

6 Easy Steps to a High-Performance Team

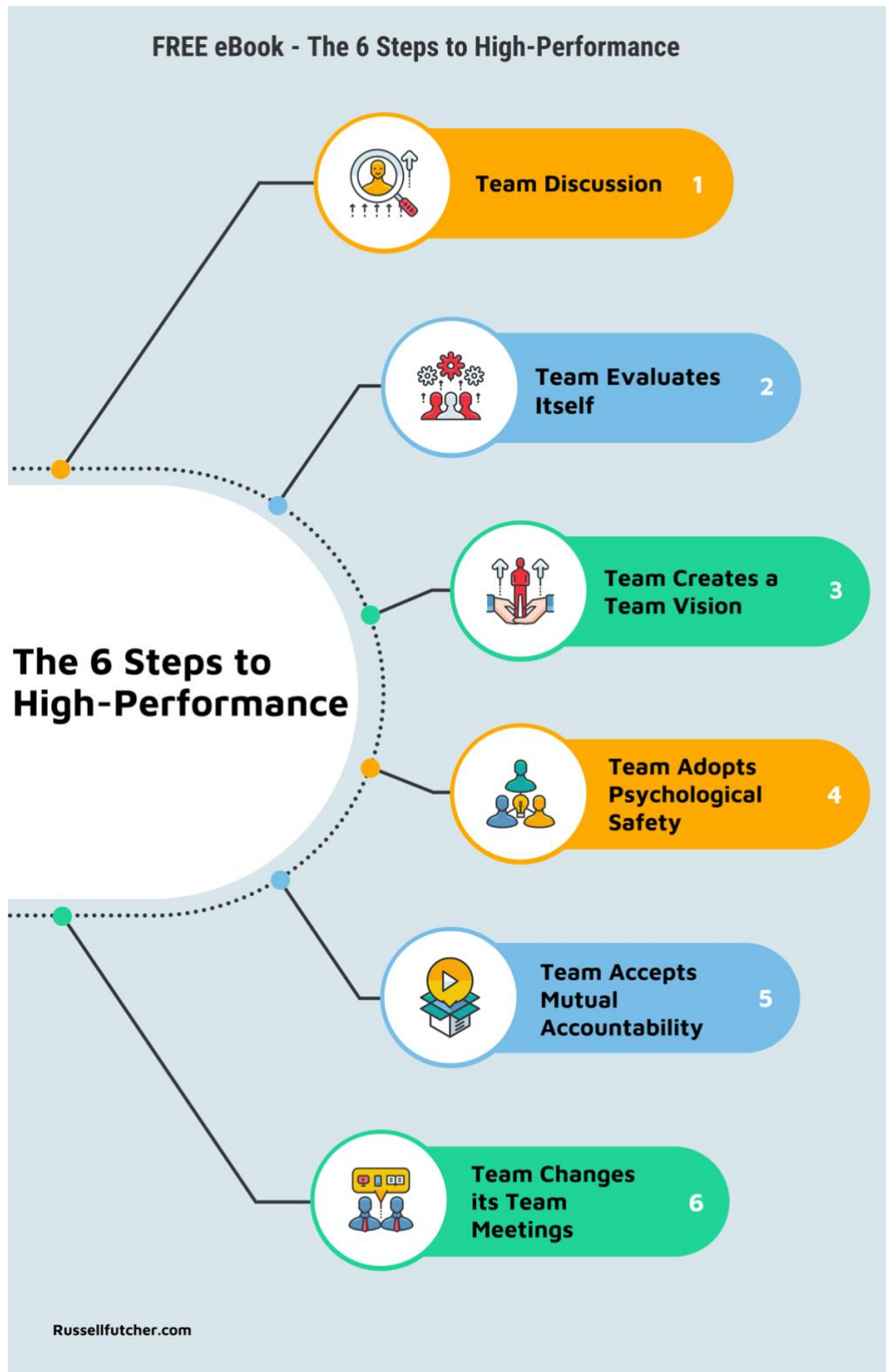


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1. Team Discussion

It is recommended that rather than just impose team training on your team that instead you invite them to join you in attaining high-performance, that is, throw out a challenge to see if the team feels they can achieve it. You can explain at the outset that high-performance process has already commenced with the introduction of Psychological Safety and Team Engagement. These behaviour changes should have resulted in team members feeling more confident about you as their manager and more confident about themselves.

What is a High-Performance Team?

A high-performance team can be defined as a group of people with specific roles, skills, and complementary strengths, aligned with and committed to a team vision. The team practices open communication, high levels of collaboration, interpersonal skills, and a personalised high-performance leadership style. The team is innovative, produces superior results and is regarded as tight knit. These characteristics enable any team member to surmount any barriers in achieving the team's goals.

Over the past 20 years, organisations have been restructuring themselves to make better use of high-performance teams. More and more organisations are moving away from Traditional/Contemporary hierarchical work-based structures and toward flat, self-managing team-based approaches. These teams offer many new benefits, including increased business knowledge, team member empowerment, more effective work practices and far better use of team member talents, skills, and capabilities. They employ formal problem solving and decision making; they are more creative and innovative and use improved work practices.

High-performance teams are an evolution of Traditional and Contemporary teams having a higher sense of who they are, why they exist and how they operate. There is a strong commitment towards the objectives or mutual purpose, which defines the existence of a team. In a high-performance team, each team member plays the role of a partner in achieving outstanding and measurable outcomes.

Due to its initial success, many organisations attempted to copy the high-performance team's model. However, most of these attempts failed because there was a lack of understanding about the underlying dynamics that create them. With this failure, high-performance teams fell out of general favour by 1995, and the term high-performance began to be used in a promotional context rather than a performance-based one.

Recently, some private and government sector organisations have placed a new focus on high-performance teams, as further studies and understandings have identified the key processes and team dynamics necessary to create all-around high-performance teams.

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Within the high-performance team, people are highly skilled and can interchange their roles. Also, leadership within the team is not vested in a single individual. Instead, the leadership role is taken up by various team members according to the need at that moment in time. High-performance teams have robust methods of resolving conflict efficiently so that conflict does not become a roadblock to achieving the team's goals. There is a sense of clear focus and intense energy within a high-performance team. Collectively, the team has its own consciousness, indicating shared norms and values within the team. The team feels a strong sense of accountability for achieving their goals. Team members display high levels of mutual trust towards each other." Source: Wikipedia.

High-performance teams comprise a group of highly talented and motivated individual professionals aiming to achieve a team vision. Ordinary teams do not leverage business resources or use their best talent, whereas high-performance teams do, assuring the highest levels of performance and productivity. Such teams drive business excellence, grow profits, and achieve business outcomes due to cohesiveness, single-mindedness, and a collective consciousness.

High-performance teams are critical in helping organizations thrive and survive in today's intensely competitive business landscape. But building them is an art and not a science. Firstly, a manager must be trained in High-Performance or Transformational Management, creating the conditions necessary to develop a high-performance team. Secondly, a full assessment of a team's capabilities, identifying its strengths, understanding its roles, and determining how to exploit its diversity is necessary. Thirdly, a team can then be trained on high-performance producing a team that collaborates well and complements each other with differing talents, skills, and attributes to create a holistic team solely focused on business strategy and objectives.

High-performance teams are driven by the need to be more competitive and by changes in business technology. Team members have complementary skills. In a high-performance team, the manager acts as the role model who aligns commitment with a team vision and individual performance goals. There are clearly defined roles and responsibilities, and behaviours and team members are fully empowered and held accountable.

Benefits

There are substantial benefits from completing high-performance team building training. Team members should expect more expansive career opportunities, comradery, and being the best in their chosen field. The team will over time become increasingly better at whatever is being done and will develop abilities to overachieve in comparison to other teams. They should expect a significant increase in job satisfaction flowing from a greater sense of achievement.

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For the organization, high-performing teams bring knowledge and independence with greater flexibility.

Teams are more motivated to innovate and take risks. The organization can become an employer of choice, with higher staff loyalty, increased competitiveness, profits, ability to rapidly expand markets and having a team focused on business needs.

Employees who work in high-performing teams are more engaged, and there's no feelings of being disheartened because they're carrying team members who aren't pulling their weight. Everyone is pulling in the same direction, and this allows team members to enjoy their jobs, which is half the battle in any career. Team members create a team vision with shared values, they share complementary skill sets and carry out work that capitalizes on their individual strengths. The team manager undergoes the same training accepting that managers also need to change and that some control must be given up as the team becomes self-managing. Here are some additional advantages:

- Renewed inspiration and self-motivation to achieve team goals.
- A working environment where every team member can speak their mind and be fully listened to, even on sensitive issues.
- A team who can dissolve sources of conflict before they become damaging issues.
- The eradication of a blame culture - now everyone takes responsibility for effective teamwork.
- Effective communication at all levels with the ability to give and receive constructive feedback
- The creation of a highly productive environment with every team member working together on shared objectives.
- A team fully motivated to achieve success, with passion and pride in their work.
- Substantially improved job satisfaction.

Summary

1. **Team discussion.** - It is recommended that rather than just impose team training on your team that instead you invite them to join you in attempting to reach high-performance team status, that is, throw out a challenge to see if the team feels they can achieve it.
2. **Schedule a two-hour team Workshop to discuss High-Performance Team building.** - Explain what has been achieved to date. Explain to the team that Psychological Safety and Team Engagement are precursors to building a high-performance team and that these have now been successfully implemented. Explain the advantages of achieving high-performance team status. Agree a list of goals to be achieved. Explain the high-performance team training steps. Briefly explain that training is carried out in fortnightly Workshops with either yourself or a facilitator as the training lead. Then briefly describe what the High-Performance Team training involves:
- 3.

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Step 1. Team Discussion.

Step 2. Team member Evaluation.

Step 3. Team Vision.

Step 4. Psychological Safety.

Step 5. Mutual Accountability.

Step 6. Team Meetings.

4. **Decision to go with high-performance building.** - Ask the team what they think about all this, have a team discussion, aim to address any fears or misgivings team members may have, but most of all be reassuring, stating that they have already completed the groundwork, that they are all capable of making the grade and that you have faith that they can do it. Ask each team member one by one, “are you prepared to give it a go?”. If you get a negative or unsure response (which is rare) try to address it there and then, otherwise state that you will speak with that team member outside the meeting.
5. **Appoint a team training secretary.** – The training secretaries’ job is to schedule workshops, make meeting room arrangements and to prepare Handouts. Workshops are best held fortnightly as this gives team members time to absorb new learnings and to start to put them into practice.

Consider the Stockdale Paradox: You must maintain unwavering faith that you will prevail in the end, regardless of the difficulties, and at the same time have the discipline to confront the most brutal facts of your current reality, whatever they might be.

