Creating & Leading a High Performance Team Culture

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Mechanics & Dynamics

- At *Espada,* we focus only on the dynamics of the team i.e. how we interact together.

- If the dynamics are excellent, the mechanics of the team are performed at a higher level

Performance Improvement

- Everything should be about performance improvement. If it won't make us better, stop doing it.

- Every team has the capacity to improve their performance

Leadership

- The art of getting a group of people to do something as a team because they individually believe that it is the right thing to do

- Leadership is '**see something, do something**'.

    See something positive, reward it

    See something negative, challenge it

    Not sure, ask!

- Doing the right thing when no-one is watching

Who Leads?

- Leadership is the responsibility of **every member** of the team

- We must all lead by example

- Team leaders particularly must model behaviours

High Performing Teams

- In high performing teams, every member of the team feels safe to have open, honest and constructive conversations about the team performance with any other member of the group

Culture Definition

- The behaviour that we accept and reward

- Language is critical

- Ask the new person 'what did you have to do to fit in?'
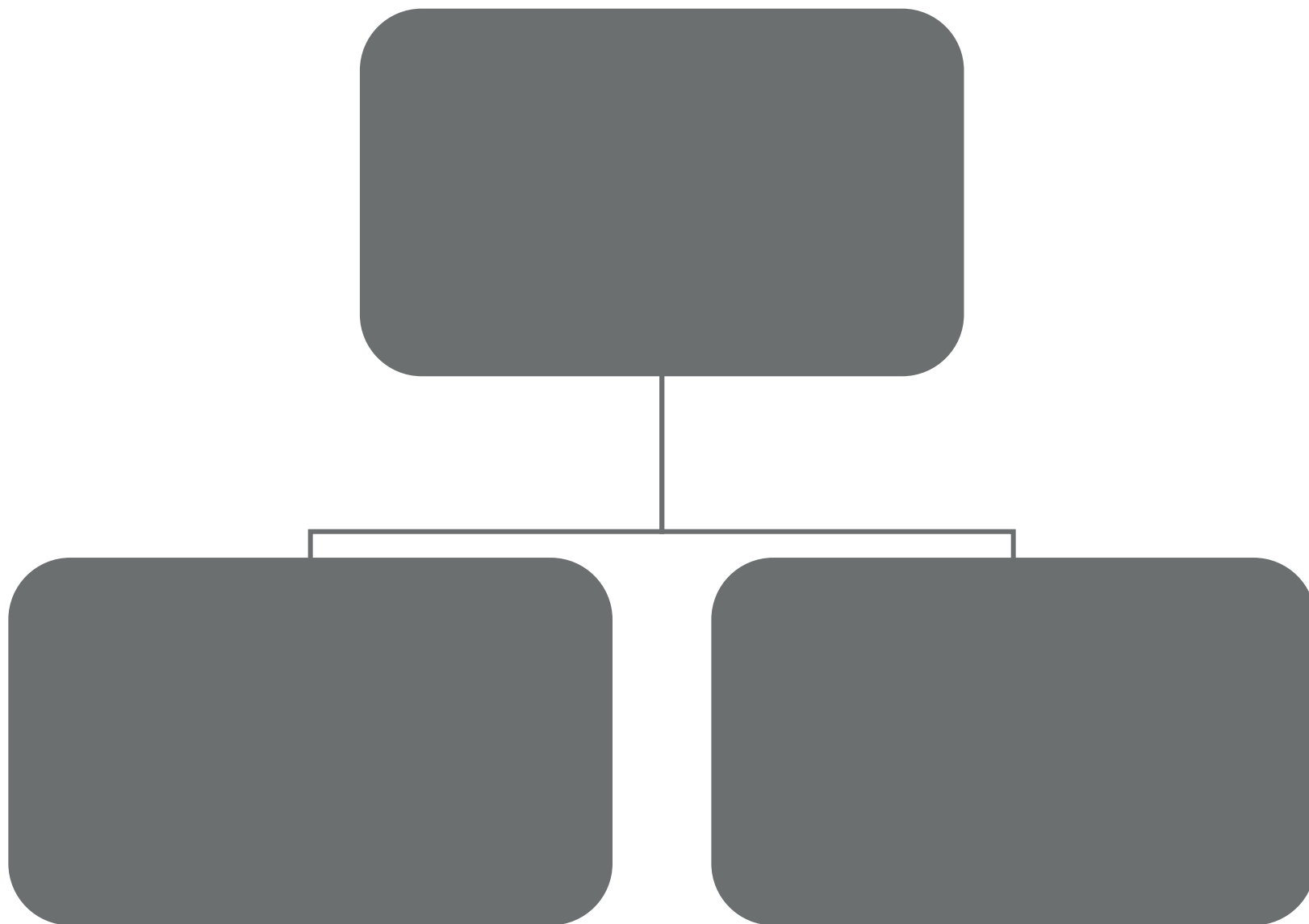
Building 'Family' Teams

Ethos

- The 'religion of the regiment'.

