THE CONFIDENT TEAM LEADER

TOOLKIT

Every leader needs a high-performing team to help them deliver successful outcomes. But motivating and empowering teams to work collaboratively and deliver results doesn't always come naturally.

In this toolkit, you'll find a selection of tools and techniques to develop your leadership skills and inspire better teamwork and performance.

Collaboration Model

Healthy collaboration is essential for today's teams, especially remote and hybrid teams.

Our research shows that collaboration thrives on 2 key attributes – confidence and connectedness. If everyone in your team feels confident about their place and purpose and understands how to connect with others collaboration will be more successful.

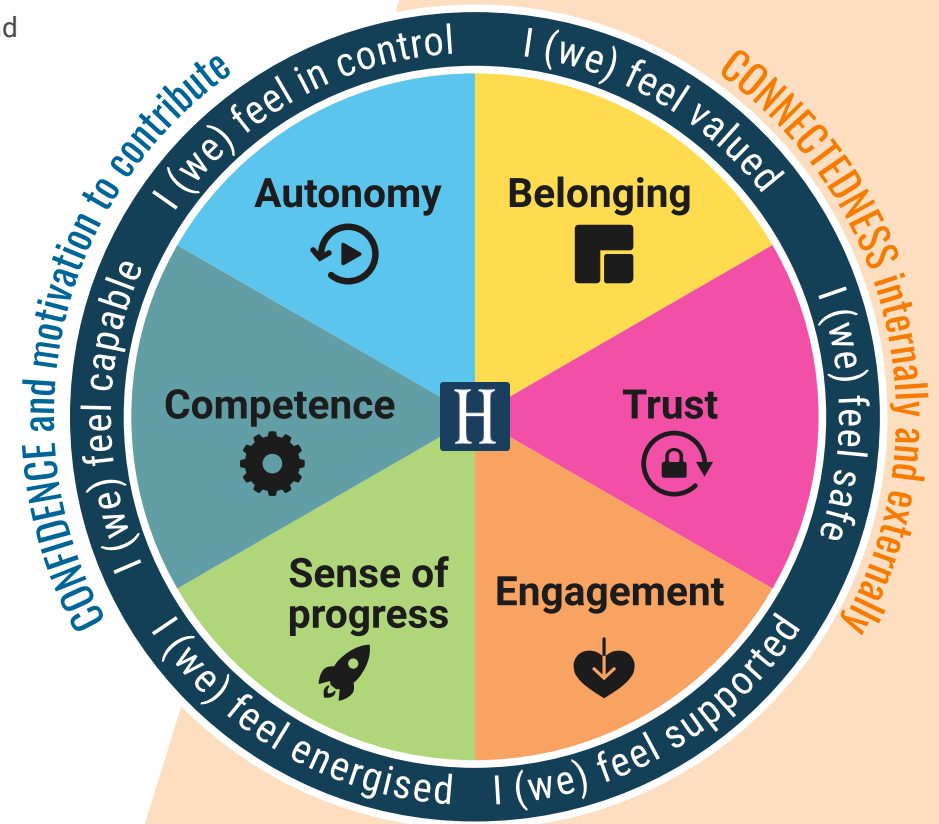**Confidence comes from:**
Autonomy
Competence
Sense of progress

Connectedness comes from:
Belonging
Trust
Engagement

To understand when you feel confident and connected, ask yourself:
In my team I feel < > when...

Dig a little deeper with the Hargraves Question Canvas, or try the Collaboration Assessment with your team.

CONFIDENCE and motivation to contribute
I (we) feel capable
I (we) feel in control
CONNECTEDNESS internally and externally
I (we) feel valued
I (we) feel safe
Autonomy
Belonging
Competence
Trust
Sense of progress
Engagement
I (we) feel energised
I (we) feel supported

For more practical ways to improve your team's collaboration behaviours, download the Thriving Teams e-book.

HARGRAVES QUESTION CANVAS: INDIVIDUAL COLLABORATION

To dig a little deeper, ask yourself and your team members these detailed questions.