<p><i>Team Discussion Workshop</i></p>	<p>2.0 hours</p>
<p>1. Create a workshop handout.</p> <p>1. Create a copy of the notes on ‘What is a High-Performance Team’ and use as a Handout.</p>	
<p>2. Arrange a team workshop.</p> <p>2. Schedule a 2.0-hour team workshop to discuss High-Performance Team building training.</p>	
<p>3. Open the workshop</p> <p>3. Open the workshop by suggesting that the team considers becoming a high-performance team, in line with high-performance standards.</p> <p>4. Have the team read the Handout.</p>	<p>10 minutes</p>
<p>4. Explain what has been achieved to date.</p> <p>5. Explain to the team that Psychological Safety and Team Engagement are precursors to building a high-performance team and that these have now been successfully implemented.</p>	<p>15 minutes</p>
<p>5. Explain the benefits for the team members and the organization.</p> <p>6. There are substantial benefits from completing high-performance team building training. Team members should expect more expansive career opportunities, comradery, and being the best in their chosen field. The team will over time become increasingly better at whatever is being done and will develop abilities to overachieve in comparison to other teams. They should expect a significant increase in job satisfaction flowing from a greater sense of achievement.</p> <p>7. For the organization, high-performing teams bring knowledge and independence with greater flexibility.</p> <p>8. Teams are more motivated to innovate and take risks. The organization can become an employer of choice, with higher staff loyalty, increased competitiveness, profits, ability to rapidly expand markets and having a team focused on business needs.</p>	<p>15 minutes</p>

<p>6. Achieving high-performance – what does it mean?</p> <p>9. Employees who work in high-performing teams are more engaged, and there’s no feelings of being disheartened because they’re carrying team members who aren’t pulling their weight. Everyone is pulling in the same direction, and this allows team members to enjoy their jobs, which is half the battle in any career. Team members create a team vision with shared values, they share complementary skill sets and carry out work that capitalizes on their individual strengths. The team manager undergoes the same training accepting that managers also need to change and that some control must be given up as the team becomes self-managing. Here are some additional advantages to talk about:</p> <ul style="list-style-type: none"> • Renewed inspiration and self-motivation to achieve team goals. • A working environment where every team member can speak their mind and be fully listened to, even on sensitive issues. • A team who can dissolve sources of conflict before they become damaging issues. • The eradication of a blame culture - now everyone takes responsibility for effective teamwork. • Effective communication at all levels with the ability to give and receive constructive feedback • The creation of a highly productive environment with every team member working together on shared objectives. • A team fully motivated to achieve success, with passion and pride in their work. • Substantially improved job satisfaction. 	<p>15 minutes</p>
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<p>7. <i>Agree a list of goals to be achieved.</i></p> <p>10. Open this part of the workshop by talking about recent problems your team has faced. Talk about what went wrong but focus more on best practices for the future. Next refer to the Professional Goals you set for yourself that relate to the team, then ask team members to make note of the things that prevent them from doing quality work, as well as the things that make doing quality work easier. Discuss what the roadblocks to excellence are and encourage everyone to contribute ideas about how to remove them. Next ask team members to come up with their own goals for wanting to move to high-performance. Create one shared goal list and against each goal assign a 'measure', something that will act as evidence that the goal has been achieved.</p>	<p>40 minutes</p>
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<p>8. Explain the high-performance team training steps.</p> <p>11. Briefly explain that training is carried out in fortnightly workshops with yourself as the training facilitator. Then briefly describe that the High-Performance Team training involves these six steps:</p> <p>Step 1. Team Discussion.</p> <ul style="list-style-type: none"> • This step to discuss high-performance, benefits and advantages and team goals. <p>Step 2. Team Evaluation.</p> <ul style="list-style-type: none"> • A set of five questionnaires (evaluation tables) covering different team member characteristics, abilities and strengths are completed by each team member for presentation to the whole team. This educates everyone on each team members value and contributions to the team allowing team members to better understand each other and the teams' capabilities. <p>Step 3. Team Vision.</p> <ul style="list-style-type: none"> • Most teams exist with little understanding of why they exist, what their actual purpose is in terms of how they contribute to the larger organization. Therefore, a team needs to define a meaningful, measurable team vision, something that acts as a target and gives direction to all the team's activities. This step asks team members to create a common team goal that supports the organizational vision, describes what the team is aiming to achieve and how they will achieve it. <p>Step 4. Open Communication.</p> <ul style="list-style-type: none"> • Open communication means practising mutually beneficial honest communication which is a higher form of communication-based on listening, trust, and mutual respect. It extends to sharing fears and seeking counselling from fellow team members. It is a transparent and open communication framework based on directness, and frankness, characterized by sharing of experiences, trust and a willingness to embrace conflict resolution and collaborative problem-solving. It engages team members to discover newer, improved ways of reaching goals and prevents groupthink whilst spurning innovation. 	<p>20 minutes</p>
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<p>Step 5. Mutual Accountability.</p> <ul style="list-style-type: none">• Mutual accountability is when all team members equally share in the teams' outcomes, the collective responsibility of the team towards generating results, achieving success, or suffering a failure. This irrespective of whether a single team member was responsible. Mutual accountability implies an implicit acknowledgement of the joint accountability of all team members towards the team vision or some other initiative such as a project, in addition to individual obligations. An important measure is how accountable team members are to each other, meaning that team members accept that everyone's successes or failures fall on all their shoulders. <p>Step 6. Effective Work Practices.</p> <ul style="list-style-type: none">• This step introduces a set of work practices common to high-performance teams. The practices include email, decision making, problem solving, process and intranet, timeboxing, motivation ad workload Management.	
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<p>9. Decision to go with high-performance training. (10 minutes)</p> <p>12. Ask the team what they think about all this, have a team discussion, aim to address any fears or misgivings team members may have, but most of all be reassuring, stating that they have already completed the groundwork, that they are all capable of making the grade and that you have faith that they can do it. Ask each team member one by one, “are you prepared to give it a go?”. If you get a negative or unsure response (which is rare) try to address it there and then, otherwise state that you will speak with that team member outside the meeting.</p>	<p>10 minutes</p>
<p>10. Appoint a team training secretary. (5 minutes)</p> <p>13. This team members job is to schedule workshops, make meeting room arrangements and to prepare Handouts. Workshops are best held fortnightly as this gives team members time to absorb new learnings and to start to put them into practice.</p>	<p>5 minutes</p>
<p>11. Close the workshop.</p> <p>14. Ask for any questions or if anything needs to be clarified.</p> <p>15. Arrange for a copy of the team rules to be made accessible to everyone.</p>	<p>10 minutes</p>

2. Team Member Evaluation

This step carries out an in-depth evaluation of each team member to ascertain the value they bring to the team, their training needs and how to best manage them. Team member evaluation looks at a team members position, their strengths, working styles, diversity, skills, and team roles. All of these are considered so you can better manage and produce a cohesive team. Evaluating your team members (by doing an honest assessment of them) is the most critical step you will take. Jim Collins from Good to Great described this decision process as “selecting the right people to put on your bus”.

Team members complete a set of five questionnaires, you then complete a Team Evaluation Table – amalgamating the team member responses and then adding to these a set of follow-up Management Actions.

Next, team composition, assigning work based on strengths, strength’s partnerships, talent sharing and talent hoarding and identifying underperforming team members and how to improve them are all considered. Finally, a Questionnaire workshop is held where team members present their Questionnaire responses to the whole team. The evaluation allows you to better understand your team members as individuals, it allows the team members to do the same and it describes what each team member brings to the team and what the team is capable of.

Being a high-performance leader means managing a team of enthusiastic professionals as against just a good team. To be truly successful you need to have a genuine willingness to learn about and know your team. As a manager in an organisation who wants to develop teamwork, especially high-performance teamwork, you must have a good understanding of what makes your people tick, evaluating them, spending time with them, talking to them, in this way you come to accept who they are, understand what they care for individually, what their work needs are and how you can satisfy them to achieve highest possible performance.

Teams are made of individuals who must be managed as individuals.

When team members clearly know things such as their roles and responsibilities and what their mutual strengths are and how they support the team, they have a better understanding of how they contribute to the success and results of the team. This produces greater job satisfaction, commitment, and productivity. It reduces conflicts and disputes over ownership, it helps avoid mistakes being made, it makes it clear who the team decision makers are and whom to speak to about specific items, problems, or issues.

There is no interest in learning about a team members weakness - it serves no purpose; it distracts from the main game of understanding strengths. The goal is not to have a team

comprised of individuals who are well-rounded but rather a team comprised of individuals performing considering their strengths.

Team member evaluation process

1. Distribute to your team members the five Questionnaires covering the different team member characteristics.
 1. Position Attributes.
 2. Strengths.
 3. Diversity.
 4. Working Style.
 5. Belbin Team Roles.
2. Collect the completed Questionnaires, review each one and adds any comments.
3. Then complete the Team Evaluation Table, amalgamating all the team member responses, providing a team view. Then prepare a list of Management Actions.
4. Next you hold a review session with each team member to discuss their Questionnaire responses and your Team Evaluation Table. Finally discuss the Management Actions you have listed.
5. The review session concludes with you asking each team member the following questions.
 - What gives them energy and what drains their energy.
 - Are their strengths being utilized.
 - How can they best contribute to the team?
 - Do they feel accountable for the entire team's success, not just their own?
 - Do they have the energy to persevere if the going gets tough?
 - Are they good role models?
 - Do they feel that everyone in the team pulls their weight?

When you ask these questions, team members often realize how they've allowed themselves to be held hostage by individual stars who are not real team players, how they've become overly inclusive to avoid conflict, or how they've been saddled with team members who once were good enough but now don't make the grade. Be prepared to discuss these types of issues.

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6. After the review session, the team member prepares an updated version of the Questionnaire responses in preparation for presentation to the team and you prepare an updated version of the Team Evaluation Table.
7. A team Questionnaires Workshop is then arranged for team members to present and discuss their Questionnaire results. This allows team members to be clear as to who has what responsibilities, accountabilities, roles, skills and so on. This helps the team to better understand each other, what everyone brings to the team, its professional makeup, its capabilities, and potential.

Questionnaires

Questionnaire 1 – Position Attributes.

This questionnaire captures basic team member position information. Each team member needs to be very clear about exactly what their position entails as other team members need to know this.

Questionnaire 2 – Strengths.

This questionnaire captures each team members strengths, their natural way of thinking, feeling, or behaving, that is their natural talents, the things they are just good at. Unlike skills, strengths are not learned (although training may be used to enhance them). Team member strengths provide the ability to deliver consistent, near-perfect performance in a specific task, simply by using innate talents. Strengths when multiplied by the investment in time spent practicing and developing them, result in a personal and unique knowledge base.

