

How Great Teams Can Work Together



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Agenda



Define a High Performing Team



Review the HPT Model



Diagnose & Improve Each Dimension



Question and Answers

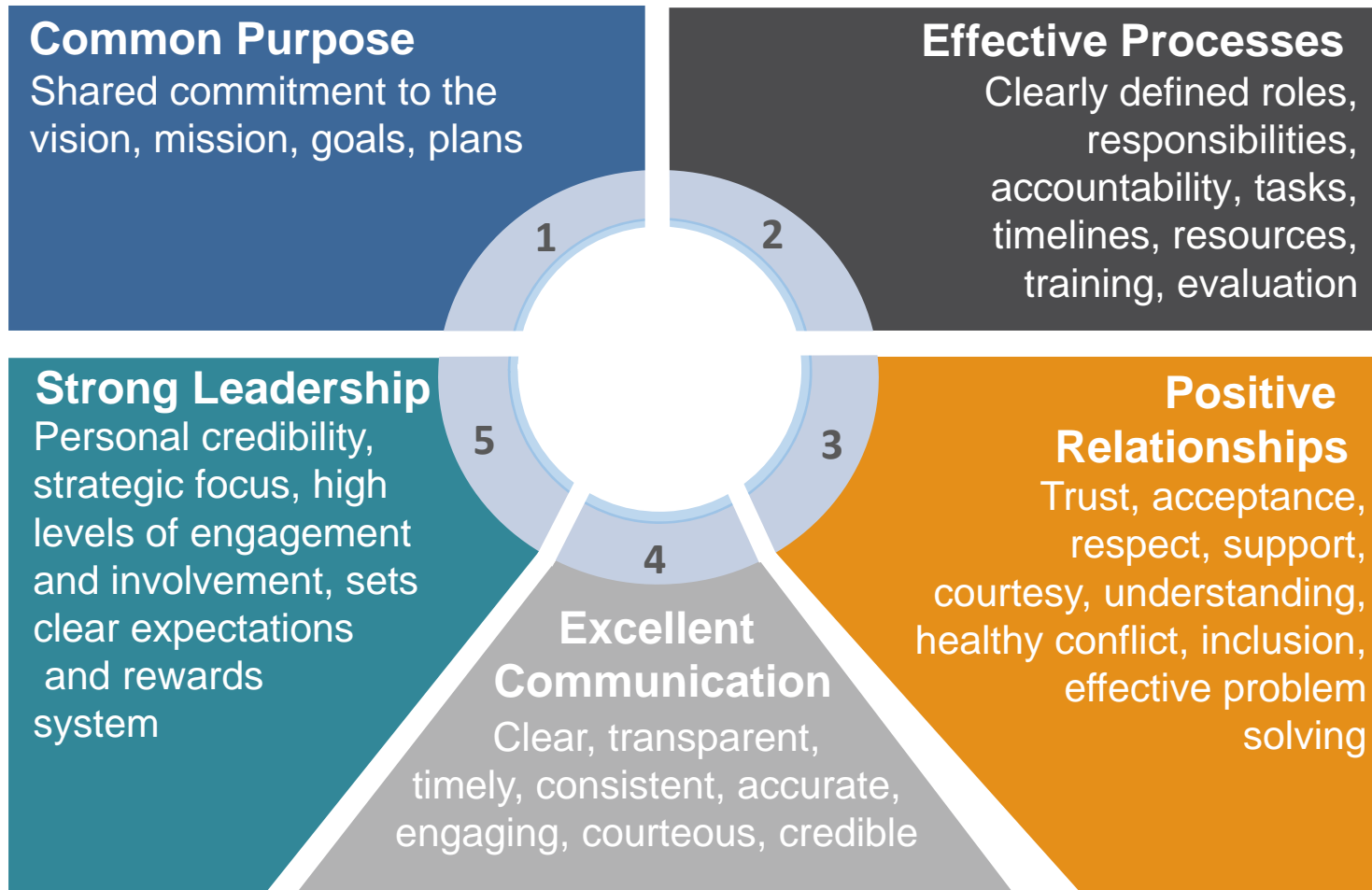
High Performing Teams

A group of people with...

- specific roles
- complementary talents and skills
- aligned with and committed to a common purpose
- who consistently show high levels of collaboration and innovation

...that produce **superior results.**

HPT Model



Common Purpose - Diagnosis

When It's Going Well

- Team members can link their work to higher level goals *using everyday terms*
- Team members work hard for the team's benefit versus personal goals
- Team goals are measurable with regular feedback about success

When It's Not Going Well

- Team members duplicate effort or work cross purposes
- Conflict arises over priorities and resources
- Team is more reactive to circumstances and feels "entrenched" in the day-to-day of getting work done

Assess
Your
Team

- ✓ I have a clear understanding of our purpose.
- ✓ I personally understand how my role advances the team's goals and our organization's mission.