CONFIDENCE
and motivation to contribute

CONNECTEDNESS
to feel part of something bigger

AUTONOMY	COMPETENCE	SENSE OF PROGRESS	BELONGING	TRUST	ENGAGEMENT
I feel I have control over what I am doing	*I feel I am competent in what I am doing*	*I feel that I am heading in the right direction*	*I feel that I am part of something bigger*	*I feel trusted and I trust others*	*I feel involved and others engage with me*
ROLES How can I clarify my role within the collaboration? How can I clarify the roles of others?	**TECHNICAL SKILLS** How can I access learning to increase or perfect my technical expertise to deliver outcomes?	**GOALS** How can I fully understand the goals of the collaborative work?	**VOICE** How can I make my voice heard?	**HELPFULNESS** How can I feel that it is okay to ask for and give help within our team?	**CONNECTING** How can I form friendly relationships with a broader network of people?
PROCESS How can I be freer to achieve my work goals in my own way?	**INTERPERSONAL SKILLS** How can I improve my skills to get on better with others in the team?	**MOTIVATION** How can I find inspiration to achieve my work goals?	**RAPPORT** How can I deepen relationships with others and find things we have in common?	**PSYCHOLOGICAL SAFETY** How can I feel safe asking questions, challenging others and contributing my ideas?	**RESPONSIVE** How can I be more responsive to others when they connect with me?
RELATIONSHIPS How can I be freer to form relationships I choose to achieve my work goals?	**TECHNOLOGY SKILLS** How can I learn to use new and existing technology well to improve work outcomes?	**FEEDBACK** How can I get and learn from feedback to improve my work performance?	**BLIND SPOTS** How can I identify and overcome my personal biases in dealing with people who are different to me?	**STRUCTURAL SAFETY** How can I feel safe working in this organisations' systems and structures? How can I feel reassured that we have what we need to achieve the outcomes?	**ONLINE** How can I better use social media, for example, posting, commenting and responding?
CHALLENGE How can I ensure that the work I do is challenging me and stretching my skills?	**LEARNING DISPOSITION** How can I be more open to addressing my weaknesses? How can I be more open to new ideas and information?	**RECOGNITION** How can I contribute to a culture of recognition, where the right people get credit for their achievements?	**PARTICIPATION** How can I participate more actively, for example, by volunteering for new roles and tasks?	**VULNERABILITY** How can I be more proactive in asking for help and support when I need it?	**RELIABILITY** How can I ensure I do what I say in a timely fashion? How can I help others to do what they say in a timely fashion?

1. Read each question and tick those you think are important for building collaboration.
2. Now, select and circle those that are most important to you right now.
3. Select 1 or 2 'most important' and think about actions you can take. Hint: to kick-start, look for quick wins!

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COLLABORATION ASSESSMENT SNAPSHOT

Answer these questions about your current project or work team.

Give yourself a score out of 10 for each question, with 1 = low satisfaction and 10 = high satisfaction.

CONFIDENCE	
To what extent to you feel…	**Score**
…you have control over what you are doing? (Autonomy)	
…competent in what you are doing? (Competence)	
…you are heading in the right direction? (Sense of progress)	
Total for confidence:	

CONNECTEDNESS	
To what extent to you feel…	**Score**
…part of something and that others want you to be included? (Belonging)	
…that you are trusted and that you trust others? (Trust)	
…engaged and others engage with you? (Engagement)	
Total for connectedness:	

"Collaboration, it turns out, is not a gift from the gods but a skill that requires effort and practice."
Douglas B Reeves

Innovation Mindset Framework

How do people come up with new ideas and innovations?

Some people aren't comfortable with change, yet we live in a time when change is relentless and inevitable.

Understanding what an innovation mindset looks like helps us cope with change and understand our role in making innovation happen.

Hargraves' Innovation Mindset Framework makes explicit the perspectives, behaviours and skills needed to make change happen.

Use the Innovation Mindset framework to reflect on your own experience and discover your role in making innovation happen.

"Confidence doesn't come from results; confidence comes from training and a mindset that leads to results."

Ben Crowe
Ash Barty's Mindset Coach

To learn more about Innovation Mindset, visit https://hargraves.in/Mindset

What's Your Role In Innovation?

Contrary to popular opinion, innovators can play a range of roles in the innovation/improvement process. That means that every one of us has a valuable role to play. Most of us can play multiple roles; however, we typically have only one or two real strengths.

How did you contribute to the idea implementation?
Reflect and select what you as an individual contributed to the realisation of the idea. Were you a:

Finder—Did you notice the gap, find the opportunity or present the challenge? Did you observe that the customer had a problem?