A team's awareness of their mutual strengths is more important than the specific composition of those strengths. *In other words – a team member just knowing their strengths, as well as the strengths of the other team members, leads to higher engagement and performance.* When team members value each other's strengths, they more effectively relate to one another and avoid potential conflicts. Understanding each other's strengths, boosts group cohesion and creates positive dialogue. When you have people in roles that fit their strengths and talents, their energy and passion can fuel their own great performance and inspire the same from their colleagues. Team members who know and use their strengths are better performers; they require little if any external motivation. Once each team member's strengths are aimed at the same purpose and the team is aligned on the same goals, this is where true excellence and success happens.

Team members must be able to:

- Name and understand the individual strengths of everyone on the team.
- See a clear connection between each other's strengths and behaviour, see the link between strengths and success.

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- Form partnerships that encourage their mutual strengths development.
- Use their knowledge of each other's strengths to plan, strategize, analyse, and direct their actions.
- Understand that excellence is not achieved in isolation. Excellence is created through the merging of team member differing strengths.
- Encourage collaboration among team members who have complementary strengths.

In one study of 65,672 employees, Gallup found that those who received strengths feedback had turnover rates that were 14.9% lower than for employees who received no feedback (controlling for job type and tenure). A study of 530 work units with productivity data found that teams with managers who received strengths feedback showed 12.5% greater productivity post-intervention than teams with managers who received no feedback. And in a study of 469 business units ranging from retail stores to large manufacturing facilities, Gallup found that units with managers who received strengths feedback showed 8.9% greater profitability post-intervention relative to units in which the manager received no feedback.

Questionnaire 3 – Diversity.

Diversity is the level of difference or heterogeneity within the team, it is an important differentiator between successful and unsuccessful teams. It provides teams with access to the different capabilities and points of view a successful team requires. Diversity in knowledge, views, and perspectives, as well as in age, gender, and race, help teams be more creative and avoid groupthink.

Diversity within a team operates at several levels. The first and the most visible type of diversity is the different roles within the team, the specialization. In a Traditional hierarchical organization, the most senior member of the team will lead it, parcelling out tasks according to each team members' position in the team's hierarchy. In high-performance teams, however, team roles must be complementary and are rarely dictated by position titles. Instead, they are dynamically divided and assigned based on the skills and capabilities each person brings to the team and their fit with the team's needs at the time. Tasks are also assigned to stretch a team member by taking them outside of their comfort zone.

A second, deeper level of diversity is based on identity (or demographics), such as gender, age, and ethnicity. Diversity of identity gives a team the ability to tap into different viewpoints and lived experiences—tacit knowledge that can greatly enhance effectiveness in working with a diverse set of stakeholders (both internal and external) that a team must typically deal with.

The third level is cognitive diversity. This refers to the diverse ways that individuals can approach and think about problems. In business, cognitive diversity is often tied to the

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business area or discipline in which a person has the most experience. A team of accountants, for example, is likely to frame all problems as accounting problems and assume accounting solutions. A cognitively diverse team of accountants, engineers, anthropologists, and skilled tradespeople will be forced to develop a multidisciplinary understanding of what the problem is, and will likely come up with a superior, and multidisciplinary, solution. A diverse team should ideally draw on a broad range of stakeholder groups, including a mix of capabilities, disciplines, personalities, risk appetites, and cognitive styles; that is, it should have role, identity, and cognitive diversity.

The fourth level of diversity is leadership. This refers to team member supervisory, project management, management, general management, and leadership experience. Such experience is of high value to a team, as team members high in leadership can mentor other team members and quickly take on shared leadership responsibilities.

Too much of the same is dangerous and prohibitive to high performance. A team full of people with the same backgrounds and experiences has limits on the types of tasks a team can take on. Recruit for diversity and create a culture that allows diversity to be appreciated and celebrated.

Questionnaire 4 - Working Style.

We often work with people who have very different working styles which are made up of particular attributes — think extroverts, decision makers and cautious introverts. A person's working style is significant in that it can bring about a normalization of behaviours within a team, this is especially true for the manager. For example, if most people are extroverts, especially the manager, a team may default to large meetings and more collaborative sessions. Working styles cover more than just introverts and extroverts, they demonstrate mental attitude and how that attitude infects other team members for better or for worse. Team members therefore need to understand each other's dominant working style.

Questionnaire 5 - Belbin Team Roles.

Belbin's team roles are another way of understanding a team members position in the team and the contribution they make. They are an effective way to assess the relative strengths and weaknesses of a team and help the team members to understand ways in which they could improve performance. Developed by Meredith Belbin in 1981, following nine years of study, it has become one of the most accessible and widely used tools to support team building. The roles are a guide only to each team members dominant role in the team. Matching each team member to a Belbin role shows how well balanced the team is.

Questionnaire 1 – Position Attributes

To be completed by each team member.

Position Attributes	
Name:	Team members name.
Title:	Position title such as Infrastructure Manager, Sales Manager.
Second in charge:	When the team member manages their own team, this is the name of the staff member who is second in charge. This may be identified as 'next in-line' - succession planning.
Responsibilities:	List your shared Responsibilities, that is things that that you share with other team members. Shared responsibilities are things such as server monitoring, capacity management, desktop repair, router installations, loan approvals, customer accounts maintenance, sales.
Accountabilities:	List the names of your Accountabilities, that is the things that apply only to you. Accountabilities are not shared; they can only apply to one person. An accountable team member is the owner of an item, they are the person who has decision making authority about the item, they are the person who has the final say about it. Accountabilities examples are things such as, staff retention, back-ups, managed services contracts, loan approvals over a certain amount or customer refunds. Accountabilities include being the owner of processes, how-to guidelines, other documentation, applications, and systems for which you are the decision-maker.
Complimentary skills:	List the skills (things you have learnt) that make you stand out from your other team members, that is, what makes you unique in the team. Examples – Excel, Scheduling, Server builds, Router configuration, writing Scripts, developing Presentations, Call center operator, Mobile sales, Customer service. Also list industry specific knowledge (including industry standards). E.g.: ITIL, BAA.
Training:	List the training courses this position should undertake, and against each indicate if you have completed it.

Questionnaire 2 – Strengths

To be completed by each team member.

Strengths	
Name:	Team members name.
Title:	Position title such as Infrastructure Manager, Sales Manager.
Strengths:	<p>List your strengths, that is your natural talents, things that you are just naturally good at. These are things that you have basically received no training in. Take your time to self-reflect and consider what you do best. Strengths are not skills. Skills are learned, involving specific techniques and knowledge. Examples of strengths are, leading, planning, scheduling, organizing, presenting, writing, technology, giving presentations, being sociable, creativity, courage, persistence, teamwork, training, teaching, and motivating people.</p>
CliftonStrengths:	<p>Cliftonstrengths are four types of very specific strengths. Read the four types and list the one or more, that apply to you.</p> <ol style="list-style-type: none"> 1. Analytical. People talented in the Analytical theme search for reasons and causes. They can think about all the factors that might affect a situation. "Prove it. Show me why what you are claiming is true." In the face of this kind of questioning, some will find that their brilliant theories wither and die. For you, this is precisely the point. 2. Achiever. Every team has goals to achieve, work to accomplish and tasks to complete. These are people that make things happen, they can take an idea and make it a reality and they'll work tirelessly to accomplish the goal. They work hard and possess a great deal of stamina; they take immense satisfaction in being busy and productive. 3. Activator. Every team needs to communicate, both inside and outside the team, effective communication is essential to the team achieving its goals. These people take charge, speak up and make sure others are heard, they sell the teams ideas and

	<p>persuade others. These people show team members how to reach a much broader audience and convince others to aid in accomplishing the teams' goals. These people make things happen by turning thoughts into action, they want to do things now, rather than simply talk about them.</p> <p>4. Adaptability. Every team is nothing more than a group of unique individuals. A team's power comes from each person being empowered to use their distinctive talents and appreciate others'. High-performing teams rely on people with strong Relationship Building themes to bring individuals together and make the team greater than the sum of its parts. These people unite the team and galvanize it to achieve shared success. They are the bond that hold the team together. They prefer to go with the flow, and they tend to be "now" people who take things as they come and discover the future one day at a time.</p> <p>Copyright © 2018 Gallup, Inc. All rights reserved.</p>
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Questionnaire 3 – Diversity

To be completed by each team member.

Diversity	
Name:	Team members name.
Title:	Position title such as Infrastructure Manager, Sales Manager.
Age: (Diversity of identity)	Enter your age.
Gender: (Diversity of identity)	Enter your gender.
LGBTQIA: (Diversity of identity)	Enter your identity. (Straight, Lesbian, Gay, Bisexual, Transgender, Intersex, Queer, Asexual.)
Roles: (Diversity of specialization)	List the roles you carryout, record each role by its title, such as Change Advisory Board chair, Business Liaison Officer, Security Officer, Disaster Recovery Coordinator, Loan Quality Checker, Floor Fire Warden.
Ethnicity: (Diversity of background)	Enter your ethnic background.
Cognitive: (Diversity of thinking)	Enter any unique thinking styles. E.g.: Philosophic, religious, logical, rational, formal. Also enter any business areas or disciplines in which you have the most experience.
Leadership: (Diversity of experience)	Enter your supervisory, project management, management, general management, and leadership experience by entering position titles previously held.

Questionnaire 4 - Working Style

To be completed by each team member.

Working Style	✓ if applicable.
Team member name:	
Attitude: I possess a 'give it a go' approach to work.	
Gets things done: I am someone who gets a job done, and despite how busy I am I will complete it in the agreed timeframe.	
I possess gusto: I show great energy, enthusiasm, and enjoyment that is experienced by me taking part in an activity.	
I possess alacrity: I perform all tasks with speed and eagerness. I am curious and I am a good listener.	
Emails. I only send an email when its important, I only copy people who 'need to know'.	
I respect meeting protocols: I turn up on time and abide by meeting rules.	
Outlook: I am driven and career-oriented and exude positivity and care about others.	
Extrovert: I am talkative, sociable, action-oriented, enthusiastic, friendly, higher risk taker with an outgoing personality.	
Introvert: I am focused, observant, a lower risk-taker, I carry out a more detailed analysis of available information than my extrovert partners, I bring a conservatism and balance to decision making.	
Extraordinary: I pull my sleeves up when the going gets tough, I am self-motivated, and process driven.	
I ignore my job description: Well, not completely, but I think and act outside my job description or fixed roles. When I encounter situations that require action, I act irrespective of my role or position.	
Eccentric: I am someone with a somewhat unusual personality, someone who is very comfortable in their own skin. I may seem odd at first, but pleasantly so. I tend to be very creative; a good debater and I make an excellent team member.	
Appraise others in public: I effortlessly appraise my fellow team members and I do it publicly.	
Self-motivated: I come to work firstly for its enjoyment, to satisfy my passion and secondly for pay. I am often possessed of an overwhelming need to be successful and work hard to achieve it.	

Process driven: Off my own back I work to make process better.	
Senior Management potential: I think about others first, I believe I am no better than anyone else, I am personable, non-judgmental and hold myself accountable.	

