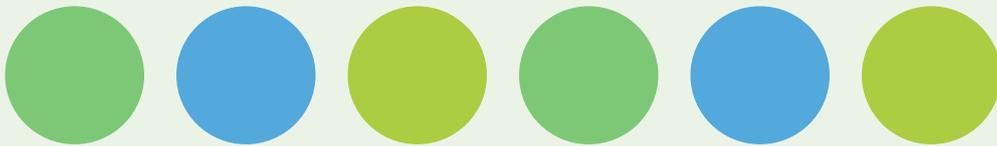


Growing Great Teams

A Collaborative Book of Top Tips from Participants of Tonic Conference 2018



Growing a great team doesn't happen accidentally. It takes commitment, skill and a bunch of great strategies. Remember, no two teams will operate in exactly the same way, so if you're leading a team, make sure you keep tweaking your tools to make them work for you.

The tips in this book were compiled by participants of the 2018 Tonic Conference. The questions at the top of each page were simply used as conversation starters, so the ideas presented may go wider (and deeper) than the questions asked. Take a look through each page and consider how the ideas, information and advice might work for you and your team.

Good luck!



What makes a high functioning team? What does good team culture look like?

Happy people.

Positivity.

A culture
of ongoing
learning and
development.

Open
mindedness.

Feeling valued.

Acknowledgment,
recognition and
celebration.

Shared vision
and a collective
approach to the
vision.

Effective
leadership.

Everybody's
voice being
heard.

Having fun.

Clearly defined
roles and goals.

Honesty.

Integrity.

Caring about the
outcomes.

Welcoming
newcomers.

Everyone has
the tools and
resources
needed.

Good communication.

Trust between team members.

Respect.

Everyone's capabilities being used.

People walking the walk.

No blame culture.

Safe to make mistakes.

Effective, emotionally intelligent management.

Good orientation to the organisation.

Recognising when change is needed.

Able to have courageous conversations.

A happy team working together.

Teams that share good and bad.

Respect for individuals.

Full of rich diversity.

Sharing the same agreed set of values that are modelled and celebrated.

Team building activities.

Helping team members overcome fears.

Loving people.

Keeping it real - honesty.

The best team I have ever been a part of used to...

Laugh at ourselves together

Oooze positivity

Be spontaneous

Support each other

Provide opportunities for growth

Have a shared vision

Work together and play together.

Acknowledge strengths

Have fun

Praise each other

Recognise every person as being equally important

Share

Remain friends

Respect each other and their values

Ensure work-life balance for everyone

Was well resourced

Show compassion

Be flexible

Be innovative

Be 'together'

Believe in whole team input

Be open

Have a culture of honesty

Create a high trust environment

One thing I remember about my favourite boss:

Gentle and encouraging

Fun and amazing coach

Supportive

Gave opportunities

Shared knowledge

Cared for the individual

Considered the needs of my family

Approachable

Valued my input

Treated me as an equal

Gave me wine

Saw potential that I didn't see

Trusted me with responsibility

Listened

Pushed me outside the box - gently

Encouraged growth

Gave me space to make mistakes

Gave me permission to make decisions

Encouraged ideas from all the team

Made me smile with a joke every morning

Understanding

Empowering

Compassionate

Nurtured gifts and gave responsibility to sharpen them

Passionate for the cause

Inspirational

Encouraged my personal growth and development

Guidelines not tramlines

Acted on feedback

Admitted when wrong and said sorry

Treated me as her friend

When I first started leading a team, I wish I knew:

How challenging
people can be

Everyone is
different and has
different gifts

What everyone
was expecting
of me

The
importance of
communication

How to draw
on people's
strengths
and manage
weaknesses

The five love
languages

How to foster a
safe and open
environment

To accept
differences

Are you leading?
Are you
managing?

That there were
different working
styles

Are you developing, organising, or is the team already established?

To be an active listener

The importance of knowing how people like to be valued and rewarded

To trust in my ability and listen to my inner voice

How to be honest with myself about my strengths and weaknesses

How to have courageous conversations

How to be more considerate and calm with others

How to be more caring

How to allow others to lead also

When it comes to leading teams, I wish I had:

Taken training on leadership skills and tapped into resources sooner.

Worked on a collective vision sooner.

Organised more team building right from the start.

Taken time to understand each individual's learning abilities.

Committed to ongoing upskilling.

Asked each individual what their strengths were.

Recognised diversity.

Put more emphasis on the WHY.

Been clearer in what I was trying to say.

More empathy.

Acknowledged that leadership is a role in itself which needs time and investment.

Had courageous conversations sooner.

Recruited based on values.

Not made assumptions and clarified the meaning of what was being said.

Listened more.

Known what leadership can look like - there are lots of different models and styles.

Been more aware of succession.

Harnessed people's strengths.

Delegated more than micro-managed.

Been more humble.

Asked at the beginning why people wanted to be involved.

Acknowledged people more often.