Creator—Did you contribute the main solution or add new elements to the solution that made it work? Did you imagine what would work for the customer? Did you experiment?

Peer—Did you contribute by being a sounding board, listening well, asking the right questions and providing encouragement?

Expert—Did you provide technical expertise that was important to realising the idea?

Connector—Did you introduce new research, insights, people or outside companies that helped develop the idea?

Doer—Did you get things moving and help organise the trial, the prototype, the customer input?

Influencer—Did you help the team get the funds and opportunities needed to progress the idea? Did you lead the team and help it achieve its goals?

Critic—Did you provide constructive feedback to make the idea more practicable?

Other—Did you play another part in the team?

Choose one or two that represent your strongest contribution.

Mindset & Team Behaviours

The best idea in the world will fail if it is not supported by positive behaviours from everyone in the team. By making these behaviours explicit and naming them, team members can make an effort to practice them, resulting in greater innovation and improvement in your workplace.

How did you contribute to the team dynamic and its success?
Reflect on your behaviours. Were you:

Open-minded—Did you encourage ideas and help build on them? Were you open to learning, to different points of view?

Curious—Did you ask good, open questions to explore new solutions? Did you look outside your environment to see how others did things?

Imaginative—Did you come up with novel suggestions to help improve the idea? Did you visualise the future, the customer, a new product or service?

Helpful—Were you generous with your time and efforts? Did you do more than you had to?

Attentive—Did you notice things that others missed that helped the idea? Did you really listen and pay attention?

Brave—Did you really examine your assumptions to ensure you understood the problem? Did you challenge the assumptions of the team? Did you reframe problems?

Empathic—Did you put yourself into the shoes of others to understand what would work? Did you help resolve conflict in the team?

Trustworthy—Were you reliable? Did you give credit? Did you do what you said you would?

Proactive—Did you take the initiative to progress the idea? Did you anticipate events and problems? Did you accelerate the process?

Gritty—Did you display a passion for the project? Did you persevere to drive through to a positive conclusion?

Resilient—Did you bounce back after a setback? Did you adapt to new circumstances when it was necessary?

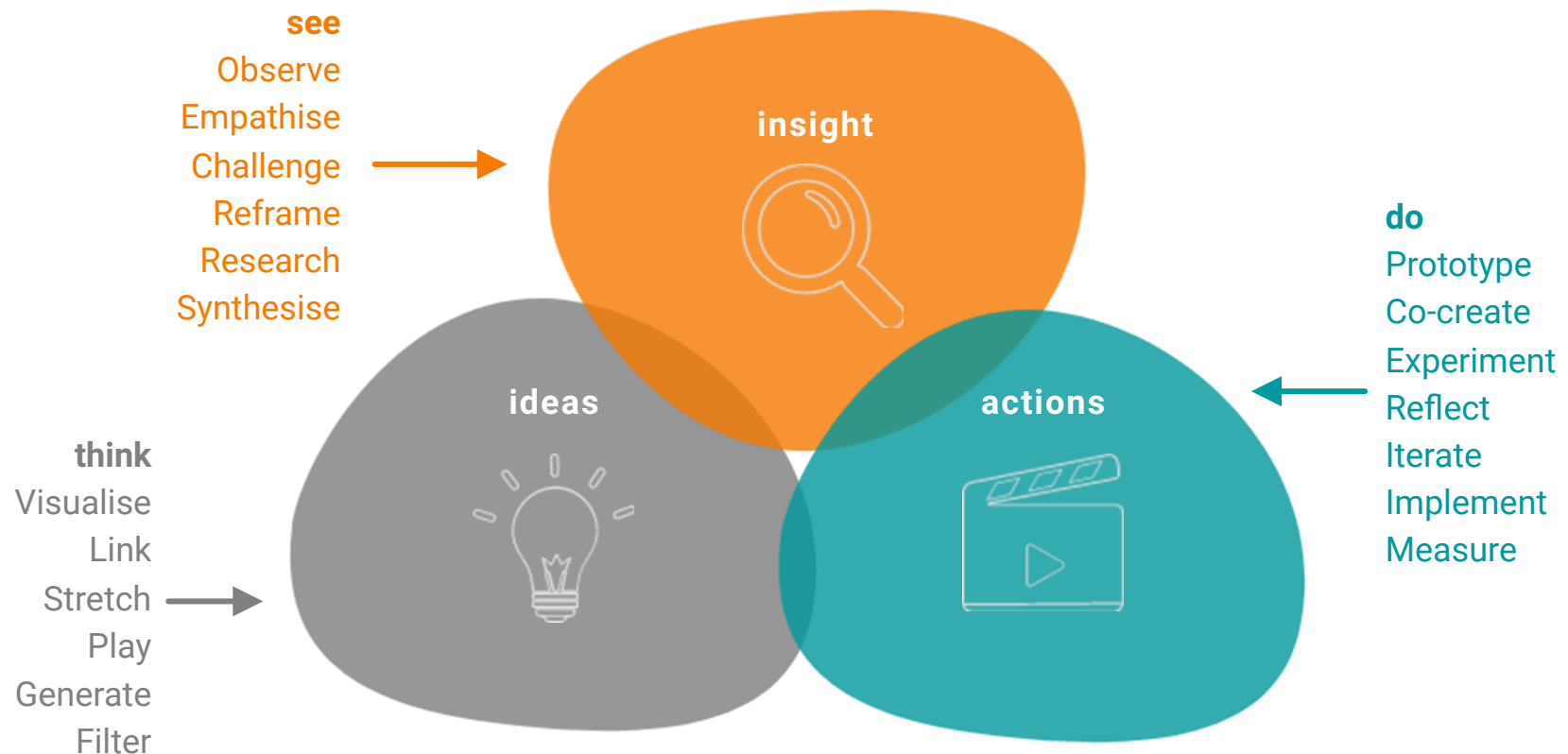**Other**—Are there other strengths you displayed?

