



BUILDING HIGH PERFORMANCE TEAMS

An Overview

***Aligning purpose, goals, roles, expectations, diversity and strengths to
optimise team effectiveness and cross-team collaboration for real business
results***

The Role of Team Effectiveness in Organisational Performance

Increasingly, the strategic and financial success of companies is tied to the ability of work teams to deliver more new products to the market with ever-rising quality in customer service. Organisations try to harness multiple systems and information streams to support improvements in these two area's. Most top managers correctly realise that the complexity of these information streams and organisational systems to process them will only be as good as the company's work teams.

- Organisations form teams to craft strategy, manage diverse functions, commission projects, create new ideas, review operations, monitor progress and negotiate agreements with external stakeholders. There are executive teams, management teams, functional teams, matrix teams, workplace teams, logistical teams, organizing teams - the list is endless....!
- Businesses models are moving from closed hierarchies to open, networked formats requiring the ability to work in and collaborate with multi-functional, multi-level teams in order to achieve results
- Team effectiveness is one of the key competencies required to operate effectively in the current and changing business environment

Teams out perform individual efforts

- Teams tend to perform better at solving problems than individuals.
- Studies comparing the performance of teams and individuals at problem solving reveal that teams tend to brainstorm problems more effectively, consider a wider range of factors, develop an enhanced logic flow, generate more new ideas and original thoughts, discuss and consider a wider range of potential solutions and implications, develop better approaches to weighing up the consequences of a range of potential actions, solve problems more accurately and quickly
- The strongest single factors in determining a multi-disciplinary team's performance are:
 - **Heterogeneity:** the extent to which the team members are unlike each other, whether in terms of qualifications, experience, outlook or a range of other factors that could affect team performance
 - Generally the greater degree of heterogeneity, the more effective the team will be at solving problems. However, the increase in efficiency is at a cost of increased discussion and conflict
 - **Cohesiveness :** a combination of how much the members of the team want to be members, how well their personal goals are aligned to the team goals, and to the overall commitment and morale of the team members
 - Generally the more cohesive the team, the better it will perform. In addition, cohesive teams have a history of satisfying members' needs in the important areas of inclusion, stress and personal anxiety reduction and self-esteem

Often the reality is a little different ...



“Problems with some boards include: a lack of direction, poor accountability, lack of respect among members, pushing personal agendas, poor communication ...”

www.healthcaregovernancereview.org

Why teams fail

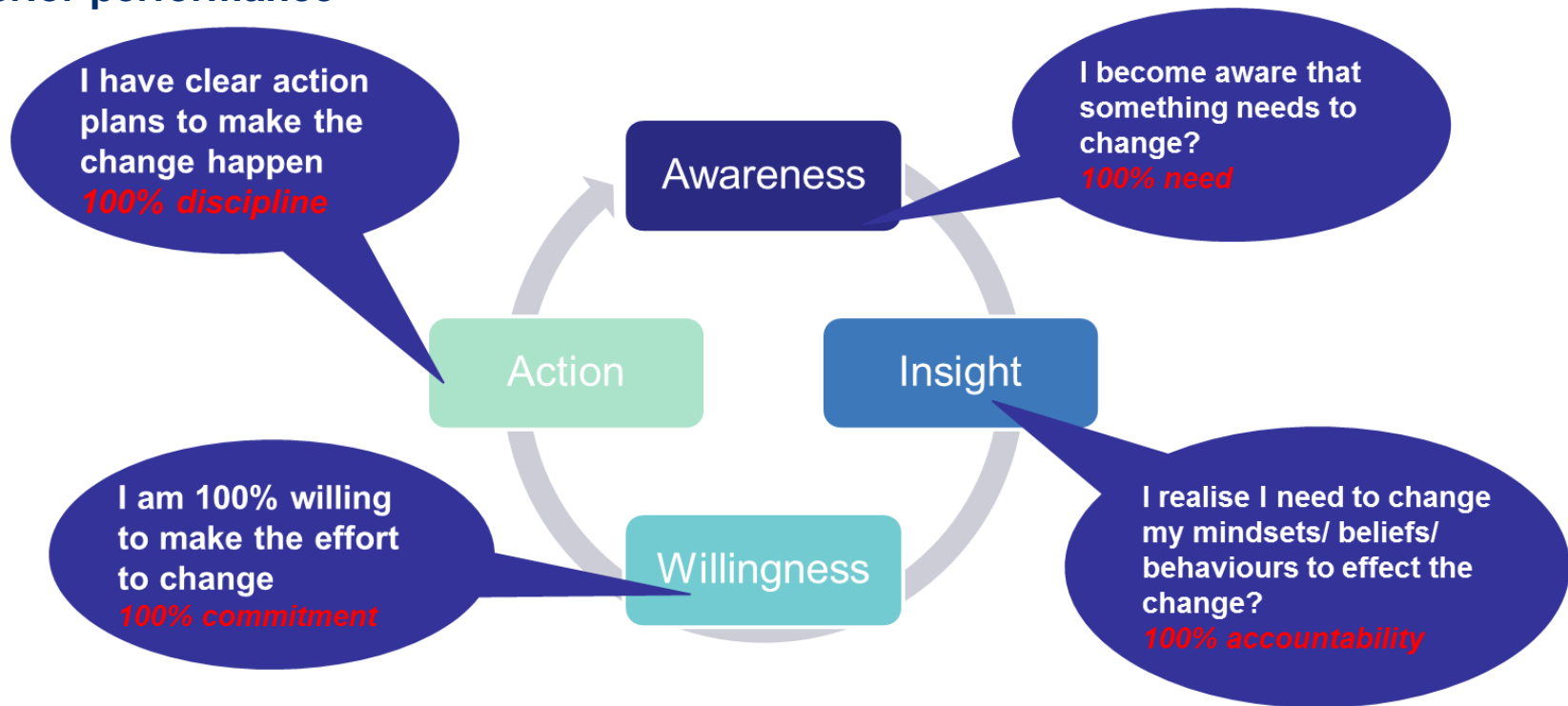
There are many reasons why teams fail to be effectiveness. Here are some of the key reasons:

1. **Disempowering leadership**
2. **Inadequate resources**
3. **Fuzzy or constantly changing goals**
4. **Lack of accountability**
5. **Poor alignment**
6. **Eroded trust and respect**
7. **Inconsistent communication**
8. **Destructive interactions**
9. **Ineffective relationship skills**
10. **Lack of resilience**

Source: [Diane Boivie](#)

Changing behavior to change results

- As with individual learning and change, teams need to work through the following steps of awareness, insight, willingness and action to change how they interact with each other for superior performance



Only if you change your approach, can you change your results

Team Development through phases

- To build a high performing team, it is usually necessary to develop through the a series of stages



Team development journey

Team development is not a once-off event, but consists of on-going opportunities to reflect, interact, give and receive feedback, learn and grow. An example of a typical journey is outlined below



Customised high performance team workshops

- A customised team development session usually covers the following topics supported by a variety of team tools some of which are shared in the Tools section of this presentation:

What does a high performance team look and feel like?



What are the crucial conversations we need to have as a team?



How do we build a high performance team?



How do we rate ourselves against high performance team?



What are the crucial conversations we need to have as individuals?

