



**HIGH HOPES**  
CONSULTING

# Your route to a Thriving Team

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[highhopesconsulting.co.uk](http://highhopesconsulting.co.uk)





**Nicola Hopes is an executive coach and consultant who works with leading organisations around the world to help their teams and businesses thrive.**



Her ability to get to the heart of the challenge is her secret sauce.

Over the past 25 years she has worked in a wide range of sectors across Europe and Asia. She's partnered with global leaders from organisations like The Royal Institute for British Architects, Knight Frank and Brittany Ferries to deliver new operating models and re-booted teams to achieve record breaking revenue and award-winning results.



A Bain & Company study of 1,250 companies found **highly effective executive teams** achieve **3 x higher** than the average **revenue growth, profitability, and total shareholder returns**



**A thriving team takes challenge AND support**



**So, 74% of employees  
aren't thriving...**

# Team Leader Traps

The common slip ups that warn of a team crisis...



**The knackered parent** - having to deal with petty squabbles and infighting



**The pack mule** - you're carrying too much but you feel you can't offload



**The frustrated conductor** - the team is out of synch and out of tune despite your best efforts



**The border force officer** - having to manage turf wars when they tread on each other's toes



**The unhappy gardener** - never getting time for strategic plans 'cause you're stuck in the weeds



**The desperate coach** - whose team never quite clear the bar





# Trap #1: The knackered parent

Having to deal with petty squabbles and infighting...

## Warning signs

- They compete not collaborate
- They focus on their needs over the team
- You're constantly having to negotiate a truce

## Causes

- They don't have or buy into a shared goal
- They don't appreciate each other's roles or skills
- They don't talk or spend enough time together

But you CAN do more with less if they stop competing and pull together



# Toolkit tip: Gear-changing goals



**01 Set a shared vision**  
Start with a vision that everybody is excited by – co-created with the whole team.

**02 Goals that move the dial**  
Break down the vision into key big goals – key outcomes that you'd shout about to Exec and Board.

**03 Everybody has ownership**  
Individual ownership for each goal or sub-goal – ensure ownership is shared evenly and all contributions are clear.

**04 Everybody gets to be the expert**  
Share lessons or ideas from each team member – they test ideas for their goals and share lessons with the group.

**05 Everybody gets to be a star**  
Then celebrate individual and shared success – celebrate all key achievements so everybody has their time to shine.





# Trap #2: The pack mule

You're carrying too much but feel you can't offload

## Warning signs

- You feel like it's all on you
- Your workload's ridiculous - you're running to stand still
- You're wasting your time with things they should do

## Causes

- You can't give up control
- You can't explain what you want
- They'll never do it as well as you can
- They can't or won't do it
- They can't fit it in

Only do what only you can do! It's a total waste of your talent otherwise



# Toolkit tip: Dream delegation



## Clarity

0

Outcome v task  
Context  
Checkpoints

## Coach

0

Let go  
Risk; Time; Skills  
Share ideas

## Consequence

0

Feedback  
Right rewards  
Development



# Toolkit tip: Cool coaching - have all the questions

*“I trust you, make the call” might be the six most powerful words you can hear from a leader*



## Direction finders:

What ideas do you have?

What do you think?

What's your instinct telling you?



## Option finders:

Who have you talked to about this? What did they say?

Have you considered x or y?

What else could we do? What else might work?



## Confidence finders:

Is anything holding you back?

What do you want to do next? How can I help?





# Trap #3: The frustrated conductor

The team is out of sync and out of tune...

## Warning signs

- They don't share ideas or spontaneously collaborate
- Team meetings feel like pulling teeth
- They don't spend quality time together

## Causes

- Culturally, it's naff to do well or get better
- Team sessions follow a familiar (boring!) pattern
- Their roles don't naturally cross over
- They don't see what they can learn from each other

Updates don't need an audience - team time is for big discussions

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# Toolkit tip: Magic meetings



## What's the goal?

Creative time  
to design  
strategies and  
plans together



## What's the problem?

Problem-solving  
time as a team to  
figure out a solution



## What's the idea?

Learning time to  
share ideas  
someone has  
researched



## What's my preference?


Exploration time  
around styles and  
preferences to  
collaborate better



## What's the win?

Celebration time  
to recognise and  
reward success





Companies with effective teamwork, communication, and collaboration are **4.5 x more likely to retain top-tier employees**

In summary... to create a high performing team

- ✓ **Know the traps you're falling into** – and how to get out of them
- ✓ Co-create **Gear-changing goals** – where you all benefit
- ✓ Get into a **Dream delegation** routine – embrace consequences
- ✓ Channel your **Cool coach** – so they find answers or solutions
- ✓ Harmonise your team with **Magic meetings** – concrete reasons to collaborate

*“To help your team grow, give them space to struggle”*



# Thriving Teams Toolkit

If you want a complete set of practical tools and tips to drive high performance in your team look no further...

We are developing a full set of tools to help you and your team to thrive, including:

- **Courageous conversations** - how to nail the difficult message with clarity and kindness
- **Fearless feedback** - how to deliver inspirational feedback on what's going well and what needs to change
- **Wonderful 121s** - how to turn the weekly churn into an energy boosting conversation
- **Influence with impact** - how to land your point, persuade the doubters and take people with you
- **Cool coaching** - more in-depth tips and models to help your team step up and step on

Look out for more information in my regular updates, so you know how and when you can get your hands on this powerful toolkit you'll use time and time again







## How I help individuals and organisations

### Coaching

I help leaders to step up and perform

“It was a game changing year. A promotion to a role that a year ago I was deemed not ready for and a complete turn around in how I’m perceived. It’s a major win that Nicola’s so funny too!”

Rachel Murphy, UK MD - LOD Law

“Nicola was fundamental in turning our strategy into an operating model that our team and members believe in. She took us with her every step of the way and made a complex brief look simple. If I needed to do it again, she’d be my first call.”

Justin Young, CEO -  
Royal Institute for Chartered Surveyors

### Consulting

I design operating models and teams to nail their strategic priorities

### Speaking

I deliver engaging, interactive sessions for team meetings, (virtual) away days and conferences

Speaking topics include:

- Boosting brilliance - how to rev-up your team performance
- How to be a distinct and memorable leader
- How to design resilience into your organisation

“I’ve never seen that level of engagement on a webinar and it was all because of the questions Nicola asked and the interactive way she delivered the whole thing. We look forward to her next session!”

Sue Hurrell, Events Manager -  
Chartered Institute of Management Accountants





**Get in touch to chat about how  
I can help you or your organisation:**

**+ 44 (0) 7801 530137**

**[nicolahopes@highhopesconsulting.co.uk](mailto:nicolahopes@highhopesconsulting.co.uk)**

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