Choose one or two that were critical to the success of the idea and/or the team.

Innovation Thinking: See Think Do

How do you think through ideas and challenges?

In addition to having an innovation mindset, it can be helpful to have a process to work through. Design thinking is a well-known process that provides tips, tools and techniques for forcing you to think in different ways.

However, we've developed a simpler method - See Think Do - to help you think through ideas and problems.

see
Observe
Empathise
Challenge
Reframe
Research
Synthesise

insight

do
Prototype
Co-create
Experiment
Reflect
Iterate
Implement
Measure

ideas

actions

think
Visualise
Link
Stretch
Play
Generate
Filter

Innovation Conversation Sheet

Use this tool to engage your team when thinking through ideas. As you create a conversation and ask questions, your thinking will develop and the idea will evolve.

INSIGHT - SEE	What's the need? What's the evidence there's a need? (Observation) Who's the user/customer? What problem are you solving for them? What are the assumptions about the need? Are you sure of these assumptions? (Challenge) What's the real impact wanted? (Reframe) What is the challenge? How can we…? (Synthesise)	
IDEAS - THINK	In an ideal world, how would you solve the problem? (Visualise) How have others solved it? (Perspectives) Generate at least three different ideas to solve the challenge. (Brainstorm) Which ideas are worth testing? (Filter)	
ACTION - DO	How will you know if the idea works? (Prototype) Who will you co-create and/or test it with? (Co-create and iterate) How will you implement it?	
NEXT STEPS		

Pitch Tool

When presenting ideas, people often think about what they want to say rather than what the audience (often decision makers) want to hear. This tool provides some key questions to consider before the presentation.

First, identify the audience/decision-makers, then use these questions to plan your presentation or pitch for the given audience:

You know how...

Describe the problem for the customer

Well, we've come up with...

Describe the solution and how it solves the problem

Would you...

Describe what you need to progress the idea, for example, set up a trial, resources to develop, support etc

Hargraves Institute developed the frameworks in this toolkit as part of our 'People-First' Approach. Proven by practice, these hands-on tools are used in our various workshops and projects.

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Making change happen, since 2006

Hi, we're Hargraves Institute, Australia's first innovation consultancy founded on community and collaboration. Through a proven approach, tools and services, we help you make change happen.

We're innovation experts - with a difference. That difference is community: the understanding that collaboration is key to innovation and innovation is essential to growth. Through coaching, training and facilitation, we empower individuals with the tools and knowledge they need to succeed - developing confident leaders, thriving teams and high-performing organisations.

It's our 'People-First' Innovation and Tools Approach.

Hargraves Institute developed the frameworks in this toolkit to complement our 'People-First' Approach. Proven by practice, these hands-on tools form part of our various workshops and projects.

Contact us to learn more about our 'People-First' Approach.

Hargraves
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