DEVELOPING AND SUSTAINING A HIGH PERFORMANCE TEAM

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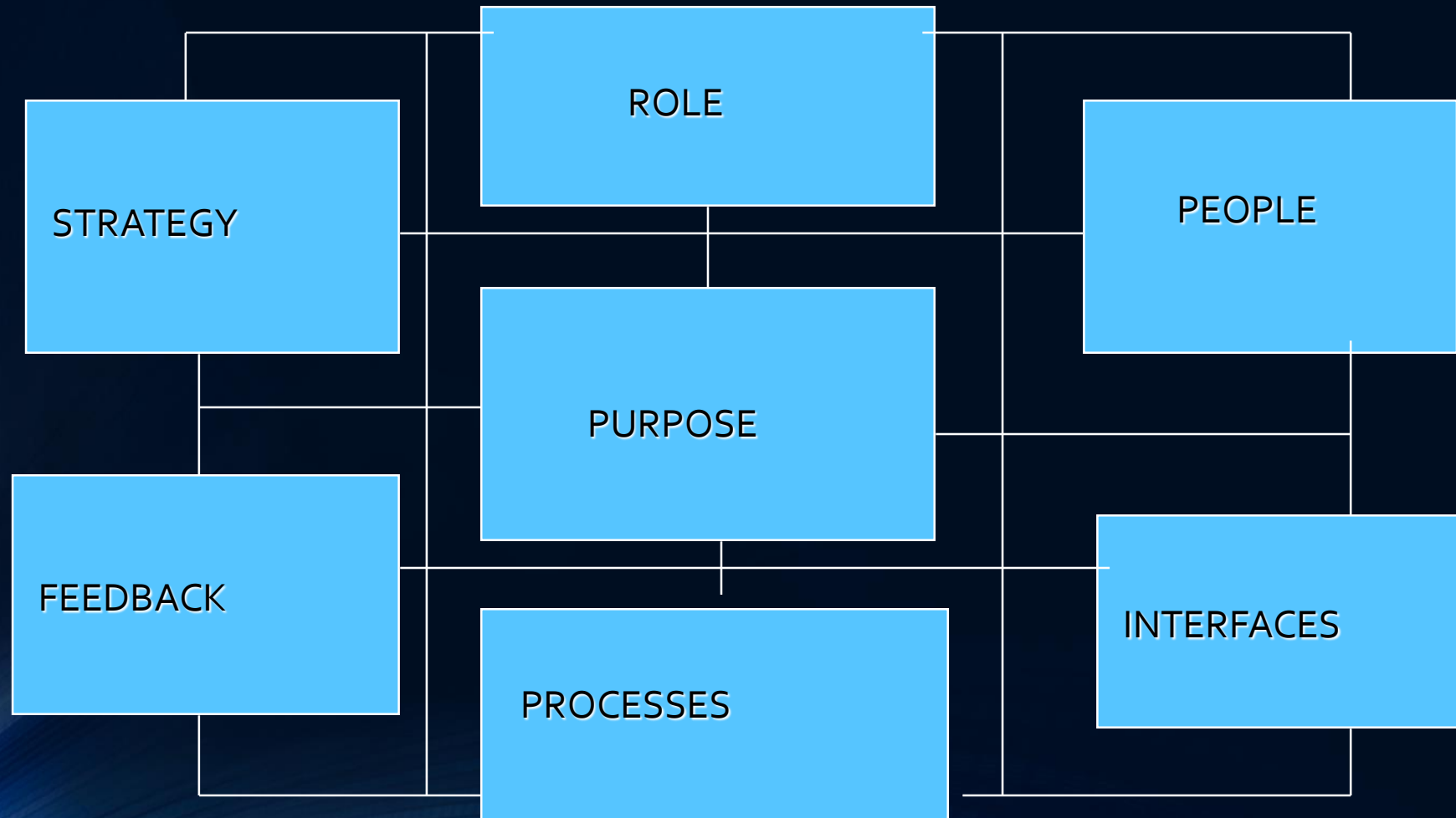
Components of a dynamic team

Here is what you will learn

- **What is a team?**

- **Team development stages**

- **Team roles**

- **Dimensions of team conflict**

- **Clear communication skills**

- **Attributes of high-performance teams**

- **Practical model of team development**

The guide for team well-being

The guide for team well-being

Role
People
Interfaces
Processes
Purpose
Feedback
Strategy

How will we contribute to fulfilling our purpose?

