



Make Your Team Feel Unstoppable and They Will Be

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“Make Your Team Feel Unstoppable and They Will Be Webinar” discussed in this presentation is the current version with effective date of April 11, 2023.

The comments today are my own and not necessarily those of Vizo Financial or the Vizo Financial membership.



The Voice of Self-Doubt:

- We are by far our own harshest critic.
- We take a small issue and turn it to a major problem.
- We're plagued by the same critical thoughts over and over again.
- We can distort the situation and add layers to a story we're telling ourselves.
- We discount or diminish our experience, credentials, or qualifications.



Imposter Syndrome

- I fear that my “inadequacies” will be discovered.
- Up to 82% of people experience this (based on a study published in the National Library of Medicine).
- Can be transient or pervasive.

Possible Antidotes to a Crisis of Confidence

- Realize your feelings are normal.
- Challenge your feelings with data.
- Recognize your successes.

Recognizing a Confidence Crisis in Others

- A person is hesitant or reluctant.
- A person's work isn't progressing.
- A person questions their ability seeking frequent reassurance.
- What other traits do you see?

Making People Feel Unstoppable

- Create the right environment.
- Position people for success.
- Provide Will/Skill Coaching.

Creating the Right Environment

- Believe in each team member.
- Make everyone feel psychologically safe.
- Offer meaningful encouragement.

Believe in Each Team Member

- ◆ See everyone's best.
- ◆ Respond to mistakes calmly and offer reassurance.
- ◆ Help each person believe in their co-workers.

Make it Psychologically Safe

- Defined – an individual’s perception or a belief that a team is safe for risk taking in the face of being seen as incompetent, negative, or disruptive.
- Project Aristotle – Google’s quest to build the perfect team.
- 3-year study comprised of 180 teams.
- **Key finding – Who was on the team was less important than how they interact.**


Make it Psychologically Safe

- Be present and focus on the conversation.
- Ask questions to understand.
- Avoid placing blame and focus on solutions.
- Understand each person's work style and preferences.
- Be approachable and accessible.
- Solicit opinions and feedback.
- Invite your team to challenge your opinions and ideas.
- Model vulnerability.

<https://rework.withgoogle.com/>



Offer Meaningful Encouragement

- Individualize your approach.
- Know where each person falls on the continuum:
More is Better Needs Very Little

- Know when and how to offer constructive feedback.

Constructive Feedback

- On a scale of 1 to 5 (with 5 being excellent), how do you think that went?
- What do you think went well?
- What do you think you could have done better?
- Can I give you my thoughts?
- Having said all this, what will you do differently next time?

Position People for Success

- Know people's strengths.
- Differentiate between someone being good at something and a strength.
- Sculpt each person's job as much as possible.
- Gradually expand the role in areas of strength.

Will/Skill Coaching

H	Uneasy Expert Low Will/High Skill	Enthusiastic Expert High Will/High Skill
	Nervous Novice Low Will/Low Skill	No Doubt Novice High Will/Low Skill
L	L	H

Will

Adapted from Situational Leadership – Ken Blanchard and Paul Hersey

Will/Skill Coaching

- Nervous Novice = Needs Skill and Needs Reassurance
- No Doubt Novice = Needs More Skill and Less Reassurance
- Uneasy Expert = Needs Less Skill and More Reassurance
- Enthusiastic Expert = Needs Freedom but not Abandonment

Will/Skill Coaching

- Other-centered approach which is task specific.
- Recognize where each person resides.
- Be flexible to each person's needs.

THANK YOU

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