Insert Session Date Here

Creating & Sustaining High Performance Teams

Facilitated By:

LEAP®
Leadership Acceleration Program

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Monthly Check-In

How am I today?

- Professional

- Personal

- Health – Wellbeing

Commitments For This Month

- Yes

- No

- Maybe So

Today's Objectives

In this Module, you will learn:

- The definition of HP team & how it differs from traditional work groups.

- The three elements of high-performance teams.

- Four types of teams & Stages of Team Development

- An introduction to the "5 Dysfunctions of a Team" model and assess your team's current functioning

- Tools for clarifying roles and creating empowerment.

- Tools to build & manage high performance teams – Your Team Charter.

- Understand and use "Team Styles" for greater effectiveness.

How Do You Define A Team?

A High Performance Team: Definition

A 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.
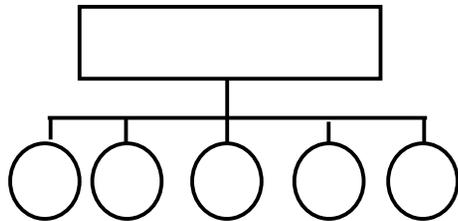
A High Performance Team

Characteristics:

- A common purpose/shared mission.

- Autonomy and authority.

- Interdependence and facilitative leadership.

- Clear Roles with broadly-defined jobs.

- Meaningful participation in decisions.
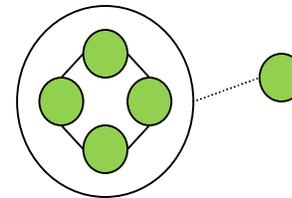
- Effective relationships.

From Workgroups To Teams

Traditional Work Groups

- Organized around functions.

- Employees do specialized tasks.

- Supervisory management.

- Rule-governed.

- Decisions referred up organization.

- People viewed as tools of management.

High Performance Teams

- Organized around core processes.

- Employees possess multiple skills.

- Shared leadership.

- Principle-governed.

- Decisions made at point of action.

- People viewed as partners.
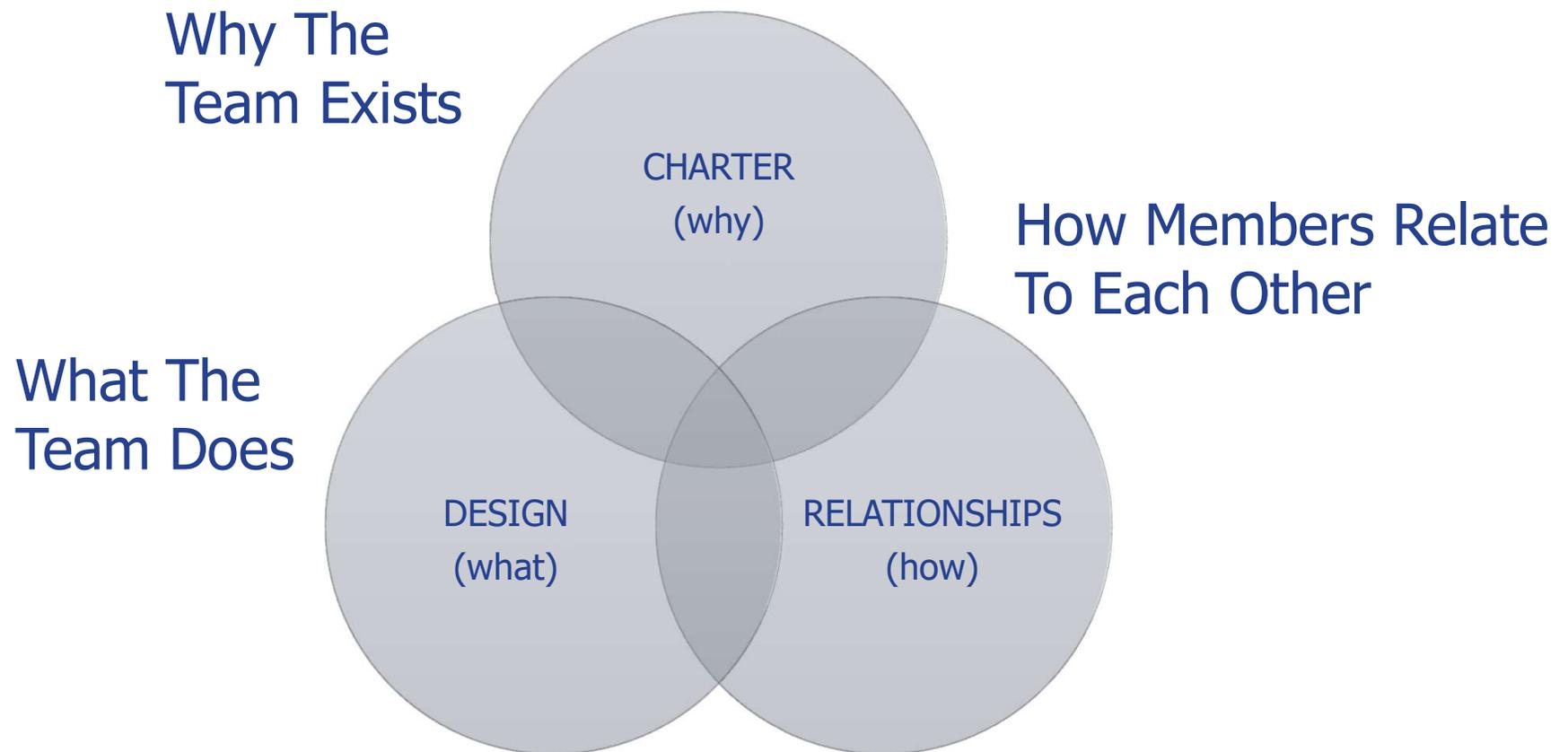
The Five Dysfunctions Of A Team