Questionnaire 5 - Belbin Team Roles

To be completed by each team member.

Belbin Team Roles	✓ if applicable.
Team members name.	Name here.
Shaper. Challenging, thrives on pressure, has the drive and courage to overcome obstacles. Enjoys directing attention to the setting of priorities and objectives to shape the way team effort is applied.	
Implementer. Disciplined, reliable, conservative, and efficient. Turns ideas into practical solutions and procedures.	
Completer-Finisher. Painstaking conscientious, anxious. Searches out errors and omissions. Delivers on time. Makes sure a sense of urgency is maintained and that the job in hand is completed effectively and efficiently.	
Co-ordinator. Mature, confident, a good chairperson. Clarifies goals promotes decision making, delegates well. Will recognise the team's strengths and weaknesses ensuring that they play to everyone's strengths and makes the most of the team's resources.	
Team Worker. Co-operative, mild, perceptive, and diplomatic. Listens, builds, averts friction. Supports others by improving communication between members, highlights and builds on others' strengths and underpinning of any shortcomings.	
Resource Investigator. Extrovert, enthusiastic, communicative. Explores opportunities, develops contacts. Relishes exploring investigating and reporting on resources, ideas or developments outside the group and is good at dealing with external forces and negotiation.	
Plant. Creative, imaginative, unorthodox. Solves difficult problems.	
Monitor-Evaluator. Sober, strategic, and discerning. Sees all options and judges accurately. Is an analyser of problems and evaluator of ideas and suggestions.	
Specialist. Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply - puts forward ideas or new methods or applications and looks for possible breakthroughs to problems.	

Team Evaluation Table

1. Collect all five Questionnaires from each team member, review each one and mark up with any comments.

2. Next, complete the Team Evaluation Table shown below. This amalgamates all the team member Questionnaire responses into one table so that you can see a team view.
 - For each team member assign a ✓ or a X against each item.
 - Use a ✓ when the answer is YES, or the item applies to the team member.
 - Use a X when the answer is NO, or this item does not apply to the team member.

3. When you have completed the Team Evaluation Table, take some time to reflect on what the information in the table is telling you about your team members and your team. For each team member, write out what Management Actions you need to take.

Team Evaluation Table.

Manager to complete based on Questionnaire responses.

Team Evaluation Table	Initials	Initials	Initials	Initials	Initials	Initials
High-Performance Leadership Outcomes						
Is responding well to Engagement practices (Weekly Check-Ins and Quarterly Mentoring.)	✓	X				
Is responding well to Psychological Safety (Team Communication, Speaking their mind and Team Rules.)						
Position Attributes						
Is a candidate for extra roles?						
Position accountabilities are complete, and correct?						
Has a strong, complimentary skillset.						
Needs formal skills training. (Arrange formal training for skills the team member already has.)						

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Diversity						
Brings a lot of diversity to the team.						
Has good Role Diversity? (Has multiple roles.)						
Has good Identity Diversity (Sexual preference)						
Has Ethnic Diversity? (Background)						
Has good Cognitive Diversity? (Thinking styles, business areas or disciplines experience.)						
Has good Leadership Diversity. (Management experience.)						
Strengths						
Has good a good strengths profile.						
Strengths are or are not being fully used?						
Can match this team member to other team members based on shared strengths.						
Need to delegate work to capitalize on their strengths.						
Has good CliftonStrengths that can be capitalized on. (Analytical, Achiever, Activator, Adaptability.)						
Working Style						
Possesses a 'give it a go' attitude?						
Gets things done?						
Possesses Gusto. (Shows great energy, enthusiasm, and enjoyment that is experienced by me taking part in an activity.)						
Possesses Alacrity. (Performs all tasks with speed and eagerness.)						
Emails. (Only sends on a need-to-know basis.)						

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Respects Meeting Protocols. Turns up on time and abides by meeting rules.						
Outlook. (Is driven and career-oriented and exude positivity and care about others.)						
Is an Extrovert. (Talkative, sociable, action-oriented, enthusiastic, friendly, higher risk taker with an outgoing personality.)						
Is an Introvert. (Focused, observant, a lower risk-taker. Carries out a more detailed analysis of available information than extrovert partners, brings a conservatism and balance to decision making.)						
Extraordinary. (Pulls sleeves up when the going gets tough, appraises others in public, self-motivated and process driven.)						
Ignores Job Description. (Thinks and acts outside job description or fixed roles.)						
Is Eccentric. (Someone with a somewhat unusual personality, someone who is very comfortable in their own skin, tends to be very creative; a good debater and makes an excellent team member.)						
Is Self-Motivated. (Comes to work firstly for its enjoyment, to satisfy a passion and secondly for pay.)						
Is Process Driven. (Works to make process better.)						
Is Senior Management potential. (Thinks about others first, believes is no better than anyone else, is						

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personable, non-judgmental and holds themselves accountable.)						
Is Unprofessional. (Is not interested in becoming a professional.)						
Belbin Team Roles						
Shaper. (Challenging, thrives on pressure.)						
Implementer. (Disciplined, reliable, conservative.)						
Completer- Finisher. (Painstaking conscientious, anxious.)						
Co-Ordinator. (Mature, confident, a good chairperson.)						
Team Worker. (Co-operative, mild, perceptive.)						
Resource Investigator. (Extrovert, enthusiastic, communicative.)						
Plant. (Creative, imaginative, unorthodox.)						
Monitor-Evaluator. (Sober, strategic, and discerning.)						
Specialist. (Single-minded, self-starting, dedicated.)						
General Management						
Needs more encouragement.						
Needs more autonomy and empowerment.						
Requires firmer standards and instructions.						
Needs more task structure, that is more explanation of how to do a job.						
Needs more motivation.						

Management actions - putting the results into practice

1. *Team composition.*

Team composition is the starting point. The team needs to be kept small, but not too small and it's important that the structure of the organization doesn't dictate the team's membership. A small top team, fewer than six, is likely to result in poorer decisions because of a lack of diversity, and slower decision making because of a lack of bandwidth. A small team also hampers succession planning, as there are fewer people to choose from and arguably more internal competition. Research also suggests that the team's effectiveness starts to diminish if there are more than ten people on it - sub-teams start to form, encouraging divisive behaviour. Although a congenial, 'here for the team' face is presented in team meetings, outside of them there will likely be much more manoeuvring. Bigger teams also undermine ownership of group decisions, as there isn't time for everyone to be heard. A good management team size is six to eight.

Based on your team members roles and strengths, place team members in positions that help the team achieve quality success and your own goals. Analysis of the Questionnaires and the Team Evaluation Table is sometimes more qualitative than quantifiable, any decisions you make are best based upon what your gut (intuition) tells you - this is in fact the best way to decide your responses.

Jim Collins (Good to Great) writes: "We expected that good-to-great leaders would begin by setting a new vision and strategy. We found instead that they first got the right people on the bus, the wrong people off the bus, and the right people in the right seats - and then they figured out where to drive it. The old adage 'People are your most important asset' turns out to be wrong. People are not your most important asset. The right people are."

2. *Assigning work based on strengths.*

This is perhaps the most important action you can take, that is, assigning work based on team member strengths. High-performing team members can successfully juggle multiple assignments. When assigning work to a team member or the team, it's important to be clear about the expected deliverables and due dates. This enables the team to accurately prioritize their workload, do the necessary planning, and execute the work efficiently. A strengths-based approach to managing is also the single best method of improving the team member-manager relationship.

High-performance managers do not command; they inspire and encourage by tapping into the strengths, knowledge, and skills of their team members, managing them to make commitments to achieve results.

Managing your team as individuals according to their strengths is the secret of high-performance leadership and teams. When you have team members in roles that fit their

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strengths and passion, this fuels performance and inspires the same from their colleagues. A strengths-based team culture is one in which team members learn their roles faster, produce significantly better work, stay with their company longer and are more engaged. Adding team member engagement and psychological safety to strengths is the recipe for high-performance success.

Give team members the opportunity to do what they do best, based on their inherent strengths, their natural talents. When team members are aware of each other's strengths, they are better at understanding how each other thinks, feels, and acts. This awareness helps the team navigate issues and realize how they can work best together to accomplish goals and achieve objectives. Strengths-oriented team members know their talents and those of their co-workers, which helps them perform at increasingly higher levels.

In case of ordinary teams, the scope of the job for each team member is narrowly defined and importance is given to specialised skills or competencies. But the members of high-performance teams have multiple and complementary skills with a focus on broader goals which affect team and organisational growth. It means that each team member knows what their role is. This helps them focus on what they need to do to bring the team closer to its larger goal. The second is that it makes it easier for you to assign work. It's about knowing what a team member is best at doing and giving them a job that aligns with their strengths. Indefinitely, it's the manager's job to provide the team member with work that fits their needs rather than giving them work that drains them.

Knowing team member strengths also gives managers an advantage in working with their team members. Those insights can help managers and team members achieve greater performance, more success, and higher engagement levels.

The ability to respond to changing priorities is an essential quality teams need to possess, but constantly changing course due to a lack of planning is wasteful, exhausting and makes it near impossible to keep up. When planning is sufficiently advanced or mature then changing organizational needs can be prioritized effectively, with teams able to function proactively, making reactivity the exception rather than the rule. Along with assigning work effectively, fostering a proactive approach will enable your team to consistently manage their work and deliver on their accountabilities. When managers help team members grow and develop through their strengths, they are more than twice as likely to have fully engaged team members. The most powerful benefit a manager can provide to team members is to place them in jobs that allow them to use the best of their natural talents, adding skills and knowledge to develop and apply their strengths, allowing them to professionally grow within their position.

3. *Forming strength's partnerships.*

Create opportunities for two team members who have the same strengths to work on tasks and projects together so that they can each do what they do best. As the pairs find better ways to work together, their insights about partnerships lead to enhanced trust and relationships across the whole team.

4. *Sharing and hoarding talent.*

One sure way to improve teamwork is to encourage talent sharing. Talent sharing, is about proactively moving star performers to new positions, or giving them additional roles. At minimum it means delegating challenging tasks that take the team member outside of their comfort zone and having mentoring conversations about their growth and development. The most effective way to do talent sharing is to change the management position of a team member, giving them a management job that they have no prior experience or knowledge of. If you really have star talent and want to retain them, change their management positions at least every 12 to 24 months.

Talent hoarding is when your star performers are being left without developmental opportunities because they are consistently resourced to the same people or projects. The personal priorities of some managers keep the best talent working for them, and when your best team members believe that the only way up is out, you have a serious retention issue on your hands.

