

Leading Great Teams

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Apex

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Leading Great Teams

- What does Leadership Look Like?
- Building Great Teams
- Leading Great Teams

The Goal

To encourage your leadership growth and provide some good tools and insights to build great teams

What does Leadership Look Like?

Humility and Self Awareness

Self awareness – Are you humble enough to learn?

Relational investment, trust and communication

Tools – PI, Strengths Finder, Assessments

Are you willing to level up?

Growth is essential to leadership

Where do you need to grow?

What are you reading? Mentor? Coach?

Who are you leveling up?

Role as a leader, manager

Intentional vs. reactive

What does this look like?

What does Leadership Look Like?

Humility and Self Awareness

Are you self aware?

Is that important?

Relational component

Are you able to influence in absence of trust?

Leverage tools, investigate.

Take inventory of yourself

“Without TRUST we don’t truly collaborate; we merely coordinate or, at best, cooperate. It is trust that transforms a group of people into a team”

-Stephen Covey

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What does Leadership Look Like?

Humility and Self Awareness

CliftonStrengths®

CERTIFICATE OF TALENT FOR

Mike Kozlowski

Positivity

People who are especially talented in the Positivity theme have an enthusiasm that is contagious. They are upbeat and can get others excited about what they are going to do.

Achiever

People who are especially talented in the Achiever theme have a great deal of stamina and work hard. They take great satisfaction from being busy and productive.

Woo

People who are especially talented in the Woo theme love the challenge of meeting new people and winning them over. They derive satisfaction from breaking the ice and making a connection with another person.

Communication

People who are especially talented in the Communication theme generally find it easy to put their thoughts into words. They are good conversationalists and presenters.

Arranger

People who are especially talented in the Arranger theme can organize, but they also have a flexibility that complements this ability. They like to figure out how all of the pieces and resources can be arranged for maximum productivity.



Management Strategies

To maximize effectiveness, productivity, and job satisfaction, consider providing Mike with the following:

- Opportunities for frequent contact and communication with others, particularly in a helpful role
- Individual and group recognition, especially for teams and relationships built
- Excellent coaches, mentors, or trusted advisors
- A stable work environment and team
- Flexibility in how they approach work
- Thorough training in each job assignment, with ample time for practice.

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What does Leadership Look Like?

