Building (and renovating) High Performing Teams

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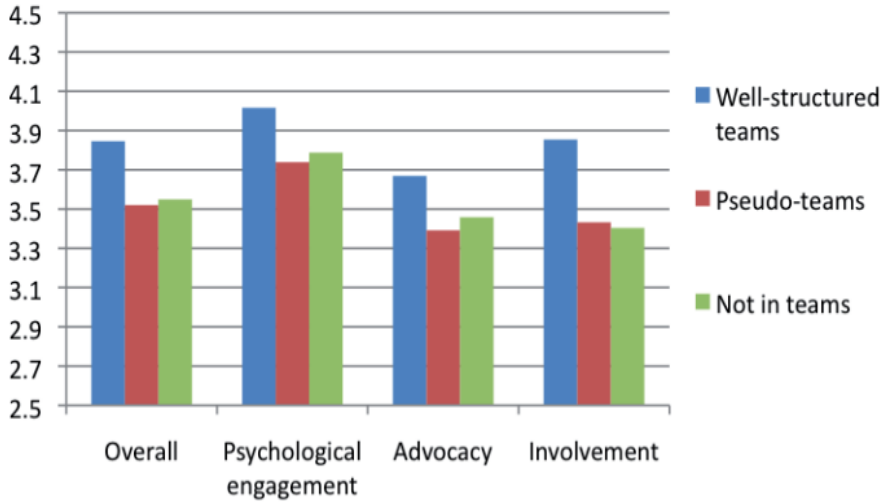
The Main Objective – Teach Your Teams to Self Assess

Nick everything I show you and have your teams use it on themselves

What are the benefits of leading teams effectively?

- Increased effectiveness and innovation
- Increased well-being of team members
- Multi-disciplinary teams deliver high quality patient care and implement more innovations
- Reduced error rates
- Reduced turnover and sickness absence
- For patient facing teams, lower patient mortality

Figure 4: Engagement and team working



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Is this group of people actually set up to function as a team?

The Relatively Simple Stuff – Michael West's Condition for Team Work

- Does your team have common, clear objectives agreed within the team?
- Do you have to work closely together to achieve these objectives?
- Do you have clear roles and responsibilities?
- Do you meet regularly to review your team effectiveness and how it could be improved?

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What is already in place for your team?