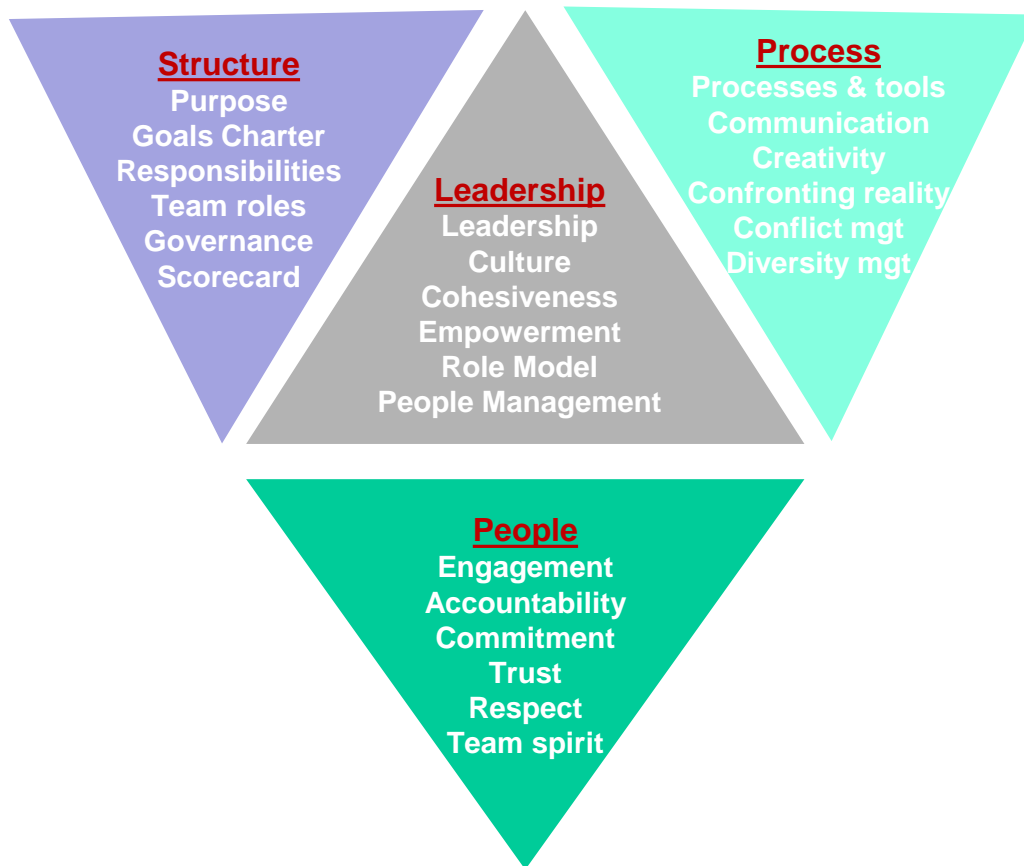


How do we get support and measure our progress?



Team Success Factors

- One of the first stages of awareness is to understand how the team is doing against 4 areas (and 24 dimensions) of team functioning that are critical for team success. Each of these factors can be assessed using our high performance teams survey.



- Once the strengths and areas for development are identified, ideas can be shared on how to improve and plans and accountabilities agreed to make the change happen.

Team Effectiveness Dimension: Structure

1. Purpose

- the team has a clearly defined purpose (reason for being) and vision of the future and energies are focused and aligned on that purpose and vision

2. Goals Charter

- the team has clear and agreed goals and objectives that need to be delivered by the team. There are agreed values/principles on how to work together to achieve these.

3. Responsibility

- roles and responsibilities are clearly defined including joint roles and interdependencies. Potential overlaps or conflicting roles are identified and managed. The measures and rewards attached to these roles are also clear.

4. Team roles

- team members understand the different team roles (based on personality preferences) played naturally by individuals and take these into consideration when working together to enhance effectiveness

5. Governance

- key stakeholder relationships and reporting structures are clearly defined in order to manage deliverables and expectations.

6. Scorecard

- the team has clear targets, measures and milestones with their key stakeholders to ensure they meet expectations. These are tracked and progress reported on.



Team Effectiveness Dimension: Process

1. Processes & tools

- the team understands and uses team processes and tools to assist with achieving results i.e.. Planning tools, facilitation/meeting tools, creativity tools, problem solving and decision making tools.

2. Communication

- team members feel they can speak freely and have time to share and discuss information with others, give relevant feedback and build effective relationships.

3. Creativity

- the team makes time to think out of the box and implement new ideas and applications to realise value.

4. Confronting reality

- team members are willing and able to hold honest conversations to address any areas of dysfunction or discomfort in the team. The team confronts the brutal reality and addresses problems effectively.

5. Conflict Management

- team members allow healthy debates, disagreements and creative tension for learning. Unhealthy conflict is addressed timeously in a healthy way

6. Diversity Management

- team members appreciate and respect the different cultures, personalities, skills and preferences in the team. Team members are able to disagree or be different without being punished



Team Effectiveness Dimension: People

1. Engagement

- team members feel involved, motivated and fulfilled in their work and feel valued for the contribution they make.

2. Accountability

- team members take ownership and hold each other accountable for individual and team tasks. There are clear consequences for lack of accountability and letting the team down.

3. Commitment

- team members are committed to the team purpose, objectives and customers and are committed to one another's growth and success.

4. Trust

- team members trust each other and demonstrate trustworthiness through integrity, reliability, credibility and honesty

5. Respect

- team members have a healthy respect for each other and treat each other with dignity, tolerance and inclusivity.

6. Team Spirit

- team members enjoy being a member of the team and create time for fun, celebration and social activities to get to know each other on a personal level



Team Effectiveness Dimension: Leadership

1. Leadership

- the team leader gives clear direction, and facilitates and co-ordinates communication, collaboration and involvement in team activities. The leader encourages shared leadership roles where appropriate

2. Culture

- the team leader creates a high performance, continuous learning and improvement culture

3. Cohesiveness

- the team leader optimises the collective personalities, skills contributions into a cohesive team

4. Empowerment

- the team leader delegates effectively and empowers individuals and the team to make decisions in their area of skill and influence

5. Role Model

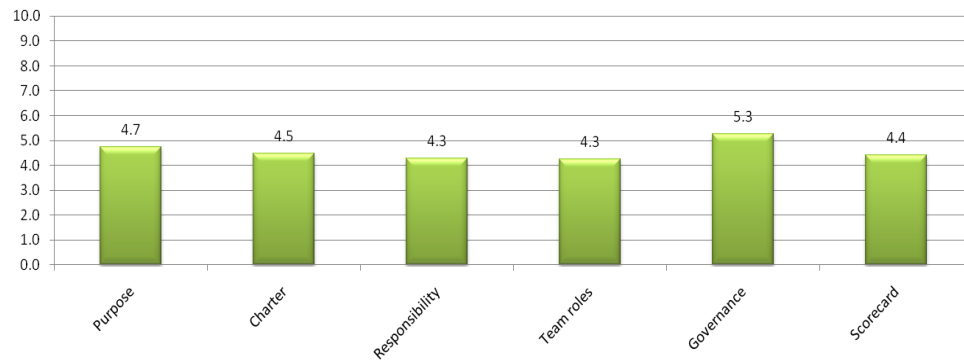
- the team leader role models the organisational values and behaviours and encourages team to do same

6. People management

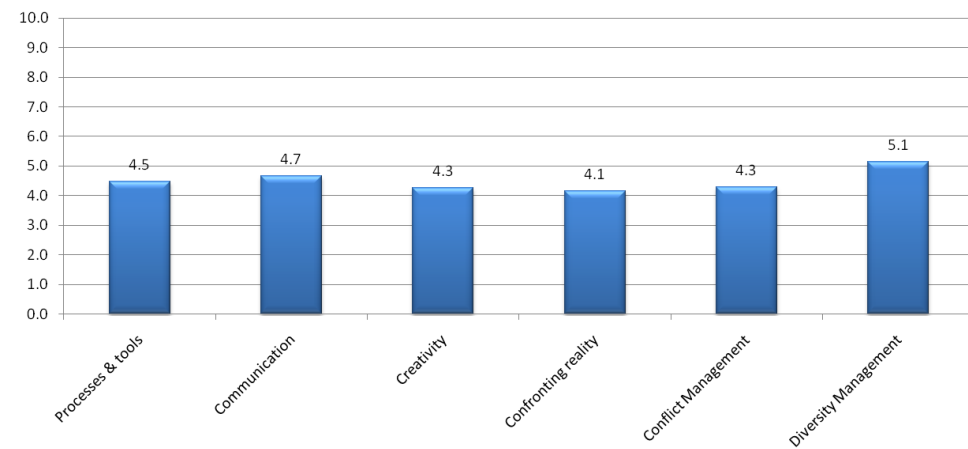
- the team leader manages the performance and development of team members through setting clear expectations and making time for regular coaching and feedback sessions



