



Push Your Edges

Ryan Hawk,

Host of "The Learning Leader Show"

People who sustain excellence over an extended period seem to have a lot of luck on their side. In reality, luck only plays a small part in their success story.

When Ryan Hawk was interviewing for a position that would be a big promotion for him, luck came into play but it wasn't what got him the job. Ryan routinely stepped outside of his comfort zone and did a whole lot of preparation to get equipped for the job at hand. He pushed his edges, and by doing so, it resulted in him having a little bit of luck during the interview

process that put him on the track to where he is today.

Don't bank on luck. If you want to build a *super team*, focus first on being a super version of yourself. Lead yourself first and take yourself outside of what's comfortable because that's where growth happens. Pair it with a lot of hard work and preparation and your story will start to look lucky on the outside even though luck doesn't have much to do with it. But of course, lean into those rare lucky moments along the way.

MAIN POINTS

- **Have amazingly high standards for yourself.** You can't expect to hold your team to a super standard if you don't hold yourself to it first. Set high standards for yourself and have the discipline and resilience to hold yourself accountable to the goals you set.
- **Then, hold others accountable.** When you lead yourself first, you're leading by example and showing your people you practice what you preach. Set high standards for others as well and hold them to the same accountability they see you set for yourself.
- **Get uncomfortable.** Growth comes when we push our edges and step outside of what's comfortable. No one cares what you used to do; they care what you do today. Do today what will set you up for success tomorrow.

"You've got to leap outside of your comfort zone—that's where all of the growth and all of the magic happens"

Super Teams

Super Teams Require Super Individuals

Paaras Parker,
Chief HR Officer at Paycor



“*Super team*” is a phrase often used to talk about men’s NBA teams, as Paaras Parker discovered when she Googled it. But super teams exist well beyond the world of basketball.

Whether in the office or on the court, a *super team* is comprised of skilled and often diverse individuals who are led by a *super coach* (aka the leader). Oftentimes these individuals are forced together because they have

certain skills or experiences to fill a job—and that’s why you can’t have a *super team* without a *super coach*.

Super coaches set the pace for the team. They lay the foundation of the criticality of practice that will pave the way to bringing a team to a *super* level. *Super coaches* set expectations and then give their people the space to take ownership and lead themselves toward *super*.

MAIN POINTS

- **Super teams are made up of super people.** These individuals are *meaningfully unique*, meaning they have something only they can bring to the table. Like iodine in salt, they are also *effectively invisible* by doing exactly what they need to be doing without any bells and whistles to make it possible. Lastly, these people *focus forward* and know what they are, what they are capable of, and what they will do to push the needle further on team goals.
- **Super teams adjust well.** Change is the only constant, and *super teams* are able to adjust on the fly based on whatever comes their way. They are able to shift even in moments when they might not want to.
- **Super teams are diverse.** They are made up of people who not only think and act differently but who lean into those differences. With diversity can come tension. People won’t always get along and sometimes it gets uncomfortable, but *super teams* know working through conflict is a necessary part of the process.

“Super teams and super coaches are people that can adjust no matter what’s happening.”

Leadercast™ Super Teams



Career Development: A Leadership Superpower

Julie Bauke,
Workplace Expert & Career Strategist

When Julie Bauke asks her clients about the best and worst bosses they've had, the answers are generally the same: the great ones are those who listen to and care about their followers and invest in their growth and development.

If you want to lead a super team, consider career development your superpower. You can't talk about career development without mentioning career happiness, which happens when people *like what*

they do and do it well, get paid for it, and execute it in a way or place that they can be successful. When people can check off all of these on their list for career happiness, they are in a good position for career development.

As a leader, it's your job to deliver results and develop your people. Follow Julie's seven-point model for career development (*see Main Points*) to build a culture that prioritizes growth.

MAIN POINTS

- **Know yourself.** Career development starts with the individual, so have self-knowledge and awareness. What do you want? What are you good at? Why are you valuable?
- **Know your reputation.** You have a reputation, but do you know what it is? What do people come to you for?
- **Make sure you align with your organization's needs.** Does what you have to offer fit what your organization needs?
- **Align your personal and professional lives.** Does your career serve your personal life well?
- **Set realistic goals for your career.** Think about your career in chapters rather than the big picture and set goals that way.
- **Network.** Build mutually beneficial relationships that support your goals.
- **Have intentional career conversations.** Check-in with your people and have meaningful talks about where they are in their development and achieving their goals.

“Liking and loving what you do is a personal superpower.”

Leadercast™ Super Teams

What Makes a Super Team?

Steve Browne, Moderator

Kirsten Moorefield, COO of Cloverleaf

Tysonn Betts, Design VP for Proctor & Gamble

Ray Attiyah, Best-Selling Author & Entrepreneur



Super teams are made up of people who work together to accomplish a goal efficiently and effectively. There is no *one* answer to what it takes for leaders to get their teams operating at their best, but when teams are *super*, they are able to address and manage the difficulties and tensions that come their way. They care and are invested in the growth and well-being of everyone on the team. *Super teams* empower others and communicate everyone's worth. They don't rely on the leader to set ideas but bring

their own thoughts and opinions to the table.

As leaders, it is our job to serve as facilitators and foster these qualities required to establish *super teams*. We must create a psychologically safe environment where diversity of thought is welcomed and people feel safe to share their ideas, opinions and tensions.

Empower your people and create a workplace where everyone has each other's backs and you will be well on your way to being *super*.

MAIN POINTS

- **Good teams have good conflict.** All teams experience conflict and tension whether or not they are addressed. Don't sweep conflict under the rug. Have a system in place to accelerate conflict in a healthy way. Responding quickly to conflict shows you care.
- **Create a psychologically safe environment.** Show people you have their back and let them know they are valued for their ideas. When people feel psychologically safe, they are more likely to share their ideas and voice conflicts instead of deferring to the senior leader in the room.
- **Be mindful that time is a factor.** Super teams know they have the permission to explore new ideas, but they also structure their time wisely so existing projects are well-managed. Have clear deadlines and put a structural element in place to keep meetings effective.

"[A team] is a group that can pick the high-hanging fruit; they're able to accomplish a lot more than what one individual can do."

— Ray Attiyah

"Tension is actually a good signpost that things are working well here."

— Kirsten Moorefield

"There's a tendency to renegotiate the time and the deadline because there's an overwhelming desire to get it right." — Tysonn Betts