

31 Concentrate on what you want, on what already works. That does not mean ignoring problems or allowing mistakes. Addressing what is needed to achieve ideal outcomes means focusing on the best not the worst in people and their performance.

32 Have the courage of your convictions. Your organization trusts you to address issues, tackle problems, and take a proactive stance on driving performance, rather than allowing problems to develop and escalate.



Team Development

33 Remember that a team is more than a group of individuals. A team is characterized by having a shared aim or objective and by the interrelationship of its members.

34 Gather people with different strengths. Successful teams are significantly diverse, each person performing in the role that comes most naturally to them, playing to their strengths and in which they can thrive. This is vital for day to day performance and crucial for innovation.

35 Allow people to build on their unique strengths. Individuals develop further by spending time and effort expanding their strengths rather than on overcoming weaknesses. There is more team benefit by focusing on strengths and shaping roles to leverage individuals' strengths.

36 Explore Bruce Tuckman's team development model of Forming, Storming, Norming and Performing. Even once well established it's rare for a team to stay at high performance. Changes in team makeup, leadership, or expectation may lead the team to revisit earlier phases.

37 Foster the team's shared aim by describing the impact of the team's