Times are fast. Times are changing. Are you able to keep up, or better yet, stay ahead of the trends to adapt and succeed as a team leader? Are you taking the time to slow down and recognize when team members need guidance, encouragement, or some constructive feedback? This month's articles can help you find your rhythm, your drumbeat to have an extraordinary team.

Kristin

IN THIS MONTH S ISSUE

INTERVENE WITH DISRUPTIVE TEAM MEMBERS OFFLINE

So there you are...one particular team member is keeping the team from making progress. You have tried to gracefully intervene, using escalating levels of interventions. But the disrupter still doesn t get it. This one person is the source of the team s inability to proceed.

You must talk with this person about his or her performance. However, team leaders and team members will avoid confronting the issue or the person and will attempt all kinds of ways to deal with the problem indirectly. Unfortunately, none of these approaches work well. **To successfully intervene offline and resolve the situation:**

Start with a "Micro-yes." Begin by asking the other person for permission to "share some observations" - in other words, give them some feedback.

Be direct and to the point. If you have a problem, say so directly to the person, using the rules of feedback.

Be specific about what the problem is. State the facts as *you* observed it - versus hearsay and what *others* told you.

Share impact. Clearly share how that behavior impacts you and how you believe it affects the team dynamics.

Stay cool. Be positive in your tone and non-verbals. Angry, accusatory behavior will make the other person defensive and compelled to justify their actions.

Get commitment. Ask a simple question in an open, non-accusatory tone of voice in order to generate conversation and mutual problem-solving. Ask something like, "Well, how do you see it?" or "This is what I'm thinking we should do, but what are your thoughts on it?" Give the other person a chance to respond. Listen and do not interrupt. Ask questions to clarify what the other person said.

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End on a positive note. Reaffirm the strengths the member brings to the team and how you both agree to resolve the issue.

Intervene Offline with Horsepower

So let's say that you have tried to resolve the issue one-on-one; however, the disruptive team member is not cooperating. If time permits, call on the horsepower" — those folks up the food chain" that can influence the disrupter s behavior. The team champion, team member supervisors, or a highly respected authority may just be able to provide the insight the disrupter needs to become productive.

As you appeal to these key influential people to intervene on behalf of the team:

Be very specific. Tell the influencers what has happened and what you need for them to do. For example: For the last four meetings, John has arrived fifteen minutes late to the meeting and has not completed his tasks assigned. This is keeping the team from achieving our goal on time. Could you please speak with him and let him know just how important his contribution is? We really need him to be on time and to come prepared."

Keep it simple. Don t overwhelm them with details, just limit your discussion to the facts. Otherwise, your horsepower" may get sucked into the melodrama, trying to guess what really happened.

Get commitment. Ask for their help and support in correcting this disruptive behavior as soon as possible.

End on a positive note. Reaffirm the strengths the member brings to the team and how you want to see the issue resolved.

My hope is that you don't have an issue escalate to the point where you need to intervene offline or bring in leadership, but now you know what to do!

PLEASE HELP ME CROWDSOURCE MY NEXT BOOK: THE POWERFUL PANELIST

I m writing the next Powerful Panels book to answer panelists frequently asked questions. I would LOVE to hear the specific questions you have about being a panelist.

Here s my list of questions and I m building it as I get ideas. What am I missing? Anyone who contributes a new question will receive a digital copy of the book!

The Invitation
- Why would they pick me?
- Why should I say yes?
- Can I expect to be paid? What about travel expenses?

Preparation
- Who briefs me?
- When and how do they brief me, individually and/or with the other panelists?
- What kind of research do I need to do?
- What kind of preparation do I need to do? (talking points, examples, questions?)
- How do I craft a meaningful and memorable nugget?
- Do I need to do some practice/role playing?
- Do I have to present something?
- Do I have to put together a slideshow?
- How do I flag topics I want to avoid or minimize?

Structure, Format, and Flow
- Introductions
- Moderator-curated questions
- Audience Q&A
- Other audience interaction

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- Closing call to action
- Anything else we need to know?