- What we stand for and what we believe in.

Conduct

- How we behave

- Are our actions congruent with our ethos

- Do we challenge behaviour that contravenes what we stand for

Family

- Building strong supportive relationships where we understand and accept each other's differences

Review

- Courage to have conversations that improve our performance

Implementing a Performance Framework

- Build a framework

- Select and develop leadership team

- Develop strong professional relationships

- Engage in open, honest, constructive dialogue about performance

- Develop individual action plans

Building Team Trademark and Rules (activity)

- What is the purpose of the team?

- How would you/others describe our team now? (3 words - **Now**)

- In an ideal world, how do we want our team to be described? (3 words – **Team Brand**)

- What behaviours do you currently **see** that stop us from being the 'ideal team'? (**Unacceptable Behaviours**)

- What behaviours must we display if we are to be this 'ideal team'? (**Team Behaviours**)

Before we begin – Team Boundaries

When building the team rules

- Must have group consensus

- If you can't live with, don't let it be put forward

- If you can live with, don't fight it

- No humour

- Group must own it

- Every member must have the opportunity to contribute

Case Study Example

Now

- Talented
- Good people
- Inconsistent
- Segregated
- Arrogant
- Fragile
- Dysfunctional
- Selfish
- Unprofessional
- Fractured
- Fragmented

Unacceptable Behaviours

- Not prepared eg meetings, presentations
- Working as individuals not as a team
- People breaking team rules
- People avoiding having the hard conversation
- No feedback – good or bad
- Taking f/b personally
- Not prepared to speak up
- Not listening to each other
- Poor body language
- People making excuses
- Sniping – behind backs
- Double standards for different employees
- Not pushing boundaries

Case Study Example

Team Brand (TM)

- United

- Disciplined

- Honest

Team Rules

- No short cuts

- Say what has to be said

- Deliver on your word

- Deliver feedback – right place, right time, right way

- Take action

- No fence sitting

- Take responsibility

Team Brand/Trademark

- Our team brand/trademark must now become THE 'stake-in-the-ground'.

- We must refer to it at all times when making decisions, especially when they are difficult decisions. If we have a good team brand/TM, it will guide us to make the right decisions

- We must use it for review, recruitment and induction

Building Strong Relationships – Partner/Group Talks (activity)

- Immediate Family Structure?

- Most valuable object (not euros/pounds)?

- Significant turning point (no marriages or births)?

- Most admired leader that you know personally. What characteristics?

- Happiest day/proudest achievement at work?

