
LEAD, COACH, AND GROW

PRACTICAL SKILLS FOR MANAGING HIGH-PERFORMING TEAMS

MHOA September 2026

LEADERSHIP IS
A PRACTICE



TODAY'S AGENDA

9:00am: Welcome and team experience reflection

9:20am: Values

10:00am: Translating values into observable behaviors and team norms

10:30am: Break

10:40am: Accountability conversations and feedback skills

11:00am: Diagnosing clarity, capability, capacity, and commitment

11:20am: Small-group feedback practice

11:40am: Coaching for growth

11:50am: Leadership commitments and closing reflection

It was the best of times it was the worst of times....

REFLECT ON YOUR TEAM EXPERIENCES



THE MOST DIFFICULT TEAM

Think of the most difficult team
you have been on.

What made that experience negative?

REFLECT ON YOUR TEAM EXPERIENCES



THE BEST TEAM

Think of the best team you have been on.

What made that experience positive?

IT ALL STARTS WITH VALUES



Values shape our decisions, expectations, and reactions. When we understand those values, we understand more about what motivates people, what they need from each other, and why people may interpret the same situation differently.

Share

Discover

Define

Create

Individual
Values

Shared
Values

Observable
Behaviors

Team
Norms

INDIVIDUAL VALUES EXERCISE

1

Sort the values into most important, moderately important, and less important.

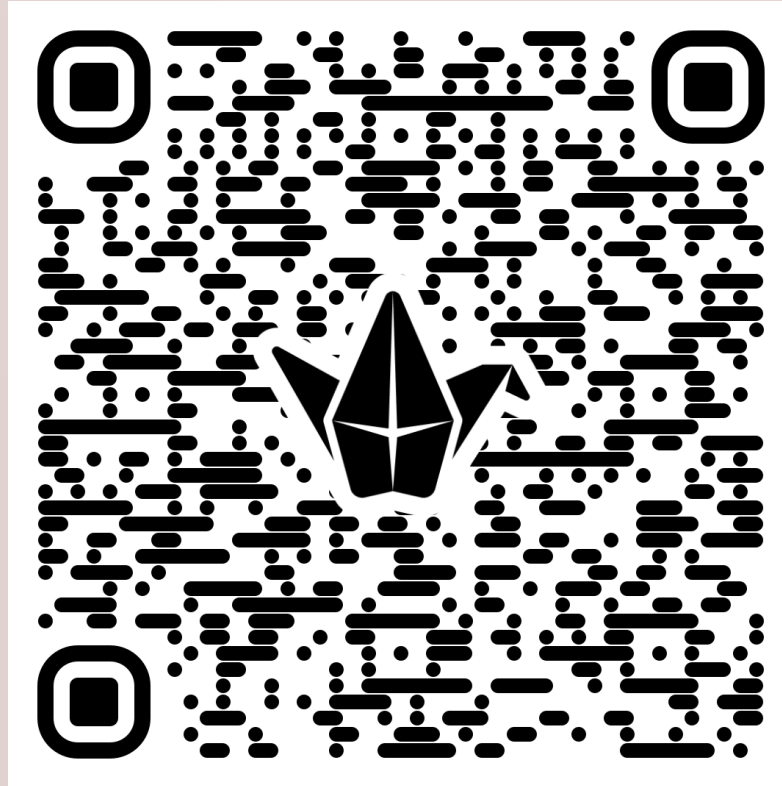
2

Narrow the most important pile down to five.

3

Write the value and its definition (how you define it).

FIND YOUR NUMBER-ONE VALUE AND CAST ONE VOTE FOR IT. PLEASE VOTE FOR ONLY ONE VALUE. THE VALUE YOU CONSIDER MOST CENTRAL TO HOW YOU LEAD AND WORK WITH OTHERS.



NORMS SHOULD ADDRESS HOW TEAMS

- Communicate with each other
- Challenging each other
- Support each other
- Hold each other accountable

A STRONG NORM SHOULD

Behavioral rather than aspirational

Specific enough to guide action

Relevant to the team's real work

Applicable to everyone, including the leader

Discussable when someone moves away from it

A value is useful when we can see it

RESPECT

If we were really living it, what would I see or hear?

- Ask before assuming
- Address concerns directly
- Make room for different perspectives

What would violate it?