Improving Common Purpose



Team Leader

- Find a variety of ways to explain the connection of work to the bigger picture
- Explain both the “what” and the “why” behind decisions
- Leverage the power of storytelling
- Make it safe for team members to ask questions



Team Member

- Ask good questions!
 - What is our ultimate goal here?
 - How does my work impact the team?
 - How does the team impact my work?
 - What does “good” look like and what does “amazing” look like? How do we measure it?

Effective Processes - Diagnosis

When It's Going Well

- Team members have clearly defined boundaries, authority, roles, and tasks
- Policy and processes are aligned with strategy and communicated to all stakeholders
- Whole team embraces the idea of “no dumb rules”

When It's Not Going Well

- Conflict arises from how to get the work done
- Team experiences a “spin” in accomplishing tasks, revisiting key decisions or moving backward in the process
- The quality and timeliness of work products is inconsistent

Assess
Your
Team

- ✓ Our goals are translated into clear plans with defined timelines.
- ✓ Decisions are made with undue delay.
- ✓ I'm recognized for helping the team achieve greater efficiency.

Improving Effective Processes



Team Leader

- Collaborate with the team to find efficiencies
- Eliminate process for the sake of process
- Decide on the decider
- Utilize RACI (Responsible, Approval/Veto, Consult, Inform) or other tools



Team Member

- Coordinate upstream and downstream to improve processes
- Convey respect and positive intent when recommending changes
- Think about solutions, not just problems – be specific!
- Seek role clarification when necessary

Positive Relationships - Diagnosis

When It's Going Well

- Team members engage in constructive social behavior and know each other personally
- Team members respect each others' ideas and encourage team participation
- Healthy conflict is used as an effective problem solving tool

When It's Not Going Well

- Within the team, there are members labeled as part of the "in" group and others as the "out" group
- Team members engage in gossip
- Team members question each others intentions, demonstrating a lack of trust

Assess
Your
Team

- ✓ I feel respected by my colleagues.
- ✓ My team engages in conflict constructively.
- ✓ I think of my team members as friends.

Improving Positive Relationships



Team Leader

- Tend to BOTH task and person
- Create informal social opportunities
- Help mediate conflict
- Pay attention to “fit” of team members
- Offer a leader your team can trust



Team Member

- Tend to BOTH task and person
- Honor your commitments
- Seek first to understand, and then to be understood
- Assume positive intent
- Be authentic
- Offer a team member your team can trust

Excellent Communication - Diagnosis

When It's Going Well

- Team members are aware of and versed in each others' preferred communication methods
- Internal and external communication is consistent, clear and transparent
- Team members consistently make effective requests and clarify agreements

When It's Not Going Well

- Misunderstanding of expectations leads to missed deadlines or inconsistent quality
- All team members are included in all meetings and/or decisions
- Mini "silos" form among the team where work is done in isolation

Assess
Your
Team

- ✓ I regularly receive relevant information from across my team.
- ✓ I feel comfortable making honest contributions in our team meetings.

Improving Excellent Communication



Team Leader

- Create a variety of intentional mechanisms for communication
- Don't treat technology as a cure all
- Be an ambassador for the team
- Create a safe place for open communication



Team Member

- Ask your team members about their preferred communication methods
- Make your thinking visible
- Help other people make their thinking visible
- Make clear requests and agreements
- Always think: who needs to know this

Strong Leadership - Diagnosis

When It's Going Well

- The team has a well developed and articulated strategy
- The team has access to resources and/or support to accomplish the work
- The team operates in an environment that fosters creativity, learning, accountability, and recognition

When It's Not Going Well

- Team members don't trust the leader's character, competence or both
- Team members won't take calculated risks out of lack of motivation or fear of reprisal
- Specific tasks are delegated but decision-making authority is not

Assess
Your
Team

- ✓ My leaders have a set of clear expectations for my performance and behavior.
- ✓ My leaders provide regular feedback and acknowledgement for my work.

Improving Strong Leadership



Team Leader

- Focus on your emotional intelligence
- Align today's decisions with tomorrow's vision (and vice versa), and help the team do the same
- Remember all the previous bullets!
- Don't just manage, LEAD



Team Member

- Demonstrate personal leadership
- Complement the blind spots in the team's leadership
- Talk honestly and specifically about what you need to succeed
- Assume positive intent and seek to understand
- Appreciate that there are multiple leadership styles



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