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Creating and Sustaining High Performance Teams

Participant Workbook

Program Overview

- Check-In on Action Commitments
- Ground Rules & Expectations
- Our Learning Objectives

In this session, you will learn how to:

- The definition of High Performance team & how it differs from traditional work groups
- The three elements of High Performance teams
- Four Types of teams
- The stages of team development
- Develop a team charter
- Clarify roles & expectations
- Understand team “styles” and how to use them for greater effectiveness
- Use some tools to build and manage teams more effectively

Ground Rules & Expectations

- Start & End on time – we will have one break, but you may leave the room to take care of bio needs at any time.
- Interruptions – no cell phones, beepers, etc. Leave the meeting if you have to.
- Open discussion and respectful dialogue/debate.
- We may manage discussion if needed to contain digressions.
- We may call on you or otherwise encourage you to be heard.
- My role as a facilitator is to ask questions & reflect what I see and hear. We help clarify your values, beliefs and assumptions as we engage in inquiry.
- Be open to new ideas.
- Listen attentively – try to understand different perspectives – ask questions
- Have fun!

Introduction to Teams

EXERCISE

HOW DO YOU DEFINE A TEAM


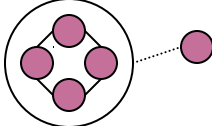
How do High Performance teams differ from traditional work groups?

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-
-
-
-

Now in the space below, think about the **best** team you have ever been a part of, then list some of the characteristics that made it great. Next think of the **worst** team you have been a part of & list its characteristics.

Best Team	Worst Team

High Performance Team: *A HP team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable."*

Traditional Work Groups	High Performance Teams
<p>Coordinate from above with constant supervision</p>  <ul style="list-style-type: none"> • Organized around functions • Employees do specialized tasks • Supervisory management • Rule-governed • Decisions referred up organization • People viewed as tools of management 	<p>Enable group to become self-governing with facilitative guidance</p>  <ul style="list-style-type: none"> • Organized around core processes • Employees possess multiple skills • Supervisory management • Principle-governed • Decisions made at point of action • People viewed as partners

The Five Dysfunctions of a Team



A Framework for
High Performance
Teamwork

From the book; The Five Dysfunctions of
a Team by Patrick Lencioni

High Performance Teams

Two primary flaws with traditional work groups:

- 1.
- 2.

EXERCISE

WORKING IN TEAMS

Observation

What were some of the factors that helped to make your team successful?

How did leadership evolve in your team during the exercise?

What types of roles did members take on during the exercise?

What helped your team start coordinating itself to accomplish the task?

Three Elements of HP Teams

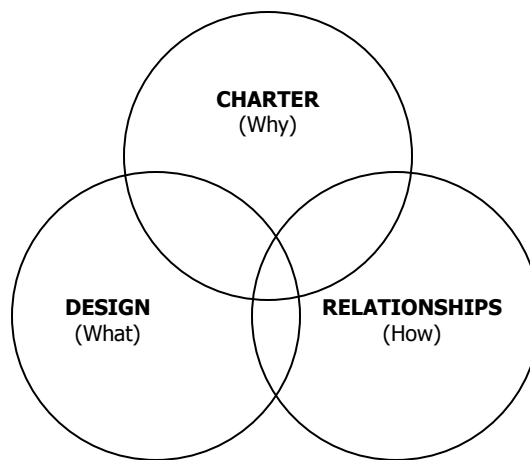
THE TEAM MODEL

WHY THE TEAM EXISTS

-
-
-
-

WHAT THE TEAM DOES

-
-
-
-



HOW MEMBERS RELATE TO EACH OTHER

-
-
-
-

APPLICATION

Please answer the following questions to better understanding your team or organization. Be prepared to share your answers with other participants.

TEAM ASSESSMENT

1. Write down some key words that describe your team or work group in each of the three areas:

Charter:

Design:

Relationships:

2. Where is your team/work group strong? Where is it weak?
3. What steps could you take to make improvements in any of the three areas?

Assessing Your Team

Rate the extent to which each of the following statements is true for your team or work group by using the following five point scale. Place your answer in the space in front of each statement.

1	2	3	4	5
None	A little	Somewhat	Quite a Bit	Very Much

Order of Impact

1. Charter

- _____ My team understands our customers and their requirements.
- _____ We share a common understanding of our mission.
- _____ Everyone understands the strategy of the larger organization.
- _____ People know how they impact the organization's strategy.
- _____ Our values have been clearly articulated and are well-understood.
- _____ I live our values and insist that others do as well.
- _____ Our goals have been clearly defined.
- _____ We have good metrics and methods for tracking our performance.

