

Ten Tips on How to Create Terrible Teams by Alison Kemp

I remember going to see the Chinese State Circus spinning plates whilst simultaneously cycling around hurdles, under the scrutiny of an expectant audience. Maintaining the motivation of virtual teams when you've one eye on improving efficiency and the other on the balance sheet can sometimes feel like those Chinese State Circus performers, the difference being that they probably knew what they were signing up for when they got the job.

Most leaders are promoted for their technical skills but end up spending most of their time on the people aspect, which is such a core ingredient of leadership competency frameworks.

In a survey conducted by Deloitte, 80 per cent of CIOs surveyed stated that resistance was the main reason why technology projects failed. Not lack of skill or resources, but that soft touchy-feely human reaction of resistance.

However, people skills seem to most like an intangible set of intuitive responses that are within the sphere of a few gifted individuals.

In my experience, this is not the case. I have taught many highly technical experts who have managed to change their relationships with their own bosses, peers and teams with as few as three different behaviours.

So in the spirit of the Olympic celebrations of team cohesion and motivation, I've put together for you Ten Tips on How to Create Terrible Teams. It's the small actions that go a long way and as you read ahead, you'll realise how little you have to do to make Teams that Tick, not crumble.

1. Don't say thank you. After all, they're doing a job that they're being paid for.
2. When appearing in meetings, never look interested: check your mobile messages and use the downtime, kindly provided by a team member waffling on, to respond to email messages. You are signalling to those present that you are part of a big, wide world that cannot simply stop just because they believe they need your time.



3. Make yourself invisible. By being present, you become a trouble magnet. When people need you, hit the coffee shop (obviously 'a meeting with the board')
4. We understand how difficult it is to motivate teams. So why bother? Harbour the belief that everyone has only one driver: money. If an individual feels burdened and

unappreciated, pay them more. However, don't say 'thank you' or redelegate work. It takes too much effort.

5. Avoid conversations about career paths. The next thing you know is that you'll have some incompetent individual wanting to know why they're not CEO within 6 months.
6. Don't delegate. You need to take full credit for everything. However, when it all goes wrong (and it will if you're trying to do everything), then....
7. remember.. *it's not your fault!* There's a group of individuals who are there to make you look good, and if they're not, they should be on the end of your foot.



8. If those who are promoted have a skills gap, then why did you promote them in the first place? Some Managers and HR Executives believe training is the answer. That takes time and money. At the most, buy them a self-help book and a couple of videos.
9. Forget this post-modern bilge of knowledge sharing, in the form of pods, lunchtime seminars or mentoring. Recognising the skills and experience of your teams will engender pomposity and you don't need that on your plate. More to the point, if they demonstrate that they may know more than you about something, what'll happen to you?
10. Ensure that you ignore all emails from your staff. You are too important to deal with trivialities from the little people. Also, it breeds co-dependency.



Alison Kemp is Director of Switch Vision Ltd. Since having set up her first company, a theatre school countless years ago, Alison has learnt how to keep staff motivated, control young divas and subject stage parents to loyal subjugation. All of these early learnings plus a sharp sense of humour have helped the individuals and groups in technical roles, which she has trained, to maintain driven teams and influence at all levels. As well as working as an associate for Falconbury, Alison is part of the Executive Education Team for Cass Business School, part of London City University and travels extensively with Falconbury and her own company, Switch Vision to provide training and coaching programmes at all levels and in all places.

Having been trained at Guildhall School of Music and Drama, Alison acquired her diploma in Neuro-Linguistic Programming. She is a published playwright and performer and her creative and instinctive approach means that clients constantly comment on the game-changing sessions that help them to make the intangible tangible and hone in on personal development points in a manner that is supportive, honest and inspiring.