5. *Identifying underperforming team members and improve them.*

A high performing team is only due to its team members. All team members need to equally pull their weight to accomplish the goals that are set. A poor performer can hurt the team dynamics and eventually bring loss to a business. If you have team members who you believe are not or will not make the grade - act immediately by reassigning them or managing them out. There are a few ways to identify poor performance and fix it:

- Assess a team members performance after the implementation of Psychological Safety (Team Communications, Speaking their mind and Team Rules.) and then use Engagement practices (Weekly Check-Ins and Quarterly Mentoring.) to manage them.
- Assess each team members performance through work reports, performance metrics, records, and your own experience with the team member to know where there is the weak point.
- Interact with the team member to know where they are lagging and give advice on how they can improve by giving feedback.
- Keep a record of the progress of the tasks they perform. If the numbers do not meet the standards set, instruct, and guide them to accomplish it.
- Encourage team members to push their limits to meet their goals.

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- Take team member concerns and issues into consideration.
- Provide extra training sessions and knowledge if required that will improve team member performance.

You should also consider if a team members performance is poor due to the team culture that existed before high-performance leadership practices were introduced. If you suspect that this is the case, it is recommended that wait until the high-performance team training is completed and then assess their performance after.

6. *Management actions.*

Looking at the Team Evaluation Table, decide on what management actions you need to take. Make a note against each team member for discussion. Example management actions:

- Change the team composition.
- Create opportunities for two team members who have the same strengths to work on a task or project together so that they can each do what they do best.
- Use a strengths-based approach to help set and manage your expectations.
- Ensure that all team members know and appreciate their unique strengths and contributions.
- Plan projects around the collective strengths of your team.
- Provide work that fits each team members needs rather than giving them work that drains them.
- Act on talent sharing and talent hoarding.
- Identify underperforming team members and create an action plan.
- Recognise that team members have individual differences in terms of needs and desires, accept that these differences (e.g., some team members require more encouragement, some more autonomy, others firmer standards, and still others more task structure) effect the tasks that you delegate.
- Understand each team members preferred working style as this is an area to focus on in terms of achieving high engagement and job satisfaction.
- Requires firmer standards and directions as to how to do work.
- Needs more encouragement and motivation.
- Needs more autonomy and empowerment.

Team Member Review

1. Next hold a review session with each team member to discuss the team members Questionnaire responses and your Team Evaluation Table entries. Also discuss the Management Actions you are proposing to take.
2. To conclude the review session, ask each team member the following questions.
 - What gives them energy and what drains their energy.
 - Are their strengths being utilized.
 - How can they best contribute to the team?
 - Do they feel accountable for the entire team's success, not just their own?
 - Do they have the energy to persevere if the going gets tough?
 - Are they good role models?
 - Do they feel that everyone in the team pulls their weight?

When you ask these questions, team members often realize how they've allowed themselves to be held hostage by team members who are not real team players, how they've become overly inclusive to avoid conflict, or how they've been saddled with team members who once were good enough but now don't make the grade. Be prepared to discuss these types of issues.

3. After the review session, have each team member prepare an updated version of their Questionnaire responses as applicable in preparation for presentation to the team and then you should prepare an updated version of the Team Evaluation Table as required.
4. Arrange a team Questionnaires Workshop for team members to present and discuss their Questionnaire responses. This allows team members to be clear as to who has what responsibilities, accountabilities, roles, skills and so on. This helps the team to better understand each other, what everyone brings to the team, its professional makeup, its capabilities, and its potential.

Summary

1. **Team member evaluation.** - Being a high-performance leader means managing a team of enthusiastic professionals as against just a good team. To be truly successful you need to have a genuine willingness to learn about and know your team. As a manager in an organisation who wants to develop teamwork, especially high-performance teamwork, you must have a good understanding of what makes your people tick, evaluating them, spending time with them, talking to them, in this way you come to accept who they are, understand what they care for individually, what their work needs are and how you can satisfy them to achieve highest possible performance.

2. **Team member evaluation process.** - The manager distributes five team member Questionnaires covering different team member characteristics. Position Attributes, Strengths, Diversity, Working Style, and Belbin Team Roles. The manager collects the completed Questionnaires, reviews each one and adds any comments. The manager then completes the Team Evaluation Table, amalgamating all the team member responses, providing a team view. A list of Management Actions is also produced.
3. **Review session.** - Next the manager holds a review session with each team member to discuss the team members Questionnaire responses and the managers Team Evaluation Table.
4. **Management Actions.** - Are discussed with the team member.
5. **Management actions** - putting the results into practice. - Team composition, assigning work based on strengths. Forming strength's partnerships, Sharing, and hoarding talent. Identifying underperforming team members and improve them.
6. **Team Member Review.** - A review session with each team member to discuss the team members Questionnaire responses and your Team Evaluation Table entries. Also discussed are the Management Actions you are proposing to take.
7. **Questionnaires Workshop.** - Is now arranged for team members to present and discuss their Questionnaire responses.

3. Team Vision

A clear team vision is essential for several reasons.

- It's crucial to the success of a team. One highly-rated manager at Google explained that "having a compelling, shared team vision is crucial to the success of your team, as it allows all of you to stay focused and move forward in the same direction. Conversely, not having a vision can dramatically hurt your team through lack of focus and a commensurate lack of momentum."
- Team members need to know where they're going. A clear team vision means that everyone on the team knows where they're going, if they're on track, and what success looks like.
- It helps teams decide what to work on. A clear team vision helps teams make trade-offs and prioritize. Managers should tie back to the team vision when communicating decisions.

Ordinary teams respond to a mandate from outside their team making them entirely internally focused, their managers are the ones who usually provide clarity and direction to their team members. In an ordinary team the manager is the backbone of the team, and functions as the support system for teamwork and collaboration. In a ship analogy, leaders are the people with their eyes on the horizon, managers are the ones reading the map. As a manager of an ordinary team, you are the one plotting the course and showing your team members how you're going to get there. However, this does not apply to high-performance teams where the whole team would be reading the map and determining the team's direction.

Most teams exist with little understanding of why they exist, what their actual purpose is in terms of how they contribute to the larger organization. Therefore, a team needs to define a meaningful, measurable team vision, something that acts as a target and gives direction to all the team's activities. Such a goal needs to consider likely changes in the organisation's business environment, competitors' movements, and the future behaviours of consumers, combined with the team's aspirations. It needs to answer the question of why the team exists. High-performance teams define their own team vision, just one of the key things that differentiate them from ordinary teams. People can't work at their highest standard if they are unsure of what they are working towards. Organisations with truly high performing teams have a crystal-clear purpose at an organisational level as well as by department and even down to the individual.

When you look at the defining characteristics of a high-performing team they always have a clear team vision (where they're going) and purpose (clarity on why they exist).

A team is made up of individuals with individual motivations, a team vision unifies these varying agendas giving the team a single, shared purpose. This is one of the key steps in creating high-performing teams. It's about taking a group of talented people and turning them into a team that works for each other and the organization. The team members become individually and jointly accountable for the achievement of the team vision, they accept mutual accountability for the team outcomes, whether success or failures. (One for all, all for one).

Creating a team vision is important as it acts as a target to direct and motivate team members and their staff. It gives direction to all actions and acts as a measure of success after a task is completed. Creating a team vision as a team, aside from creating the goal itself, has several important team building aspects, they are:

- Everyone on the team knowing the team vision becomes committed to it and has a stake in it. When each team member and their staff buy into the team vision and how their specific role contributes to it, productivity goes up.
- If team members understand and believe in the team vision, the team achieves better results as it gives team members extra motivation to push that little bit more when dealing with difficult situations. They'll also put their own interests aside to achieve the organization's goals.
- A good team vision stimulates teams on both the emotional and intellectual levels. It challenges and excites them, which inspires them to work towards it.

Creating the team vision

When the team sets a clear team vision, it communicates what role each team members plays in achieving this objective. When the goal the team is aiming to reach is not defined, it leads to confusion and wasted effort and time.

The team vision needs to be strong enough to inspire, and it needs to be realistic enough so team members believe it can be achieved. A compelling team vision describes 'This is what we'll achieve, and this is how we'll achieve it'. The team vision is the reason the team exists, its own vision, mission, goals, or aspirations. It provides a purpose for the team members to rally around, and shapes both the team's strategy and tactics. A clear team vision provides team members with an anchor for their commitment to the team. Consequently, it should be framed in such a way that encourages team member buy-in. It has long been accepted that an effective team vision must be clear and challenging but achievable. Recent thinking also

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highlights the importance of the team vision being ethically aligned, as the workforce is becoming increasingly purpose driven.

A team should understand and be able to articulate the team vision, they should frequently refer to it, define it vigorously with stakeholders and explore its implications. It is important to make the team vision short, meaningful, and memorable to reinforce its importance.

Most organizations have a vision statement which is the corporate objective. The vision is usually set by a Chief Executive Officer - the team vision is a kind of subset of the organizational vision. The team vision should clearly state what a department, business unit or team does to help the organization achieve the vision, it should highlight the work goals which inherently imply their reason for the team's existence. The measure of the team vision is that all work contributes to the team vision achievement. Here are some examples of organizational vision statements linked to team visions.

- Alphabet Vision: "Organize the world's information and make it universally accessible and useful."
A team within Alphabet could have a team vision of "We provide quality and timely information."
- Southwest Airlines Vision: "Dedication to the highest quality of customer service delivered with a sense of warmth, friendliness, individual pride, and company spirit."
A team team vision could be "Our friendly and supportive customer service will exceed your expectations."
- IKEA: "Offer a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them."
A department within IKEA might have a team vision statement of "We build low-cost home furnishings that you will love."

Only 40% of team members strongly agree that the vision or purpose of their company makes them feel their job is important. This means that most team members are at least a little unsure about how their work fits into the big picture. So, when big changes are required, many team members lack motivation. This is not the case however when the whole team has created the team's vision and how it relates to the organization.

The team vision creation process is psychologically important in that the team is agreeing on shared values and targets. They are giving meaning to their existence, and this has a significant and positive impact on job satisfaction and personal feelings of being a contributor, not just a worker. The team vision exercise allows the team to work together, sharing honest views, feelings, and opinions that they may not otherwise share. This is

because the conversation around setting a team vision allows team members to express what they like about the team, what do not like and what they are prepared to let go.