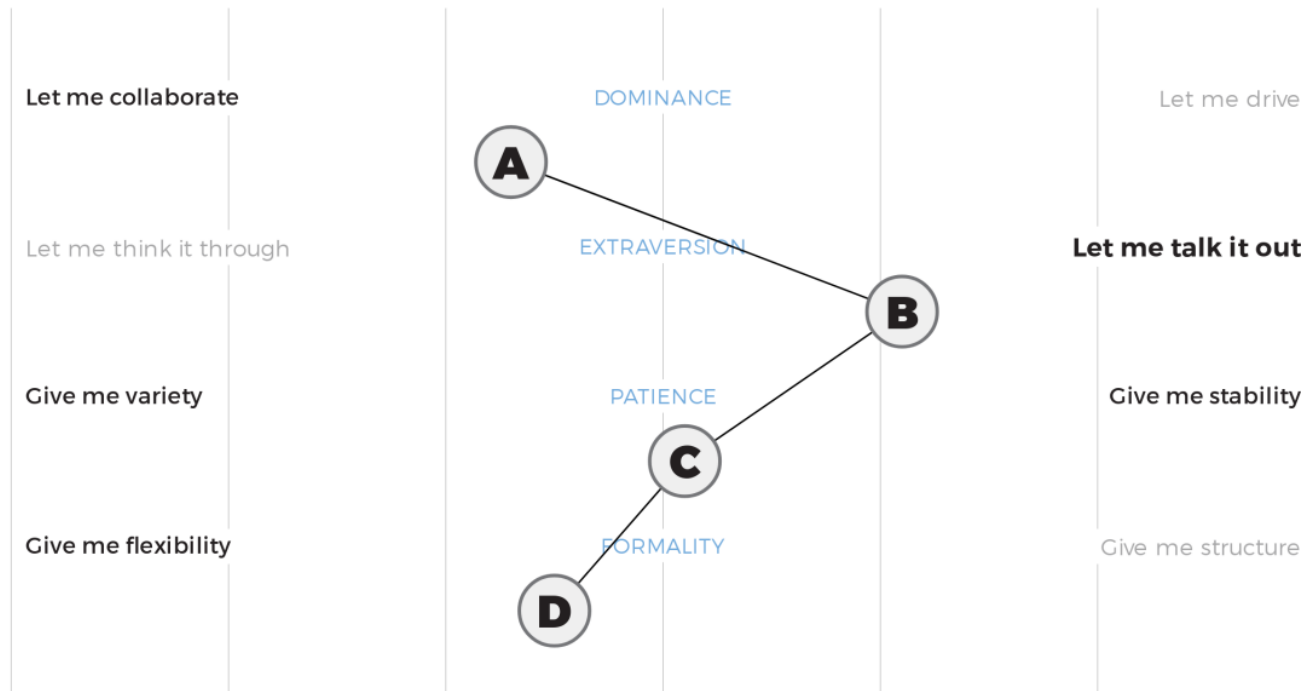
Humility and Self Awareness

How to Interact with

MIKE KOZLOWSKI



Promoter



What does Leadership Look Like?

“Level Up”

Growth is an essential component of leadership. Not only personal growth, but your role in the growth of others.

What does Leadership Look Like?

Are You Willing to **Level Up**?

*Growth vs.
Coasting*

Where do *you*
need to grow?

Style?

Content?

Discipline?

Reading?

Podcasts?

Mentor?

Coach?

“You can’t lead people to a place you aren’t going”

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What does Leadership Look Like?

Who are you **Leveling Up**?

Role as a leader,
manager

Intentional vs.
Reactive

*It's your job to know,
intimately, the ability,
capacity, temperament and
progress of the members of
your team*

"The growth and development of people is the highest calling of leadership"

-Harvey S. Firestone

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Building Great Teams

Right People, Right Seats

Jim Collins – Good to Great

Patrick Lencioni - Ideal Team Player

Tools – PI, Strengths Finder, Assessments

Is that always the case?

Why & How

Why - Purpose Beats Tactics

How - Culture Eats Strategy for Breakfast

What

Intentional Leadership

Documented

Clear Goals and Wins

Building Great Teams

Right People in the Right Seats

Jim Collins

Good to Great

“A company should limit its growth based on its ability to attract enough of the right people.”

“Great vision without great people is irrelevant.”

“The moment you feel the need to tightly manage someone, you’ve made a hiring mistake.”

Building Great Teams

Right People in the Right Seats

Patrick Lencioni

***Ideal Team
Player***

•Humble

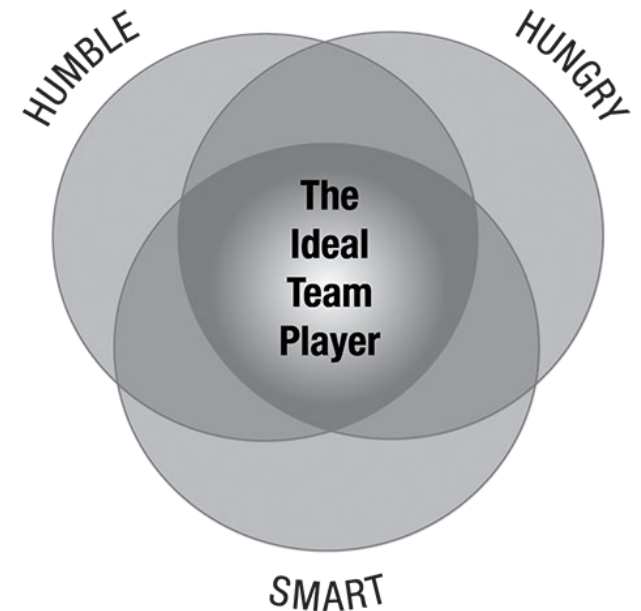
Ideal team players are humble. They lack excessive ego or concerns about status. Humble people are quick to point out the contributions of others and slow to seek attention for their own. They share credit, emphasize team over self and define success collectively rather than individually.

Hungry

Ideal team players are hungry. They are always looking for more. More things to do. More to learn. More responsibility to take on. Hungry people almost never have to be pushed by a manager to work harder because they are self-motivated and diligent. They are constantly thinking about the next step and the next opportunity.

Smart

Ideal team players are smart. They have common sense about people. Smart people tend to know what is happening in a group situation and how to deal with others in the most effective way. They have good judgment and intuition around the subtleties of group dynamics and the impact of their words and actions.



Building Great Teams

Right People in the Right Seats

Assessment
tools

Building Great Teams

~~Right~~ Wrong People in the ~~Right~~ Wrong Seats

What do you do now???

- Develop the employee further
- Shift them to a new seat, role
- Help them find a new career

The point is this –

If you aren't paying attention, then you will be stuck in reactive situations as things get bad.

*Relationships sour, performance drops and **it will show on the bottom line.***

*You must **drive.** You are on mission. Be decisive*

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Building Great Teams

Why and How?

