



Driving Collective Performance

GUIDE

Introduction

One of the most challenging shifts new managers must make is from a focus on their own performance to driving the collective performance of their team.

Steering a group toward success can be both an exciting and daunting endeavor, requiring a combination of process orientation, empathy, and practical skills. This guide is designed to help you navigate your early days as a manager, providing you with the tools and insights needed to boost collective performance within your team.

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How to Use This Guide

This guide is structured around four key areas that every new manager should consider to foster a high-performing team. In each of these four areas, you'll first answer a few questions to guide your reflection on yourself and your team. Then, you'll choose from a list of practical actions to integrate into your leadership strategy going forward.

Use this guide as a roadmap to assess your current practices, identify areas for improvement, and take actionable steps to enhance your team's performance. Start by designating time each week to reflect on one key area. Then, commit to adopting at least one of the practical strategies.

We suggest returning to these answers regularly throughout your early days as a manager to hold yourself accountable to your goals and aspirations—try to revisit this guide at the 30-, 60-, and 90-day mark. Feel free to make adjustments or additions to your answers at that time and track the effectiveness or consistency of your chosen strategies.



What does success look like for me in my new role?

To define success, answer the following questions:

VISION AND GOALS

What are your short-term and long-term goals for your team's performance?

LEADERSHIP STYLE

What kind of leader do you aspire to be? What kind of leader does your team need to support their performance? How will you embody this in your daily interactions?

IMPACT

How will you measure your impact as a manager?

AVOIDING BLOCKAGE

What are you doing to prevent your team from doing their best work?



Feedback loop

Seek regular feedback from your supervisor, team, and peers to build a real-time picture of how you impact your team and the organization.



Personal KPIs

Create a list of three measurable indicators that signal progression in your role. Display them prominently and share them with your leader to introduce accountability for your progress.



Prioritize learning

Identify areas for your development (perhaps in line with your personal KPIs) and seek out resources aimed at building those skills, such as leadership courses or mentoring.



Reflective journaling

Maintain a journal to reflect on your actions and their outcomes regularly. Documenting your experiences, behaviors, and key events can help you make connections and reach conclusions you may not have reached otherwise.

Tip

Commit to implementing at least one of the strategies above. Use the next page to document its effectiveness over time.

My Success // Checking in

What outcomes are you seeing in yourself and your team as a result of the strategies you've implemented? What, if anything, needs improvement? How would you like to see this develop?

30 DAYS

60 DAYS

90 DAYS

What does success look like for us as a team?

Team success is multifaceted and should include both performance metrics and team cohesion:

PERFORMANCE METRICS

What does the organization expect your team to deliver? How will you set and communicate individual and team goals? What KPIs will you use to measure success?

TRANSPARENCY

How will you create clarity for your team on their goals and performance? How will you provide constructive feedback on performance?

COMMUNICATION AND CLARITY

How does your team like to communicate? How can you adapt to their needs? How will you check understanding?

TEAM DYNAMICS

What is the state of the current team culture? How does the culture support collective performance? What needs to change? How will you drive a positive and supportive culture?



Regular team check ins

Hold regular team retrospectives to make space to realign the team, reflect on wins, and deconstruct failures.



Regular individual reviews

Hold regular performance reviews to discuss progress and provide feedback.



Visible shared team metrics

As a team, set KPIs, OKRs, or SMART goals that will create a foundation of understanding. Integrate these metrics into the team's daily routines, keeping expectations clear and top-of-mind.



Team charter

Spend time with your team writing a team charter that outlines your shared mission, values, and expected behaviors. Post the finished document visibly in the office or in your internal knowledge base.



Celebrate wins

When the team reaches goals, both big and small, take the time to celebrate them properly! This will foster a sense of accomplishment and camaraderie among team members.

My Team's Success // Checking in

What outcomes are you seeing in yourself and your team as a result of the strategies you've implemented? What, if anything, needs improvement? How would you like to see this develop?

30 DAYS

60 DAYS

90 DAYS

Challenges and Roadblocks // Question

What are the challenges ahead for my team and how can I clear any roadblocks?

Identifying and addressing potential challenges proactively can prevent disruptions and keep the team on track:

RISK ASSESSMENT

What potential challenges might the team face? Consider internal challenges, organizational challenges, industry challenges, or other factors that may have influence on their work.

PROBLEM-SOLVING

What can you do to minimize the impact of these challenges?

TEAM EMPOWERMENT

What can't you do to minimize challenges? What can you reasonably expect your team to handle? What can you coach them through?

SUPPORT AND GROWTH

How can I support my team with resources, knowledge, and information so they can do their work effectively?



SWOT analysis

Conduct a SWOT (strengths, weaknesses, opportunities, threats) analysis with your team to identify and prepare for challenges.



Open-door policy

Foster an environment where team members feel comfortable raising concerns and obstacles.



Resource allocation

Take time to list resources that your team members will need to overcome challenges—time, budget, personnel, etc.—and make sure your team has access to those resources.



Training programs

Offer training and development programs to enhance skills and knowledge.



Knowledge base

Create a centralized knowledge base where team members can access important information and resources.

Challenges and Roadblocks // Checking in

What outcomes are you seeing in yourself and your team as a result of the strategies you've implemented? What, if anything, needs improvement? How would you like to see this develop?

30 DAYS

60 DAYS

90 DAYS

How do I make a difference to each of my team members?

Understanding and supporting individual team members is crucial for collective success:

INDIVIDUAL STRENGTHS

What are each team member's unique strengths and contributions?

INDIVIDUAL GOALS

What is important to each team member? Where do they want to grow?

PROFESSIONAL DEVELOPMENT

How can you support their individual career growth and development?



Personalized development plans

Work with each team member to create a development plan tailored to their career aspirations.



Regular one-on-ones

During regular one-on-one meetings, follow up on their personal development plans to demonstrate that you are invested in your team member's growth. Keep these conversations distinct from performance reviews.



Recognition and appreciation

Regularly acknowledge your team's individual achievements and contributions. Strategically use spot feedback, formal rewards, and public praise to keep them motivated and engaged.

Making a Difference // Checking in

What outcomes are you seeing in yourself and your team as a result of the strategies you've implemented? What, if anything, needs improvement? How would you like to see this develop?

30 DAYS

60 DAYS

90 DAYS

Forging Your Path in Your New Role

Challenge yourself to integrate these reflective questions into your daily practice as a manager.

Start by setting aside time each week to reflect on one of the questions and implement one practical idea. Consistently applying these strategies will not only enhance your team's performance but also develop your skills as a leader.

Remember, effective management is a journey of continuous learning and improvement. Embrace this opportunity to make a positive impact on your team and drive collective success.

Good luck!