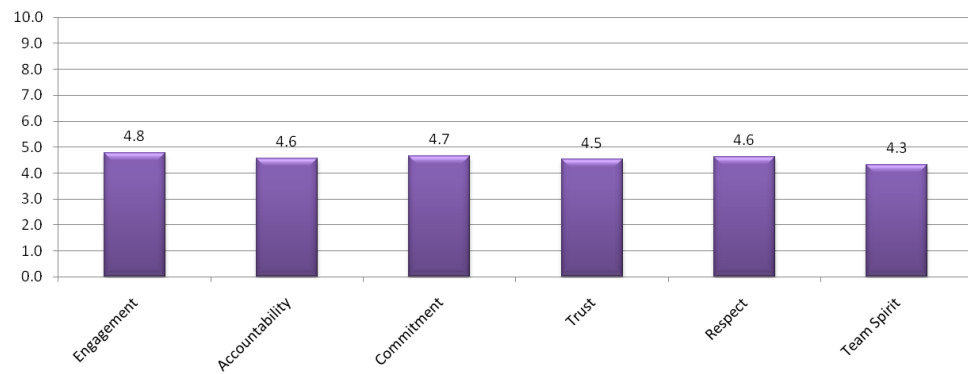
Structure Aspects



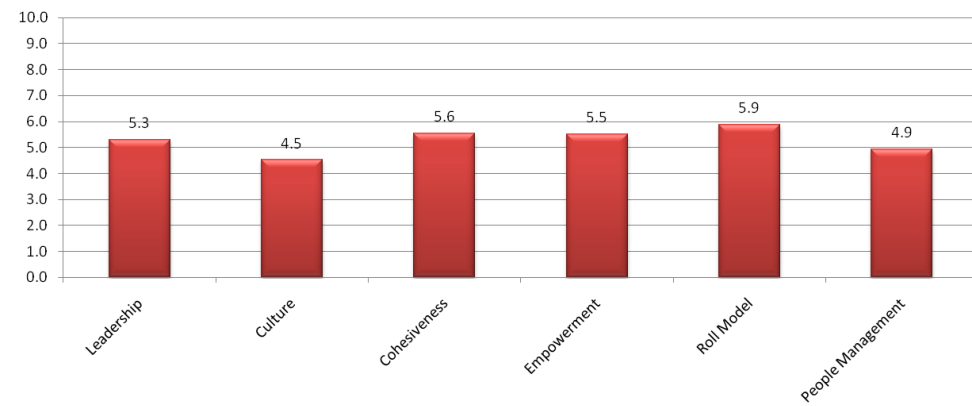
Process Aspects



People Aspects

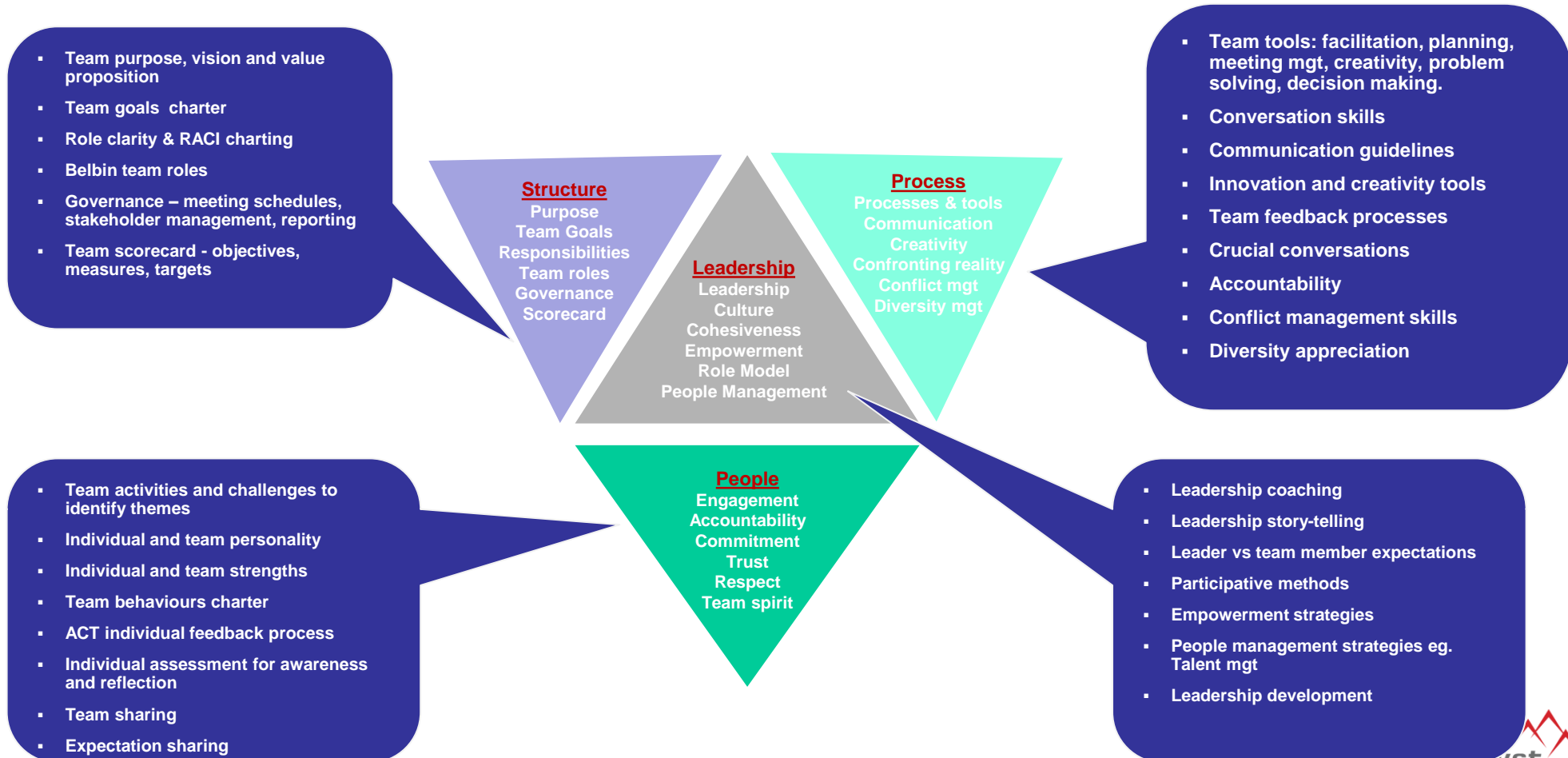


Leadership Aspects



Team Tools to Develop Team Success Factors

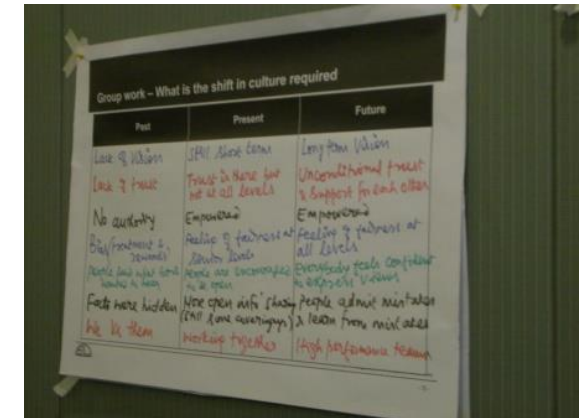
- For each of the team success factors there are a variety of tools that can assist development in that area (see team tools section):