- Talk around someone
- Dismiss a perspective
- Let frustration become personal

Team Norm: We address concerns directly with the people involved and ask questions before drawing conclusions

ACCOUNTABILITY RESPONSE

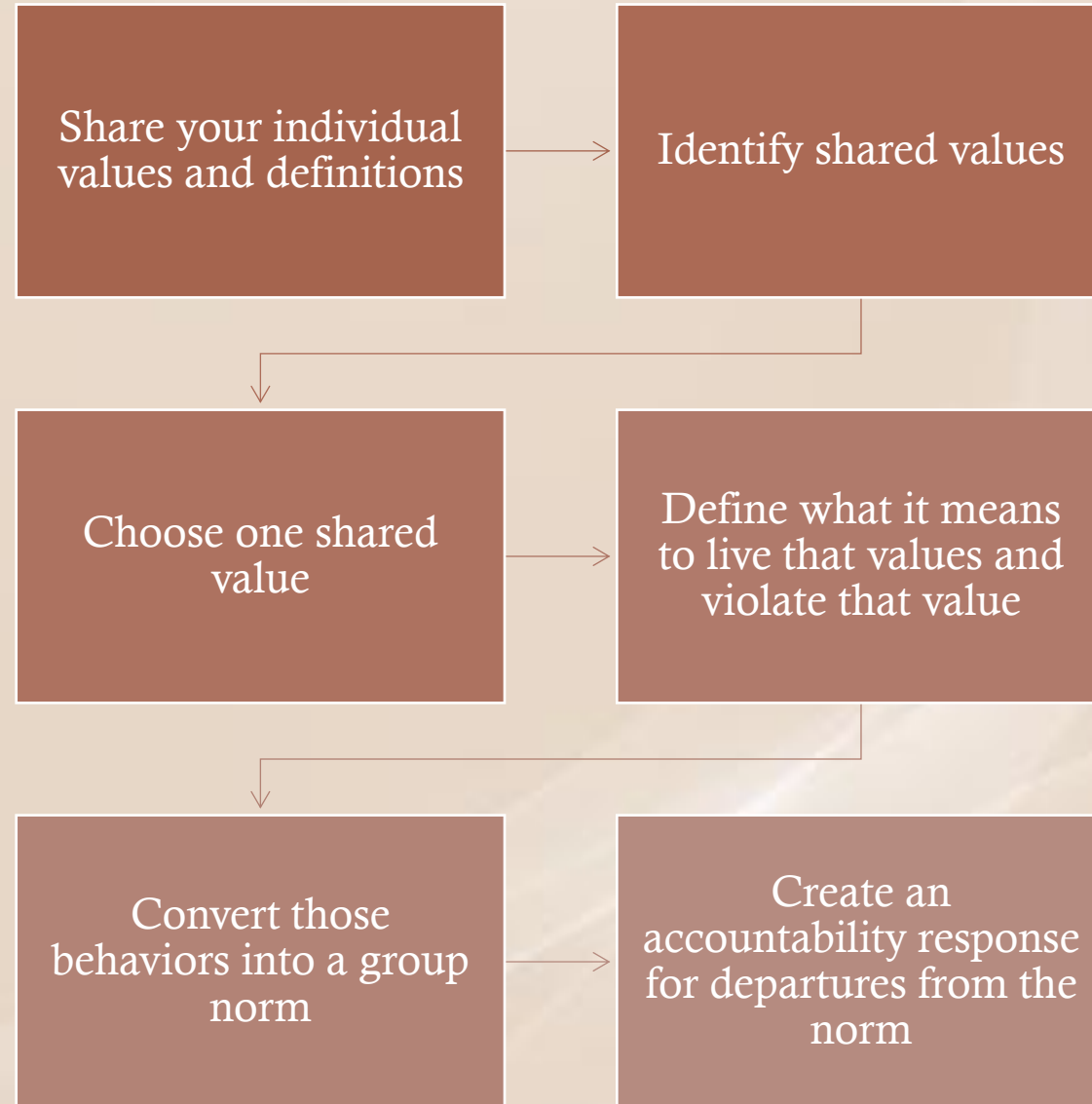
We speak up when the norm is not being honored and work together to repair the impact.





