super charged teams

30 tools of great teamwork

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Praise for *Supercharged Teams*

'*Supercharged Teams* understands the power of a team motivated by purpose to do work that has impact beyond the bottom line, and offers the tools to help your team to deliver results that pay a human dividend. It's a must-read for all leaders who want to make a transformative difference.'

Syl Saller CBE, Chief Marketing and Innovation Officer, Diageo

'Packed with questions to ask yourself, examples and lessons learned from a wide range of experts, this book is an indispensable guide for anyone who wants their team to perform better.'

Ben Page, Chief Executive, Ipsos MORI

'*Supercharged Teams* is a go-to practical book to get teams to perform at their best. An easy and involving read with case studies, reflections and tools to improve team collaboration, effectiveness and joy.

There is nothing more frustrating than sitting in a room with people that are not engaged, or distracted or multi-tasking. Still, this is a common complaint we hear so often. With plenty of thought-provoking questions, *Supercharged Teams* makes you re-evaluate how well you are working as a team, covering a wide spectrum of topics for great teamwork – from choosing the right team, to building a team culture.

As an experienced leader I have had the privilege to be part and lead numerous teams – the extraordinary, the good, the ugly. Great teamwork doesn't happen overnight, and it requires a constant and conscious effort to establish the right dynamics, behaviours, ways of working and culture. Making time to reflect and implement specific practices can make a gigantic and immediate difference. Reading the book inspired me straightway to try different approaches

2　What are the five best **ideas or initiatives** we will have created? (These are the specific things we have created – any great ideas, however wishful or impossible go here.)

3　Who are the five **people** who will have most benefited from our work and how? (These are the different types of customers, clients or residents we will help.)

4　What are the five most important **lessons** we will have learned as a team? (These are the ways of working that made our team great.)

5　How will our five most **successful decisions** have happened? (This is the journey the project took, and what we were able to overcome.)

The reason we ask for five is because it makes you go beyond the first few more obvious answers and stretches people's thinking to be far more ambitious. Visioning is a creative exercise for inspiration, not strategic alignment. Once the team has explored the optimistic possibilities and created possible outcomes, they can then use the Project navigator tool later in this chapter to agree on the specific outcomes and outputs of the team.

Other visioning techniques include creating a front page of a national newspaper in five years' time, or creating a perfect world as we did in the case study. Whatever the technique, putting people into a mindset of powerful future possibilities is incredibly motivating for a team.

Reframing your objective

When we define our team's objectives, people use the same language to mean very different things. The bigger the topic, the broader the subject, the more I have found that people assume they mean the same thing when they don't. This means that for the hardest topics we make the worst assumptions.

A case in point is overuse of the word 'digital'. In a report commissioned with industry leaders, nine out of ten companies surveyed claimed they were undergoing digital transformation, even though only a quarter of them admitted to knowing what it was.[10] Digital transformation means different things to different people,[11] and what is ironic is what holds back digital transformation really comes down to culture and people, rather than digital skills.[12]

So, while we might start with an objective like 'To digitally transform our company', a reframed objective that would achieve a more successful outcome could be 'To help the people in our company embrace new digital ways of working'. The first is based around the topic (digital transformation), and while it may be accurate, it is a limited, basic view of the objective and does not help us move towards a solution. The second is better because it is richer and helps to frame the importance of people in achieving a successful outcome (helps people change their attitude to digital transformation).

In his book *Who do you want your customers to become?* Michael Schrage talks about 'The Ask': how successful companies reframe their objective in terms of how they want their customer to evolve. So like Starbucks, who wanted customers to become discerning coffee drinkers, or Google, who wanted its users to become partners and collaborators in finding information, companies can achieve huge success by considering what they want their future customers to experience, believe or become.

Tool 8

Reframe your aim

Ask a boring question, get a boring answer. Ask a motivating question, get a motivating answer. And if you can ask a supercharged question, you are more likely to create a supercharged answer. This tool is about rewording your

team's objective in a way that makes it more meaningful, more inspiring and more ambitious.

As a team, reframe your project objective by creating new versions through these lenses:

1 Reword the objective as if you were explaining it to a five-year-old child or an alien from another planet.

2 Reword the objective as if you were a well-known company or personality.

3 Reword the objective as if you had all the money or resources in the world.

4 State the objective as if you had no money or no resources.

Once you've collected your reframed and reworded objectives, choose the best wording and frames to create one powerful, reframed aim for your team.

Example:
Reframe Your Aim

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Original objective: To Digitally Transform Our Company

Five-year-old child	To help everyone learn how to use computers and the internet better so that we can beat the robots
Alien from another planet	To help humans to communicate their culture and intelligence into the future and explore life beyond earth
Well-known company (Netflix)	To deepen the emotional experience our people feel when digital technology helps them

Well-known personality (Margaret Attwood)	To free workers from the slavery of routine tasks and unnecessary mental load, so that they have more time to dedicate to fighting injustice and creating better lives
All the money	To give every single person in the company the highest spec digital makeover to give them every technological enhancement possible
All the resources	To teach every employee everything they need to deeply understand and learn everything that technology has to offer them in their work
No money	Tell everyone they have to teach themselves how to transform their own job to be more digital, or leave the company
No resources	Switch off all non-digital communication tomorrow and let people catch up if they can themselves
Important reframed angles	Communicating culture and intelligence
	Deeper emotional experiences
	Freedom from slavery and drudgery
	Digital enhancement
	Teach themselves
Final reframed aim	To perform a deep digital makeover for every individual in the company so they can experience the benefits of a successful digital transformation at first hand

Project scoping

Some of the biggest failures are projects where the project scope was not fully agreed, or changed massively after it had started. I once did a three-month innovation project for a toothpaste brand, creating

a new six-point benefits checklist, new ingredients and benefits to sell a premium innovation. At our debrief, the senior stakeholder was disappointed. He said that what he had really wanted at the beginning of the project was an innovation that would create a new red pack to stand out on a shelf. Unfortunately, he hadn't told us that.

To help avoid just such a situation, successful companies like Unilever use a scoping template that follows the same structure for all projects, and is signed off by all team members and stakeholders before the project gets underway.

Tool 9

Project navigator

Building on all the best scoping tools and templates from the different teams I've worked in, here are the main points your team must align on at the beginning of a project – and keep coming back to as the project evolves. Even agreeing on the journey so far can be important. The story people tell has a huge influence on the approach your team takes. Feel free to use the business terms in the second column if more appropriate.

Journey so far	Context	The reason we are here today, what has happened so far to get us here, the context of the market, the background of the team or business and why this is more important now than it was before
Destination	Objective	The end goal of our project or team, what's in it for us and what will we create or make happen as a result
Guides	Assumptions	We are guided by these beliefs, values and assumptions

Gifts	Resources	The talents, powers, resources, time, people, tool and budget we have for this journey
Roadmap	Plan	Where we plan to go, how we will get there and the timing of our journey
Traps	Out of scope	Where we will not go, risks we will avoid and where we won't spend our time or attention
Treasure	Outputs	What we aim to create or find, the prize of success, what we plan to win or achieve and what we will deliver
Destiny	Outcome	What this journey means, how this journey will make the world a better place, the possible future we will create when we get this right and the ideal outcome

Make your goal big and clear

The best teams work towards a singular goal, and the most ambitious goals inspire the best results. Going beyond a basic business objective to align on a project ambition that creates successful outcomes and then scoping the team's work well is the foundation for a supercharged team to achieve success.