Approach to team learning

The most important element of team sessions is to encourage and hold the space for honest, authentic conversation that is constructive and relevant and builds understanding, intimacy and trust between team members. Elements of our team sessions include the following:

- Learning is interactive and experiential
- Knowledge sharing is focussed on key issues with practical examples
- Group work and learning is encouraged
- Use of visual aids and video clips to enhance learning
- Many tools for application back at work
- Clear commitment to behaviours and actions







Sustainability and Follow-up

- Executive coaching has proven very effective in accelerating and sustaining leadership and team development
- In addition, workshops on core leadership and personal mastery topics to raise exposure and knowledge and to practice with colleagues and receive feedback are ideal for encouraging continuous learning

► Core modules we offer are the following (see details overpage):

- Personal mastery
- Team mastery
- Change mastery
- Business Mastery

► Other elective topics as determined by need (see details overpage)

- Project Management
- Relationship Management
- Creativity and Innovation
- Effective Communication
- Achieving Results
- Coaching and Mentoring



High Performance Teams

We offer a variety of customised high performance teams programs ranging from one day team-spirit building to long-term journeys of deep transformation. We have had excellent results and feedback from our executive and functional team interventions in the following organisations.

ARUP



DE BEERS
A DIAMOND

Buckman
LABORATORIES



accenture



Example: Objectives of a High Performance Team Session

- To raise awareness and importance of a **high performance “team” concept** and identify success factors for improved team and business effectiveness
- To clarify the purpose, vision and benefits of this team
- To surface the **barriers, challenges and support** needed to work more effectively as a team
- To build team **cohesiveness and trust** through sharing expectations, concerns, desires and personality preferences
- To agree principles and methods of **communication** to enhance flow of information and decision making
- To discuss and find **resolutions** to barriers and challenges in a constructive way
- To agree **team behaviours** to guide interactions
- To discuss and agree **processes and actions** to achieve significant improvements in team effectiveness and to build a high performance team.

Benefits of a High Performance Team Session

- Leadership team aligned around a common high performance organisational framework
- Leadership team aligned around agreed values and behaviours to drive the culture of the company toward a high performance organisation
- Clarity on the issues that are enabling and inhibiting performance, leadership and team effectiveness
- Leadership team aligned around the priority actions required drive a high performance organisation
- Improved team effectiveness of the senior leadership team
- Many obvious but unspoken “dead cat” issues discussed, demystified and addressed
- High-level change journey plan outlined and action plans agreed

About Catalyst Consulting



CATALYST CONSULTING is a specialised consulting and training business with extensive Southern African and international experience in the design and implementation of organisation-wide strategic change and culture transformation journeys, leadership development, talent management, coaching and mentoring, high performance teams and HR capability building.

Our passion is enabling leaders and HR professionals in their quest to create high performance organisations in which people can grow and contribute in meaningful ways to their full potential.

Our talent is facilitating and stimulating people to shift mind-sets, change behaviours and develop skills for real sustainable results.

Our team is experienced, creative and committed to help people address the challenges of the complex and dynamic work environment and partner with clients to build capacity for long-term impact.

Our success is based on rigorous project and change management, customised solutions, interactive, toolkit based learning and leaving a legacy of confidence and competence.

John and Debbie and our team of experienced associates bring with them, an integrated approach reflecting the realities of corporate life, organisational politics and a deep understanding and experience of the complex pressures and dynamics facing leaders today. They also ensure impact and sustainability through involvement and ownership of clients and participants and a strong change and project management approach to interventions. CATALYST is BEE level 4 compliant.

For more information, please consult our website: www.catalystconsulting.co.za or email debbie@catalystconsulting.co.za



Team tools

Purpose (Mandate): *What are we mandated to do? I.e. What products or services for who*

Vision (Future state): *What will success look and feel like? Inspiring, Motivating*

Strategic Goal 1:
What are we going to achieve in the next 1-2yrs

Strategic Goal 2

Strategic Goal 3

Strategic Goal 4

Strategic Goal 5

Strategic Objectives & Measures:
How are we going to achieve the goal and how will we know?
1a
1b
1c

Strategic Objectives & Measures
2a
2b

Strategic Objectives & Measures
3a

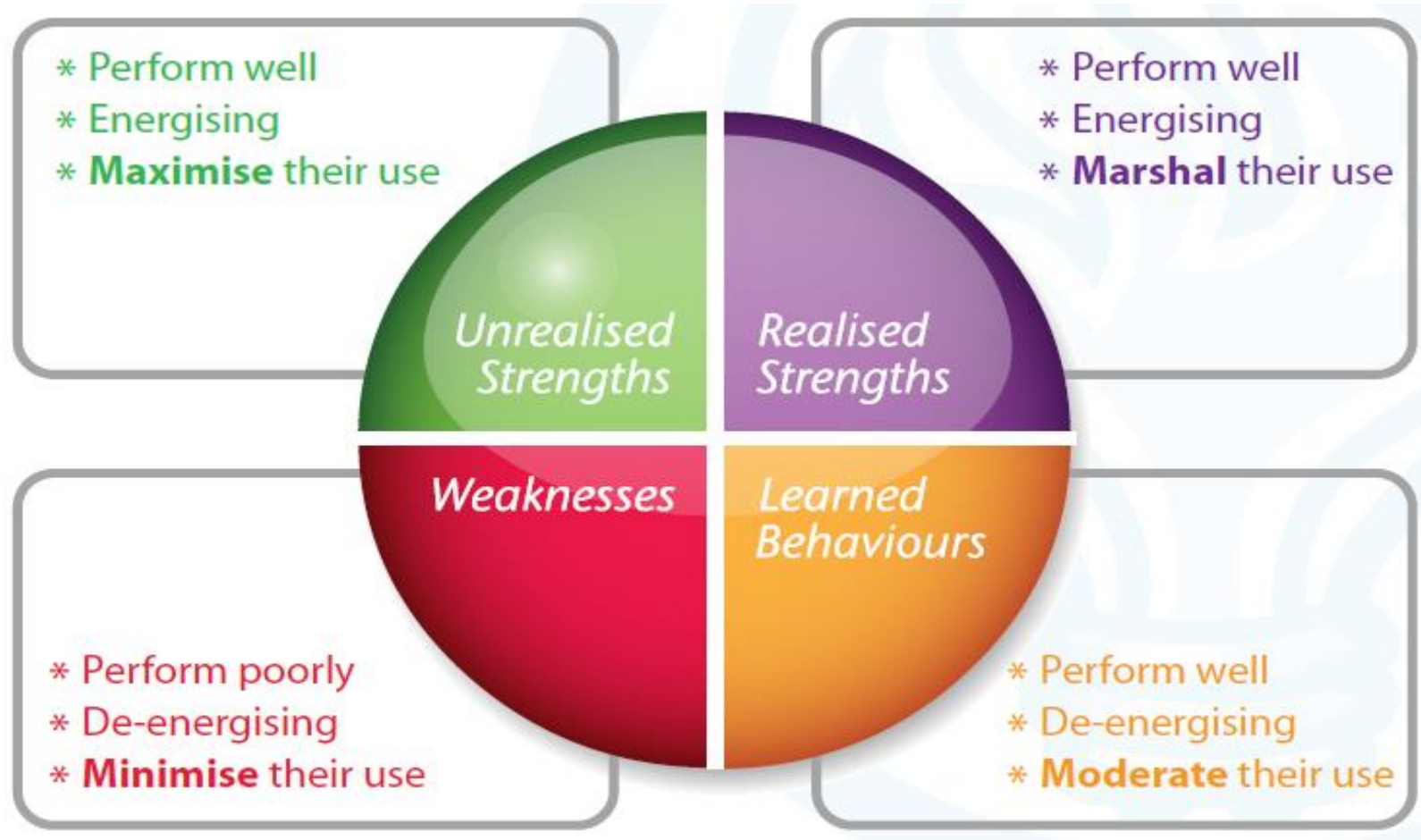
Strategic Objectives & Measures
4a
4b
4c

