

WHAT MAKES A RESILIENT TEAM: STAYING FOCUSED WHEN ALL EYES ARE ON YOU

Most teams have periods when they are under more intense scrutiny than is comfortable. **How do you best respond when all eyes are on you?**

The trigger for scrutiny might be an error from inside the organisation, or an event within your supply chain, or an external event outside of your control. It could be a scenario you have rehearsed, or one that nobody had predicted. Suddenly, your stakeholders expect solutions from you, and the media may be on your doorstep.

Teams that have been in the 'spotlight' tell us of the need for:

- **Clarity** about each person's role, and the self-discipline to respect those roles. Moving into a part of someone else's role might feel to you like being helpful, but it risks muddling accountabilities and slowing things down.
- **Communication**, through the right channels at the right time, with clarity on who speaks to which audience and when. Emergency simulation exercises often reveal that poorly handled communications are the weakest link, and that precious time is lost in trying to rectify this.
- Space for **Challenge**. Even when the pace is frenetic, it is critical to make time to stand back and ask the difficult questions such as: if an outsider were watching us, would they see a risk of groupthink? Might they see us trying to cover every base, rather than bringing our focus and resources to the issues that most need attention? Might they notice us overlooking some essential skills gaps?
- **Care** for the well-being of all team members, agreement that anyone who needs support should not be afraid to ask for it, and a commitment to rotate and refresh the front line. Care too for those teams who are keeping the rest of the show on the road, often with less resource.

Crucially make sure that someone has oversight of those parts of the organisation that aren't under scrutiny for the present, but could be in tomorrow's headlines if they are neglected.

Our Praesta Prompts this autumn are exploring what makes a great team, and how to manage potential derailers such as being in the spotlight and handling uncertainty.