How will we care for one another?

How will we manage the team's relationships?

How will we work together?

Are we all committed to the same purpose?

How will we obtain and use information about our performance?

What will we do to achieve our purpose?

Eight characteristics of effective teams

- 1.A clear, elevating goal

- 2.A results-driven structure

- 3.Competent team members

- 4.Unified commitment

- 5.A collaborative climate

- 6.Standards of excellence

- 7.External support and recognition

- 8.Principled leadership

Characteristics of high performance teams

- Participative leadership

- Shared responsibility

- Aligned on purpose

- High communication

- Future-focused

- Focused on task

- Creative talents

- Rapid response

Eight attributes of high-performance teams:

☐ <u>Participative leadership</u>. Creating an interdependency by empowering, freeing up, and serving others

☐ <u>Shared responsibility</u>. Establishing an environment in which all team members feel as responsible as the manager for the performance of the work unit

☐ <u>Aligned on purpose</u>. Having a sense of common purpose about why the team exists and the function it serves

☐ <u>High communication</u>. Creating a climate of trust and open, honest communication

☐ <u>Future-focused</u>. Seeing change as an opportunity for growth

☐ <u>Focused on task</u>. Keeping meetings focused on results

☐ <u>Creative talents</u>. Applying individual talents and creativity

☐ <u>Rapid response</u>. Identifying and acting on opportunities

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Characteristics of effective teams

- *Clear purpose* (defined and accepted vision, mission, goal or task, and an action plan)

- *Informality* (informal, comfortable and relaxed)

- Participation (much discussion and everyone encouraged to participate)

- *Listening* (members use effective listening techniques such as questioning, paraphrasing and summarising)

- *Civilised disagreement* (team is comfortable with disagreement; does not avoid, smooth over, or suppress conflict)

Characteristics of effective teams (Continued)

- *Style diversity* (team has broad spectrum of group process and task skills)

- *Self-assessment* (the team periodically stops to examine how well it is functioning) - French & Bell.

Note: high-performance teams have the same characteristics but to a higher degree

1. **A well-defined goal**
2. An understanding of individual responsibilities, relationships,
and priorities
3. A willingness to subordinate individual goals to group
goals
4. A co-operative, rather than competitive, climate
5. An ability to deal with and appreciate conflict and different
points of view
6. An understanding of how the team fits in with other teams
and with its larger environment
7. A leadership pattern that balances appropriate direction
and control with support and openness
8. Camaraderie, competence and trust with resulting high
morale and cohesiveness
9. The ability to keep communication lines open

Characteristics of effective teams

- Clear purpose
- Informality
- Participation
- Listening
- Civilised disagreement
- Consensus decisions
- Open communication

- Clear roles and work assignments
- Shared leadership
- External relations
- Style diversity
- Self -assessment

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1.A clear, elevating goal

- Teams are often not completely involved in deciding their goal
  - Do the team members understand the goal?
  - Do they believe that the goal is important?
- The goal may lose its significance to the team
  - Are there too many other competing goals?
  - Have the goals become unfocused?
  - Are individual goals taking precedence?

A clear elevating goal
(Continued)

- **An elevating goal**

  - **Are the team members inspired by the goal?**

  - **Do they feel a sense of personal challenge?**

    - **Personal challenge does not translate into the pursuit of personal success.**

    - **Personal challenge must lie in the pursuit of the group's success.**

A clear elevating goal (Continued)

The more an individual or a group of people have a clear understanding of the nature of the problem that confronts them, the more effective they will be in solving that problem.

2. Results-driven structure

- **Four necessary features of team structure**

  - **Are there clear roles and accountabilities?**

  - **Is there an effective communication system?**

  - **Is individual performance being monitored and is feedback being provided?**

  - **Are judgments based on fact?**

Results-driven structure (Continued)

- **Clear roles and accountabilities**
  - **Each member's role in the group must be defined**
  - **Each member must understand the results expected from that role**
  - **Everyone must be accountable all the time**

Results-driven structure (Continued)

- An effective communication system

  - Is information readily available?