Strategic Objectives & Measures
5a
5b

Action Plans: detailed plan to achieve the objectives with timelines and resources

Values: How will we interact as a team to be successful? Values, Behaviours (in/out)

Strengths Profile – CAPP Realise 2



Strengths Profile – CAPP Realise 2

UNREALISED STRENGTHS

Sometimes we have natural strengths that we never have an opportunity to use. Maybe we are in the wrong job or career – one which doesn't allow us to use these hidden strengths; maybe we find ourselves in teams where the team dynamics steer us away from using some of our natural strengths.

Spotting and practising unrealised strengths

It is important to identify our unrealised strengths, but may be difficult if you have never had the opportunity to use it? To really live up to our potential we need to find ways of using these unrealised strengths by creating opportunities to practice and apply them.

REALISED STRENGTHS

Our realised strengths are the things we are naturally good at – and that we use in our day-to-day functioning. When we talk of "playing to our strengths" – this is exactly the kind of strength we are talking about.

How to use your strengths

It's easy to spot a natural strength, because this is what energises us. This is where we can enter the "zone" easily. Sometimes people will say: "I don't know how you can do that all day and still be so energised." We can do it because we're playing to our natural strength.



WEAKNESSES

There are some activities that we just don't have the natural inclination or energy for and will never be one of our strengths, no matter how hard we try or how much training we get? We need to be awareness and non-defensive about these and share these with others for them to understand and support us.

Avoiding activities that require this focus

It is best to avoid roles that require much time or effort in these areas. If you happen to need to manage in these areas, build some learned behaviours and reminders, get support or delegate where you can

LEARNED BEHAVIOURS

Sometimes we become really good at something that is not a natural strength of ours. Entrepreneurs may be good at conflict resolution (natural strength), but in the course of starting their business, they may have learned to be good at paying attention to detail (a learned strength).

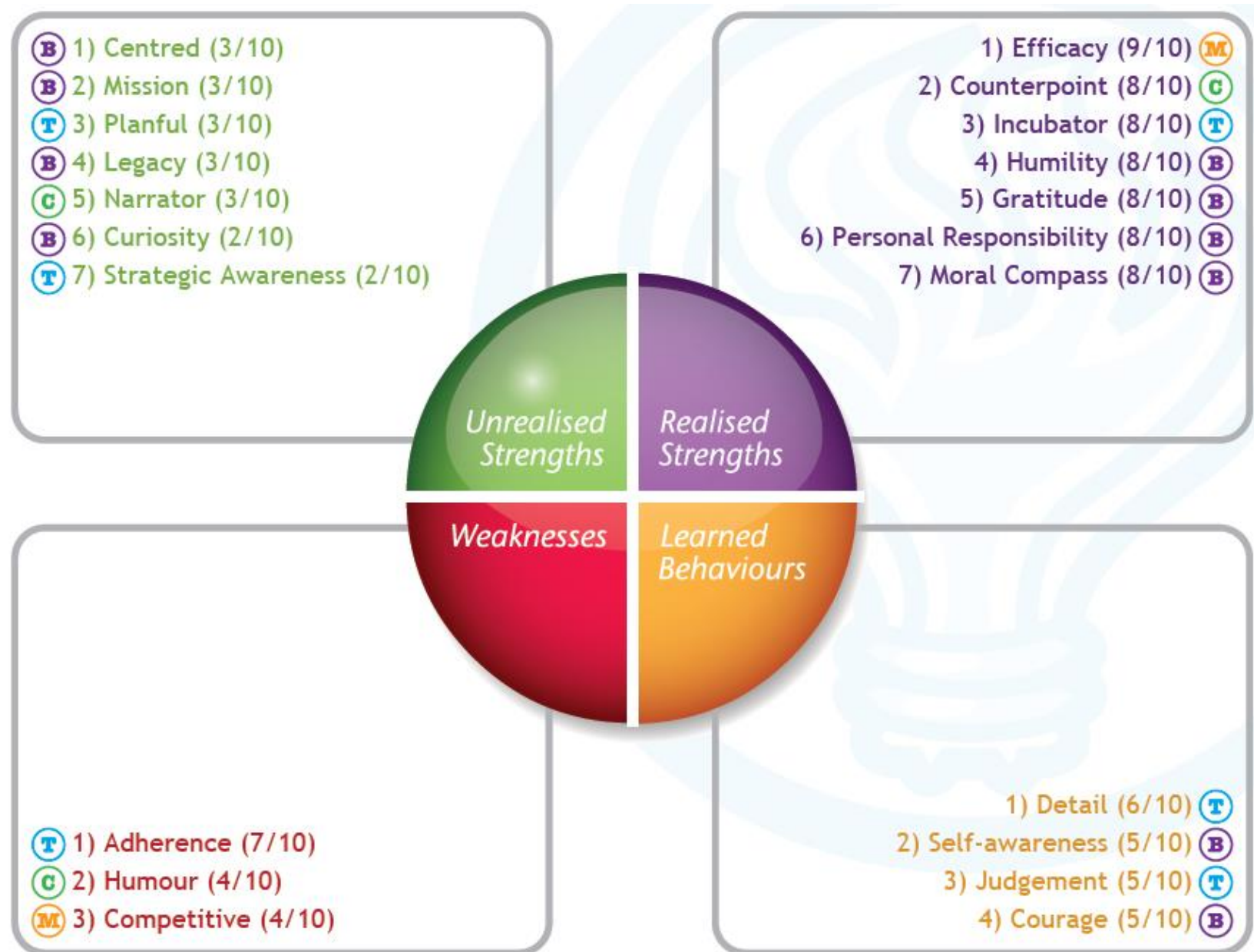
The strength that drains you

Ironically, some of the things we do the best may be the exact things we should avoid doing! The warning sign is finding ourselves drained or de-energised after using them. You can do it – and you can do it well – but doing it leaves you exhausted and de-energised. We need to find other people or processes to take on these where possible.

60 strengths across 5 families

B Being	C Communicating	M Motivating	R Relating	T Thinking
Authenticity Centred Courage Curiosity Gratitude Humility Legacy Mission Moral Compass Personal Responsibility Pride Self Awareness Service Unconditionality	Counterpoint Explainer Feedback Humour Listener Narrator Scribe Spotlight	Action Adventure Bounceback Catalyst Change Agent Competitive Drive Efficacy Growth Improver Persistence Resilience Work Ethic	Compassion Connector Emotional Awareness Empathic Connection Enabler Equality Esteem Builder Personalisation Persuasion Rapport Builder Relationship Deepener	Adherence Creativity Detail Incubator Innovation Judgement Optimism Order Planful Prevention Reconfiguration Resolver Strategic Awareness Time Optimiser