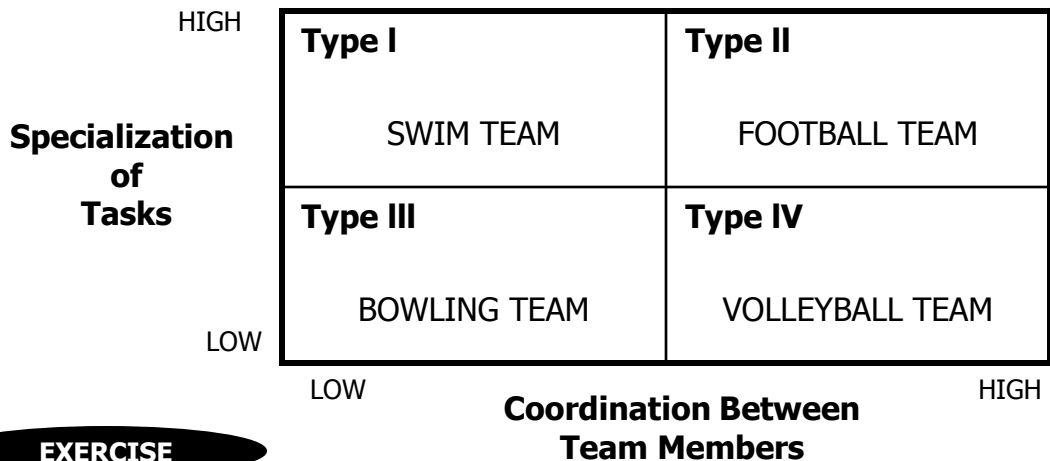
2. Design

- _____ Team members understand our core work processes.
- _____ We have streamlined our processes to be as efficient as possible.
- _____ Roles and responsibilities of team members are clearly defined.
- _____ People understand not only their jobs but how jobs interrelate.
- _____ We are technically competent at what we do.
- _____ Clearly defined work procedures help us coordinate our efforts.
- _____ Decision authority is clearly defined.
- _____ Our systems are aligned to support us in what we are trying to do.

3. Relationships

- _____ Members of the team care about the work they do and work hard.
- _____ A positive and friendly atmosphere exists.
- _____ We cooperate with each other.
- _____ Trust and respect are high.
- _____ Team members listen to each other and everyone is free to express themselves.
- _____ We work through conflicts and arrive at win-win solutions.
- _____ Personnel policies and procedures are fair and equitable.

