

Team Performance Needs work? Lead the Strong.



Introduction

As the project manager, tech leader, or CIO, you know your team is not performing as well as it should. Each member has a part to play in its work, but some members struggle to meet expectations. You know they need help, so you arrange your schedule to spend as much time as you can to coach them. In the meantime, your strong team members are losing momentum because you have not had the time to lead them to their next milestone.

There is no more common management trap than to spend most of your time with the weaker people in your team, leaving the strong to fend for themselves. Though the lackluster performers may improve marginally, those who could deliver are lacking your leadership. [1]

The fact remains: the strugglers need help. If you don't assist them, who will?

Let the Strong Help the Weak

Agile project management principles encourage delegating the mentorship of the strugglers to the most capable performers. A system should exist that makes it worth their while to do so,

whether through recognition, bonuses, perks, or tapping into the need to be helpful.

Leadership development readiness within the team means that as the leader, you have established a means by which team members take the initiative to coach their peers. One recommended practice is the establishment of a team mentoring group.

According to Larry Ambrose, the author of *A Mentor's Companion*, team peer groups provide an environment that stimulates the sharing of knowledge, experience, and insight. They may form temporary pairs or subgroups to address a specific organizational or departmental issue, then disband and re-form around a different one. Team mentoring works best for cross-training, team building, and bringing new staff up to speed quickly. Additional benefits of team mentoring include more reliable product or service delivery, well-ordered business transitions, and lower formal training expenses. [2]

Peer Reviews for Better Insights

To begin peer mentoring, you should determine which professional growth and development issue your group or groups should focus on. Know your strengths and weaknesses when encouraging ideas among them. [2]

However, such knowledge and understanding do not come without extensive time spent with each team member or without proper feedback. In the article "The Team Building Peer Review," such a review is recommended within

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organizations to help teams establish trust and unify. [3]

Each member's strengths are recognized, and weaknesses become a focus of mentorship

Since coworkers often know more about their peers' strengths and weaknesses than managers, one key benefit of letting peers review each other is that you, as the manager, may reap a harvest of knowledge from what the teams share.

groomed into greater efficacy. You should be included in the review to assess your perceived strengths and weaknesses. When team members are encouraged to participate in such a survey, they understand that their opinions and insights matter.

In Conclusion

As a leader, prioritizing your time and resources is crucial to your and your team's success. Utilizing a peer review to better understand which team members strengths will help the weaknesses of their peers for the improved performance of the team. Less of your time is required by individuals, since your priority is in participation within the group, offering direction and ideas based on the feedback of

the team. They then mentor one another through the various difficulties within the project, facilitating both the leadership-readiness and learning-agility of the team.

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References

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[2] LARRY ABROSE, "MULTIPLE MENTORING; DISCOVER ALTERNATIVE WAYS TO A ONE-ON-ONE LEARNING RELATIONSHIP." FROM HEALTHCARE EXECUTIVE, JULY/AUGUST 2003
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