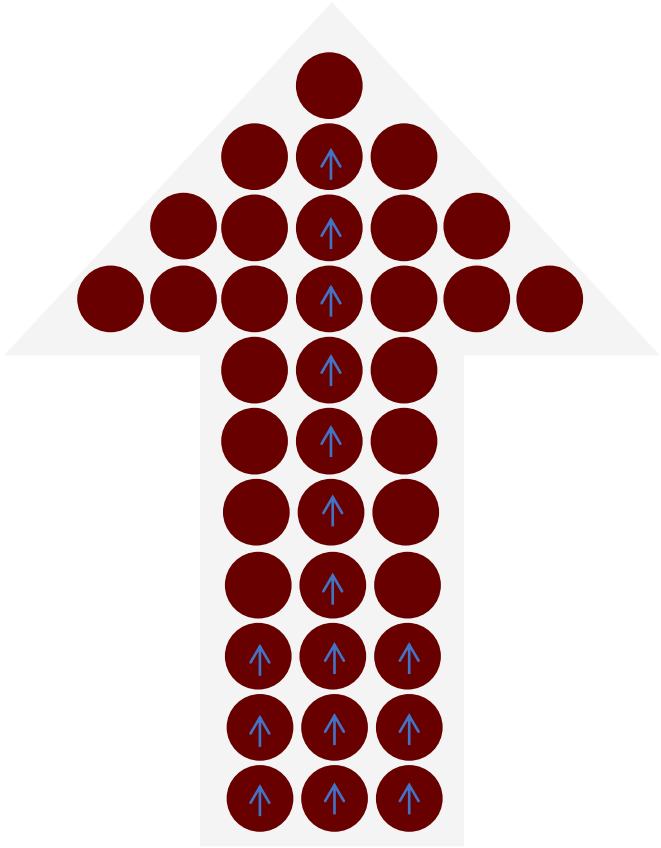
# Building a High-Performance Team on Trust

Tim Rahschulte, Chief Executive Officer
Email me at timr@pdaleadership.com

PROFESSIONAL DEVELOPMENT ACADEMY


EUNAVERSE

# Building a High-Performance Team on Trust



- We have talent leaving our organization at a faster rate than what we can hire and develop.
- Our talent is not aligned with business objectives and strategy.
- We do not struggle with assigning responsibility, but we do struggle with accountability; sustaining commitments.
- We can't scale fast enough to ensure learning is occurring to meet the changes in our business and market.
- We do not have a high potential talent management plan sufficient to meet our 10-year business model and roadmap.
- We are not well-equipped to leverage performance analytics.
- In order to succeed, our talent needs to collaborate as a team and be more collaborative in our work.

# HIGH-PERFORMANCE TEAM

# EMPLOYEE ENGAGEMENT

# How engaged is your organization?

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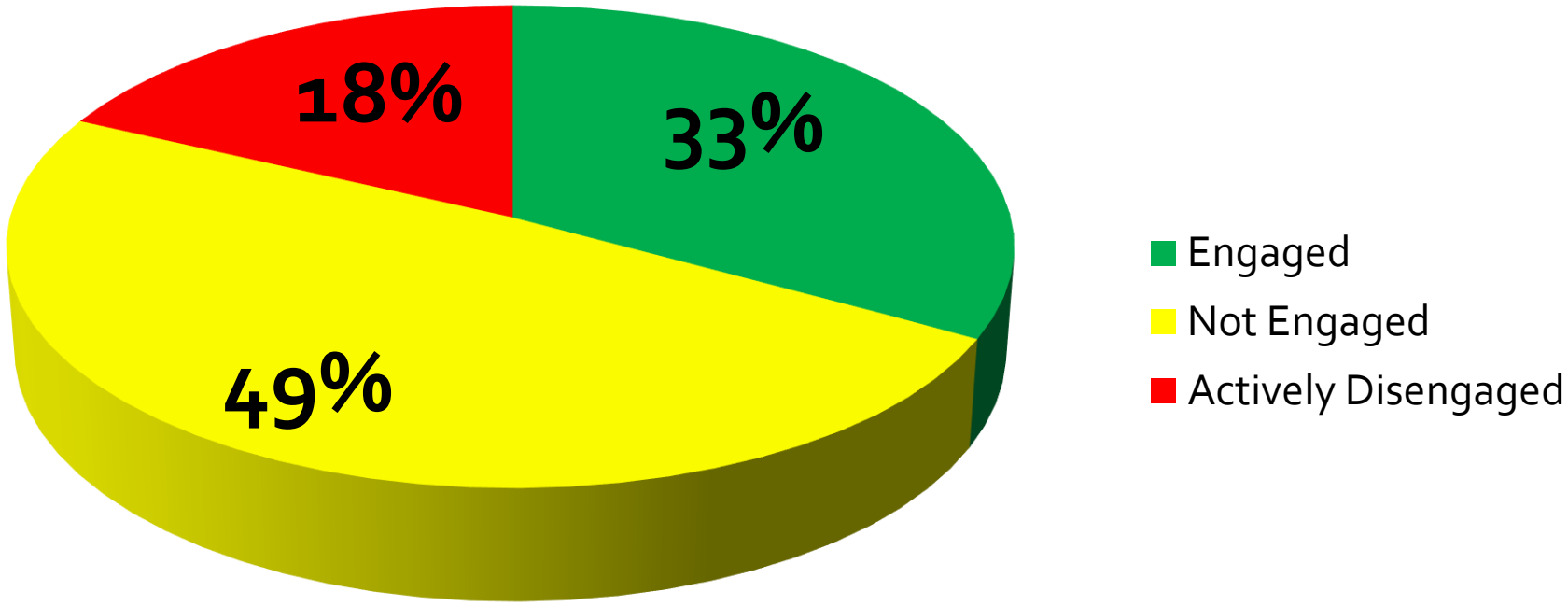
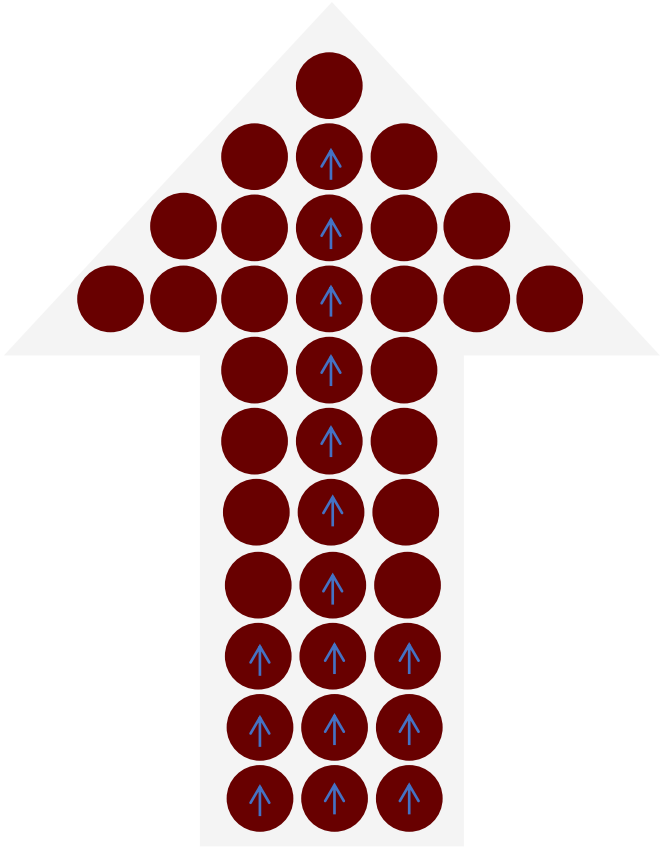



