

High Performance Teams

*“Talent wins games, but teamwork and
intelligence win championships..”*

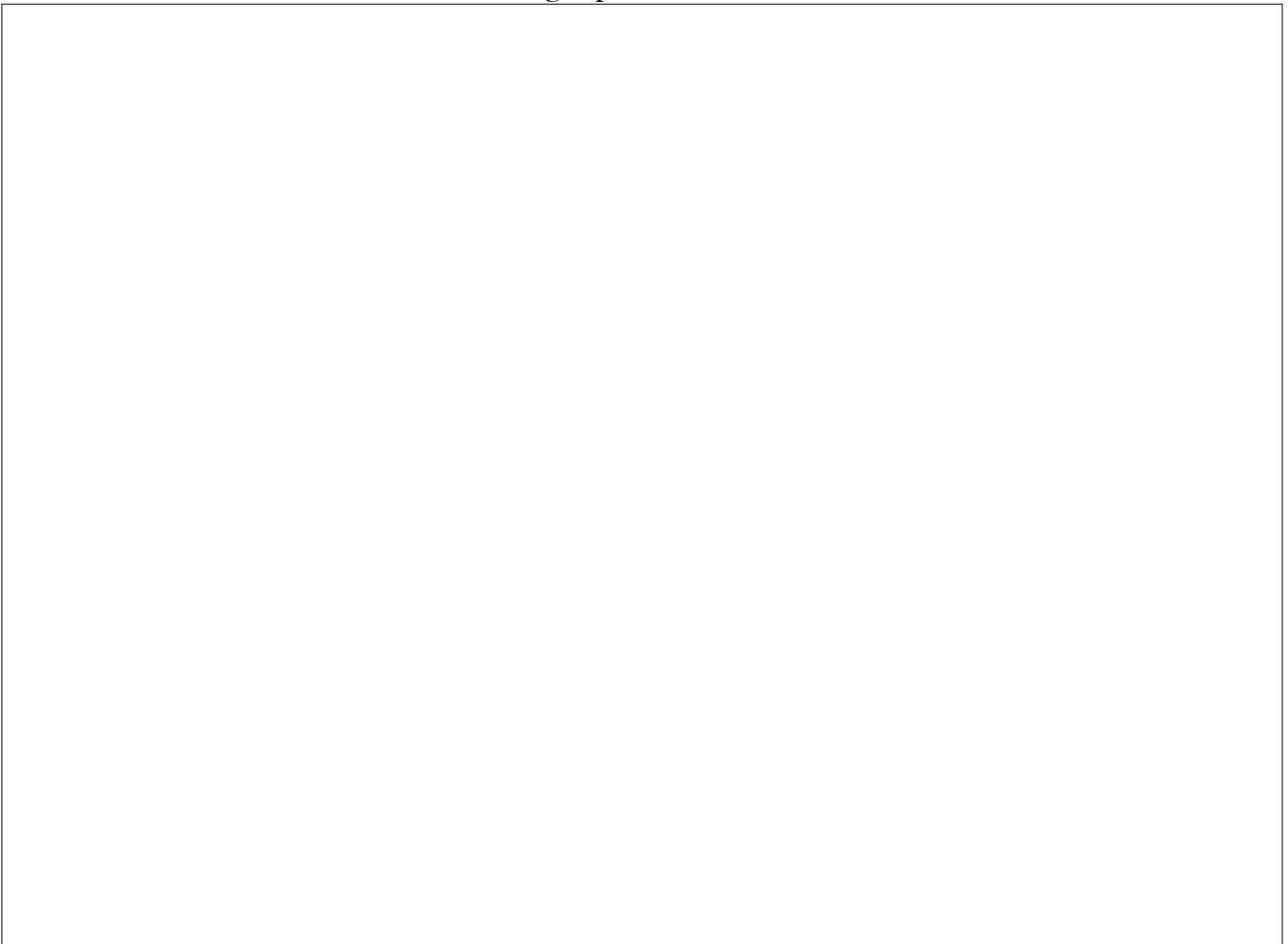
— Michael Jordan



What is a team?