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Active poll

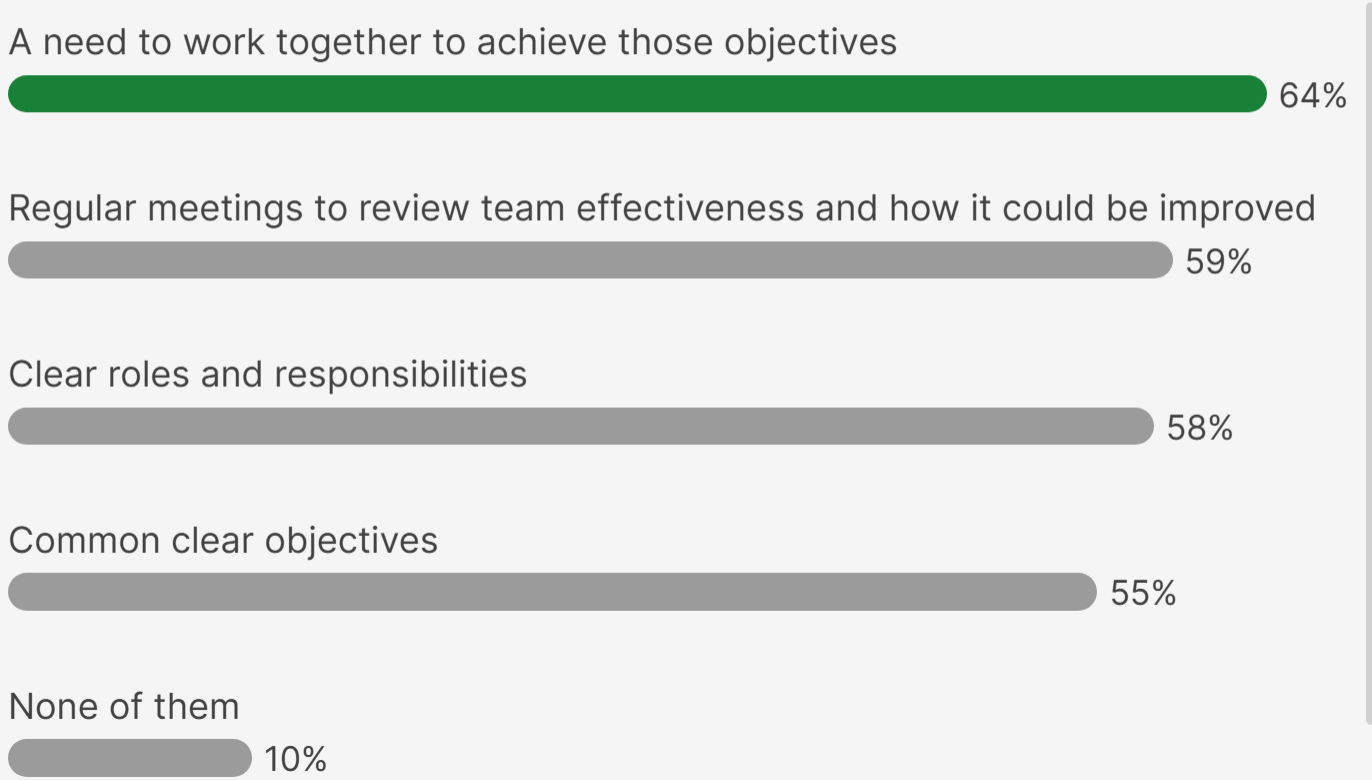
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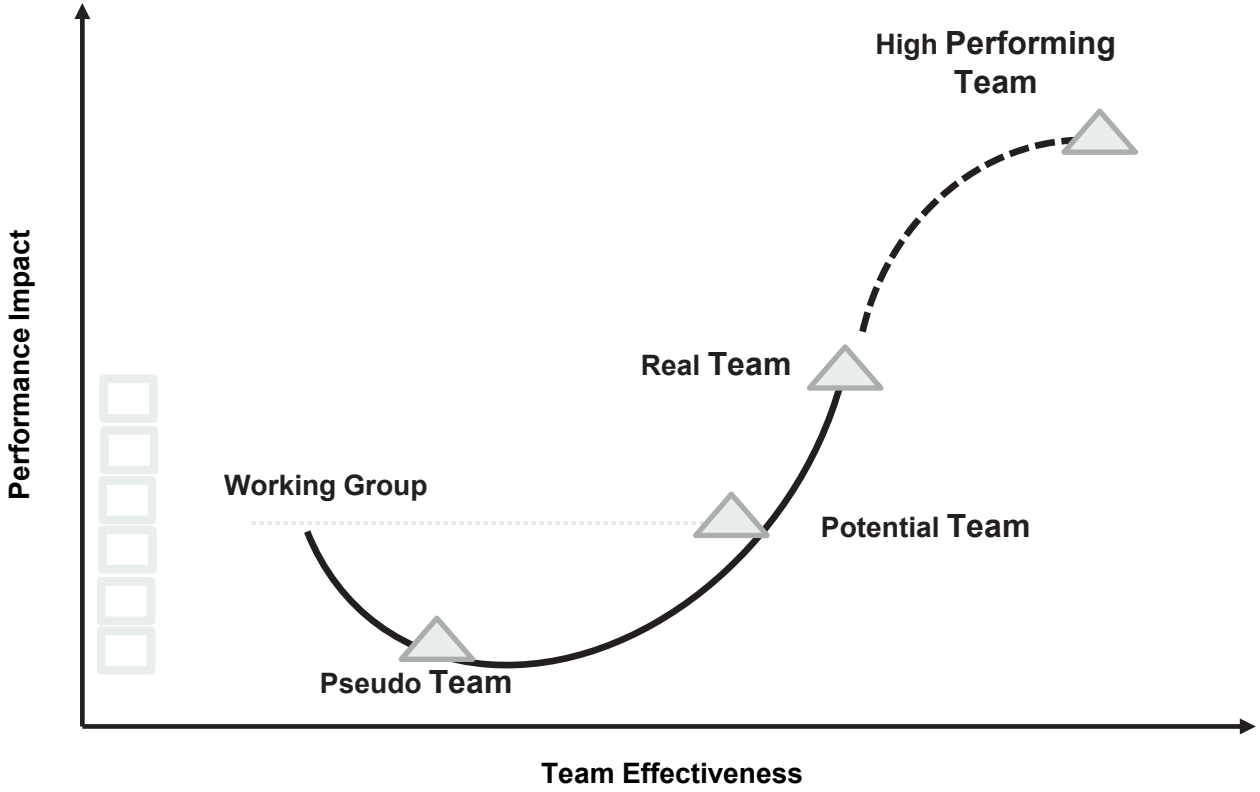
What is already in place for your team?