GALLUP Corporation

# Building a High-Performance Team on Trust



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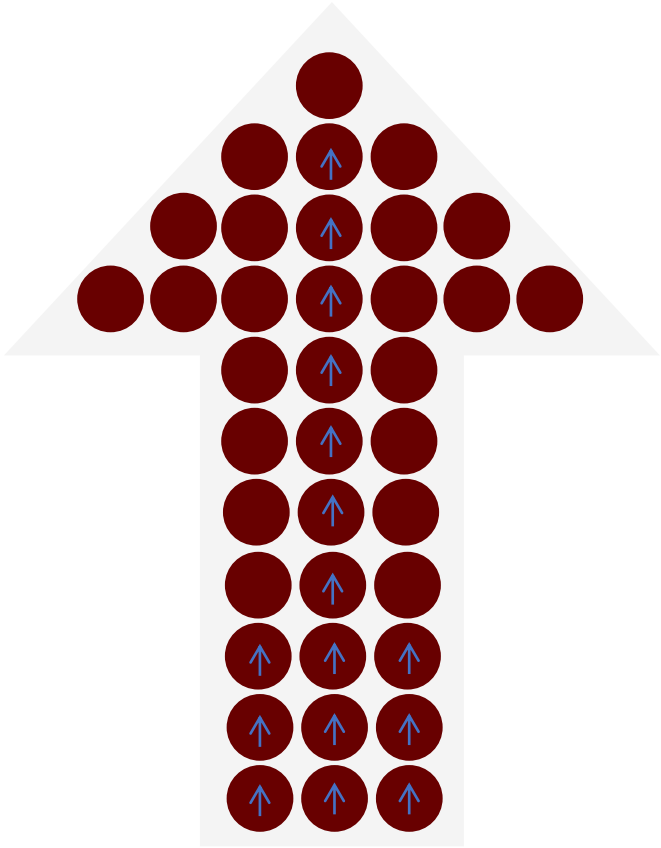


## THE DRIVING QUESTION

What do we do . . .
How can we create a high-performance organization with high-performing teams?

# HIGH-PERFORMANCE TEAM

# HIGH-PERFORMANCE TEAM

sustained growth

participative leadership

exploit opportunities

disciplined

execute

constantly build team

leader among peers

ethical

ability to change

confidence

cohesion and teamwork

alignment - mission, vision, values, behaviors

they win

focused

employee focus

customer focus

strong financial position and returns

clarity of role and purpose

leverage strengths

specific, objective goals

# HIGH-PERFORMANCE TEAM

# GREATNESS

# HIGH-PERFORMANCE TEAM

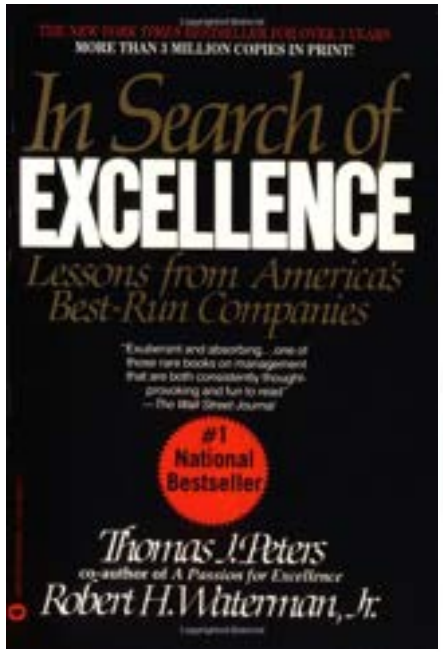
*A high-performance organization is an organization that achieves financial results that are better than those of its peer group over a longer period of time, by being able to adapt well to changes and react to these quickly, by managing for the long term, by setting up an integrated and aligned management structure, by continuously improving its core capability, and by truly treating employees as its main asset.*