The best team visions merge organizational and team aspirations into one. The team vision must be a goal the whole team will embrace and work towards in everything they do. Here is the process to create a team vision:

Summary

1. **A clear team vision is essential for several reasons.** - It's crucial to the success of a team. Team members need to know where they're going. A clear team vision means that everyone on the team knows where they're going, if they're on track, and what success looks like. It helps teams decide what to work on. A clear team vision helps teams make trade-offs and prioritize. Managers should tie back to the team vision when communicating decisions.
2. **Team vision.** - Ordinary teams respond to a mandate from outside their team making them entirely internally focused, their managers are the ones who usually provide clarity and direction to their team members. In an ordinary team the manager is the backbone of the team, and functions as the support system for teamwork and collaboration. In a ship analogy, leaders are the people with their eyes on the horizon, managers are the ones reading the map. As a manager of an ordinary team, you are the one plotting the course and showing your team members how you're going to get there. However, this does not apply to high-performance teams where the whole team would be reading the map and determining the team's direction.
3. **Creating the team vision.** - When the team sets a clear team vision, it communicates what role each team members plays in achieving this objective. When the vision the team is aiming to reach is not defined, it leads to confusion and wasted effort and time. The team vision needs to be strong enough to inspire, and it needs to be realistic enough so team members believe it can be achieved. A compelling team vision describes 'This is what we'll achieve, and this is how we'll achieve it'. The team vision is the reason the team exists, its own vision, mission, goals, or aspirations. It provides a purpose for the team members to rally around, and shapes both the team's strategy and tactics. A clear team vision provides team members with an anchor for their commitment to the team. Consequently, it should be framed in such a way that encourages team member buy-in. It has long been accepted that an effective team vision must be clear and challenging but achievable. Recent thinking also highlights the importance of the team vision being ethically aligned, as the workforce is becoming increasingly purpose driven.

<i>Team Vision</i>	2.0 hours
<i>Arrange a team workshop.</i>	
<i>Create a workshop Handout.</i> Copy the notes from the Team Vision step and use as Handout. Obtain a copy of the organizations vision statement and add it to a Handout.	
<i>Start workshop.</i> Start the workshop by having the team read the two Handouts.	10 minutes
<i>Team discussion.</i> Now have a team discussion answering the following questions. Record the answers on a whiteboard or poster sheet. What is the purpose of our team? What would happen if our team did not exist? What does the team produce? What value does the team bring? What are our core values, what do we believe in? What do we want to achieve, what is our mission? How will we realize our mission, what is our strategy? How do we plan to accomplish our strategies, what are our goals?	30 minutes
<i>Team vision keywords.</i> From the answers given, create a list of keywords that best answer the questions.	15 minutes

<p><i>Create team vision statement.</i></p> <p>Using the keywords, create a one or two sentence team vision. (Any longer and it will lose its effectiveness.)</p> <p>Now test the team vision by asking:</p> <p>Does the team vision merge team and organizational aspirations?</p> <p>Can it be measured?</p> <p>How will staff feel about the team vision?</p> <p>How will the team vision be communicated to customers, stakeholders, and staff?</p>	<p>30 minutes</p>
<p>Revise the team vision as required until all team members agree. Here are some examples of good, measurable team visions:</p> <p>“Our objective is to transform IT into an agile and responsive customer-focused team, delivering quality solutions which meet the strategic needs of our business, in a timely and efficient manner.” – Colonial Mutual Life.</p> <p>“We are best when we fix the things you hate.” - Anonymous.</p>	<p>30 minutes</p>
<p><i>Agree on what the team vision means.</i></p> <p>That all work is aligned with achieving the team vision. Work is only undertaken if it aligns with the team vision. The success of a task or project is achievement of the team vision.</p>	<p>15 minutes</p>
<p><i>Close the workshop.</i></p> <p>Ask for any questions or if anything needs to be clarified. Arrange for a copy of the Team Vision to be made accessible to everyone.</p>	<p>10 minutes</p>

4. Psychological Safety

This step involves making changes to the way your team members behave, how they communicate and how they operate. It comprises understanding what psychological safety is, its introduction to the team, how it changes behaviours and team member communication and the role of team rules.

Professor Amy Edmondson coined the term 'Psychological Safety' in 1999 (Professor of Leadership and Management at the Harvard Business School) as a "shared belief held by members of a team that the team is safe for interpersonal risk-taking". It was identified as a critical factor in team learning and High-Performance Team development and performance. An all-inclusive and understanding environment is a breeding ground for new ideas where team members feel they can put forward risky or innovative concepts because they know they will be taken seriously. Hostile business environments lead to the stagnation of creativity, poor work ethics, dogmatic policies, and low retention.

The concept of Psychological Safety is particularly relevant in the modern business world, which counts on teams to innovate and perform in a chaotic environment. Team members who have no sense of Psychological Safety are unlikely to collaborate efficiently and effectively, and productivity will be hampered as a result. An atmosphere of Psychological Safety means that people are content and able to admit and discuss mistakes; a healthy, positive learning and high-performance environment is created.

Research confirms that higher levels of Psychological Safety led to more effective team learning and, in turn, higher team performance. Professor Edmondson demonstrated that in an environment of Psychological Safety, a cycle of learning is created; team members are more likely to ask questions and speak up to express issues and concerns, leading to the quicker identification of problems and search for solutions.

“When the workplace feels challenging but not threatening, team members Oxytocin levels increase in their brains eliciting trust and trust-making behaviour. This is a huge factor in team success.” Source: Laura Delizonna, HBR.

Over time, this cycle leads to improved team performance. "In an internal study by Google (Project Aristotle), researchers concluded from quantitative and qualitative data that psychological safety had the biggest positive impact on team performance and was four times more significant than other factors such as individual performance, structure, and clarity, or meaning. It turns out that it matters much less who is on a team, and much more how those people interact" Source: Google 2015. Simply put, psychological safety is much the same as trust.

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In a workplace that can be volatile, uncertain, complex, and ambiguous - creating and maintaining a psychologically safe environment must become a managerial priority for those who want to keep up in the global competitive race.

If you create this sense of psychological safety within your team, you will see higher levels of engagement, increased motivation, more learning and development opportunities, and substantially better performance. You create an environment where team members are energised because they feel they can speak their minds, be truthful and take risks.

Team Communication

"We are all reluctant to engage in behaviours that could negatively influence how others perceive our competence, awareness, and positivity. Although this kind of self-protection is a natural strategy in the workplace, it is detrimental to effective teamwork. On the flip side, the safer team members feel with one another, the more likely they are to admit mistakes, to partner, and to take on new roles." Source: Google 2015.

Psychological safety is a workplace, an environment where team members feel a sense of inclusion which creates conditions that enable individuals to speak their mind, take moderate risks and stick their necks out without fear of having it cut off. These types of behaviour lead to market breakthroughs without fear of judgment or reprisal and facilitate effective collaboration and creativity. In simple terms, psychological safety supports a belief that you won't be punished when you make a mistake or make an honest comment.

"A team must have a culture of trust, cohesion, and psychological safety if it is to succeed. The absence of psychological safety can result in problems and conflict being hidden and going unreported, as team members don't feel that they can speak up. A team's ability to take risks, something that is particularly important for some kinds of teams (such as those with an objective to innovate), relies particularly on team members' need for psychological safety being met. It is only after a level of trust and inclusion is established that a team can engage in constructive conflict—essential if a team hopes to be honest and bold and hold each other accountable to their commitment to the team's objectives." Source: Deloitte Insights.

"It's not about being nice to each other or reducing performance standards, but rather about creating a culture of openness where teammates can share learnings, be direct, take risks, admitting you "screwed up" and be willing to ask for help when you're in over your head. Unsurprisingly, in Google's top performing teams' people feel safe to speak up, collaborate and experiment together." Source: Google 2015.

"There's no team without trust" Paul Santagata, Head of Industry at Google.

"The research is now abundantly clear that psychological safety is a powerful differentiator of effective teams. The best teams are the ones that have trust and belief in each other," says

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Googles -Tom Brannan. "Team members who don't feel safe will keep their problems to themselves and be unwilling to share information. This lack of openness may slow a business down, preventing it from responding as agilely as it might, as collaboration and communication become impaired, and individuals are reluctant to share the problems and opportunities they see. At its worst, senior managers can be left unaware of problems until they become so serious that an external regulator or government body is forced to step in."

Source: Deloitte Insights.

To innovate together, team members need to feel they can talk openly and candidly to each other without fear of judgement or reprisals. Such climates are described as “psychologically safe” environments. The belief that the team is safe for interpersonal risk taking. That one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes.

Team rules

The establishment of clear ground rules gives a team its cultural and psychologically safe baseline. It is a fundamental step in team development. In the case of a new team, rules also help remove the inevitable confusion and anxiety that usually exists as new team members get to know each other.

Establishing team rules is a simple way to negotiate and establish team behaviours and practices, both in general and temporarily say for a project. Team rules increase psychological safety and reduce potential conflict among team members by:

- Aligning relationships on appropriate and inappropriate behaviours.
- Making team values explicit.
- Creating a cultural baseline.
- Not assigning blame.
- Allowing legitimate measures in case of non-compliance.
- Preventing a sense of inequity and injustice to develop within the team.

Team rules are a behavioural framework, an agreement a team makes around the behaviours it will or will not accept. It includes team behaviours and values, decision-making rules, coordinating and communicating, framing expectations such as no assignment of blame in case of failure, dealing with issues, accepting diversity, taking risks, asking for help, mutual support, and accepting diversity appreciation. For example, if you agree upon honesty as a behaviour in a team rules framework, you prioritise being honest above most other things. If everyone agrees with each other that the team will be 'supportive', then it's much easier to reward supportive behaviour. At the same time, if someone in the team isn't being supportive, it's much easier for anyone to say, "we said we were going to be supportive, and I felt you weren't when you did XYZ". This removes the personal attack and is much easier to manage and deliver.

When everybody in the team feels safe to speak up about mistakes or issues, the team will learn faster and move quicker to higher levels of performance.

Summary

1. **Psychological Safety.** – A shared belief held by members of a team that the team is safe for interpersonal risk-taking. An atmosphere of Psychological Safety means that people are content and able to admit and discuss mistakes; a healthy, positive learning and high-performance environment is created. Arrange a team Workshop to introduce Psychological Safety as a team practice.
2. **Team Communication.** - We are all reluctant to engage in behaviours that could negatively influence how others perceive our competence, awareness, and positivity. Psychological safety is a workplace, an environment where team members feel a sense of inclusion which creates conditions that enable individuals to speak their mind, take moderate risks and stick their necks out without fear of having it cut off.
3. **Team rules.** - The establishment of clear ground rules gives a team its cultural baseline. It is a fundamental step in team development. Establishing team rules is a simple way to negotiate and establish team behaviours and practices, both in general and temporarily say for a project. Team rules increase psychological safety and reduce potential conflict among team members by. Establishing team rules is a simple way to negotiate and establish team behaviours and practices, both in general and temporarily say for a project. Team rules are a behavioural framework, an agreement a team makes around the behaviours it will or will not accept.