Example Leadership Team Profile



INSIGHTS Personality Preferences

Pravin Gordhan
Bill Gates
Einstein

Rational
Analytical
Organised
Cautious
Precise
Deliberate
Questioning

Bold
Direct
Tough
Single-minded
Determined
Strong-willed
Purposeful

Winston Churchill
Arnold Schwarzenegger
David Cameron

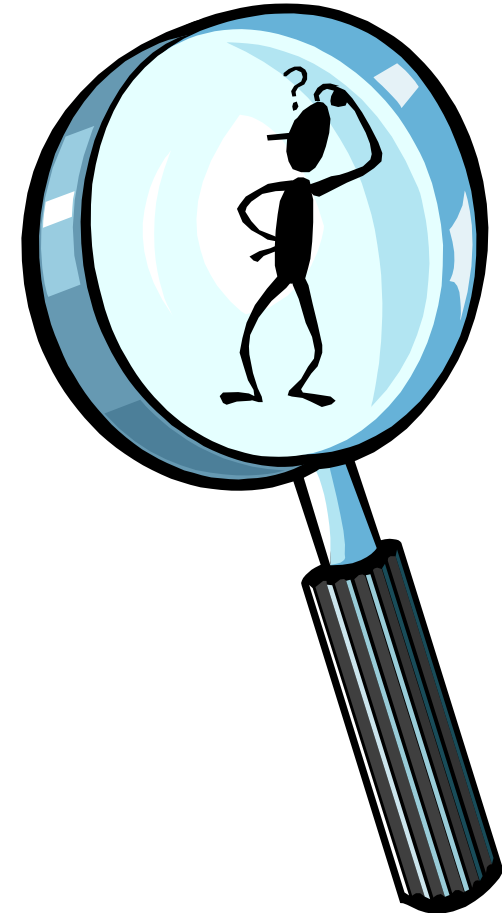
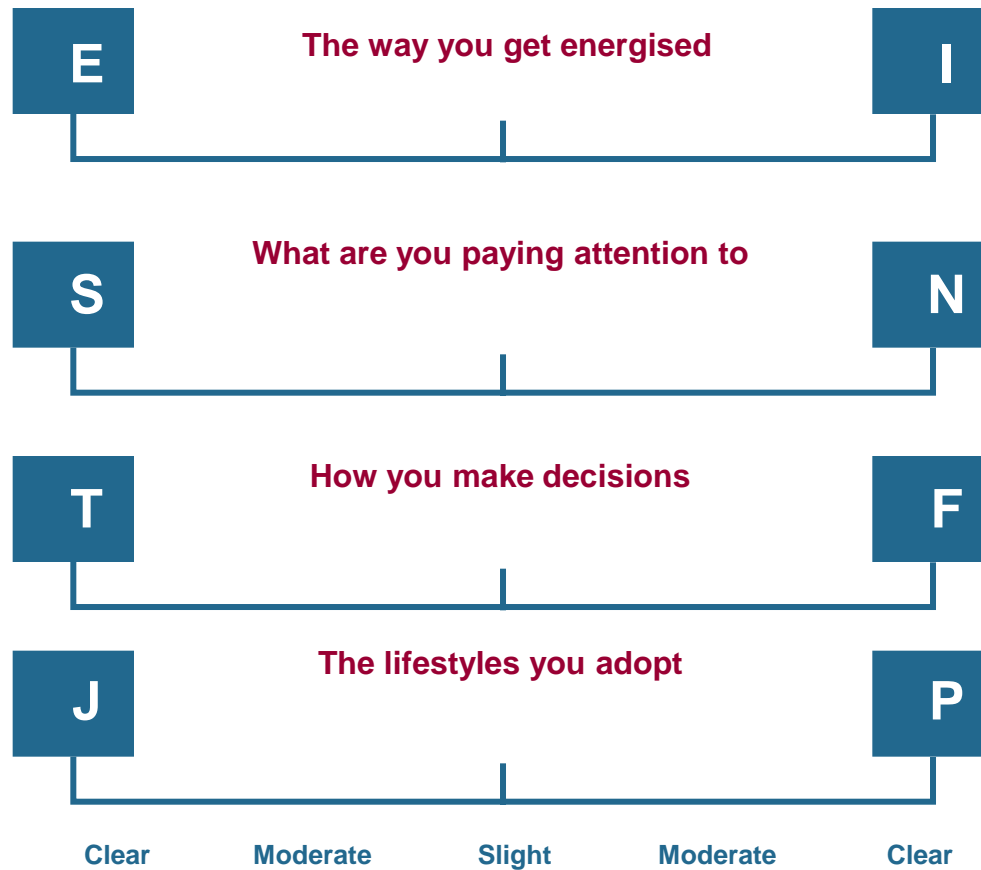


Caring
Encouraging
Sharing
Patient
Relaxed
Peaceful
Calm

Sociable
Dynamic
Demonstrative
Enthusiastic
Persuasive
Spirited
Expressive













Oprah Winfrey
Bishop Tutu
Richard Branson

Myers Briggs Personality Preferences (MBTI)




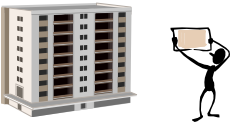
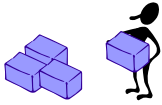









We use both preferences on each dimension, but one is usually preferred and better developed



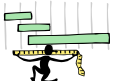













Intraversion and Extraversion

Extraversion Stimulation is from the environment – the outer world of people and things	Intraversion Stimulation is from within- the inner world of thoughts and reflection
	
	
	
	
	
	



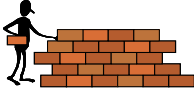













Sensing and Intuition

Sensing Takes in information by way of the five senses – sight, sound, feel, taste and smell	Intuition Processes information by way of a “sixth sense” or hunch
	
	
	
	
	
	

Thinking and Feeling

Thinking		Feeling	
Decides on the basis of logical and objective considerations		Decides on the basis of personal, subjective values	
	Decides with the head		Decides with the heart
	Goes by logic		Goes by personal conviction
	Good at analysing plans		Good at understanding people
	T's may seem cold and condescending to F's		F's may seem fuzzy-minded and emotional to T's
	Takes a long view		Takes an immediate and personal view
	Spontaneously finds flaws, criticises		Spontaneously appreciates
	Concerns for truth and justice		Concerns for relationships, harmony
	Sees things as onlooker from outside the situation		Sees things as a participant, from within a situation

Judging and Perceiving

Judging		Perceiving	
Decisive, planned and organised		Flexible, adaptable and spontaneous	
	Prefers an organised lifestyle		Prefers a flexible lifestyle
	Likes definite order and structure		Likes going with the flow
	Likes clear limits and categories		Likes freedom to explore without limits
	Feels comfortable establishing closure		Feels comfortable maintaining openness
	Handles deadlines, plans in advance		Meets deadlines by last minute rush
	J's may seem demanding, rigid uptight to P's		P's may seem disorganised, messy, irresponsible to J's
	Likes to have life under contro		Prefers to experience life as it happens
	Enjoys being decisive		Enjoys being curious, discovering surprises

Belbin's Team Roles



Plant



Resource
Investigator



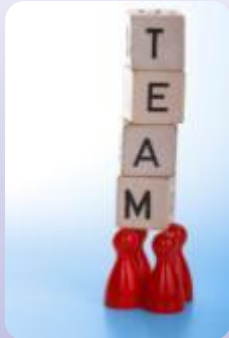
Coordinator



Shaper



Monitor Evaluator



Teamworker



Implementer












Completer/
Finisher



Specialist

Belbin's Team Roles – Roles & Descriptions

<i>Belbin Role Type</i>	<i>Team-role contribution</i>	<i>Allowable weaknesses</i>
 PLANT	Creative, imaginative, unorthodox. Solves difficult problems.	Ignores incidentals. Too pre-occupied to communicate effectively.
 RESOURCE INVESTIGATOR	Extrovert, enthusiastic, communicative. Explores opportunities. Develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
 CO-ORDINATOR	Mature, confident, a good chairperson. Clarifies goals, promotes decision making, delegates well.	Can be seen as manipulative. Offloads personal work.
 SHAPER	Challenging, dynamic, thrives on pressure. The drive and courage to overcome obstacles.	Prone to provocation. Offends people's feelings.
 MONITOR EVALUATOR	Sober, strategic and discerning. Sees all options. Judges accurately.	Lacks drive and ability to inspire others.
 TEAMWORKER	Co-operative, mild, perceptive and diplomatic. Listens, builds, averts friction.	Indecisive in crunch situations.
 IMPLEMENTER	Disciplined, reliable, conservative and efficient. Turns ideas into practical actions.	Somewhat inflexible. Slow to respond to new possibilities.
 COMPLETER FINISHER	Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time.	Inclined to worry unduly. Reluctant to delegate.
 SPECIALIST	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes on only a narrow front. Dwells on technicalities.