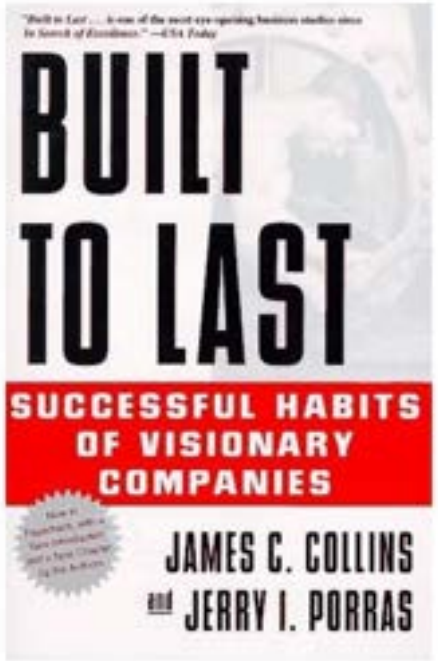
Andre A. de Waal

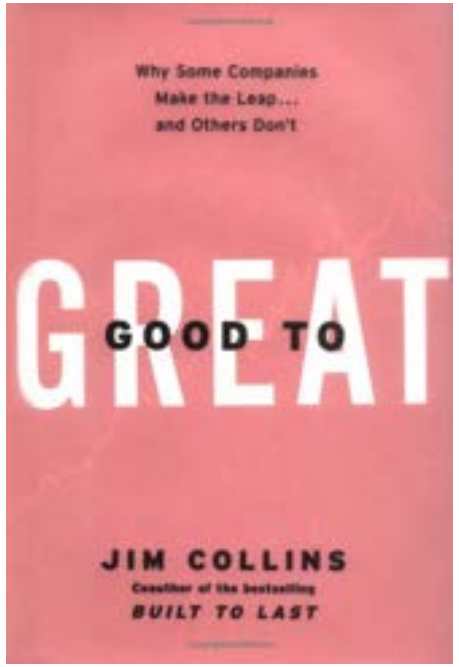
MAINTAINING A

# HIGH-PERFORMANCE TEAM

IS NOT EASY



WHEN IT COMES TO

# HIGH-PERFORMANCE TEAM

THEY ARE . . .

WHEN IT COMES TO

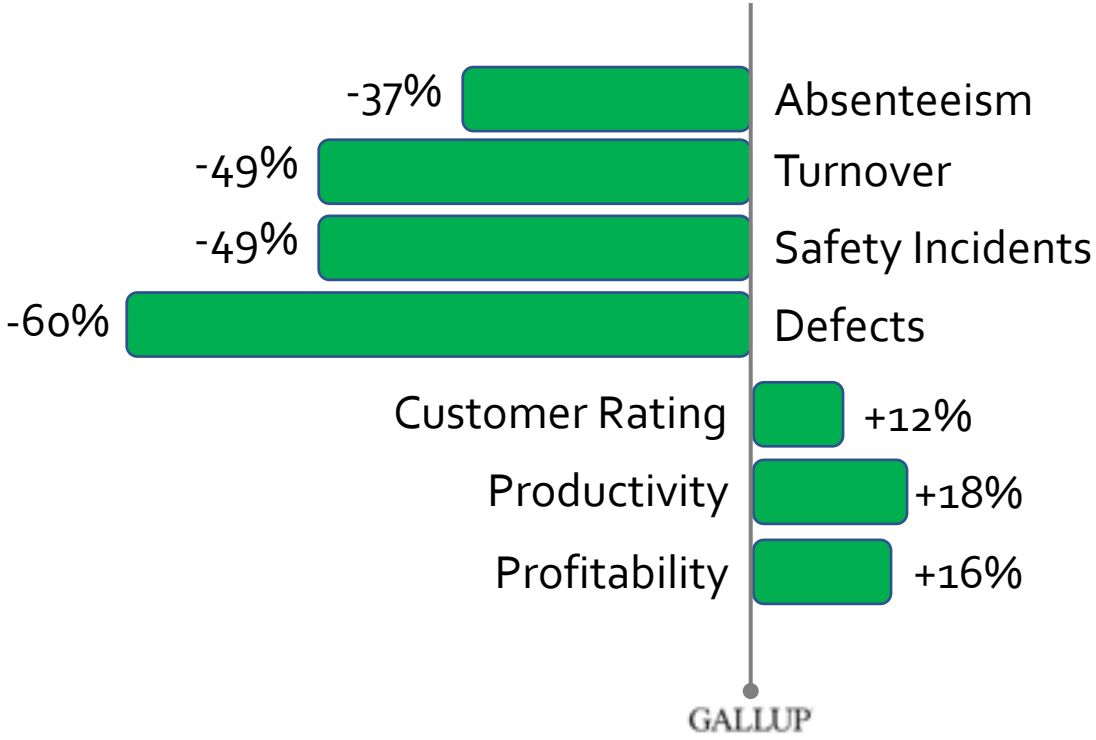
# HIGH-PERFORMANCE TEAM

THEY ARE . . .

1. More consistent, clear, and thoughtful when it comes to strategy.
2. Consistently exceed customer expectations.
3. More ethically grounded and focused beyond profit margin alone.
4. Have executive support focused on talent (selection and development).
5. Have clarity in role requirements, expectations, and performance measures.
6. Have intentionally designed teamwork and collaboration.
7. Likes the organization and promotes it as a great place to be.
8. Are never satisfied with current performance.