<i>Psychological Safety Workshop</i>	1.45 hours
<p><i>Create a workshop handout.</i></p> <p>Copy the notes from the psychological safety step and use as a Handout. There is nothing wrong with using the notes verbatim.</p>	
<p><i>Open the workshop</i></p> <p>Open the workshop by suggesting that the team considers introducing psychological safety as a team practice, in line with high-performance standards.</p> <p>Have the team read the Handout.</p> <p>Using the notes from this step, produce a workshop Handout</p>	5 minutes
<p><i>Psychological safety.</i></p> <p>Briefly explain what psychological safety is, and that changing the way the team communicates and what rules it sets are the ways it is achieved.</p> <p>In simple terms, psychological safety supports a belief that you won't be punished when you make a mistake or speak your mind. It promotes openness and honesty.</p> <p>The absence of psychological safety can result in problems and conflict being hidden and going unreported, as team members don't feel that they can speak up.</p>	10 minutes
<p><i>Team communication.</i></p> <p>Introduce this element by announcing what your expectations are:</p> <p>That team members can freely express their opinions, ideas, and thoughts without fear of humiliation.</p> <p>That team members should feel energised because they can speak their minds, be truthful, take risks, innovate, and learn from outside ideas.</p> <p>That the team adopt a shared belief that the team is safe for interpersonal risk-taking.</p> <p>Creation of a workplace where team members feel a sense of inclusion which enables team members to take moderate risks and stick their necks out without fear of having it cut off.</p> <p>An environment without fear of judgment or reprisal.</p>	30 minutes

<p>Create team rules.</p> <p>Why have team rules?</p> <p>The establishment of clear ground rules gives a team its cultural baseline.</p> <p>Team rules are a behavioural framework, an agreement a team makes around the behaviours it will or will not accept. It includes topics such as team behaviours and values, decision-making rules, how to coordinate and communicate, how to frame expectations such as no assignment of blame in case of failure, how to deal with issues, accepting diversity, taking risks, asking for help, mutual support, and appreciation.</p> <p>Establishing team rules is a simple way to negotiate and establish team behaviours and practices, both in general and temporarily say for a project.</p> <p>Break the team into two or more groups and ask each group to answer these two questions:</p> <p>What is acceptable, what are the behaviours we want to abide by in our team? - What is IN.</p> <p>e.g., Be on time, have no meetings on Friday, be open to new ideas, complete work as agreed, inform on progress.</p> <p>What is unacceptable, what are the behaviours we do not want in our team? - What is OUT.</p> <p>e.g., Being disengaged, a one-fits-all solution, being late, applying procedures blindly, doing it right the first-time, last-minute changes.</p> <p>Next, share the results, allowing each group to present and share their answers.</p> <p>Finally, consolidate what is IN and what is OUT: - creating a first draft of the team rules. Continue discussing until a final list of rules is agreed upon. End the meeting with an agreement that everyone is mutually accountable to each other for obeying the rules and when the team rules come into effect.</p> <p>Examples of team rules:</p> <ul style="list-style-type: none"> ● Neglecting your family is unacceptable. ● We actively support our staff. ● Everyone has a voice. ● If it's not written down, it doesn't exist. ● Problems are fixed once. ● Be prepared to present evidence. ● Always conduct yourself professionally. 	<p>45 minutes</p>
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<ul style="list-style-type: none"> • Ensure that our work standards comply with industry standards. • Asking for and offering help is expected. • Failure is ok; having a go is what's important. • Management submissions are restricted to half a page. • Our team is non-hierarchical, and we are non-competitive. • It's not what you say, but how you say it. • Sometimes it's ok to ask for forgiveness rather than permission. <p>Add the team rules to the High-Performance Leadership document.</p>	
<p><i>Summarize the workshop</i></p> <p>Expectations going forward.</p> <p>You won't be punished when you make a mistake or speak your mind.</p> <p>We do not want problems or conflicts to be hidden or going unreported.</p> <p>Everyone must feel that they can speak up.</p> <p>We want to create an all-inclusive and understanding workplace that is a breeding ground for new ideas where team members feel they can put forward risky or innovative concepts because they know they will be taken seriously.</p> <p>We want team members to feel a sense of inclusion which creates conditions that enable individuals to stick their necks out without fear of having it cut off.</p> <p>Our aim should be to create a culture of openness where teammates can share learnings, be direct, take risks, admitting you "screwed up" and be willing to ask for help when you're in over your head.</p> <p>We want team rules because it is a simple way to describe team behaviours and practices, both in general and temporarily say for a project. Team rules increase psychological safety and reduce potential conflict.</p>	<p>15 minutes</p>
<p><i>Close the workshop.</i></p> <p>Ask for any questions or if anything needs to be clarified.</p> <p>Arrange for a copy of the team rules to be made accessible to everyone.</p> <p>State that the new practices are applicable from now.</p>	<p>10 minutes</p>

5. Mutual Accountability

Mutual accountability is another foundation stone of an effective team. It means that team members accept that they are accountable 'to each other', which guarantees better performance and teamwork. Mutual accountability is a process by which two or more people agree to be held responsible for the commitments that they have voluntarily made to each other.

The objective is to get the team to think "team performance first" and "individual success second". As a result, individuals become focused on creating a memorable collective performance rather than thinking simply about personal achievements. All team members are expected to volunteer their time and effort to assist for the sake of the common good. Accordingly, team members need to take a constructive interest and participate in all team activities as and when required and hold themselves and each other accountable for delivering the specific actions, attitudes, and behaviours that team success requires.

The mutual accountability attribute reinforces everyone's role in sharing knowledge, ideas, experiences, and perspectives to make the team a better performing unit. Mutual accountability brings about increased effectiveness in working together. Team members recognise that collective performance is dependent on the effective collaboration of themselves with other team members resulting in increased collaborative efforts. Rather than working and thinking individually and trying to protect their own space, a team-high in mutual accountability has team members who are regularly asking themselves and each other, "how can we better work together to get the most out of each other and the whole team?"

Mutual accountability means team members equally share in the teams' outcomes, when the collective responsibility of the team works towards generating collective results, achieving success, or suffering a failure. This is irrespective of whether a single team member was responsible for a success or a failure. Mutual accountability implies an implicit acknowledgement of the joint accountability of all team members towards achieving the team vision or some other initiative such as a task or a project, in addition to their individual obligations in their specific roles. An important measure is how accountable team members are to each other, meaning that team members accept that everyone's successes or failures fall on all their shoulders.

Mutual accountability guarantees better performance and excellence in teamwork. If one team member fails, delivers a poor project outcome, for example, then all team members are equally accountable for that outcome, not just the team member concerned. Successes are similarly shared. Each team members work activities belong to the whole team; everyone owns them. Accordingly, all team members need to take a constructive interest and

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participate when and where they can in all the team's activities, not just the more obvious shared activities such as a project involving several teams members. When a team member asks for help, all other team members automatically give it, and with a priority, higher than their own work priorities. (All for one and one for all applies.)

This creates a supportive environment within the team and the performance of the team improves in the presence of this type of mutual support and cohesion. The team should feel a sense of individual and collective accountability for success or failure of tasks or projects, the approach taken and the work-products that form their part of it. Progress should be measured against specific goals and individuals should be clear on individual and joint responsibilities. There should be a sense that 'only the team can succeed or fail'. (All for one, one for all.)

“Members of groups using the team discipline hold themselves individually and mutually accountable. With groups applying the team discipline, it is very difficult (if not impossible) for any one member to fail – only the team can succeed or fail. Team members are not easy on one another in this respect. Yet, they are extremely flexible and adaptable in helping each other to contribute to the fullest extent possible and to develop new skill levels in the process. Indeed, mutual accountability for shared purpose and goals may be the hallmark of the team discipline.” (Katzenbach and Smith. *The Discipline of Teams*)

Rather than simply being individually accountable for personal roles and goals, a team works best when all team members firstly take responsibility for the overall team vision. This is followed by each team member holding themselves and each other, accountable for delivering the specific actions, attitudes, and behaviours that the team requires.

As a result of this specific thinking style there are some interesting changes in team leadership. Even though there might be a titular leader, everyone on the team starts to take responsibility for “leading the team”. In this sense, the leadership is concerned with ensuring that everyone wants to provide honest, open, critical and performance focused feedback that is designed on moving the performance of the team forward.

Summary

1. **Mutual accountability.** - Is when all team members equally share in the teams' outcomes, the collective responsibility of the team towards generating results, achieving success, or suffering a failure. This irrespective of whether a single team member was responsible. Mutual accountability implies an implicit acknowledgement of the joint accountability of all team members towards the team vision or some other initiative such as a project, in addition to their individual obligations in their specific roles. An important measure is how accountable team members are to each

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other, meaning that team members accept that everyone's successes or failures fall on all their shoulders.

2. **Actions.** - Rather than simply being individually accountable for personal roles and goals, a team works best when all team members firstly take responsibility for the overall team goal. Secondly, each team member holds themselves and then each other, accountable for delivering the specific actions, attitudes, and behaviours that the team requires of each team member. Gather the team together, a workshop works best. Use these notes as a handout for everyone to read first. If you can break the team into two groups and have each group answer these questions. Have each group present its results and as a team discuss them and what they mean in practice. The next question for the team is "Is this something the whole team is prepared to accept?" How does this look in practice?

<p><i>Mutual Accountability</i></p>	<p>2.0 hours</p>
<p><i>Arrange a team workshop.</i></p>	
<p><i>Create a Handout.</i> Use the notes from this step to create a handout.</p>	
<p><i>Open the workshop.</i> Open the workshop by having everyone read the handout.</p>	
<p><i>Create two groups.</i> If you can, break the team into two groups and have each group answer these questions: As a team are we committed to the team vision? Do we accept the consequences of trying to achieve the team vision? Beyond the team vision, (such as projects and other initiatives) are we willing to put team performance first and individual success or failure second?</p>	<p>20 minutes</p>
<p><i>Present results.</i> Have each group present its results and as a team discuss them and what they mean in practice. It takes some mindset adjusting to begin with, but eventually all team members on the team need to think “team performance first, individual success or failure second.” The pride for the individual team members becomes refocused primarily towards being involved in creating a memorable collective performance, rather than thinking simply about personal achievements.</p>	<p>20 minutes</p>

<p><i>Accepting Mutual Accountability.</i></p> <p>The next question for the team is “Is this something the whole team is prepared to accept?”</p> <p>However junior or senior, however involved in the performance, the mutual accountability characteristic really does ensure that everyone is sharing knowledge, ideas, experiences, and perspectives with a view to making the team a better performing whole.</p> <p>Another useful characteristic of a team high in mutual accountability is the effectiveness of working together. The individual team members recognize where collective performance is dependent on the effective collaboration of themselves with others on the team and as a result, collaborative efforts are typically just that. Rather than being individual team members trying to protect their own space, the team high in mutual accountability can be characterized by individual team members regularly asking themselves and each other, “How can we work together to get the most out of each other?”</p>	<p>30 minutes</p>
<p><i>Change in language.</i></p> <p>Team members need to adopt ‘collective’ language when discussing team matters, with regular references to “OUR targets”, or “How we’re performing”, or “The implications of this for US is”. This isn’t just wordplay, the language results directly from the fact that everyone is united towards the same goal and recognizes that collectively they can achieve some great things. This deliberate change in language is a powerful change agent and motivator.</p>	<p>5 minutes</p>
<p><i>Recognizing success.</i></p> <p>Celebrating successes as a team is critical, and not just shared successes but individual ones as well. Celebrating releases oxytocin, a brain hormone that promotes bonding and trust, it also acts a well-deserved reward for the hard work that has been put in.</p>	<p>10 minutes</p>

<p><i>Addressing failure.</i></p> <p>When a task or project fails to deliver or meet its expectations, there is to be no assigning of blame, that is not giving “how we got here” any attention, but rather accepting that “as a team, we are here”. This applies to shared failures and individual ones as well.</p> <p>In place of blame, an autopsy is carried out as to what the factors were made the activity unsuccessful. Likewise, an autopsy is performed on why a task or project was successful. Autopsies allow the team to self-correct, to change work practices, processes, and behaviours.</p> <p>The outcome of an autopsy is the updating of work practices (such as a process) with the findings.</p> <p>An autopsy can be a 30-minute team discussion or a more formal investigation, either way the autopsy itself needs an appointed owner to drive it and to manage its outcomes.</p>	<p>20 minutes</p>
<p><i>Close the workshop.</i></p> <p>Ask for any questions or if anything needs to be clarified.</p> <p>Arrange for a copy of the team rules to be made accessible to everyone.</p>	<p>10 minutes</p>

6. Team Meetings

This step shows you how to run high-performance team meetings, their format, their protocols, the concept of shared leadership and how to tell if your meetings are being effective. High-performance leadership means holding meetings that team members want to attend because they are productive, and efficiently make use of the team members' time. Every meeting is focused, timely, and necessary, and is used to solve problems, make decisions, disseminate information, and enhance team member skills. These things make for a much better meeting experience.