What do we mean by “high performing?” Pick a clear, simple measure of team effectiveness and use it for reflective conversations

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Team performance curve



Jon Katzenbach and Douglas Smith

Where does your team sit most of the time? You can pick more than one in the Slido

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Working groups
Interact to share information, best practices and make some decisions
Purpose is to specify roles and delegate tasks
No common purpose requiring mutual accountability

Pseudo Teams
Believe they are a team
But….. No set common purpose, common approach or mutual accountability

Potential Teams
Work hard to achieve higher performance
Need to work on common purpose and common approach and agree mutual accountability

Real Teams
Common purpose, goals and approach to work
Hold themselves mutually accountable for their outcomes

High Performing Teams
As for real teams plus deeply committed to one another's personal growth and development
Strong personal commitment

Where is your team now?

What would it take to move them up a stage?

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Where does your team spend most time at the moment?

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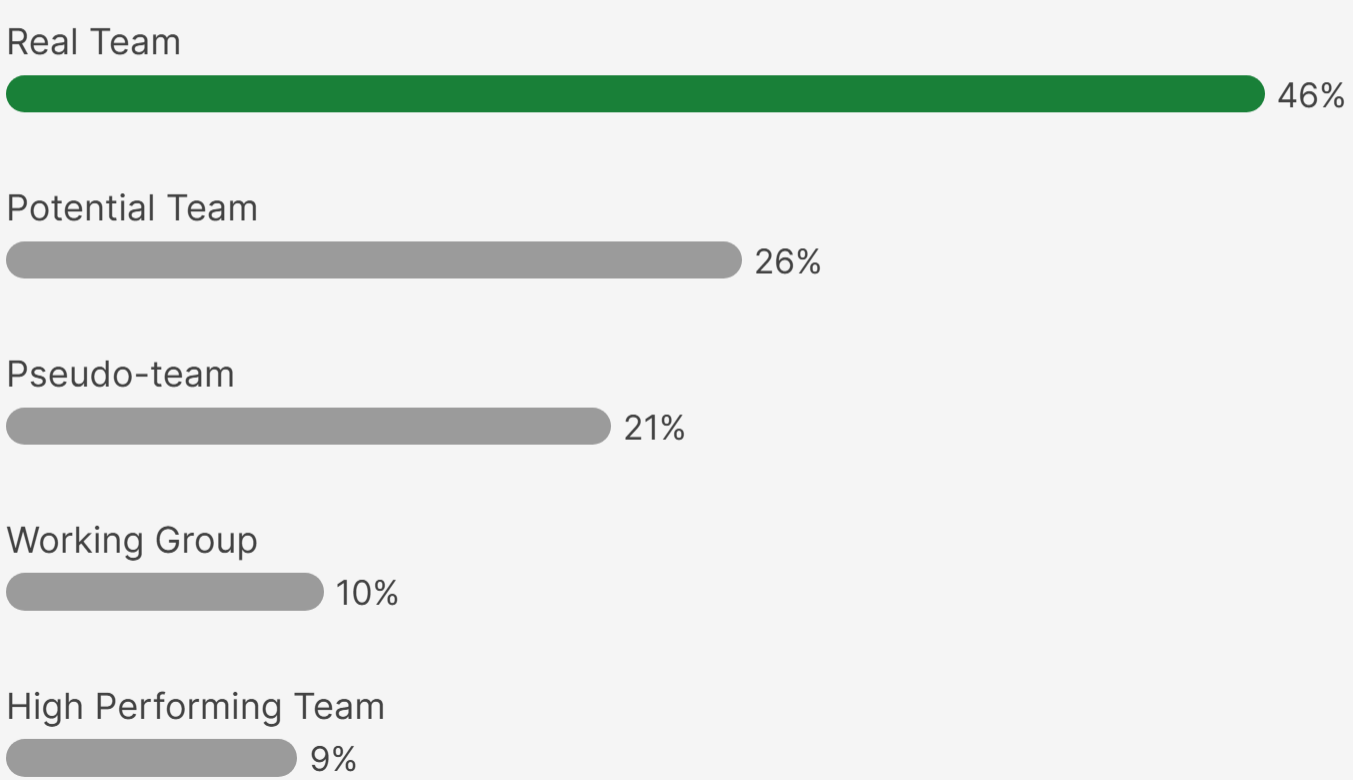
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Where does your team spend most time at the moment?