Logistics
- What information does the meeting organizer/moderator need from me?
- Staging – what do I need to know?
- Where should I sit?
- Microphones – can I ask for one? How do I talk in a handheld microphone
- What do I bring?
- What do I wear?
- Virtual staging/lighting and sound – what do I need to know/do?
- Remote panelist – what do I need to know/do?
- What about slides? Can I use them? Any guidelines?

Meet Ups
- Should I meet up with the meeting organizer, panel moderator and/or panelists?
- Should I mingle with the audience before and/or after?

What To Do/What Not To Do
- Best practices?
- Top 10 mistakes?
- How to appropriately promote your book, product, company?
- How to distinguish yourself/stand out?

Dealing with Concerns
- How to calm my nerves!
- I m an introvert. How do I jump in the discussion?
- What to do when it s not great...

How to Create and Engage in the Conversation
- How to bring in a controversial point of view?
- How to disagree without being disagreeable?
- How to connect with the audience (in-person and virtual)?
- Ways to make my message memorable?
- How to jump into the conversation?
- How to encourage the audience to take action?

Answering Questions
- How to answer the curveball/gotcha question?
- How to build a bridge between the question and the answer?
- Who do I answer to?

Following Up
- How to thank the meeting organizer, panel moderator and/or fellow panelists?
- What if I want to be on more panels?

I d love to hear your ideas of what needs to be in this definitive book for panelists on a panel discussion!

FROM THE BOOKSHELF: WHIPLASH: HOW TO SURVIVE OUR FASTER FUTURE

Given the fact that we remain in a tumultuous world with the pace of change accelerating even more due to COVID, I was intrigued with Joi Ito and Jeff Howe's book, "Whiplash: How to Survive our Faster Future."

Interestingly enough, it was first published in 2016 with a new chapter update in 2019 - before COVID hit. And this book is even more relevant today than before!

The basic premise states that "our technologies have outpaced our ability, as a society to understand them." That "what a technology does, the real impact it will eventually have

on society, is often that which we least expect." And that the digital age (a confluence of Moore's law and the Internet) has thrown our current "episteme" (set of rules, assumptions, beliefs, prejudices, norms, and conventions) that guide our thinking into chaos that will lead, in time, to stability as a new scientific consensus formed around a new paradigm.

So what are those "new" principles that will help shape our thinking into the future?

Ito and Howe believe there are

9 organizing principles:

    Emergence over Authority - "When organizations chartered whatever course those lofty few up on the quarterdeck deemed wise - to emergence, in which many more decisions aren't made so much as they emerge from large groups or stakeholders."

    Pull over Push - "Leveraging modern communications technologies and the decreased cost of innovation to move power from the core (authority) to the edges, enabling serendipitous discoveries and providing opportunities for innovators to mine their own passions."

    Compasses over Maps - "In an increasingly unpredictable world moving ever more quickly, a detailed map may lead you deep into the woods at an unnecessarily high cost. A good compass, though, will always take you where you need to go."

    Risk over Safety - "As the cost of innovation declines, the nature of risk changes...requiring a complete rethinking of how we approach the idea of risk."

    Disobedience over Compliance - allowing "passion for undirected, free-flowing research, regardless of what their bosses wanted them to do."

    Practice over Theory - "There is often a higher cost to waiting and planning than there is to doing and then improvising...You don't need to wait for permission or explain yourself before you begin. And once you've started, if your circumstances change or your development process takes an unexpected turn, you don't always need to stop and figure out what happened before you go on."

    Diversity over Ability - "A bigger circle benefits all...the potency of the pixie dust in crowdsourcing is largely a function of the diversity that naturally occurs in a large group of people."

    Resilience over Strength - "At some point, there will be failures, and that the most functional systems will be able to regenerate rapidly. The key is to recognize when resisting failure costs more than yielding to it and to maintain your resilience even as your organization grows."

    Systems over Objects - "Responsible innovation requires more than speed and efficacy. It also requires a constant focus on the overall impact of new technologies, and an understanding of the connections between people, their communities, and their environments."

    And while a fascinating read, there are some parts that are hard to get through, and I just had to put it down to think about what I just read. I had to read some pages twice, and it took me far longer than normal to read this book.

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