Relationship Pyramid

Grunt

Stuff

Others

Self

Feelings
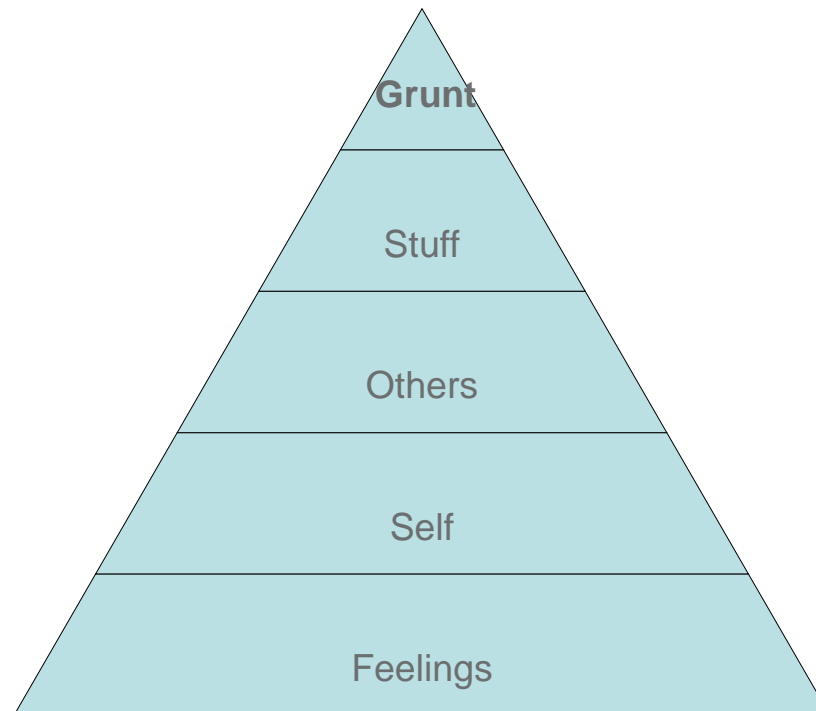
Profiling

- Utilise profiling tools eg DISC, Insights, Myers Briggs etc

- Use the information in a practical way ie don't let it be 'just another activity'

- Don't let people use their individual profiles as an excuse to behave 'badly' or 'inappropriately'
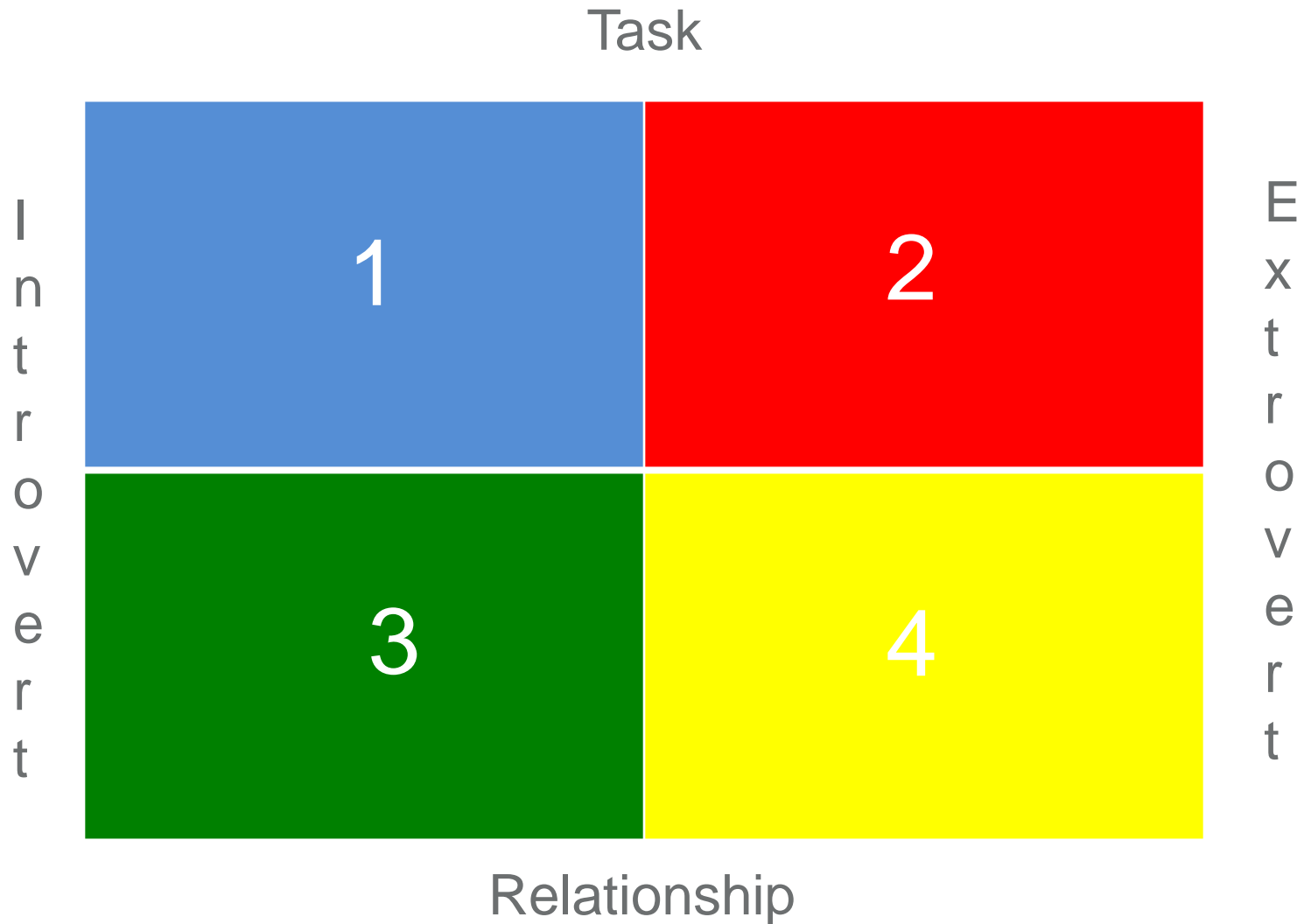
Why Profile?