Inattention to
RESULTS

Avoidance of
ACCOUNTABILITY

Lack of
COMMITMENT

Fear of
CONFLICT

Absence of
Trust

A Framework for High
Performance Teamwork

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

Working In Teams

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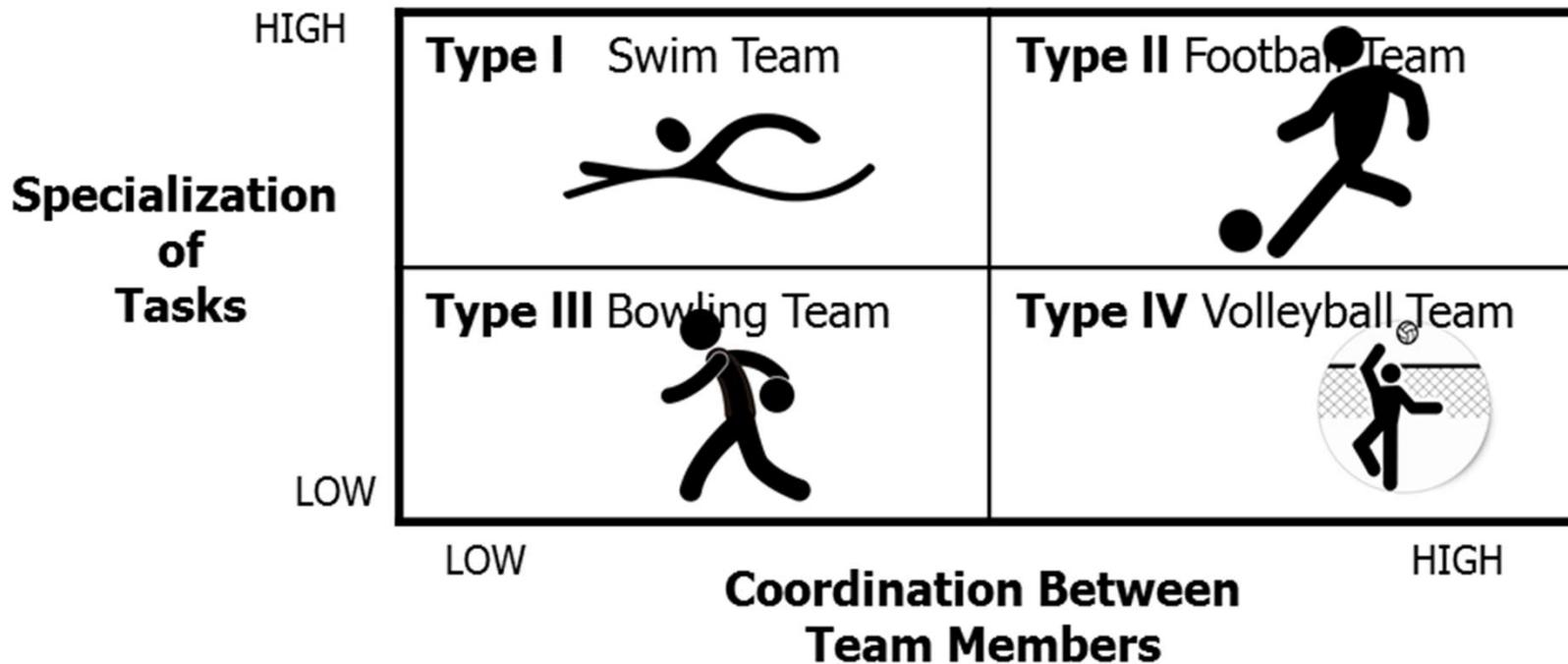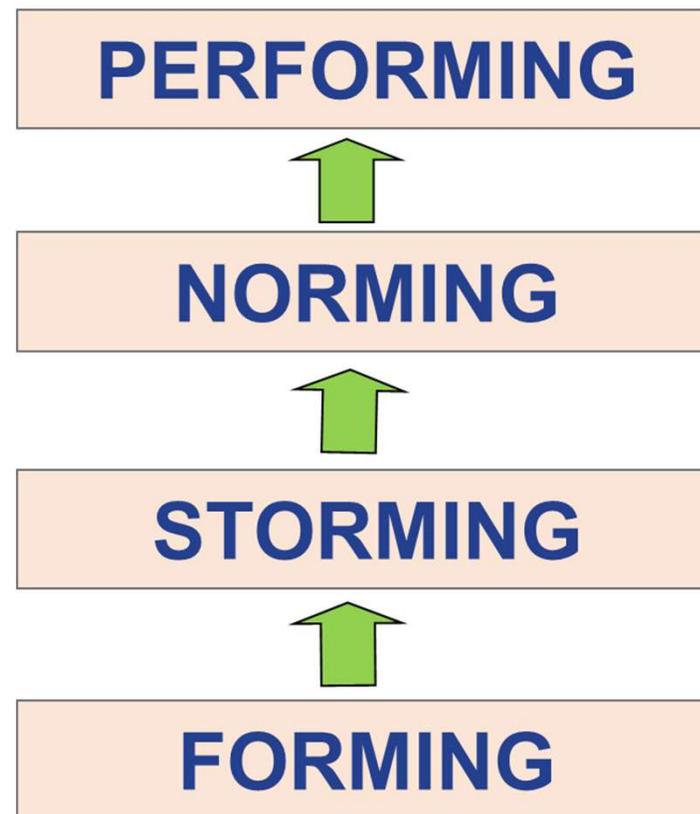# The Team Model