# Measuring the value of high performance

The difference in results between the top quartile (highest performing organizations) and the bottom quartile (lowest performing organizations) include:



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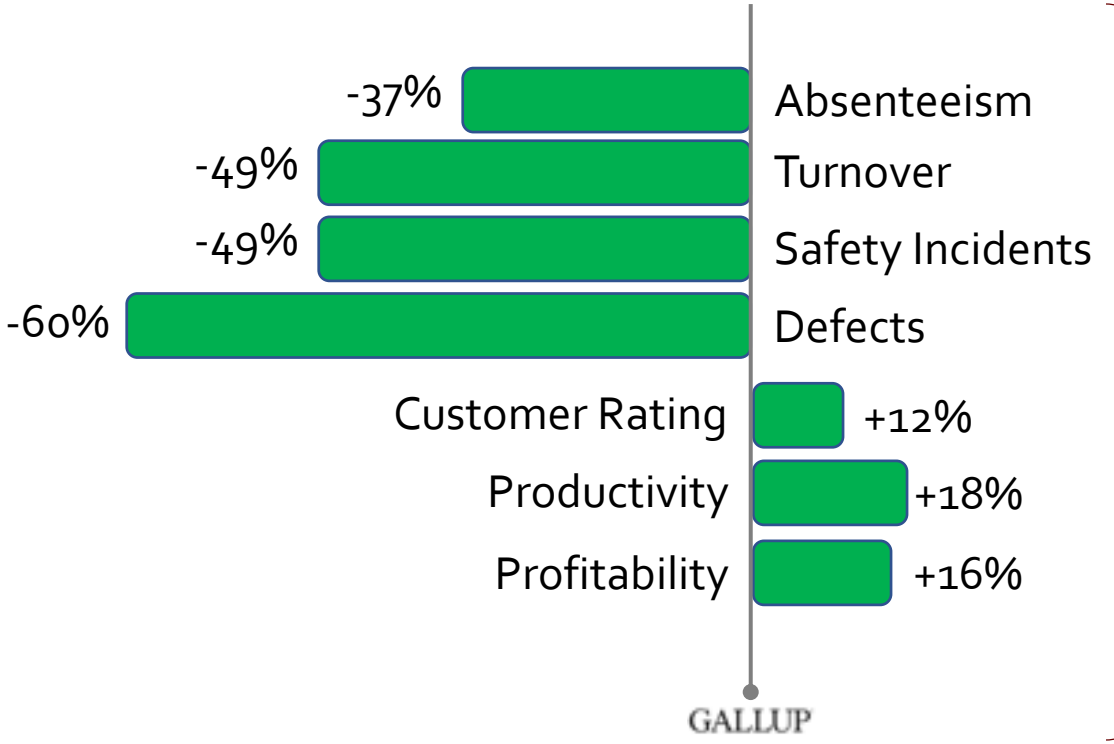



**High-performing teams are more efficient, more effective, and, generally speaking, create more valuable outcomes than their peers.**

# THE DRIVING QUESTION

What do we do . . .
How can we create a high-performance organization with high performing teams?


If you need to create high-performing teams,
then you need to create a new culture.
Team and
Organization
Performance
CULTURE


