

# Take the headache out of team leadership and boost your career



A toolkit for tackling people and performance issues



[northernvaluecreators.com](http://northernvaluecreators.com)

# worth the hassle

# asking questions transforms people



Hi I'm Amanda, when I ran my first team I focussed all my energy on delivery. To be honest I treated the people in my team a bit like lines in a spreadsheet and I got awful feedback. I struggled to discuss performance issues with my team and had sleepless nights overthinking what to say. There was so much to do, the work was complex, deadlines were short and it just felt easier to hold onto work rather than delegate.

Sometimes it felt like the extra responsibility that came with leadership wasn't worth the hassle.

20 years on, managing people is no longer a mystery. I have distilled into this toolkit not only my knowledge and experience but also years of coaching teams and their leaders. I discovered that whenever there is a problem in the team or an individual's performance - or - you are looking to elevate and transform performance, the solution can be found in one of 5 key aspects of leadership. These are the things that are fundamental to your success, but easy to forget when you're focussed on daily deliverables.

## How to use this toolkit

This toolkit includes my 3 most powerful questions under each of the 5 key aspects of leadership.

By asking yourself these 3 questions you will unlock what is really going on for you and your team.

Change comes through action. To get the best out of this resource give yourself time to reflect on what you have uncovered and commit to 1 action step you can realistically take to make an improvement.

## 5 key aspects of leadership



**Clarity**  
knowing the right things to do



**Capacity**  
the space and time to do what's needed



**Capability**  
the right skills for the task at hand



**Cognition**  
bring out everyone's best thinking



**Connection**  
create high trust and psychological safety

# clarity



clarity is knowing the right things to do

Let's think about how a lack of clarity could be impacting you and your team

- ✓ Do you feel your team isn't prioritizing the important stuff?
- ✓ Do you see lots of busy activity but slow progress against goals?
- ✓ Do you hear a lack of decision making or people seeking your permission on things they could just get on and do?
- ✓ Do you think you've told people what to do, but they are just not doing it?

Ask yourself these 3 questions, take your time and think about each answer.

1

How clear is everyone in your team about priorities? Could every member of your team explain what was most important and why?

2

What did you base your answer to question 1 on? Where is your evidence? Are you just making assumptions?

3

How easy is it for people to tell you they don't understand, aren't clear or need help? How regularly do people come and talk to you?

What action will you take to improve clarity in your team?

# capacity



capacity is having space  
& time to do the right  
things

Let's think about how a lack of capacity could be impacting you and your team

- ✓ Do you think it's quicker to do things yourself than to delegate?
- ✓ Do you see the quality of the work the team produces dropping?
- ✓ Do you feel the team culture is driven by deadlines, it's only great working here when there's time?
- ✓ Do you hear people say they don't have time to develop themselves because everything is urgent and they are stuck in firefighting mode?

Ask yourself these 3 questions, take your time and think about each answer.

1

Where do you spend the majority of your time at work? Think about the kind of tasks and activities that are taking up your time. How much impact do they have, is it where you'd like to be spending your time?

2

What can you delegate, how much coaching, mentoring, training or development would be needed to be able to delegate to others?

3

How full is your team? How could you gather information on the capacity of each team member?

What action will you take to improve capacity in your team?

# capability



capability is having the right skills for the tasks at hand

Let's think about how a lack of capability could be impacting you and your team

- ✓ Do you feel some of your team are overstretched whilst others are coasting?
- ✓ Do you see potential in people that is not being fully accessed?
- ✓ Do you hear people telling you what can't be done, blaming others or coming to you with problems and no solutions?
- ✓ Do you think there are only a few people in your team who you can trust to get things done?

Ask yourself these 3 questions, take your time and think about each answer.

1

How open and honest are you and your team about having the skills and knowledge needed to do what's been asked. When was the last time you had an open conversation about team performance?

2

What assumptions are you making about people's performance? What Biases might be influencing your assumptions?

3

Who is the most capable in the team? What is it that makes them so capable? What can be done to grow and develop others expertise?

What action will you take to improve capability in your team?

# cognition



cognition is bringing out  
the best thinking in  
ourselves & others

Let's think about how poor thinking could be impacting you and your team

- ✓ Do you hear the same ideas coming from the same people in your team?
- ✓ Do you think you are not strategic or that others don't value your ideas?
- ✓ Do you feel your team is brought in too late to discussions and that you spend too much time on delivery and not enough on innovation and improvement?
- ✓ Do you see your team rushing to solutions before they have understood the problem or client's needs?

Ask yourself these 3 questions, take your time and think about each answer.

1

How often do you ask your team a question that you don't already know the answer to?

2

How much time as a team do you dedicate to creativity, thinking, innovating or sharing ideas?

3

Do you encourage and seek perspectives from everyone in the team?

What action will you take to improve the quality of thinking in your team?

# connection



connection creates high trust & effective relationships at work

Let's think about how a lack of connection could be impacting you and your team

- ✓ Do you feel people are keeping things from you?
- ✓ Do you hear the conversation change when you come into the room?
- ✓ Do you see people struggling, but not sharing their challenges with you?
- ✓ Do you think managing people is the hardest part of your job?

Ask yourself these 3 questions, take your time and think about each answer.

1

What is it like to be in your team? Are you leading and supporting the whole person at work or just the workload and tasks?

2

What does it feel like to work with you? How consistent is your mood? Do people know what to expect from you?

3

What conversations are you avoiding having? What would need to happen for you to share what's on your mind?

What action will you take to improve the connections in your team?



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#### **Group Coaching**

Gather a team together to work through a challenge, or a question facing the  
team.

Email [hello@northernvaluecreators.com](mailto:hello@northernvaluecreators.com) for more information.

For more  
information

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