**LET'S
PRACTICE**

REPEAT THE PROCESS



BREAK

Please return in 10 minutes

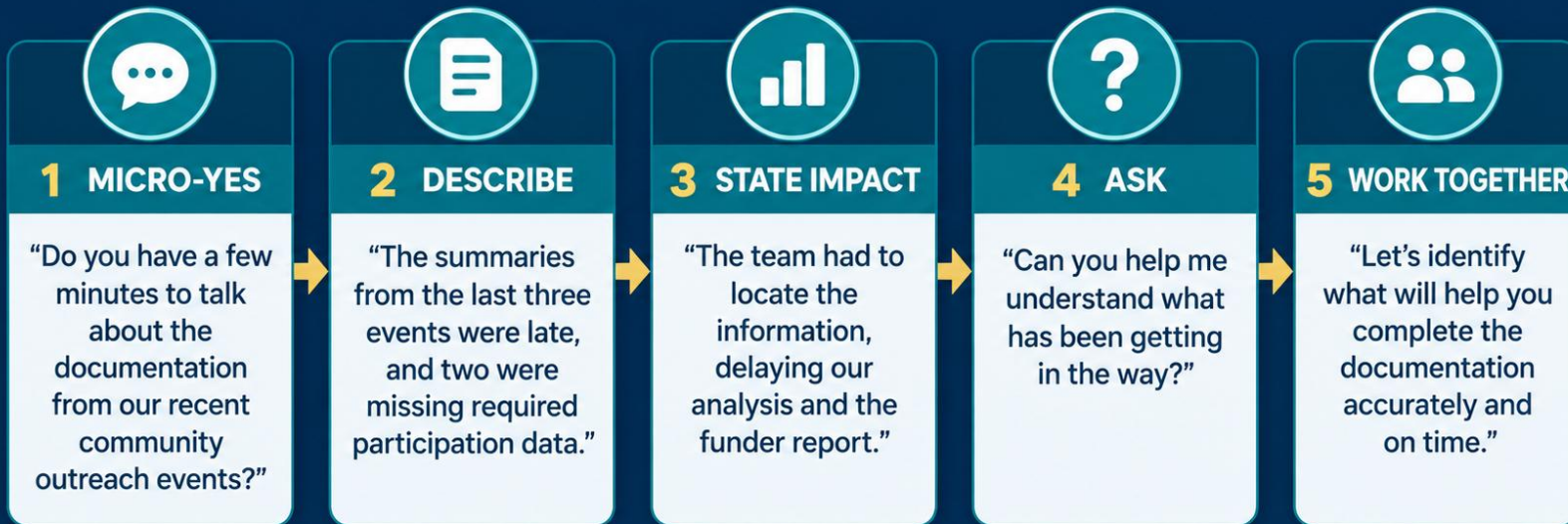


DECISION MAKING AND FOLLOW UP



ACCOUNTABILITY CONVERSATIONS

GIVING FEEDBACK



DIAGNOSE BEFORE YOU DECIDE



Possible Issue	Leadership Question	Likely Response
Clarity	Did the person understand the expectation?	Clarify and confirm
Capability	Do they have the knowledge or skill?	Teach, train, coach
Capacity	Do workload, resources, authority, or competing priorities interfere?	Remove barriers or reprioritize
Commitment	Are they unwilling to meet a clear and reasonable expectation?	Reinforce accountability and manage performance

- **Leader: Signals feedback is coming**

Do you have a few minutes to talk about the documentation from our recent community outreach events?

- **Leader: Describe the behavior**

The summaries from the last three events were submitted after the expected date, and two did not include the required participation data.

- **Leader: Explain the impact**

The team had to follow up to locate the information, which delayed our analysis and submission of the funder report. When our submissions are late, we can get an unfavorable rating and may eventually lose funding because we are not meeting our responsibility.

- **Leader: Invite their perspective-gather information**

Can you help me understand what has been getting in the way of completing the summaries?

- **Employee:**

I thought the narrative summary was due within five days, but that the participation data would be added later by the person managing registration. I didn't realize I was responsible for submitting the complete report.

What kind of issue is this? Clarity, capability, capacity, commitment?

THIS IS A CLARITY ISSUE-CLARIFY AND CONFIRM

- **Leader: clarify**

Thank you—that helps me understand the disconnect. The expectation is that the person coordinating the event submits the complete summary, including the participation data, within five business days. If someone else holds part of the information, you are still responsible for obtaining it before submitting the report.

- **Leader: confirm**

“To make sure I explained that clearly, can you walk me through what you will do after the next event?”

Employee:

I’ll complete the narrative, collect the participation data from registration, and submit the full report within five business days. If the data is not available, I’ll contact you before the deadline.



FOLLOW UP AND AGREEMENT ON NEXT STEPS

- Add the required information and deadline to the reporting template.
- Identify the event coordinator as the owner of the completed report.
- Include a reminder three business days after each event.
- Review the next completed summary together.



**LET'S
PRACTICE**

Practice #1

- **Leader: Signals feedback is coming**

Do you have a few minutes to talk about the timing of the community health dashboard?

- **Leader: Describe the behavior**

The dashboard has been submitted after the agreed-upon date for the past two months.

- **Leader: Explain the impact**

When the dashboard is late, program leaders do not have current information for planning outreach, allocating resources, and updating community partners.

- **Leader: Invite their perspective-gather information**

Can you walk me through what's happening that makes the deadline difficult to meet?

- **Employee:**

Since the epidemiologist position became vacant, I have been covering the infectious-disease reports and responding to urgent data requests. I understand when the dashboard is due, but when an urgent request comes in, I move the dashboard aside. I haven't been sure which work should take priority.

What kind of issue is this? Clarity, capability, capacity, commitment?