Four Types of Teams



EXERCISE

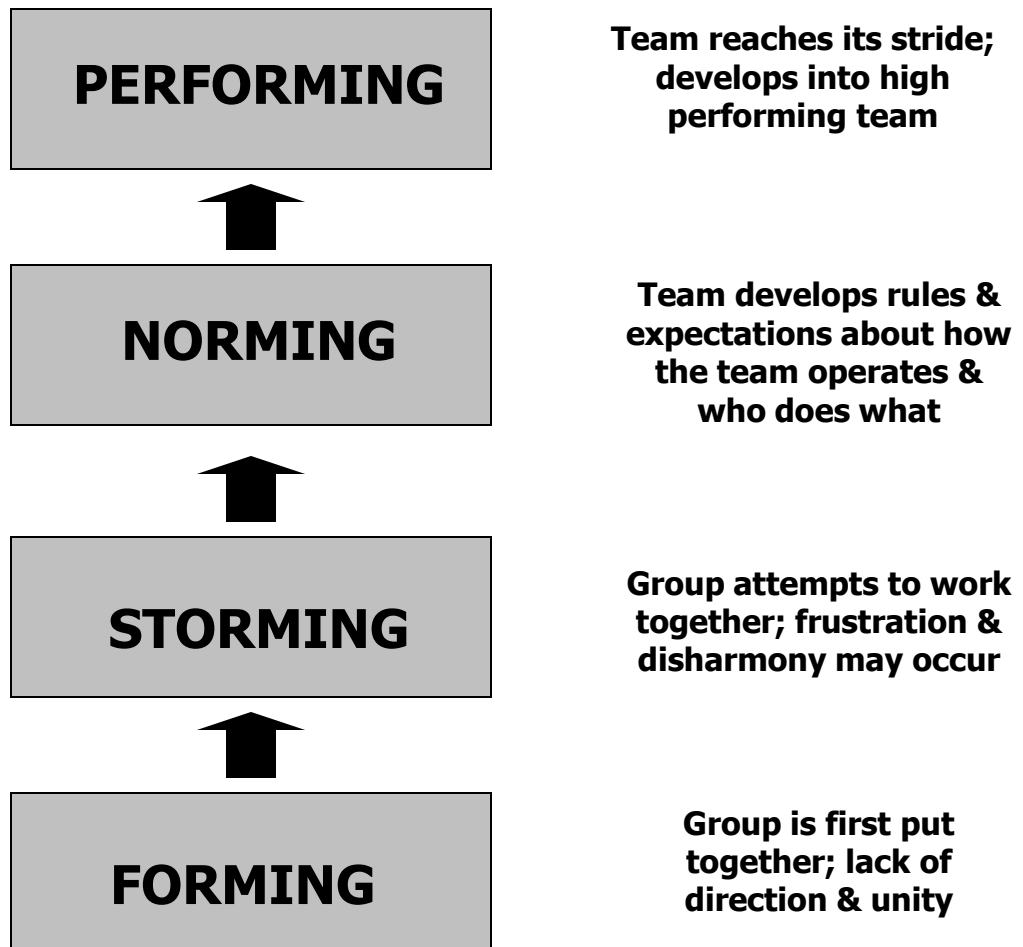
TEAMS IN YOUR ORGANIZATION

Apply this model to teams within your organization by answering the following questions:

1. What type of teams do you belong to?
2. Identify the specialization required on your team:
3. Identify the coordination required on your team:
4. Thinking of your entire organization, which work teams or work groups would you classify as:
 - Type One:
 - Type Two:
 - Type Three:
 - Type Four:

Stages of Team Development

Research has shown that all teams go through a series of sequential stages as they grow towards sustained levels of high performance and synergy. B.W. Tuckman has identified the following four stages:



Stages of Team Development, cont.

FORMING: WHY ARE WE HERE?

Themes

- Getting acquainted
- Cliques form
- Group identity low
- Stereotyping takes place
- Some excitement & pride about being a member
- Suspicion & fear about the job ahead
- Attempts to define the task & how it will be accomplished
- Abstract discussions of concepts & issues; for some, impatience with these discussions
- Sizing people up & the roles they will play

STORMING: BID FOR POWER

Themes

- Internal competition for influence
- Conflict, voting, & compromise
- Win/lose interactions
- Hidden agendas
- Resistance to the task
- Fluctuations in the attitude about their likelihood of success
- Questioning the wisdom of the team or project
- Unrealistic goals
- Perception of lack of progress

Stages of Team Development, cont.

NORMING: COOPERATIVE GROUP ACTION

Themes

- Active listening
- Group identity is high (Watch out for Group Think)
- Shared leadership
- Open-mindedness
- Constructive expressions of conflict
- Relief that things are working out
- Acceptance of membership on the team (and individual differences)
- More friendliness & sharing of personal problems
- Discussion of the teams dynamics
- Maintaining ground rules

PERFORMING: TEAM SYNERGY

Themes

- High performance levels
- High creativity
- High spirits/morale
- Constructive handling of conflict
- Decision making by consensus
- Understanding & ability to use multiple problem solving methods
- Insight into group & individual dynamics
- Self responsibility
- Cohesion and synergy



Tools for Team Effectiveness



Action Plan for Creating & Sustaining My High Performance Team

- Look at each of the 5 dysfunctions of a team.
- Think about your own team with respect to each attribute.
- Decide on specific actions you'll take to help your team improve in each area.

Areas of Potential Improvement	Actions I'll Take:	By this date:
1. Absence of Trust		
2. Fear of Conflict		
3. Lack of Commitment		
4. Avoidance of Accountability		
5. Inattention to Results		

KSS - What will you:

Keep Doing:

Start Doing:

Stop Doing:

- What did you learn or find most interesting about today?
- Thank You!

About Lynda Silsbee, CPT, SPHR

Lynda Silsbee is Founder and President of Performance Dimensions Group, a Puget Sound consulting firm specializing in helping organizations build high performance teams and effective organizations through strong leadership.

Her competencies include:

- **Human Performance Improvement**
- **Leadership Development and Coaching**
- **Performance Management Systems**
- **Organization Assessments & Individual Assessment**
- **Strategic Planning**
- **Team and Group Facilitation and Development**

Lynda Silsbee has a broad industry experience spanning more than 25 years. Her diverse work experience with **Nordstrom**, **Genie Industries**, and **Vulcan Northwest** gives her valuable wisdom, knowledge, and skills which she applies to benefit clients.

She has created and facilitated leadership and team development programs, including the prestigious ***Future Nordstrom Leaders Program***, and the Genie Industries' ***Total Quality Start-Up Training Program***. She also developed and implemented performance management systems, compensation systems, and is an insightful negotiator and professional coach.

Lynda is on the board of **Society of Human Resource Management-Seattle** and the **International Society of Performance Improvement**. Additionally, she teaches the Human Performance Improvement (HPI) certificate program as an adjunct-faculty member at **Seattle Pacific University**.

Lynda received a Bachelor of Arts in Business Administration, with a concentration in Human Resources Management and Organizational Behavior, from the University of Washington. She has been a certified Senior Professional in Human Resources since 1995 and was awarded the professional designation of Certified Performance Technologist in 2003.

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