What are some common barriers to high-performance teams?



What are the characteristics of a High Performance Team?

What is your purpose? Is it strong and shared by all in your team?

Do you all know what is good enough?

Do all of your team members appreciate the importance of everyone in the delivery of the shared purpose?

Does everyone appreciate the different ways people do things and are they okay with that?

Do you always have complete honesty in your team?

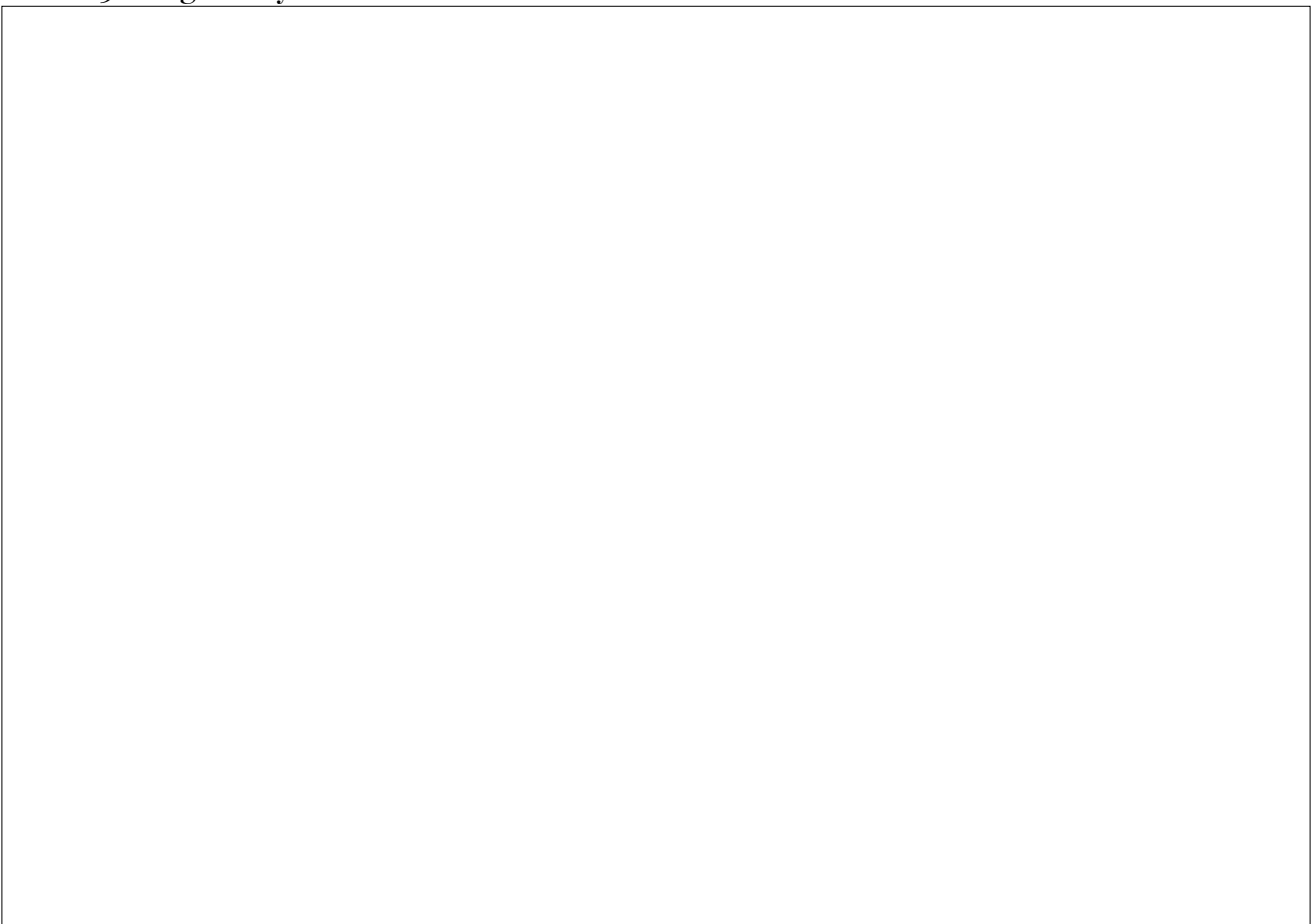
Are you all always learning?