What should we focus on if we want to improve?

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Or, the five things you're trying to achieve when leading a team

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1. When teams trust each other
2. They can engage in constructive conflict which paves the way for….
3. Group decision making even if that involves situations where they "disagree but commit"
4. At which point they're able to hold each other to account on a peer to peer basis without the need for intervention by anyone further up the hierarchy
5. And because they have now established a healthy balance of support and challenge they're able to discuss and manage the tension between individual accountabilities and deliver unifying strategic goals

So, our focus as leaders of teams is to….

1. Build trust and rapport at speed
2. Agree necessary conflicts in your team and the ground rules for handling them including reference to organisational values and behaviours
3. Check for commitment when you make decisions
4. Assign accountabilities for all decisions and clarify behavioural expectations
5. Agree a team version of the organisation’s vision

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Sort out trust and constructive conflict and the rest become a lot easier to deliver



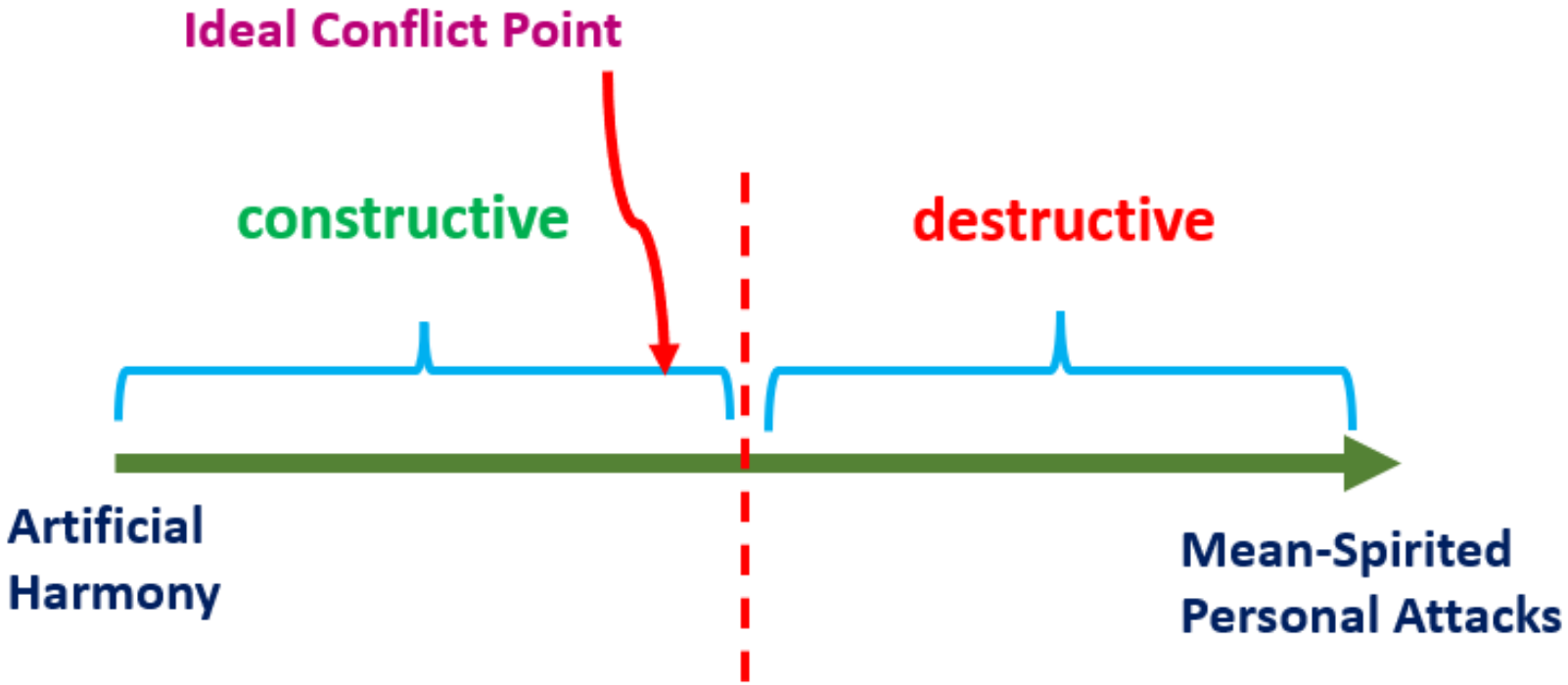
How do we decide to trust?