Co X TEAM VALUES

One Team	Trust & Respect	Communication	Capacity Building	Delivering Results
 <ul style="list-style-type: none"> • We commit to one goal, one vision with joint accountability • We support and co-operate with each other to seek win-win solutions • We focus our energy constructively in what matters • We work with passion and a positive attitude • We believe in ourselves that “we can do it” 	 <ul style="list-style-type: none"> • We seek to understand first and always check assumptions • We take the first step and give the benefit of the doubt • We respect and embrace cultural diversity • We empower others to make decisions • We respect health, safety, environment and quality standards (zero harm) 	 <ul style="list-style-type: none"> • We communicate effectively, candidly and constructively • We communicate using appropriate media to only the relevant people • We take action on meeting and e-mail guidelines • We have the courage to give feedback and have crucial conversations • We engage face to face and keep people informed through proactive action 	 <ul style="list-style-type: none"> • We are generous in sharing knowledge and skills • We are open-minded and flexible in receiving information, advice and feedback • We take time to engage and build relationships • We recognise others’ skills and abilities • We strive for continuous improvement 	 <ul style="list-style-type: none"> • We are proactive and innovative • We strive for exceptional results and deliver on our commitments • We ensure roles and responsibilities are clear and are aligned to results • We manage performance and confront “out of line” behaviours • We lead with clarity, courage and decisiveness
Red Flag Behaviours				
<ul style="list-style-type: none"> • Backstabbing • Blaming • Turf Protection, • Silo Thinking 	<ul style="list-style-type: none"> • CYA (self-protection) • Culturally Insensitive Statements /Actions • Interference Instead Of Interaction 	<ul style="list-style-type: none"> • Destructive Criticism • Unnecessary E-mails (Think First) • Poor Meeting Management 	<ul style="list-style-type: none"> • Thinking Alone • Working Alone • Knowing Better • Empire Building 	<ul style="list-style-type: none"> • Making Excuses • Being Passive • Tolerance For Poor Performance

Team Effectiveness

“Team” Effectiveness – what must we stop, start, continue doing to ensure we create value and develop towards a high performance culture?

Stop	Continue	Start



Team activity debrief

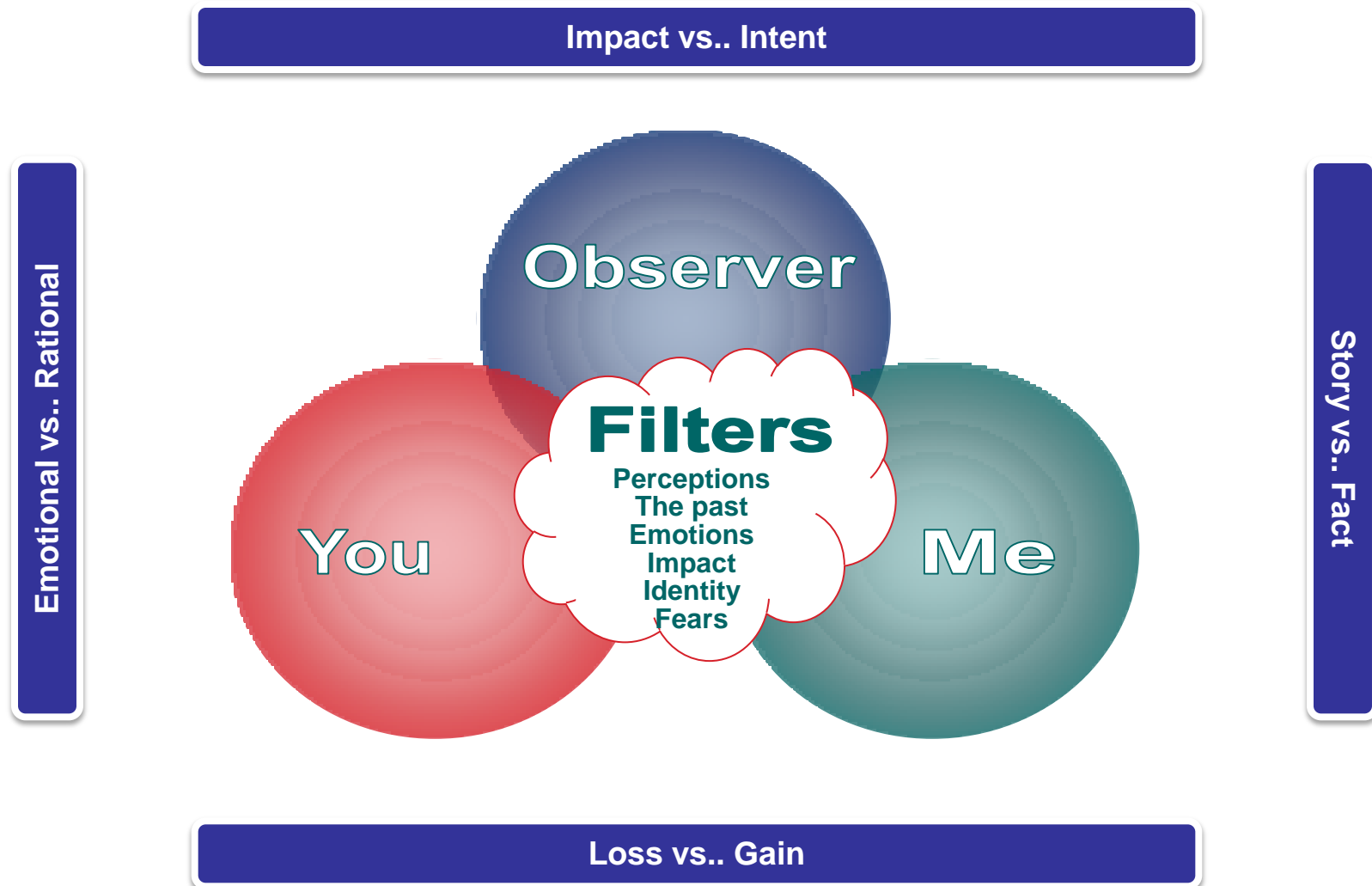
What did the team do effectively	What did the team do ineffectively

What did I do effectively	What did I do ineffectively

Team Sharing and Learning

My Key Strengths - what can contribute to this team	My Weaknesses – what may derail me, irritate others and what I want to manage/develop
My aspirations in this role – what legacy do I want to leave?	My pet hates, concerns and constraints in making this role and this team work

Difficult Conversations – Framework



What does RACI stand for?

Who is RESPONSIBLE

- The person who has to do it



Who is ACCOUNTABLE?

- The person who has to make sure it is done



Who is CONSULTED?

- Must be consulted before it is done



Who is INFORMED?

- Must always be informed after it has been done



A simple tool – A way of deciding who should do what in an organisation.

Team Member Contracting

Mandate Party A:	Mandate Party B:	Potential areas of conflict (with examples)

Party A commitments	Party B commitments	Conflict resolution process

Feedback Process

A

(Actions)

The leadership behaviours that the person is demonstrating – either effective or ineffective

C

(Consequence)

The effect these behaviours are having on you or others

T

(Try this ...)