Challenged my team to grow more.

Valued people more.

Let poisonous people go faster.

Not taken everyone at face value.

Not assumed that people would do the same things as me.

Been more aware of the amount of support that volunteers need.

Not relied on volunteers for a critical role that required consistency and longevity.

Let people work to their strengths rather than dictating what they most do.

My one piece of advice for leading teams is:

Everyone has something beneficial to say, given the chance.

Book regular one-on-one time with staff.

Surprise your team with a treat.

Communicate everything you can.

Use languages of appreciation - find out how people tick.

Explore strengths together. Eg. Strengthsfinder.

Have a culture where mistakes are okay.

Give your people space, autonomy and trust to make their own decisions.

Smile. Remember to laugh.

Allow connection time.

Relax. Pause. Listen. Reflect.

Remember you exist for them as much as they exist for you.

Pay a living wage.

Start feedback with positives.

Respect each other.

Give importance.

Lead by example.

Be honest and
authentic - be
transparent.

Set boundaries.

Open door
policy.

New ideas.
New blood.

Be brave enough
to have tough
conversations.

Learning when
to step away.

Direct >
Supervise >
Coach >
Delegate.

Never give up on
your dreams.

Stick to what you
say and follow
up.

Honouring your
team's successes.

Don't
underestimate
the importance
of clear
communication.

Have your
team's back and
support their
decisions.

Manage your
time effectively.

If you feel out of
your depth - get
some training.

Don't
micro-manage.

How do you recruit volunteers?

Have a clear and simple process for volunteers to follow.

Communicate, Communicate, Communicate.

Spend time getting to 'know' them so you can ensure a good fit.

Share volunteer stories wider; internally and externally.

Offer volunteer training.

Serendipity.

Value the volunteers you have, and they will recruit their friends and family.

Make volunteering so much fun that they fear missing out.

Through social events.

Offer short term (eg. one off) opportunities that they can opt in or out of.

Recruit in multiple ways through different avenues - adverts, networks, social media.

How do you induct new people into the organisation?

Meet with other staff and learn what they do.

Use a Facebook Group to share, celebrate and welcome.

Give clear processes of where to go and who to go to if there is a problem.

Lots of chatting and talking to get to know them.

Offer a flexible approach - online, face-to-face, workbook, buddy.

Be authentic.

Create an awareness about the organisation's WHY, so they know if they will be a good fit.

Be open with them.

Make sure you cover Health & Safety.

Powhiri morning tea.

All volunteers are invited to our 'all in' staff meetings once a month.

Volunteers: Keep it simple with an hour long induction and a takeaway booklet.

Make sure they know our expectations and we know theirs.

Provide a short history of organisation.

Give them a tour of your facilities.

Make sure they're clear about the organisation's mission and values.

How do you develop individual volunteers?
How do you adapt roles to meet a
volunteer's strengths?
How do you encourage initiative and
innovation from individuals?

Talk to your
volunteers
one-on-one.

Involve them in
ways that use
their strengths.

Discuss roles
that are available
so they can find
something that is
a good fit.

Ask for regular
feedback.

Train volunteers
to self-assess so
they can evaluate
how they're
doing.

Recognise that
all volunteers
come with skills
and a history. Find
out what it is.

Make sure
volunteers are
confident in their
role. Offer full
training and regular
upskilling.

Make
volunteers feel
comfortable and
confident that
they can speak
and be heard.

Give up
control and let
volunteers shine.

Take the time to
understand their
skills.

Appoint one
person to look
after volunteers,
so that they get
the priority they
deserve.

Appreciate them.

Make sure you know what
you want first. If you don't
know what you want, your
volunteer has no show of
getting it right.

Actively listen.

Create good
volunteer policies.

Give positive
feedback and
encouragement.

Make
volunteering so
much fun that
they fear missing
out.

Have formal
and informal
meetings.

Recognise the
sacrifices they are
making to volunteer
with you.

Provide
meaningful
roles that give
people a sense of
purpose.

Be consistent in
your approach.

Resource
volunteers to do
their role well.

The foundation:
build relationships,
trust, and really
get to know
them.

Give them the scope to
make decisions and use their
initiative. What has to be done
in a certain way and where is
there freedom to do things in
whatever way works?

Recognise that coordinating
volunteers and harnessing
their gifts is a significant and
time-consuming job!

How do you ensure team members feel appreciated?

What has been your most well received appreciation activity?

How could you improve how you show appreciation to your team?

Give a little gift.

Ask them how they would like to be acknowledged.

Know your team members and what they like.

Make sure volunteers are confident in their role. Offer full training and regular upskilling.

Give staff a day off.

Celebrate Volunteer Week.

Understand that some value public appreciation, some don't.

Show appreciation for your volunteer's families.

Give vouchers for their favourite activity.

Give personal birthday cards.

Give shout-outs in the newsletter.

Award a Helper or Team Member of the Week/Month.