People trust each other based on three factors: **competence, integrity and benevolence**. Below are simple actions that facilitate those three:

- Trust on ***competence***: give evidence of each member's skills and expertise in relation to a role.
- Trust on ***integrity***: team members keep promises, respect deadlines, and comply with norms of behaviour on which the team had agreed.
- Trust on ***benevolence***: this can be fostered by promoting and modelling behaviours of helping and seeking help

Clark, W. R., Clark, L. A., & Crossley, K. (2010)

Conflict continuum



LEANNE DAVEY'S NECESSARY CONFLICTS

	Organisational	
Prioritization	Innovation	Risk
	Team	
Skills	Workload	Behaviour
	Personal	
Workload	Development	Treatment

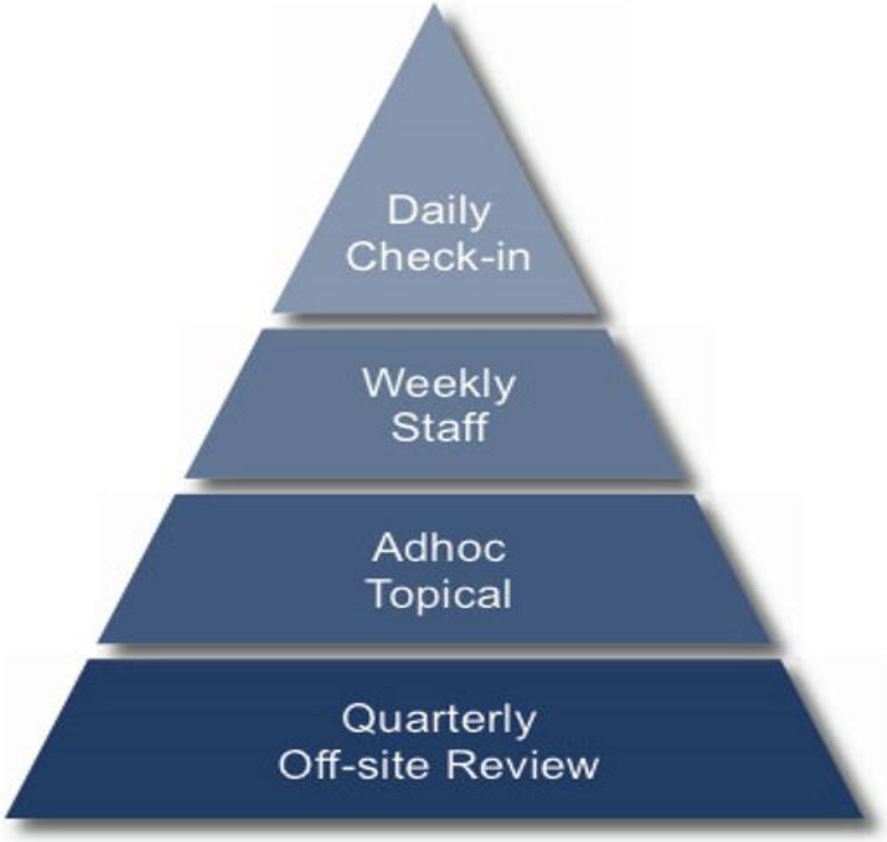
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Get some decent training in conflict for your leadership team. Get your “TKI” profiles

How do your meetings match Lencioni's formula?

