
- *Are the job function and accountabilities for each role well defined?*
- *Has she defined the technical and soft skills required for success for each role?*
- *Have expectations been clearly set and communicated to each employee?*
- *Have employees received the training required to be successful in their roles?*
- *Is the team culture inclusive and engaging? Do employees work together as a team toward a common goal? Are working relationships constructive?*

One of a leader's most important roles is building a high-functioning team. It appears that some foundation setting did not take place as Diana stepped into this role. Even though the team seems to have established some undesirable norms, she can engage them in intentionally defining their goals and norms collectively. These steps and tools will help her lead this effort.

- *Engage the team in defining their vision and in setting team goals. This will build personal ownership among the team members.*
- *Give the team a sense of purpose by connecting the importance of their work to achieving the vision for the company.*



- *Share observations and concerns about the team's working relationships and how that affects their outcomes. Have team members share their observations and concerns, too.*
- *Engage the team in defining their working relationships, values, and team norms. Ensure their roles and responsibilities are defined and understood across the team. Why are all roles important? Agree that challenging each other can be constructive; however, make sure that all are on board with the basic approach.*
- *Use an assessment such as Myers Briggs (MBTI) or DISC to understand team members' personalities, interactions styles, and work preferences. Review results with the team and provide strategies on how to effectively work together.*
- *An assessment such as Patrick Lencioni's "Five Dysfunctions of a Team" can also be a resource to uncover some of their underlying issues.*
- *Work on building trust within the team. Diana can role model trust and earn trust by ensuring she leads with integrity, communicates frequently and honestly, demonstrates respect for her team's expertise and experience. The Trust Edge can guide her through author David Horsager's eight pillars of trust within her team.*

To get the full set of recommendations to Diana's situation, order your copy of *Work the Problem: How Experts Tackle Workplace Challenges* from the Association for Talent Development.

Avoid Making the Same Mistakes

Every situation has its unique set of challenges. What leadership challenges are you dealing with and struggling to solve? Don't make the same mistakes Diana did. And, don't kid yourself into believing that your challenges will work themselves out.

Continuing down the same path will impact your team, your ability to deliver results, and your future career potential.

In my coaching practice, I help leaders solve these issues and develop into great leaders that people love working for.

Set up some time with me. Let's discuss your specific situation. We'll explore what a roadmap might look like for you so you can regain peace of mind that you're growing into a respected leader and setting the stage to propel your career ahead.

If you do want to schedule time with me,
Email me at vivian@vivianblade.com or
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