The high-performance team meeting forms a crucial part of the team-building process.

One of the most common complaints voiced by members of low-performing teams is that too much time is spent in meetings. The real issue is not the time but the content of meetings. High-Performance meetings on the other hand address only those topics that need the team's collective, cross-boundary expertise, such as corporate strategy, enterprise-resource allocation, or how to capture synergies across business units. They need to steer clear of anything that can be handled by individual businesses or functions, not only to use the team's time well but to also foster a sense of purpose.

How to run a high-performance team meeting

High-Performance meetings are one's people want to attend because they stick to specific content and are largely unstructured, meaning that they do not use a formal Agenda or Minutes. (A High-Performance team does not need to minute or track an individual's actions as accepting an action is the same as making a commitment; therefore, there is no need for follow up.) Contributions need to be focussed on specific content, for example this content suits most situations:

- Corporate strategy.
- Enterprise-resource allocation.
- Business unit synergies.
- Customer satisfaction pains and gains.
- Staff satisfaction levels.
- Service Delivery.
- Strategic initiatives such as major projects.
- Resolution of disagreements.

Meeting format.

- Each team member talks in turn to their items but only from a perspective of telling the other team members things they 'need to know'.
- Questions are then asked, answers are given and discussed by all.

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- Finally, actions are agreed and are noted by the team member who has taken the action.
- Then the next team member talks until everyone except the manager has had a turn.
- The last action is by the manager, who delegates tasks they have previously noted down - recording to whom and when the task was given but not when it is due.
- Unless a task must be given to a specific team member, the manager asks for volunteers to take on a task. (High-performance team members do not just action or take on tasks that relate to their management discipline or field or expertise, rather they take on any task. Doing this extends their management abilities, their subject matter knowledge and helps them to understand the management accountabilities of their peers. It also goes a long way towards preparing them for more generalised management roles and future leadership positions.)
- Team members understand that the managers tasks have a high priority and are to be actioned asap.

Meeting protocols.

- Encourage quiet or introverted team members to give an opinion.
- Ensure team members do not speak over or interrupt others.
- Expect that team members will be truthful.
- Encourage views on the team's effectiveness.
- Encourage team members to critique each other's ideas and comments, rather than criticise the individual. (This is the approach of never criticising a team member but rather critiquing an idea, comment, process, or method they are using or are proposing. This is best done during meetings where ideas are being flown around by team members by having them comment on the relevance and likely success or failure of an idea.)
- When a negative event (problem, error, or failure) occurs, blame is never assigned to an individual, rather an autopsy of the event is discussed/carried out to work out how it happened and more importantly, how to avoid it happening again. The same applies to successes, there should be a discussion/autopsy about the actions that led to the success along with follow-up steps on how to repeat those actions in the future. e.g., By updating a process document.

Shared leadership.

Shared leadership is when the manager shares their decision-making rights with all team members by promoting the interests of the team members and by practicing social equality. Sharing leadership calls for a great deal of personal initiative from individual team members and is a vital quality of high-performance leadership. Shared leadership invigorates the team members to deliver exceptional outcomes in the workplace and achieve synergies in their results by working collaboratively with all team members.

During the meeting the manager remains as silent as possible, allowing the team members to jointly make decisions and agree actions thereby sharing the team leadership. Another aspect of shared leadership is when the team leadership role is taken up by various team members, according to need at the time. An example of this is the leadership of a major or strategic activity where one team member is a subject matter expert and will lead the team (including the manager) much as a project manager would.

How to tell if your meetings are working.

If your meetings are working well, and a collective consciousness is developing, then team members will exhibit several defining characteristics.

- There is a sense of real energy being released during the meeting.
- Everyone on the team talks and listens in roughly equal measure, keeping contributions short and sweet.
- Team members face one another, and their conversations and gestures are energetic.
- Team members connect directly with one another, not just with the manager.
- Team members carry on back-channel or side conversations within the team.
- Team members periodically break, go exploring outside the team, and bring information back.

Meeting tips.

- Do not wait for all team members to arrive before starting the meeting, always start exactly on time.
- Do not allow war stories or discussions that don't add value.
- Ban the use of laptops, they are distracting and severely limit the amount of information that the laptop user takes in. Multiple studies have proven that manual note taking is far more effective in terms of remembering and analysing new information compared to the laptop user due to different cognitive processes being used between the two.
- For a short, sharp meeting, consider standing rather than sitting. Psychologically this makes team members more focussed and more spartan with their involvement and saves considerable time. This approach works equally well for face to face and virtual meetings.

Decision register.

An optional decision register can be used to record decisions which otherwise may get lost or forgotten. Another option is to take the approach that every decision has an 'owner', and it is the owner's accountability to ensure that appropriate documentation is updated, and that communication of the decision is carried out.

“Shared leadership sustains high performance in teams.” Source: Qualities of High-Performance Teams–
Katzenbach and Smith -August 4, 2018

Summary

1. High-performance meetings. - One of the most common complaints voiced by members of low-performing teams is that too much time is spent in meetings. The real issue is not the time but the content of meetings. High-performance meetings address only those topics that need the team’s collective, cross-boundary expertise, such as corporate strategy or enterprise-resource allocation.
2. **How to run a high-performance team meeting.** - High-performance meetings are one’s people want to attend because they stick to specific content and are largely unstructured, meaning that they do not use a formal Agenda or Minutes. (A High-performance team does not need to minute an individual’s actions as accepting an action is the same as making a commitment.)
3. **Meeting format.** - Each team member talks in turn to their content items but only from a perspective of telling the other team members things they ‘need’ to know. Questions are then asked, answers are given and discussed by all. Finally, actions are agreed and are noted by the team member who has taken the action. Then the next team member talks until everyone except the manager has had a turn.
4. **Meeting protocols.** - Quiet or introverted team members are to be encouraged to give an opinion. Ensure team members do not speak over or interrupt others. Expect that team members will be truthful. Encourage views on the team’s effectiveness. Encourage team members to critique each other’s ideas and comments, rather than criticise the individual. (This is the approach of never criticising a team member but instead critiquing an underlying process.)
5. **Shared Leadership.** - Shared leadership is when the manager shares their decision-making rights with all team members by promoting the interests of the team members and by practicing social equality. Sharing leadership calls for a great deal of personal initiative from individual team members and is vital quality of a high-performance leadership. Shared leadership invigorates the team members to deliver exceptional outcomes in the workplace and achieve synergies in their results by working collaboratively with all team members.
6. **How to tell if your meetings are working.** - If your meetings are working well, and a collective consciousness is developing, then team members will exhibit several defining characteristics. There is a sense of real energy being released during the meeting. Everyone on the team talks and listens in roughly equal measure, keeping contributions short and sweet.
7. **Meeting tips.** - Do not wait for all team members to arrive before starting the meeting, always start exactly on time. Do not allow war stories or discussions that don’t add value. Ban the use of laptops, they are distracting and severely limit the

amount of information that the laptop user takes in. Multiple studies have proven that manual note taking is far more effective

8. **Decision Register.** - An optional decision register can be used to record decisions which otherwise may get lost or forgotten. Another option is to take the approach that every decision has an 'owner' and it is the owners accountability to ensure that appropriate documentation is updated and that communication of the decision is carried out.

<i>Team Meetings Workshop</i>	1.0 hour
<i>Arrange a team workshop.</i>	
<i>Create a workshop handout.</i> Copy the notes from the Team Meetings step and use as a Handout. There is nothing wrong with using the notes verbatim.	
<i>Open Workshop</i> Open the workshop by advising that you are proposing to change the format of the team meetings, in line with high-performance standards. Have the team read the Handout.	10 mins
<i>New Standing Agenda.</i> Discuss the suggested content of the new standing agenda. Modify it as required but aim to retain the key elements: <ul style="list-style-type: none"> Corporate strategy. Enterprise-resource allocation. Business unit synergies. Customer satisfaction pains and gains. Staff satisfaction pains and gains. Service Delivery. Strategic initiatives/major projects. Resolution of disagreements. 	15 mins
<i>Meeting format.</i> Advise the team that the format of the meeting has changed. Each team member will now talk in turn to the agenda content, questions will be asked and answered, actions will be noted and then the next person will talk.	10 mins
<i>Meeting protocols.</i> Advise the team that all team members are expected to voice opinions, that interruptions are unprofessional and therefore are to be avoided, blame for a failure will never be assigned, rather an autopsy of both negative and positive events will be carried out in its place. Advise the team that the meeting will start exactly on time, war stories that don't add value are not permitted and that a pen and paper is to be used in place of laptops.	15 mins

<p><i>Shared Leadership.</i> Advise the team that your expectation is now that the team will share leadership by having the team collaboratively agree on all decisions. During the meeting you, as manager will aim to remain as silent as is reasonably possible, allowing the team members instead to jointly make decisions and agree actions - thereby sharing the team leadership.</p>	<p>15 mins</p>
<p><i>Decision Register.</i> Advise that for important decisions a Decision Register can be used to record decisions which otherwise may get lost or forgotten. Decisions need to be recorded elsewhere for practical purposes.</p>	<p>5 mins</p>
<p><i>Close the workshop.</i> Ask for any questions or if anything needs to be clarified. Arrange for a copy of the team rules to be made accessible to everyone. State that the new practices are applicable from now.</p>	

End