Share success with your team so they know they're part of a big picture.

Communicate well.

Create a culture of thankfulness.

Appreciation starts at the beginning. Match skillset to task.

Inject fun.

Highlight and acknowledge people, keeping in mind public vs. private.

Honour volunteers' time commitment and make sure that it's used well.

Share kai!

Tell stories to encourage learning and highlight success.

Use the five languages of appreciation.

Understand people's motivation, so that you can appreciate them in a meaningful way.

Celebrate achievements in staff meetings.

Make sure gifts and cards have a personal message.

Celebrate the small things.

Know your people and tailor 'thank-yous' accordingly.

Use social media to thank people.

Just say 'you're awesome'.

Do 'thank you's' more regularly.

How can we attract skilled staff with low salary budgets?

How are staff awarded in your organisation?

What do you do to ensure staff feel valued?

At the very least, offer a living wage.

Make sure the volunteer hours they contribute aren't too high.

Recognise efforts with certificates and vouchers.

Make sure their tools and equipment are current and working.

Provide care packages.

Provide family meals.

Offer flexible hours.

Make sure that the work environment is pleasant.

Have a Personal Development fund.

Staff perks.

Regular Morning Teas.



Give them their birthday off.

Have in-house packages.

Christmas packages.

Wellbeing initiatives.

Use all five languages of appreciation in the workplace.

Host Thank You events.

Make sure that staff get to see your clients/ service users achieve.

Offer verbal comments and words of affirmation.

How do you celebrate diversity in your team?
Do you actively recruit for diversity?
What does diversity mean to you?
Is it important to have a diverse team?
How can you encourage diversity?

Relationships,
not cliques.

Respect.

Diversity is a range of
different personalities,
opinions and ideas.

Provide open
communication and
a safe environment.

Diversity means
there is more
than one opinion
or attitude to
celebrate.

Be aware of popular
diversity traits vs.
true diversity. Is
diversity a fad?

Recognise
and celebrate
individual
strengths and
abilities.

Lead by example.
Feel safe to be
yourself.

It's great to
have differing
perspectives.

Diversity includes different skill sets, cultures, genders, ages, education, personalities and experience.

Value the individual.

Intentionally scan CV's for what is different to you at short list stage.

Have an open mind. Have an open heart.

Acknowledge and respect differences and unique qualities.

Set values that encourage authenticity.

Show your own vulnerability.

Keep your voice, and make 'keeping your voice' a core value of your organisation.

Acceptance.

How do you manage performance?

How do you deal with toxic behaviour?

How do you exit volunteers when necessary?

Be brave and deal with it.

Regular supervision.

Regular meetings.

Formally recognise people when they leave.

Give people an exit interview with the opportunity for open feedback. Use the feedback.

Get advice first before you dive in.

Have regular development reviews.

Celebrate the good. Mention good performance reviews in newsletters.

Set expectations up front.

Have clear conversations when needed.

Make sure you have a good process in place and use it.

Always be respectful.

Have documents you can refer to eg. Job description.

Look at recruitment. Prevention is easier than resolution.

Don't take on a volunteer just because they want to volunteer - they have to fit.

Task focus - line up the role to their strengths.

Tackle it early and deal with it early.

Make sure everyone knows your core values.

Look at personality and skills.

How do you manage conflict between members of your team?
Do you have a conflict resolution policy?
What kind of things do you include in your code of conduct?

If possible, have people swap desks to give rival personalities some space.

Bring it out in the open. Take the power out of backstabbing and gossiping.

Be prepared to use formal processes if soft resolution doesn't work.

Revisit, review and LIVE code of conduct. Make sure it's practical.

Make open, honest, trusting conversations a priority.

Be really nice to everyone. All the time.

Remind team members of your organisation's values.

If you have a conflict resolution policy, use it.

Bring in an outside person to mediate.

Check in and look at the whole picture from both parties.

Understand that some people will just be more difficult to work with than others.

Agree to disagree. Not everyone has to agree all the time.

Sometimes the relationship won't work. Make sure the parting is as amicable as possible.

Get HR backup from your board as required.

Get training and support to manage these situations.

Get de-escalation and resolution training.

Prevention is key. Identify issues early and attempt early resolution.

How do you plan for succession with staff, trustees and volunteers?

Do you have an emergency succession plan for your CEO?

How do you ensure people move on to make space for new people?

Prepare ahead of time for replacement.

Walking alongside while person is still there.

Induction process and documentation.

Make sure that others know the plan.

Constitution:
Stipulate a length of service for trustees. Set a maximum term.

Create a coaching culture.

Develop and operate a fluid strategic plan.

Business plan.

Always be a living document, ensuring the plans and strategies are updated and carried out.

Limit time of roles for volunteers.

Cross-training allows for growth.

Ask what people actually want - they may want to change.

Know your vision. Take a health check - know where you're at and move on.

Have a transparent Board and welcome 'extras' to the meeting.