"People don't buy what you do; they buy why you do it.
And what you do simply proves what you believe"

— Simon Sinek

DrillandRead.com

TED Talk, Simon Sinek

"How Great Leaders Inspire Action"

The point is this –

Starting with WHY frames the picture for the entire team or company.

This is the inspiration. This is the purpose.

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Building Great Teams

How

Culture

- Retreat work
- Staffing decisions

The point is this –

Culture trumps tactics. How we do things is often a reflection of our corporate value proposition, which is of the utmost importance

“Culture Eats Strategy for Breakfast”

-Peter Drucker

Building Great Teams

What

*KPI, Actions,
Goals,
Milestones*

Delegate vs.
Abdicate
E-Myth

Intentional,
Fanatical
Leadership

The point -> While you may collaborate and delegate, but you must still author intent and what is to be done

Leading Great Teams

Clarity

You need to communicate more than you think you do

Message it

Story telling

Meeting Strategy

Intentional Leadership

Scripted, Prep

Get started. And then adjust

Constructive Conflict

Strong opinions

Your role in this

What is at stake

Leading Great Teams

Clarity

Vision Cast

Tell Stories

Explain

Document

You will talk
more than you
think you need
too.....

*This is where you need to
live -> **Clarity = Focus**, which
leads to **Performance** that
creates **Enthusiasm** and
Enjoyment*

*"The difference between mere management and leadership is
communication. -Winston Churchill*

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Leading Great Teams

Clarity

Why do we exist?

- The answer to this question will yield a core purpose, or the fundamental reason the company is in business.

How do we behave?

- This question examines behaviors and values required for success.

What do we do?

- This answer provides a simple, direct explanation of the business.

How will we succeed?

- This question requires the team members to develop a strategy.

**What is most important,
right now?**

- The answer to this question is the establishment of a unifying thematic goal and action plan.

Who must do what?

- This question addresses roles and responsibilities.

Leading Great Teams

Meeting Strategy



Point #1
Have a strategy!

Point #2
Define specifically
Script and prep

Point #3
Start now
Adjust as needed
Stay consistent

Leading Great Teams

Constructive Conflict

Strong opinions, getting down to brass tacks

- Jim Fink story

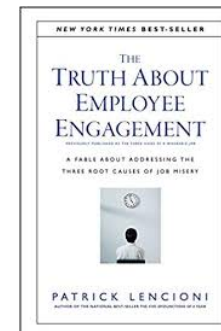
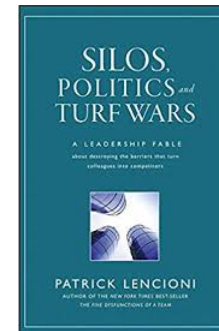
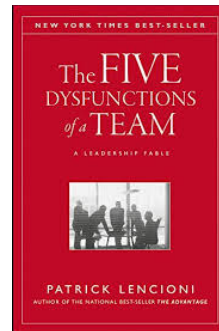
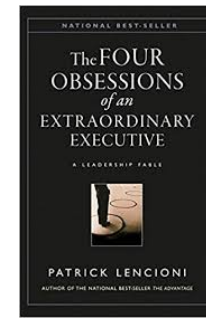
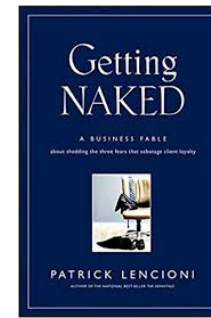
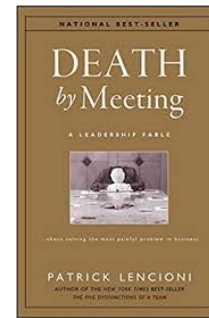
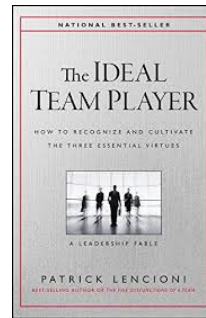
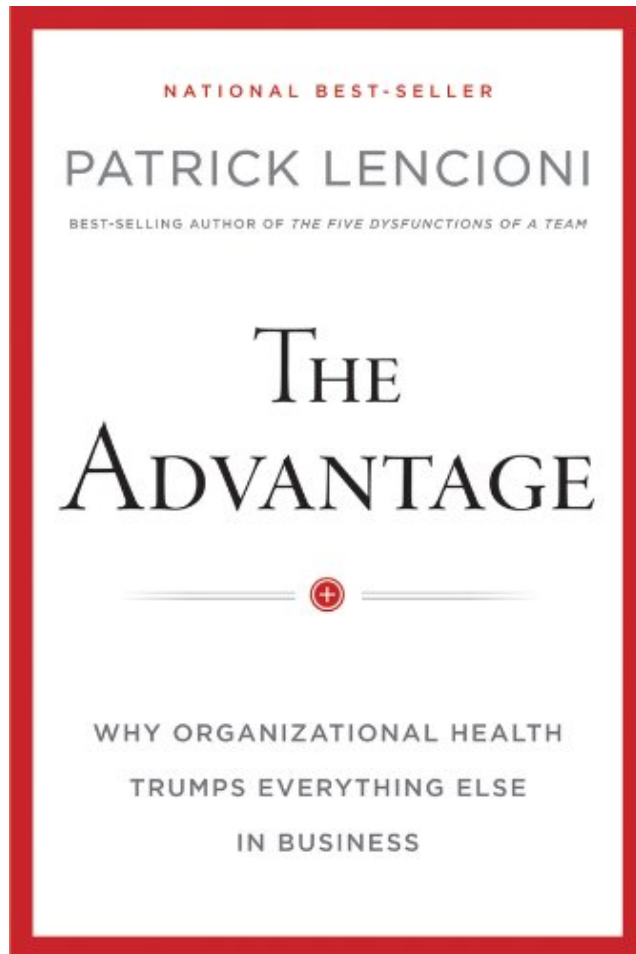
Your role in this