THIS IS A CAPACITY ISSUE-WORKLOAD AND COMPETING PRIORITIES ARE INTERFERING

- **Leader:** It sounds like the issue is not whether you know how to complete the dashboard. The current workload makes it difficult to complete everything within the expected timeframe. Let's look at your responsibilities and determine what must be prioritized, reassigned, or temporarily paused.
- Agree on a solution:
 - Identify the dashboard and required infectious-disease reporting as priority work.
 - Temporarily reassign routine data requests to another team member.
 - Establish criteria for what qualifies as an urgent request.
 - Move one lower-priority analysis to the following quarter.
 - Hold a brief weekly check-in while the position remains vacant.
 - Notify the leader early if competing demands put a deadline at risk.
- **Leader:**

With these adjustments, can you commit to completing the dashboard by the tenth of each month?

Practice #2

- **Leader: Signals feedback is coming**

Do you have a few minutes to talk about the outreach tracking process?

- **Leader: Describe the behavior**

We previously reviewed the expectation that outreach contacts be entered into the shared system within two business days. Over the past month, four of your outreach events have not been entered.

- **Leader: Explain the impact**

When the information is missing, we cannot accurately report who we have reached, coordinate follow-up services, or meet our grant-reporting requirements.

- **Leader: Invite their perspective-gather information**

Can you help me understand what has been happening?

- **Employee:**

I know what the expectation is, but I don't think entering every contact is a good use of my time. My priority is being in the community, so I have continued keeping my own notes instead.

What kind of issue is this? Clarity, capability, capacity, commitment?

THIS IS A COMMITMENT ISSUE-THE EMPLOYEE UNDERSTANDS THE EXPECTATION, HAS THE SKILLS AND RESOURCES AND HAS THE TIME, THEY HAVE DECIDED NOT TO FOLLOW THE REQUIRED PROCESS

- **Leader:**

I appreciate that you value spending time in the community. However, entering the information into the shared system is a required part of your role. Maintaining separate notes does not give the organization the information it needs to coordinate services and meet its reporting responsibilities. Beginning with your next outreach event, all contacts must be entered into the shared system within two business days. I need the four outstanding events entered by Friday. Can you commit to meeting that expectation?

- **Employee:**

Yes. I still have concerns about the process, but I understand that it is required.

- **Establish follow-up and accountability**

- The four outstanding entries will be completed by Friday.
- Future contacts will be entered within two business days.
- The leader will review the system the following week.
- The conversation and expectations will be documented.
- Continued noncompliance will move into the organization's formal performance-management process.

Practice #3

- **Leader: Signals feedback is coming**

Do you have a few minutes to talk about how the coalition meetings have been going?

- **Leader: Describe the behavior**

In the last three meetings, several agenda items were not completed, discussions moved away from the stated topics, and the meetings ended without clear owners for the next steps.

- **Leader: Explain the impact**

As a result, partners have followed up for clarification, and some action items have not moved forward between meetings

- **Leader: Invite their perspective-gather information**

How do you think the meetings are going, and where do you feel most challenged?

- **Employee:**

I know what we need to accomplish, but I have trouble redirecting people, especially when more senior partners dominate the conversation. I don't want anyone to feel dismissed, so I let the discussion continue. Then we run out of time.

What kind of issue is this? Clarity, capability, capacity, commitment?

THIS IS A CAPABILITY ISSUE-THEY HAVE NOT YET DEVELOPED THE SKILLS NEEDED

- **Leader: Leader:**

It sounds like the gap is not your preparation or commitment. You need additional strategies and some practice for respectfully redirecting discussion and closing each topic with a decision or next step.

COACHING

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- **Leader:**
Think about the next coalition meeting. What would a successful meeting look like?
 - **Employee:**
We would cover the priority items, everyone would have a chance to contribute, and we would end with clear responsibilities.
 - **Leader:**
What could you do differently to help that happen?
 - **Employee:**
I could assign time limits to each item, name the decision we need before beginning the discussion, and use a parking lot when something important is outside the agenda.
 - **Leader:**
What language could you use to redirect a senior partner without shutting down the conversation?
 - **Employee:**
I could say, 'That is important, and I want to make sure we give it appropriate attention. May I place it in the parking lot so we can finish today's decision?'
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COACHING QUESTIONS

- **What have you tried?**
Encourages the employee to begin with their own thinking and actions rather than immediately handing the problem to you.
- **What—or who—is getting in the way?**
Helps identify the actual barrier. Your role may be to remove an obstacle rather than solve the entire problem.
- **What support do you need?**
Keeps support broader than “What do you need *from me*?” The solution might involve another person, resource, information, or connection.
- **What would you do if you were in my seat?**
Pushes the employee to think through the decision instead of waiting for you to make it.
- **Is there anything else I should know?**
Makes sure you have important context without assuming that being informed means you now own the problem.



LEADERSHIP PRACTICE



YOUR LEADERSHIP COMMITMENT

What should your team experience differently because of what you learned today?

One action I will take within the next two weeks



LEADERSHIP IS A PRACTICE