The ways in which the person could do things more effectively

Building Blocks of Trust



Building Trust and Credibility

	BEHAVIOUR	CURRENT PERFORMANCE					OPPOSITE / COUNTERFEIT
C H A R A C T E R	Talk straight						Lie, spin, tell half-truths, double-talk, flatter
	Demonstrate respect						Don't care or don't show you care; show disrespect or show respect only to those who can do something for you
	Create transparency						Withhold information; keep secrets; create illusions; pretend
	Right wrongs						Don't admit or repair mistakes; cover up mistakes
	Show loyalty						Sell others out; take the credit yourself; sweet-talk people to their faces and bad-mouth them behind their backs
C O M P E T E N C E	Deliver results						Fail to deliver; deliver on activities, not results
	Get better						Deteriorate; don't invest in improvement; force every problem into your one solution
	Confront reality						Bury your head in the sand; focus on busywork while skirting the real issues
	Clarify expectations						Assume expectations or don't disclose them; create vague and shifting expectations
	Practice accountability						Don't take responsibility: "It's not my fault!"; don't hold others accountable
B O T H	Listen first						Don't listen; speak; listen last; pretend listen; listen without understanding
	Keep commitments						Break commitments; violate promises; make vague and elusive commitments or don't make any commitments
	Extend trust						Withhold trust; fake trust and then snoopervise; give responsibility without authority

Summary of Trust Behaviours

#1 – TALK STRAIGHT	#2 – DEMONSTRATE RESPECT	#3 – CREATE TRANSPARENCY	#4 – RIGHT WRONGS
<ul style="list-style-type: none"> Be Honest Tell the truth Let people know where you stand Use simple language Call things what they are Demonstrate integrity Don't manipulate people or distort facts Don't spin the truth Don't leave false impressions 	<ul style="list-style-type: none"> Genuinely care for others Show you care Respect the dignity of every person and every role Treat everyone with respect, especially those who can't do anything for you Show kindness in the little things Don't fake caring Don't attempt to be "efficient" with people 	<ul style="list-style-type: none"> Tell the truth in a way people can verify Get real and genuine Be open and authentic Err on the side of disclosure Operate on the premise of "what you see is what you get." Don't have hidden agendas Don't hide information 	<ul style="list-style-type: none"> Make things right when you're wrong Apologise quickly Make restitution where possible Practice "service recoveries" Demonstrate personal humility Don't cover things up Don't let pride get in the way of doing the right thing
#5 – SHOW LOYALTY	#6 – DELIVER RESULTS	#7 – GET BETTER	#8 – CONFRONT REALITY
<ul style="list-style-type: none"> Give credit freely Acknowledge the contributions of others Speak about people as if they were present Represent others who aren't there to speak for themselves Don't bad mouth others behind their backs Don't disclose other's private information 	<ul style="list-style-type: none"> Establish a track record of results Get the right things done Make things happen Accomplish what you're hired to do Be on time and within budget Don't overpromise and under deliver Don't make excuses for not delivering 	<ul style="list-style-type: none"> Continuously improve Increase your capabilities Be a constant learner Develop feedback systems – both formal and informal Act on the feedback you receive Thank people for feedback Don't consider yourself above feedback Don't assume today's knowledge and skills will be sufficient for tomorrow's challenges 	<ul style="list-style-type: none"> Address the tough stuff directly Acknowledge the unsaid Lead out courageously in conversation Remove the "sword in their hands" Don't skirt the real issues Don't bury your head in the sand
#9 – CLARIFY EXPECTATIONS	#10 – PRACTICE ACCOUNTABILITY	#11 – LISTEN FIRST	#12 – KEEP COMMITMENTS
<ul style="list-style-type: none"> Disclose and reveal expectations Discuss them Validate them Renegotiate them if needed and possible Don't violate expectations Don't assume that expectations are clear of shared 	<ul style="list-style-type: none"> Hold yourself accountable Hold others accountable Take responsibility for results Be clear on how you'll communicate how you're doing – and how others are doing Don't avoid or shirk responsibility Don't blame others or point fingers when things go wrong 	<ul style="list-style-type: none"> Listen before you speak Understand Diagnose Listen with your ears – and your eyes and heart Find out what the most important behaviours are to the people you're working with Don't assume you know what matters most to others Don't presume you have all the answers – or all the questions 	<ul style="list-style-type: none"> Say what you're going to do, then do what you say you're going to do Make commitments carefully and keep them Make keeping commitments the symbol of your honour Don't break confidences Don't attempt to "PR" your way out of commitment you've broken
#13 – EXTEND TRUST			
<ul style="list-style-type: none"> Demonstrate a propensity to trust / Extend trust abundantly to those who have earned your trust / Extend conditionally to those who are earning your trust / Learn how to appropriately extend trust to others based on the situation, risk, and credibility (character and competence) of the people involved / But have a propensity to trust / Don't withhold trust because there is risk involved 			

Competencies for team leaders



Leader

- Visionary
- Change champion
- Inspirational
- Engages and motivates
- Challenges the status quo



Business analyzer

- Gathers and disseminates information
- Uses technology effectively
- Provides multi-source information
- Strong in analytical and problem solving techniques

Living Example

- Modeling behaviours
- Walk the talk
- Practice what they preach
- Manage by principle not policy



Facilitator

- Create favorable conditions
- Enable people to be successful
- Solicit and channel participation of others
- Facilitate training and career development



Coach

- Creates an empowered work environment
- Encourages teamwork and communication
- Offers effective feedback
- Asks the right questions



Customer advocate

- Focus on quality, cost and speed to customers
- Develop customer empathy
- Creates a customer orientated environment
- Empowers front-line to serve customers

Managing inter-team behaviour and performance

3 prevailing team interaction requirements when teams need to work together toward a common goal:

- **Inter-dependence**

- frequency and quality of interactions among teams
- The higher the task complexity and uncertainty, the greater the need for co-ordination, procedures and interaction guidelines

- **Information flow**

- amount , quality and timing of information necessary to achieve joint decisions by interacting teams
- The higher the complex and uncertainty, the greater the information requirements are(quality and timing)

- **Integration**

- extent of collaboration, co-operation and structural unification among teams working towards common goals
- The higher the integration requirements, the higher the need for standardisation
- The lower the integration requirements, the greater the differentiation potential – teams can develop their own unique methods and forms of communication

Collaborative Leadership

- **Collaborative leadership is apparent in those who:**

- inspire commitment and action
- lead as a peer problem solver
- build broad based involvement
- sustain hope and participation

- **Core Collaborative Capacities**

- ***Assessing the environment for collaboration:*** understanding the context for change before you act
- ***Creating clarity, visioning and mobilizing:*** defining shared values and engaging people in positive action
- ***Building Trust and creating safety:*** creating safe places for developing shared purpose and action
- ***Sharing power and influence:*** developing the synergy of people, organisations and communities to accomplish goals
- ***Developing people, Mentoring and Coaching:*** Committing to bringing out the best in others and realising people are your key asset
- ***Self-reflection, Personal Continuous Quality Improvement:*** Being aware of and understanding your values, attitudes and behaviours as they relate to your own leadership style and its impact on others

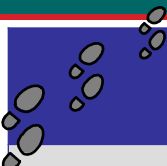
Making the change happen



Awareness <i>(What are the mindset/ beliefs that I have vs. what I have to shift?)</i>	Insight <i>(what behaviours/ approach do I need to change?)</i>
Willingness <i>(What is my current level of commitment and discipline to change?)</i>	Action <i>(What are my specific actions to achieve this change?)</i>

Team Effectiveness Action Plan

How do we continue to develop and improve our team's effectiveness?



Team Effectiveness Action Plan			