- Understand yourself (great leaders understand themselves exceptionally well)

- Understand others

- Assist us to communicate more effectively - we never change what we have to say, but we may change when we say it, where we say it and how we say it based on the person we are speaking to

Profiling (activity)

1	
Diligent	Fussy
Predictable	Boring
Diplomatic	Fearful
Efficient	Officious
Perfectionist	Self righteous
Analytical	Indecisive
Restrained	Withdrawn
Systematic	Inflexible
Careful	Inactive

2	
Controlled	Uptight
Forceful	Uncaring
Direct	Lacks diplomacy
Disciplined	Bossy
Productive	Workaholic
Determined	Autocratic
Independent	Loner
Decisive	Unbending
Confident	Egocentric

3	
Calm	Inactive
Stable	Unmotivated
Passive	Over compliant
Friendly	Possessive
Practical	Conservative
Peaceful	Withdrawn
Serene	Complacent
Patient	Unsure
Dependable	Habit bound
Loyal	Dependent

4	
Friendly	Over friendly
Risk taker	Careless
Spontaneous	Easily led
Carefree	Undisciplined
Optimistic	Dreamer
Enthusiastic	Overpowering
Invigorating	Manipulative
Talkative	Loud
Outgoing	Intrusive
Assertive	Egocentric

Profiling (explanation)

Task

Introvert

1   2

3   4

Extrovert

Relationship

Profiling Principles

- Every person has each profile type but in different order & intensity

- We see the world as we are, not as it is

- Each profile type is just as important as the others. You get great leaders from each profile eg

- Your profile type is not representative of ability or intelligence etc

- Good teams have a combination of profile types

- Conflict often occurs as a result of team members with different profiles (often opposite) seeing things differently

- In a team environment, individual profile is **always** secondary to the team brand

Team Example

Name	1st Preference	2nd Preference	3rd Preference	4th Preference
	Yellow	Green	Red	Blue
	Yellow	Green	Red	Blue
	Green	Red	Yellow	Blue
	Green	Yellow	Blue	Red
	Green	Blue	Red	Yellow
	Red	Yellow	Blue	Green
	Red	Yellow	Blue	Green
	Red	Yellow	Green	Blue
	Red	Green	Yellow	Blue
	Red	Blue	Green	Yellow
	Red	Blue	Green	Yellow
	Blue	Green	Yellow	Red

Honest Dialogue About Performance

- Members of the team should meet in small groups regularly to discuss individual performance in reference to the Team Brand/TM & TM Behaviours

- Assists members of the team to engage in honest, open and constructive dialogue about performance by providing them with opportunities to practice

Left Hand Column (activity)

- Divide your page into 2 columns

- In the right-hand column, record a difficult work place conversation that you had that did not go very well.

- When you have completed this, record in the left-hand column, what you were REALLY thinking while the conversation was taking place

- CONCLUSION: It is important that we re-phrase and respectfully state what the left-hand column is telling us. Remember: right time, right place, right way.

Speed Feedback (activity)

- On a sheet of paper, list 5 people that you would like to receive feedback from OR give feedback to

- Everyone in the group then sits opposite one of the 5 names on their list, facing each other with knees almost touching (there may be 1 or 2 that cannot find someone on their list to talk to, don't worry just pair them up)

- When everyone is ready, shout GO! (or even better blow a whistle).

- Allow the conversations to go for 2 min before shouting STOP! (or blowing the whistle)

- Get everyone to swap and find someone else from their list to talk to.

- When everyone is ready, shout GO! and so on…………

- Do this as many times as you like but make sure that everyone always starts and stops together

Critcal Success Factors

- Weight of numbers – are most members of the group living the team behaviours

- Centres of influence – are the influential members of the group living the team behaviours

- Like versus respect – it is mush more important to be respected that liked. It is good to be both but respect is more important

- Expectation versus delivery – frustration and conflict occur when there is a gap between what is expected and what is delivered. When there is a gap, it provides us with an opportunity to learn and become better. Don't ignore 'gaps' and don't lower your expectations

- Critical Moments – situation/s present themselves that, if dealt with according to the team brand/TM, will ensure that team culture is changed significantly.