- Encourage, facilitate, listen. Leader speaks last

What is at stake?

- Progress, buy in, more trust

What does Leadership Look Like?



<https://www.tablegroup.com>



Design Staff Division Messaging and Meeting Strategy

Architectural Division Team

Why We Exist

- To **passionately** serve the various stakeholders (client, public safety, coworkers, leadership) with great design and solution oriented **collaboration**
- To actively grow in knowledge and abilities with a **willingness** to continuously strive for excellence with **integrity & humility**
- To drive our corporate value propositions of accuracy, **ownership** and responsiveness

What and How We Do This

- Getting the job done
- Independent and team learning
- Weekly touchpoints with direct manager for accountability and focus



Architectural Division Design Team

Daily Responsibilities

- Actively monitor dashboard and/or reports daily to understand the exact priority and amount of work for assigned responsibilities
- Perform various design and drafting tasks associated with assigned responsibilities
- Keep the ball in play
- QC daily

AM/PM Comments

- CS will help to juggle priority since they understand client temperature
- If tasks/projects are lagging, they can inform client for you
- If you are underwater, then CS can get others involved, shoot a flare



Architectural Division Team Communication

Meeting Strategy

- Daily Check In – PM/AM, Design Team
- Weekly Client Meetings – CS Rep and PM/AM
- Weekly Team Meeting – Division Lead, PM/AM and Staff
- Weekly One on One – Team Member with direct manager

Comments

- We are striving for an **Agile Strategy** which means quick and responsive communication and decision making while staying within the chain of command.
- Intent is that communication and process function for High-Volume Joint Production Clients, but provide a framework for Division specific Semi-Custom and Custom Clients.



Overall Meeting Strategy

Daily Check In (PM/AM, Design Team)

- Intent is for daily check in to identify roadblocks, busts or issues for the day
- Intent is for time frame to be +/- 5 minutes
- PM/AM will communicate to CS any immediate needs

Weekly Client Meeting (CS Rep, PM/AM)

- Intent is for CS and PM/AM to serve client well by keeping them fully informed, understanding priority and being responsive to needs
- Intent is for time frame to be anywhere from 15-30 minutes based on Client need
- Urgent feedback will be shared with CS Manager at Daily Touchpoint - *"There is a big push coming next week"*
- Trending feedback will be communicated to DL to be shared at Sales Meeting - *"Client is unhappy with xyz, DL needs to visit and refine abc"*

Weekly Team Meeting (DL, PM/AM, Design Team)

- Meeting is two part
 - Part 1 is tactical in nature, identifying critical account statuses, team member absences, load sharing, and any other pertinent data. Team members will report up with DL speaking last
 - Part 2 is continuous improvement, focused on content and process improvement with PT and CS more.
- Intent is for Time Frame will be anywhere from 15-30 minutes based on Client type and Client volume
- DL's to report critical data immediately following meeting to _____ Teams Channel

Weekly One on One (Team Manager w/ direct manager)

- Intent is for intentional leadership and growth of team members, with the direct manager scheduling consistent time for this effort
- Intent is for time frame to be +/- 30 minutes
- Topics are health, workload and ***progress on growth goals***

*Thank
you*

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