  - Is the information from a credible source?

  - Are there opportunities for team members to raise issues that are not on the formal agenda?

  - Is there a process to document issues and decisions?

Results-driven structure (Continued)

- **Monitoring individual performance and providing feedback**

  - Are there appropriate performance appraisal systems to evaluate individual performance?

  - How should the individual be rewarded?

  - What are the individual's performance needs?

3.Competent team members

- **Identify types of competencies**

  - Do the team members have the necessary technical skills and competencies to achieve the team objective?

  - Do they possess the personal characteristics required to achieve excellence while working with others?

Competent team members (Continued)

- **Critical technical skills**

  - **Easier to identify with regards to the team objective**

  - **Does the team have the necessary balance of technical skills to accomplish its objective?**

Competent team members (Continued)

- **Personal competencies**

  - **The qualities, skills, and abilities necessary for the individual team members to address and resolve issues.**

  - **The types of individuals, their qualities as people and their ability to work towards a common goal, are crucial elements of team success.**

Competent team members (Continued)

- **Seven core criteria to identify personal competence**

  - **Intellectual ability**
    - conceptual, analytical and creative

  - **Results orientation**
    - work towards outcomes
    - complete what one starts

  - **Interpersonal skills**
    - relate to the needs of others

Competent team members

- **Seven core criteria to identify personal competence (continued)**

  - **Planning and organizing**
    - schedule time, prioritise

  - **Team orientation**
    - work collaboratively

  - **Maturity**
    - open and responsible

  - **Presence**
    - create positive impression

4.Unified commitment

- This characteristic is difficult to quantify

- Could be described as:

  - Team spirit

  - A sense of loyalty and dedication to the team

  - An unrestrained sense of excitement and enthusiasm about the team

  - A willingness to do anything to help the team succeed

Unified commitment (Continued)

- Team success involves many intangibles such as attitudes and energies
  - are team members prepared to spend a great amount of time and energy to ensure the accomplishment of group objectives?
  - does the team have its own identity?
  - is there a climate conducive to fostering unified commitment?

5.Collaborative climate

- **Teamwork takes place in a structure that either facilitates or impedes effective team co-ordination**

- **Effective team co-ordination is characterised by the phrase "working well together"**

Collaborative climate (Continued)

- **"Working well together"**

  - **Can be attributed to structural features of the team, e.g.**

    - Differentiated roles

    - Responsibilities

    - Accountabilities

    - Clear lines of communication

    - Record keeping

Collaborative climate (Continued)

- **"Working well together" (continued)**

  - **Can be attributed to relationships between team members**

  - **The most significant factor in building these relationships is trust**

    - Five dimensions underlie the concept of trust

      - Integrity: honesty and truthfulness

      - Competence: technical and interpersonal skills

      - Consistency: reliability, predictability, good judgement

      - Loyalty: willingness to protect each other

      - Openness: willingness to share ideas and information

6.Standards of excellence

- **Individual standards**

  - **Performance expectations that each member of the team personally embraces**

  - **Personal pressure to perform**

  - **Individuals can influence the whole team to raise their standards**

Standards of excellence

- Team pressure

  - Can influence individual performance

  - Positive influence when it requires more from individuals than they would normally require from themselves

  - Negative influence when team pressures individuals not to perform e.g. to not make the other team members "look bad"

Never look down on someone... Unless you are helping them get up!

SPEAK WITH INTEGRITY. SAY ONLY WHAT YOU MEAN. AVOID USING THE WORD TO SPEAK AGAINST YOURSELF OR GOSSIP ABOUT OTHERS. USE THE POWER OF YOUR WORD IN THE DIRECTION OF TRUTH AND LOVE.

BE IMPECCABLE WITH YOUR WORD

FIND THE COURAGE TO ASK QUESTIONS AND EXPRESS WHAT YOU REALLY WANT. COMMUNICATE WITH OTHERS AS CLEARLY AS YOU CAN TO AVOID MISUNDERSTANDINGS, SADNESS, AND DRAMA. WITH JUST THIS ONE AGREEMENT, YOU CAN COMPLETELY TRANSFORM YOUR LIFE.