Leadership Team

- Must be ruthless in demanding that the team TM and TM Behaviours are adhered to

- Should be empowered and consulted by the head coach/CEO to manage all aspects of the team.

Leadership Team

Essentials

- Real Team

- Compelling Direction

- The Right People

Enablers

- Solid Team Structure

- Supportive Organisational Context

- Competent Team Coaching

Senior Leadership Teams (Harvard Business School Press)

Leaders

- **Model** team behaviours

- **Reward** team behaviours

- **Challenge** unacceptable behaviours

  (remember: right way, right time, right place)

- **Ask** when they are not sure

Admired Leadership Qualities

- Honest

- Forward Thinking   **=**   Credibility

- Inspiring

- Competent

You as a leader?

- What do you stand for?

- What is your leadership style preference?

- What is important to you?

- Understand yourself!

How do you measure up as a leader? (activity)

- What 3 words do you think your team would use to describe you?

- What 3 words would you like your team to use to describe you (perfect world)

- Are they different? If so, why?

- What behaviours do you think your team would want you to:

    Stop doing
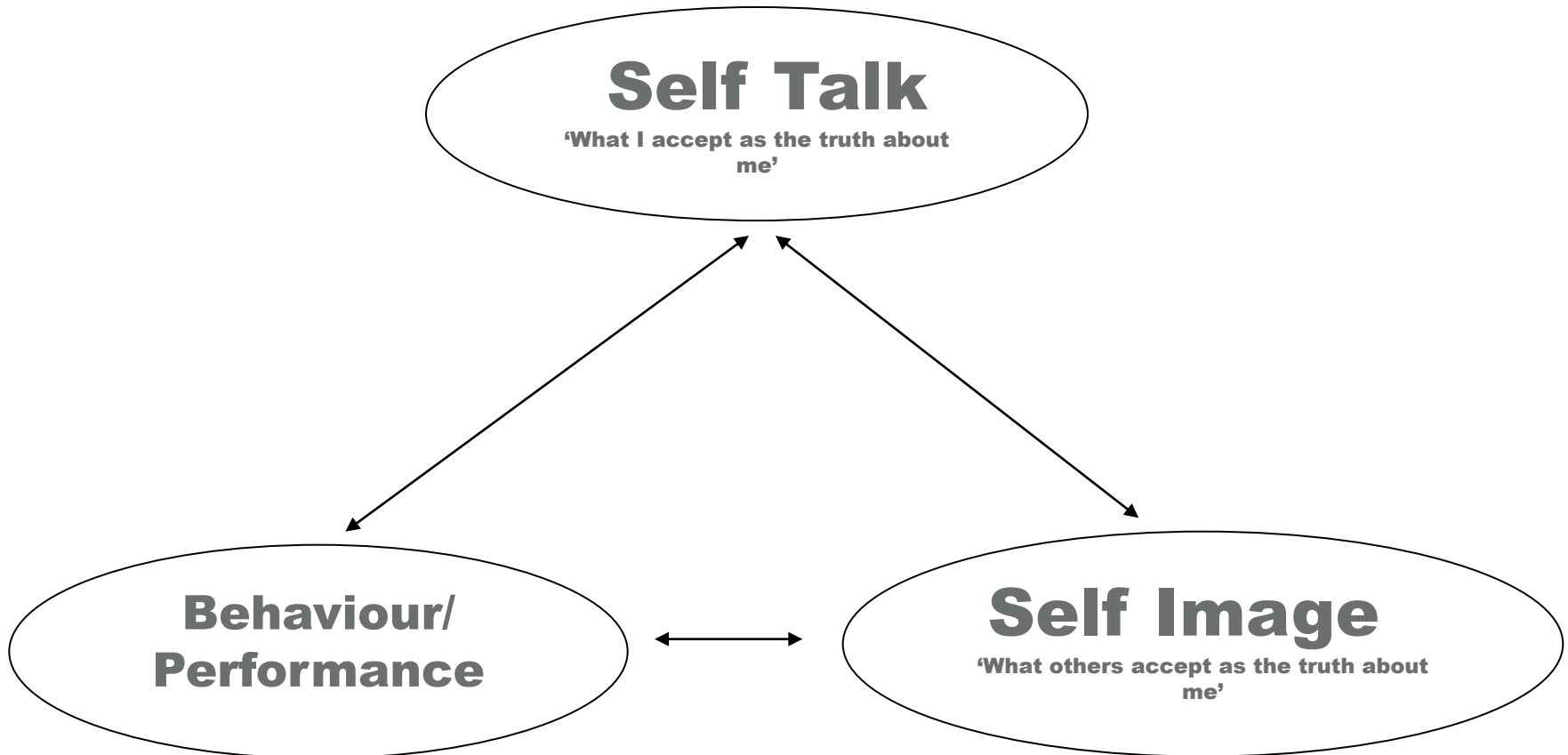
    Start doing

    Keep doing

Developing A Personal Leadership Plan

- Develop your own Trademark (3 words)

- Identify behaviours that you must stop, start and keep displaying

- Develop an affirmation

- Assign a mentor

- Build strong professional relationships

Making It Happen

- Behave as the person you want to be

- Self talk and affirmations are critical to this

Self Talk Cycle

Self Talk

'What I accept as the truth about me'

Behaviour/ Performance

Self Image

'What others accept as the truth about me'

Situational Leadership

Relationship

Supportive	Coaching
"We Talk, You Decide"	*"We Talk, I Decide"*
Delegative	Directing
"You Decide"	*"I Tell"*

Task

Level of Security   Level of Training   Level of Willingness
Urgency of Task

Recruitment and Induction

- Recruit and induct using the Team Behaviours

Review & Performance Measures

- Identify KPI's that will measure the commitment of your team to the team behaviours

- This will remove the pressure/distraction/focus of the 'scoreboard'

- Review against team behaviours and KPI's

The Change Curve

Conflict

- Must be embraced if we are to drive performance improvement

- Must be managed carefully and respectfully (using Trademark Behaviours)

- Occurs when there is a gap between 'what we expect' and 'what is delivered'.

Managing Conflict

- Always use the Trademark & Trademark Behaviours as your reference point

- Always confront issues and encourage open dialogue

