



# What Not How

When managing your team,  
**focus on what needs to be done,  
and give a whole load of room  
around how they do it.**

Sometimes, you tell your team quickly what needs doing and then spend the next half hour focusing on how you'd do the task. It's almost like we're hoping they go into autopilot and execute. But that's not how a high-performing team functions, and it doesn't sound like a team most people would like to work in.

**A high-performing team has absolute clarity on the what. And massive flexibility on the how.**