Why The
Team Exists

How Members Relate
To Each Other

What The
Team Does

CHARTER
(why)

DESIGN
(what)

RELATIONSHIPS
(how)

Four Types of Teams

Specialization of Tasks (vertical axis: LOW to HIGH)

Coordination Between Team Members (horizontal axis: LOW to HIGH)

Type I Swim Team

Type II Football Team

Type III Bowling Team

Type IV Volleyball Team

Four Stages of Team Development

PERFORMING

NORMING

STORMING

FORMING

Forming: Themes

- Getting acquainted

- Cliques form

- Group identity low

- Stereotyping takes place

- Some excitement and pride about being a member

- Suspicion and fear about the job ahead

- Attempts to define the task and how it will be accomplished

- Abstract discussions of concepts and issues; for some impatience with these discussions

- Discussion of problems or complaints about organization

- Sizing up people and the roles they play

Storming: Themes

- Internal competition for influence

- Conflict, voting, and compromise

- Win/lose interactions

- Hidden agendas

- Resistance to the task

- Fluctuations in attitude about their likelihood of success

- Questioning the wisdom of the team or their project

- Unrealistic goals

- Perception of lack of progress

Norming: 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 (and individual differences) on the team
- More friendliness and sharing of personal problems
- Discussion of the team's dynamics
- Maintaining ground rules

Performing: Themes

- High performance levels

- High creativity

- High spirits/morale

- Constructive handling of conflict

- Decision making by consensus

- Understanding and ability to use multiple problem solving methods

- Insight into group and individual dynamics

- Self responsibility

- Cohesion and synergy

Building And Maintaining A Cohesive Team

Cohesive teams build trust, eliminate politics, and increase efficiency by:

- Knowing one another's unique strengths and weaknesses

- Openly engaging in constructive conflict and dialogue

- Holding one another accountable for behaviors and actions

- Committing to group decisions and following through on them

A Good Charter

Answers Five Questions (And will help you avoid the 5 Dysfunctions!):

1. Who are you accountable to?

2. What are you expected to accomplish?

3. Why do you exist?

4. What kind of team do you want to be?

5. How will you work together?

Commitments And Closing

What is ONE thing you will put into action over the next 30 days?

Insert
Commitment Card

Thank You!