DON'T MAKE ASSUMPTIONS

THE FOUR AGREEMENTS

NOTHING OTHERS DO IS BECAUSE OF YOU. WHAT OTHERS SAY AND DO IS A PROJECTION OF THEIR OWN REALITY, THEIR OWN DREAM. WHEN YOU ARE IMMUNE TO THE OPINIONS AND ACTIONS OF OTHERS, YOU WON'T BE THE VICTIM OF NEEDLESS SUFFERING.

DON'T TAKE ANYTHING PERSONALLY

ALWAYS DO YOUR BEST

YOUR BEST IS GOING TO CHANGE FROM MOMENT TO MOMENT; IT WILL BE DIFFERENT WHEN YOU ARE HEALTHY AS OPPOSED TO SICK. UNDER ANY CIRCUMSTANCE, SIMPLY DO YOUR BEST, AND YOU WILL AVOID SELF-JUDGMENT, SELF-ABUSE AND REGRET.

Standards of excellence

- **Consequences of success or failure**
  - **Can exert pressure to create standards**
  - **"Winning is not everything, it's the only thing"**
  - **"Mediocrity is the best of the lousiest and the lousiest of the best"**
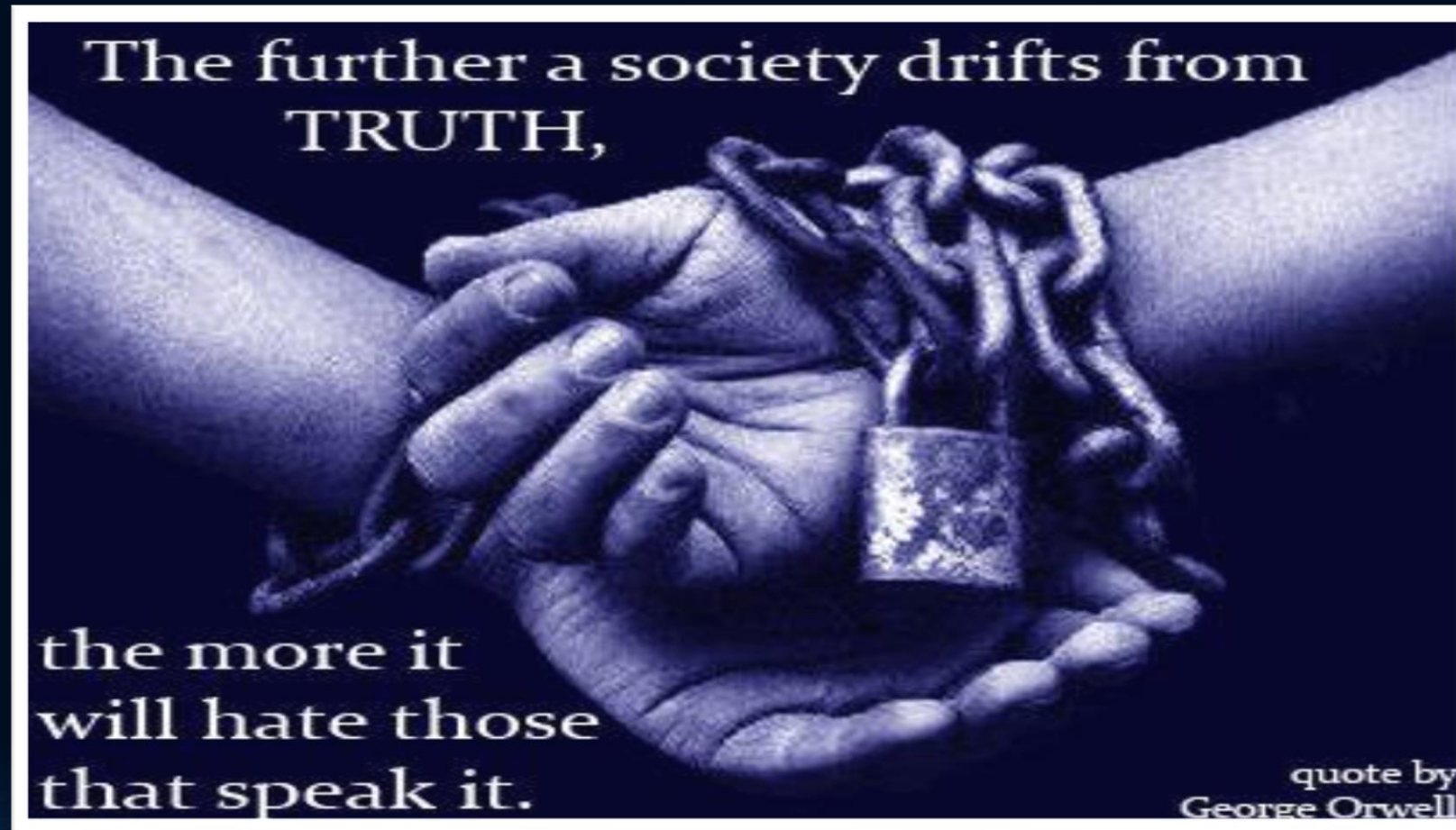
The difference between school and life?