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Content	Timing
Administrative	5–10 minutes
Tactical	45–90 minutes
Strategic	2–4 hours
Developmental	1–2 days

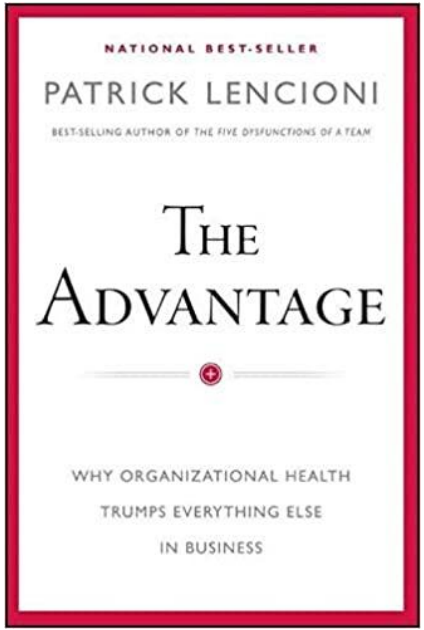


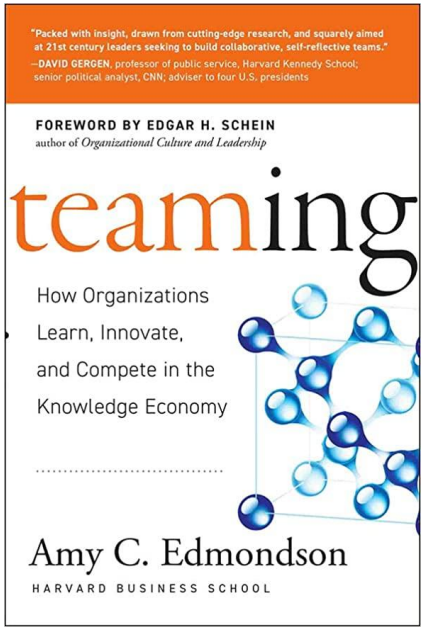
Finally – hire for diversity and be clear about the weaknesses that you can't accept

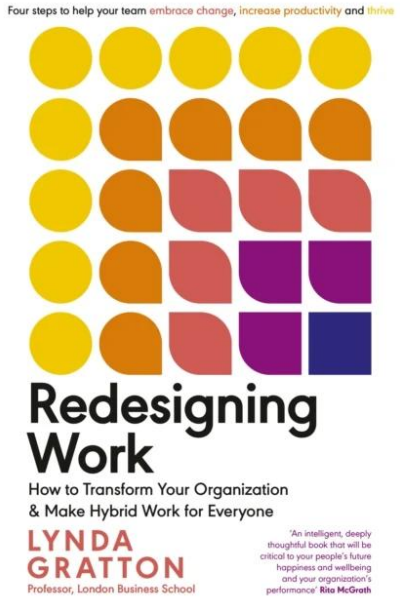
Zenger & Folkman's "Fatal Flaws"

COMMON FLAW	ISSUES/EXAMPLES
Inability to learn from mistakes	derailed execs made same number of mistakes as successful ones. "We tried to tell him, but he would not listen".
Lack of core interpersonal skills and competencies	"We hire people for their technical competence and fire them for their interpersonal incompetence"
Lack of openness to new or different ideas	Major de-motivator for subordinates
Lack of accountability	Find fault in everybody else. Bar high for all but themselves
Lack of initiative	Failing is to wait and see what happens not looking at what needs to be done and taking action

Some References







Thank you

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