Malcolm Baldrige National Quality Award

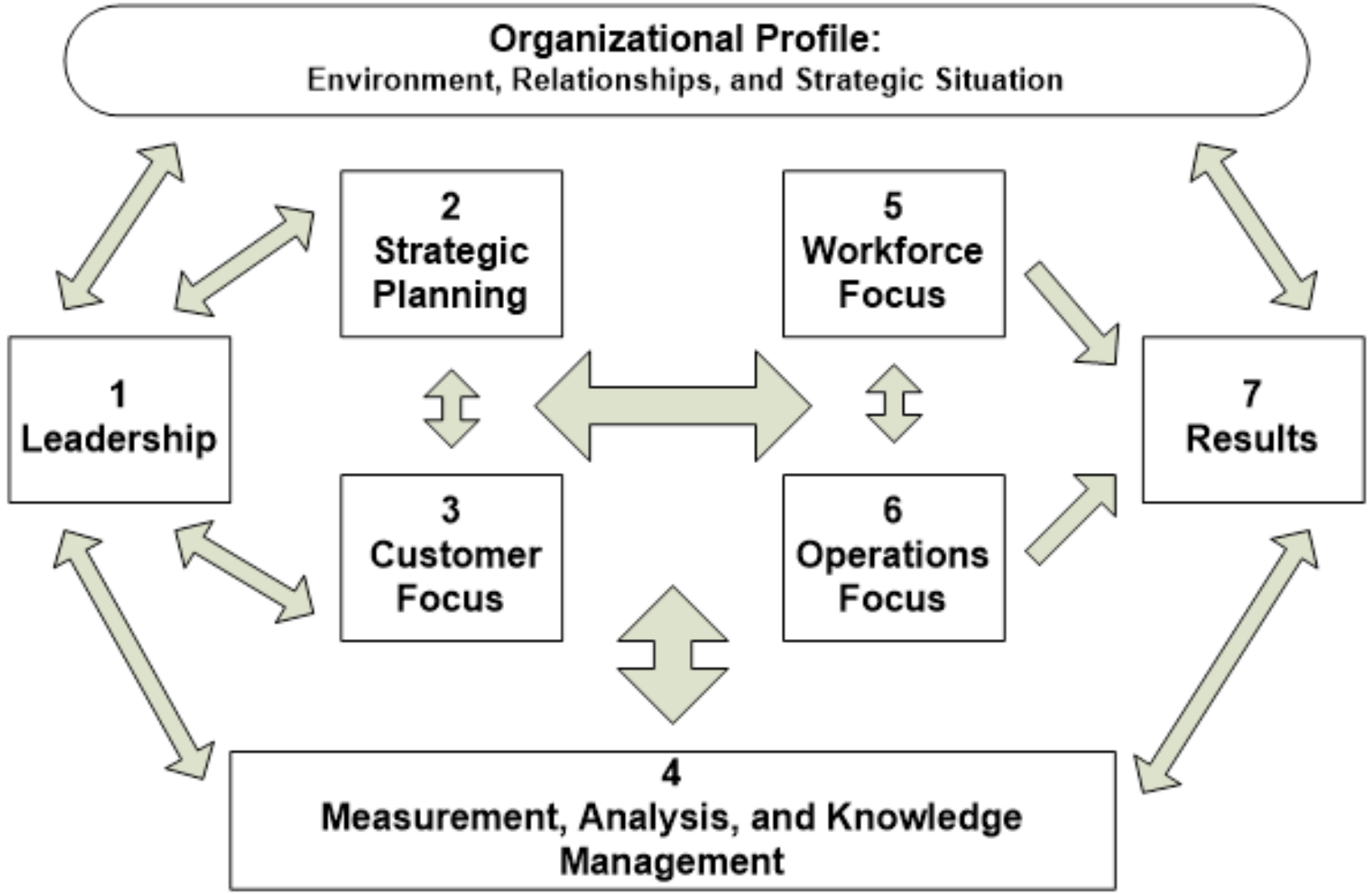
accenture

GALLUP

FORTUNE

ACADEMICS

Malcolm Baldrige National Quality Award




- **Leadership**—Examines how senior executives guide and sustain the organization and how the organization addresses governance, ethical, legal and community responsibilities.
- **Strategic planning**—Examines how the organization sets strategic directions and how it determines and deploys key action plans.
- **Customer focus**—Examines how the organization determines requirements and expectations of customers and markets; builds relationships with customers; and acquires, satisfies, and retains customers.
- **Measurement, analysis, and knowledge management**—Examines the management, use, analysis, and improvement of data and information to support key organization processes as well as how the organization reviews its performance.
- **Workforce focus**—Examines how the organization engages, manages, and develops all those actively involved in accomplishing the work of the organization to develop full potential and how the workforce is aligned with the organization's objectives.
- **Process management**—Examines aspects of how key production/delivery and support processes are designed, managed, and improved.
- **Results**—Examines the organization's performance and improvement in its key business areas: customer satisfaction, financial and marketplace performance, workforce, product/service, and operational effectiveness, and leadership. The category also examines how the organization performs relative to peers.

# The 12 Elements Of Great Management

GALLUP

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my organization makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.

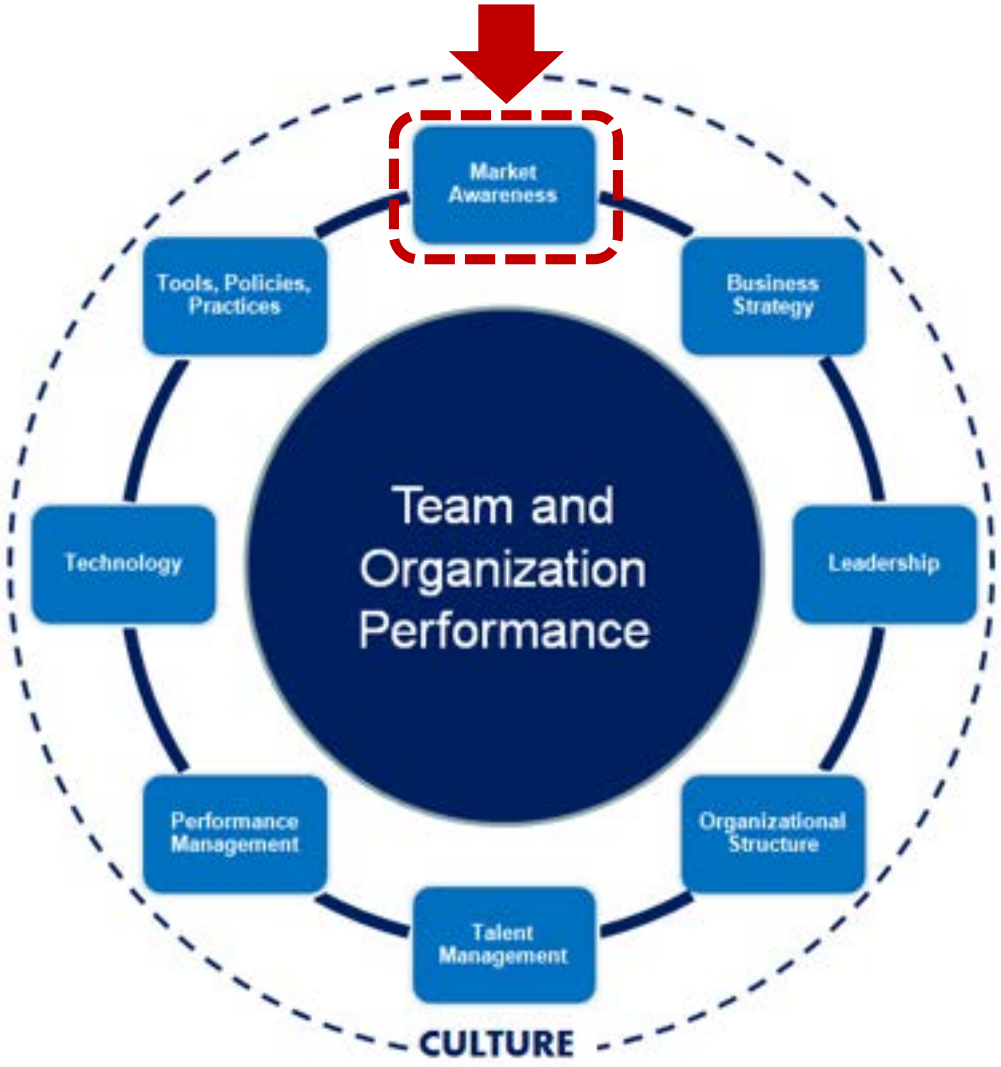
# Twelve questions to assess the effectiveness of your team.