In school, you're taught a lesson and then given a test. In life, you're given a test that teaches you a lesson.

Standards of excellence

- **External pressure**
  - **Forces outside the actual team that exert influence on team performance**
  - **Pressure from the larger organisation in which the team exists**
  - **Expectations are created for the team**

The further a society drifts from TRUTH, the more it will hate those that speak it.

quote by George Orwell

Standards of excellence

- **The team leader**
  - does the leader have the ability to inspire high standards by illuminating the goal?
  - does he have the insight to make the connection between standards and the result the group is striving for?
  - does he have the skill to communicate this to the team?

Standards of excellence

- **Three common features of standards of excellence**
  - standards embrace other variables
    - individual commitment
    - motivation
    - self-esteem
    - performance
  - members require each other to perform according to the standards
  - the team exerts pressure on itself to make constant changes to improve performance

External support and recognition

- **Philosophical rewards**

  - is the team supported by those individuals or agencies outside the team who are capable of contributing to the team's success?

- **Tangible rewards**

  - is the reward and incentive structure clear, viewed as appropriate by team members and linked to performance?

Principled leadership

- **The right person as team leader adds value to the team effort**

- **Necessary requirement for effective leadership:**
  - Industry and organisational knowledge
  - Solid relationships in the firm and industry
  - Excellent reputation and track record
  - Intellectual and interpersonal skills
  - Personal values that appreciate all groups
  - Ability to motivate
  - Strong desire to lead

Principled leadership (Continued)

- **Effective leaders**
  - **Establish a vision**
    - **They have a vision of how something could be**
    - **They can articulate this vision**
  - **Create change**
    - **They influence movement away from the status quo**
    - **"Leadership" is derived from the Greek and Latin verbs "to act"**
  - **Unleash talent**
    - **They motivate members to take an action-oriented approach**

Principled leadership

- **What can members expect from team leaders?**

  - not to compromise team's objectives with political issues

  - personal commitment to team goal

  - not to dilute team effort with too many priorities

Principled leadership

- **What can members expect from team leaders? (continued)**
  - to be fair and impartial towards all team members
  - to be willing to confront and resolve issues associated with inadequate performance by team members
  - to be open to new ideas and information from team members

Principled leadership (Continued)

- **What can team leaders expect from team members?**
  - understanding of specific role and accountabilities
  - objective and fact-based judgements
  - effective collaboration with other team members
  - making the team goal a higher priority than personal objectives

Principled leadership (Continued)

- **What can team leaders expect from team members? (continued)**
  - willingness to make whatever effort necessary to achieve team success
  - willingness to share information and feedback openly
  - provide help to other team members when necessary and appropriate
  - high standards of excellence

Principled leadership (Continued)

- **What can team leaders expect from team members? (continued)**
  - support team decisions
  - courage of conviction by confronting important issues
  - demonstrate leadership in ways that contribute to team's success
  - respond constructively to feedback from others

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REFLECT—

- You will write about how you feel about what you have learned.

- What did it mean to you? What you have learned that is deeper than facts and information

RESPOND—

- You will record your ideas for action.

- How can you practice what you learned?

- What can others do?

Thank You

Enter to Learn - Leave to Serve

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