

Episode 77: How do you make sure a team stays?



You have to accept and expect that a new manager will want to do it their way. Sometimes, someone from within gets the job but even then they will make changes. So, how do you manage to ensure their teamwork and good results don't get lost? The best way to do this is to manage them well and keep them focused. Here is a simple acronym: AIM. That stands for Attainment, Information and Motivation.

1. Attainment

No one wants to break up a winning team so the best protection is to make the goals. However, your team needs to be focused on more than just making its own goals. You're probably part of some cross functional teams and share some goals – it's important to achieve those too. One of the best comments about your team is that you help and enable others. Conversely, if you're a hinderance to progress, someone will try and get the function done elsewhere.

2. Information

In most companies, information is the key element that integrates - good engines need oil, good teams need information. Here are four key thoughts on teams and information:

- Good teams use information and data to make fact based decisions.
- Good teams are transparent about the info they have and how they use it.
- Good teams share information between individual members.
- Good teams share information with other teams.

If you want to have a good team you have to think about how you use information.

3. Motivation

In Episode 46, we explored Elton Mayo's Hawthorne Studies and some motivational ideas. Clearly a good team is motivated but more than that, think about the team members. While some might argue that all rewards should be equal and shared, this is wrong. Few high performance teams have all team members performing at the same level. Find a way to reward them fairly for their contribution – often called meritocracy. Outside money bonuses, there are many ways to recognize good work. Think annual reviews, mid-year reviews, pay rises, promotions but also visibility.

Bottom Line: You probably can't control if your people stay together when you leave but you can ensure that while you are there, you do everything you can to make them a great working team.