

Stop look and listen

This week my team performed quite well, leaving us in a good position for the coming weeks and proving to be a better starting point than our practice round was. However this week did not go as smoothly as i would have hoped. In an effort to be more prepared for the week we met up earlier to be able to make our decisions. this worked well as everyone was available at one time to be able to do it. By getting our decisions made earlier in the week it left more time for everyone to focus on other work as we are getting closer to tests and other assignments being due. I also had a meeting this week with Peter I got a good insight into what he likes to focus on and how I can help to improve my team.

The issue i found this week is there is a slight conflict between what each of our team members want, whether it be to go right ahead brazenly with decisions at a risk it for the biscuit type approach, which may lead us into an "overconfidence trap" (hammond 1998) while this approach as yet hasn't hindered our success as a team it may lead to us falling more and more into an overconfidence trap so much that we think we are unbeatable by doing this, whereas some of our team members are more restrained in making their decisions.

What I need to focus on as CEO is making sure that all of our team member's ideas and objectives are in line with each-other, by making compromises, rather than shutting down one person's opinion which i feel like I did this week, not intentionally but out of me not being able to compromise.

I need to more actively focus on what my team members want and how to make our overall goal an achievable one, while not making the overall goal go against what anyone wants. This means I have to listen to everybody and give everyone a chance to voice their opinions and not take into account my own opinions to side with anyone. A good manager will take into account the wishes of all employees and work with them to achieve a goal.

From last weeks reflection where I said I need to step back from the actual decisions and need to focus on a more administrative role, i feel like i did do that more this week and definitely trusted my team members to do their roles, which paid off as we did succeed in the first real round, leaving us in third place.

Hammond, John S., et al. "The hidden traps in decision making." *Harvard Business Review*, vol. 76, no. 5, 1998,

Daudelin, W. M. (1996). Learning from experience through reflection. *Organizational Dynamics*, 24(3)