Gregory Bayne
LinkedIn

1. Is each person in the team crystal clear of their accountability and level of authority in the team?
2. Is each person clear on why they come to work i.e. are they able to clearly articulate their reason?
3. Is each person crystal clear on their job and the job requirements?
4. Does each person in the team manage their emotional responses and have high levels of emotional intelligence?
5. Is each person acutely self-aware and able to articulate both their strengths and weaknesses?
6. Does each person take personal responsibility and proactively deal with issues, rather than blame and avoid responsibility?
7. Is there a meaningful and powerful shared purpose and common goal for the team?
8. Does that team have a clearly articulated team charter with specific reference to non-negotiable behavioral expectations?
9. Are there agreed measures of success for the team that drives the expected behaviors and values of the team?
10. Is there a high level of trust and openness that allows people to share openly without judgement?
11. Is there a high level of rigorous debate and task conflict resulting in better decisions?
12. Is conflict identified early and immediately dealt with in a highly constructive manner within the team?


If you need to create high-performing teams,
then you need to create a new culture.
Team and
Organization
Performance
CULTURE


Market Awareness
Business Strategy
Leadership
Organizational Structure
Talent Management
Performance Management
Technology
Tools, Policies, Practices
Team and Organization Performance
CULTURE




# Market Awareness

High-performing teams know their market (customers, needs)

High level of commitment to and engagement with their customers

Opportunities are evaluated on value contribution and alignment to organizational strategies

**Diagnostic Questions:**

1. How well do you know your market?
2. Are teams actively involved with their customers?
3. Do your product roadmaps take into account emerging trends and changes in user experience?
4. Are you learning from industry leaders?

# Business Strategy


Organizational vision and mission communicated and well understood

Strategy must be driven by BOTH market awareness and organizational capacity

Tight alignment between strategy and execution is needed

**Diagnostic Questions:**

1. Do you have the right strategy to win?
2. Are organizational priorities clearly communicated and understood?
3. Do teams know the value proposition on their programs and projects?
4. Has SWOT analysis been performed?

# Leadership


Leadership sets the tone in high-performance teams

Leadership is about delivering results

Effectiveness of teams is achieved by design not by accident

**Diagnostic Questions:**

1. Is your team leader in sync with top organizational priorities?
2. Do your distributed/virtual teams have the skills/tools to be successful?
3. Are the teams meeting expectations?

# Organizational Structure


High-performing teams operate within a structure that is focused on horizontal collaboration

Typically flat rather than hierarchical team organizational structures

Team interaction based more on personal power rather than position power

**Diagnostic Questions:**

1. Is your structure serving as an enabling device or a hindrance?
2. What silos exist in your organization? Why?
3. Do your teams compete or collaborate?
4. Team leader leads through personal or position power?

# Talent Management


Building a high-performance team starts with the recruitment process.

Recruitment Plan tied to organizational strategy

Development of a Competency Model of needed capabilities

Growth and continual improvement

**Diagnostic Questions:**

1. Is recruitment and hiring tied to organizational strategy?
2. What is level of confidence that your workforce can achieve business goals?
3. Is the organization leaking talent or building it?

# Performance Management


high-performance teams generally are a result of high-performance organizations

Management empowerment granted in line with assigned responsibility

Once metrics understood and agreed upon, high-performance Teams commit to achievement and accountability

**Diagnostic Questions:**

1. Do all team members know what's being measured, why, and how?
2. Are your measures achievable?
3. Do you have clear accountability?

# Technology


Technology can enhance or limit team performance

High performing teams are capable to successfully leverage technology

Effective use of technology can be an advantage and leveraged for better outcomes / customer service

**Diagnostic Questions:**

1. Do your teams have the appropriate communication technology tools?
2. Are they an asset to the teams?
3. Which communication tools are limiting teams and what can be done about it?

# Tools, Policies, Practices


Well managed organizations provide the tools, policies and practices that enable team performance

They need to be consistent and repeatable

High-performance teams learn them and apply them to achieve their objectives

**Diagnostic Questions:**

1. Are there tools, policies, practices, or systems constraining team performance?
2. Can those causing constraints be changed?
3. Are they consistently applied across the organization?

# Culture


Performance of the team is dependent upon its culture

Organizational culture and team culture

Performance focused – is a stated and adopted value on the high-performance team

**Diagnostic Questions:**

1. Is the team performance representative of the organizational performance?
2. Does your culture serve as an advantage for better customer service?
3. Are people your greatest asset?

# Getting Started


Address the elements that are your highest need first

All 8 elements are important for creating and sustaining a high-performing team

Synergy created by the interdependency of all 8 elements

Leadership and business development author Glenn Llopis described several steps for getting started on building teams

# Building A High-Performing Team: A Leader's Role

Glenn Llopis

1. Be Aware of How You Work

*Be your own boss. Be flexible. Know who you are as a leader.*

2. Get to Know the Rest of the Team

*Think of your team as puzzle pieces that can be placed together in a variety of ways.*

3. Clearly Define Roles & Responsibilities

*A team should operate as a mosaic whose unique strengths and differences convert into a powerful united force.*

4. Be Proactive with Feedback

*Take the time to remind someone of how and what they can be doing better. Learn from them. Don't complicate the process of constructive feedback. Feedback is two-way communication.*

5. Acknowledge and Reward

*When people are acknowledged, their work brings them greater satisfaction and becomes more purposeful.*

6. Always Celebrate Success

*Celebration is a short-lived activity. Don't ignore it. Take the time to live in the moment and remember what allowed you to cross the finish line.*


***"Wearing the same shirt doesn't make a team."***

Steve Buchholz & Thomas Roth

Effective teamwork is hard. Like many things in life, some assembly is required. Effective teamwork is no different.