Team Development Stages - what are the stages and what should the leader focus on:

Which stage is your team at? What are your challenges?

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What 3 things can you do?

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DOMINANCE

Priorities: getting immediate results, taking action, challenging self and others

Motivated by: power and authority, competition, winning, success

Fears: loss of control, being taken advantage of, vulnerability

You will notice: self-confidence, directness, forcefulness, risk-taking

Limitations: lack of concern for others, impatience, insensitivity

Questioning
Logic-focused
Objective
Skeptical
Challenging

Priorities: ensuring accuracy, maintaining stability, challenging assumptions

Motivated by: opportunities to use expertise or gain knowledge, attention to quality

Fears: criticism, slipshod methods, being wrong

You will notice: precision, analysis, skepticism, reserve, quiet

Limitations: overly critical, tendency to overanalyze, isolates self

CONSCIENTIOUSNESS

Active
Fast-paced
Assertive
Dynamic
Bold

INFLUENCE

Priorities: expressing enthusiasm, taking action, encouraging collaboration

Motivated by: social recognition, group activities, friendly relationships

Fears: social rejection, disapproval, loss of influence, being ignored

You will notice: charm, enthusiasm, sociability, optimism, talkativeness

Limitations: impulsiveness, disorganization, lack of follow-through

Accepting
People-focused
Empathizing
Receptive
Agreeable

Priorities: giving support, maintaining stability, enjoying collaboration

Motivated by: stable environments, sincere appreciation, cooperation, opportunities to help

Fears: loss of stability, change, loss of harmony, offending others

You will notice: patience, team player, calm approach, good listener, humility

Limitations: overly accommodating, tendency to avoid change, indecisiveness

STEADINESS

Thoughtful
Moderate-paced
Calm
Methodical
Careful

D
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C
S

A Day in the Life

As you create your “Day in the Life” description, consider the questions below. Use the space for your style to make notes.

- What are your greatest contributions to your workplace?
- What are your greatest fears?
- How are you misunderstood?
- How can other styles relate better to you?

Dominance

Influence

Steadiness

Conscientiousness

How can we use this to help in the workplace?

Team member

DISC Type

How can I better
understand & support
them

The 5 types of team

What are the 5 types of team?

Where is your team? What can you do to help your team?

What challenges face an online team?

Common types of Team Conflict & Actions

1. **Conflict over positions, strategies or opinions** - Pause and ask each to share opinion openly with no interruptions. What is it leads them to that conclusion?

2. **Mistrust or uneven communication** - Appoint a process observer (Team or HR) who can pause a meeting to refocus the group.

3. **Personality clashes** - Administer a behavioural assessment eg. DISC

4. **Power issue or Personal Agenda** - Promote transparency of goals and willingness to remove a member of the team if needed.

Questions can trigger new problem-solving capabilities:

Have you had a similar problem in the past? If so, how did you solve that?

How do you think another person would handle this? What would happen if you did nothing?

If you did know how to solve it, what would you try?

What would you advise me to do if I had the problem you have? What could you do differently?

In what ways are you contributing to the problem – perhaps unintentionally?

Team Plan

Team

Period Covered

Team Vision

Key Business Objectives that the team needs to consider

What area discussed today will have the biggest impact on the performance of your team?

How are you going to use the learnings?

What actions are you going to take?

Recommended Reading

- Phil Jackson, *Eleven Rings*
- Jon R. Katzenbach and Douglas K. Smith's book, *The Wisdom of Teams: Creating the High-Performance Organisation*
- Marc Hanlan, *High Performance Teams: How to Make Them Work*