- In difficult situations have this mediated by an independent facilitator

Motivation & Engagement

- Purpose – doing meaningful work together

- Autonomy - decision making discretion

- Mastery – improving my performance at something that is meaningful to me and uses the personal strengths of team members

- Sharing information

- Connected – team members feel like they belong and are listened to

- Offering and providing performance feedback

- Minimising incivility

Indicators of High Performing Teams

- Positive : Negative – 6:1 – ratio of positive to negative interactions

- Advocacy : Inquiry – 1:1 – ratio of advocacy versus inquiry (genuine questions to understand others)

- Others : Self – 1:1 – ratio of comments demonstrating concern for others versus self

Great Teams   versus   Poor Teams

- **Focus on positive results** - Able to put egos aside for the sake of maximum team performance

- **Everyone accepts full responsibility -** High standards with a desire to continuously improve

- **Fully committed team -** Clarity within the team, individuals able to self manage

- **Commitment to Resolution -** Genuine acceptance of diversity

- **Complete Trust -** Feel safe to express our thoughts, have honest conversations and show vulnerability

- **Inattention to results** - Maintenance of status and ego more important than results

- **Avoid accountability** - Lower standards where no-one is prepared to challenge

- **Lack of commitment** - Ambiguity or lack of clarity around roles or responsibilities

- **Fear of Conflict** - Artificial or superficial harmony

- **Absence of trust** - Team members show a facade of invulnerability

Key Focus Areas for a Successful Program

- Identify & influence 'centres of influence'

- Identify blockers and develop a strategy to reduce 'blocking' (detractors/enhancers)

- Level of honest dialogue between power brokers

- Leaders' preparedness to receive feedback from team

- Leaders have no 'favourites'

- Level of skill of coaches/leaders/players to apply knowledge

- Weight of numbers (WON)

- Eradicate structures that prevent excellent dynamics eg poor meeting format

Values Based Leadership

- A life driven by a purpose is more meaningful

- Success is contagious. Everyone wants to succeed

- Put people in the right jobs

- Character is the most important trait

- Diverse groups are more innovative

- Ineffective culture and systems are bigger barriers than a lack of talent

- Some people will not make the journey

- Organisations must renew themselves

- Recruiting is top priority

- The true test is when you leave

Go raibh míle maith agat