A variable that makes teamwork even harder, though, is that once assembled, regular maintenance is required too.

Teams operate in a very dynamic environment. Things are changing all the time, forcing teams to adapt. People on the team come and go, the technology a team uses changes, processes change, customer expectations change, success factors and requirements change, mandates may be involved and change and need to be adhered to, and the list goes on.

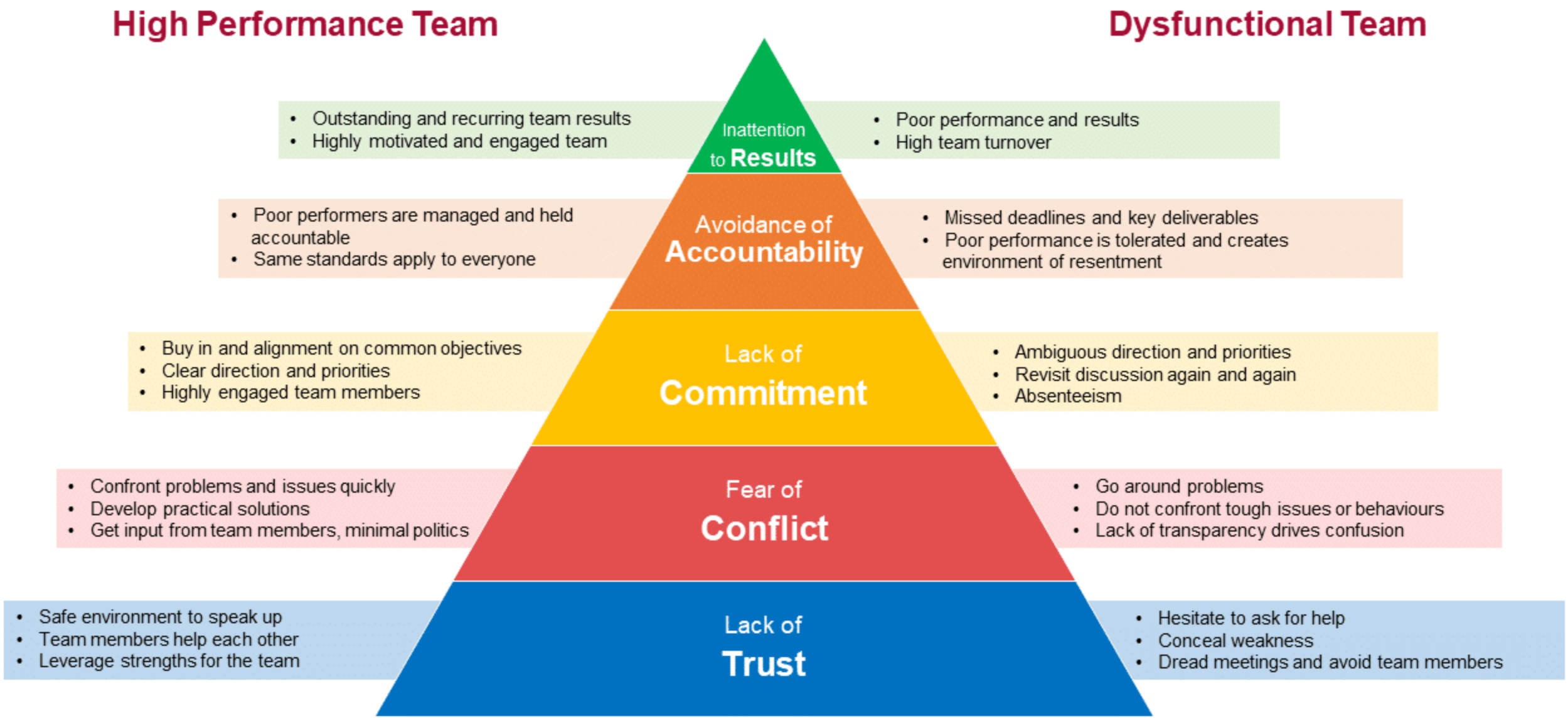
These are all moving parts affecting teams, teamwork, and team outcomes. Recognizing the dynamics of teams is important because while Bruce Tuckman's model of team development is linear

**Forming → Storming → Norming → Performing → Adjourning**

the reality is that teamwork is not always forward momentum. There are fits and starts and stalls. Sometimes the team gets stuck in norming for long, long time. Sometimes teams who were once high-performing are now finding themselves engaged in more storming than performing.

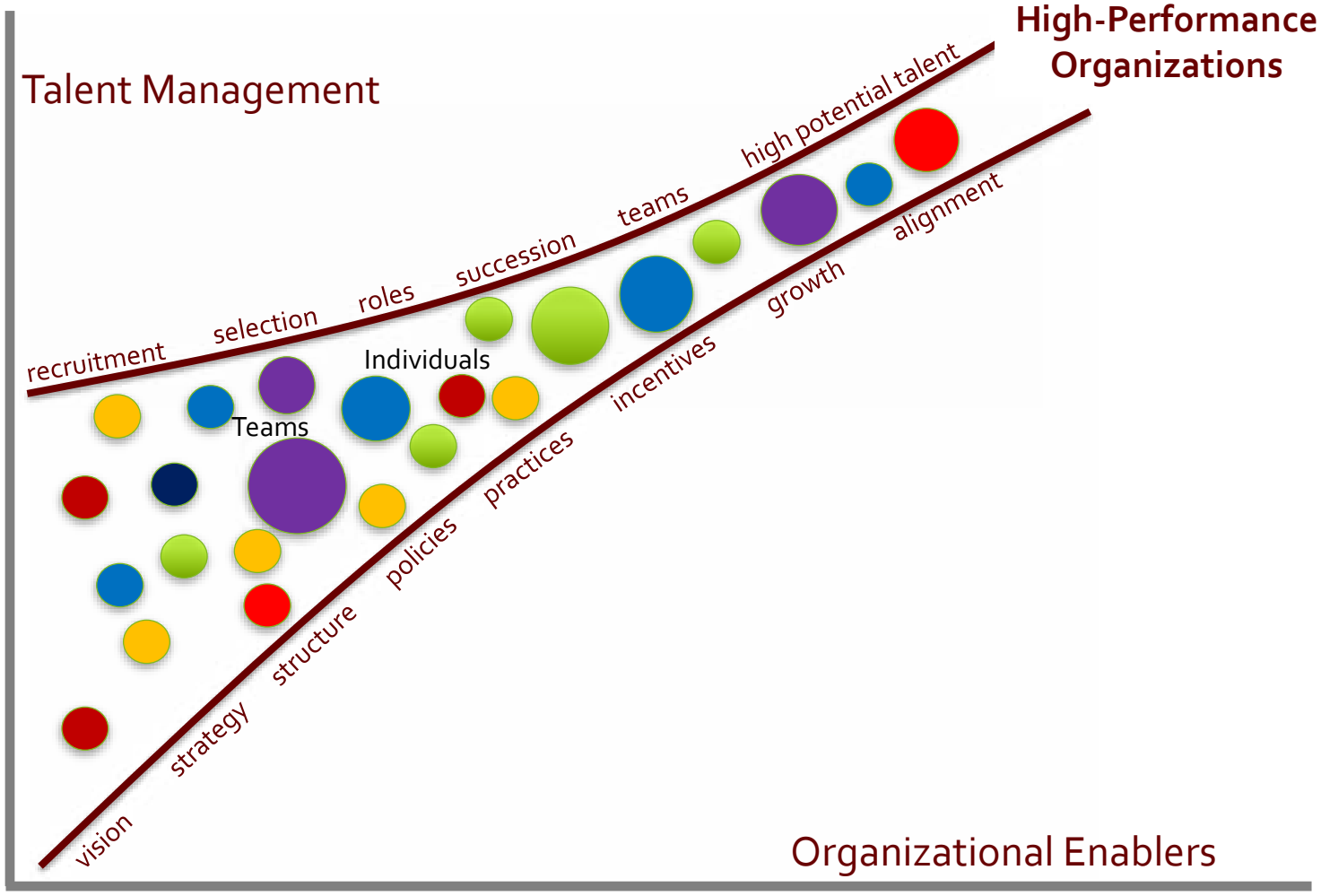
While any group of people coming together have a chance at achieving high levels of success as a team, that success is not guaranteed. There must be a willingness, a desire, a commitment to succeed. Tough decisions must be made at critical times in the team's development to assure progress, momentum, and positive performance. To do so means understanding the barriers, roadblocks, and conditions that prevent teams from functioning at high levels. This means knowing the dysfunctions of a team.

# 5 Dysfunctions of a Team

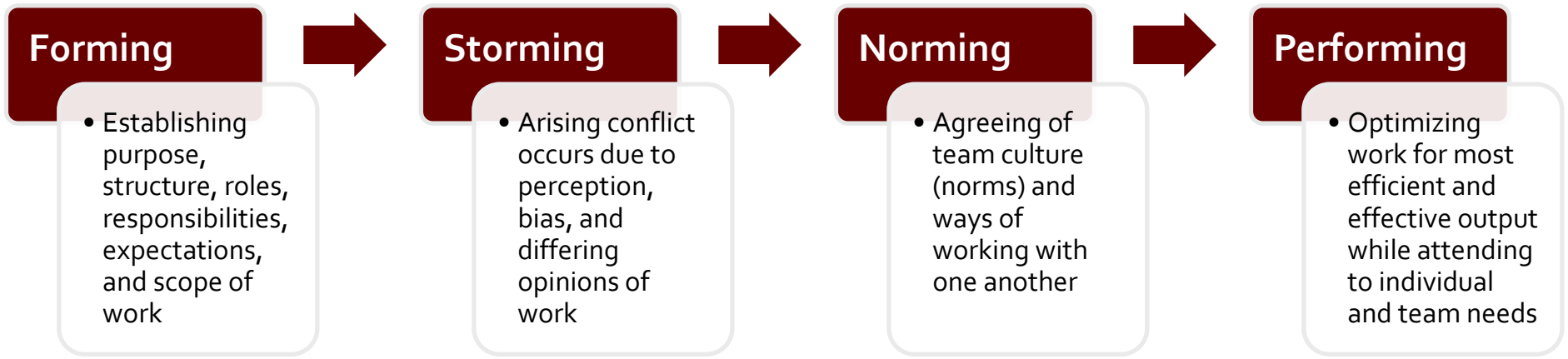



Patrick Lencioni

# First things first – the model of high performance



# Team Development Model




Bruce Tuckman (1965)

# Top-10 Enablers That Create High-Performing Teams

- *Enabler #1 – Commitment to excellence ; learn, improve*
- *Enabler #2 – Clarity in strategy, purpose, and expectations*
- *Enabler #3 – Ability to plan for and effectively realize change*
- *Enabler #4 – Active communication – brutally honest*
- *Enabler #5 – Highly engaged employees*
- *Enabler #6 – Winning attitude, winning culture*
- *Enabler #7 – Reward and recognize teams*
- *Enabler #8 – Measure what matters – do a few things well*
- *Enabler #9 – Invest in relationships*
- *Enabler #10 – Collaborate across the organization*

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Email me at timr@pdaleadership.com

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EUNAVERSE

# Tuesday, September 9


2:35 – 3:15

**Building a High-Performing Team on the Foundation of Trust**

**Email timr@pdaleadership.com with the session you attended to receive your PD Credit Certificate.**



Tim Rahschulte, Chief Executive Officer
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