

# Creating A High Performance Team (HPT)

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# HPT - Productivity Increase

Effectiveness

Managers make all important operational decisions; inform employees with instructions. This environment encourages conformance to policies, procedures and standards.

Typically Today

Tell

Open discussions between managers and employees; manager makes final decision. Typically, group meets regularly with managers. This environment encourages acceptance of policies and standards.

Team Centered

Managers hope to
generate ideas and
strengthen
commitment by
allowing
employees to provide
recommendations to
operational problems.
This
environment
encourages
contributions from
employees.

Self-Managed\*
Teams influence
areas including
decision making,
evaluating, reward
and recognition and
consequence
management. This
environment
encourages
individual and team
growth development.

Teams assume total responsibility for all aspects of their jobs. Multi-skilled members manage their own efforts. This environment encourages operational accountability and increased productivity.

Need to Determine Target Range

Self-Directed

Participate

Influence

Minimum Target to
Achieve Process
Centric Organization

**Leader Driven** 

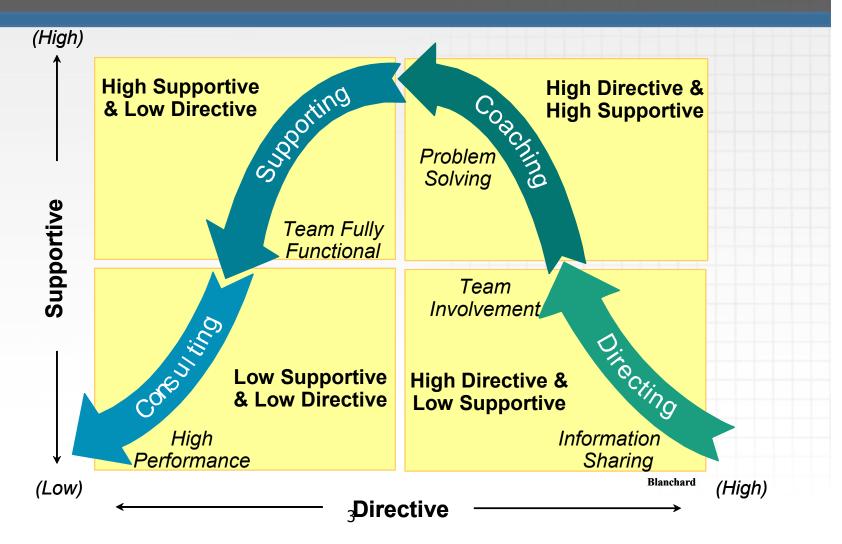
Sell

Time

**Team Driven** 



# HPT – 4 Leadership Styles





# HPT - Role of Leadership

High Performance **Team Fully Functional** Transfers decision making  $\boldsymbol{E}$ process F Team assumes total **Problem** F responsibility for all aspects **Solving** E Transfers ownership of of their job decision making process Provide guidance upon  $\boldsymbol{C}$ **Beginning** for some functional area's request T Team (e.g. customer satisfaction Perform feedback and I Still owns decision **Involvement** and productivity results) recognition making process VDelegate responsibilities Shared leadership valued Shares problem solving  $\boldsymbol{E}$ to develop individual and Information over hierarchical process - responsible team growth N Communicate organization **Sharing** for final resolution Coach and train team strategies and long  $\boldsymbol{E}$ • Explains decisions and Transfer some leadership members on leadership term plan to team S provides opportunity roles; responsibility to behavior and problem Gives the authority, trust S initiate some formal and for clarification solving and needed resources to · Make decisions and informal meetings Held accountable Provides and facilitates the operate inform members • Continually stretch the • Supportive of member opening of direct line of Team members are in- Control and monitor team to become fully input communication on strategic clusive of external reall team activities functional • Initiates and facilitates and tactical information sources/stakeholders Provide overall all formal/informal Provide corrective action discipline and meetings when necessary adherence to plan

Leader Driven

Team Driven



## **HPT - Role of Members**

High Performance **Team Fully Functional**  $\boldsymbol{E}$ Efficient and effective decision making process F Self correcting/self directing **Problem**  Uses external resources **Solving**  $\boldsymbol{E}$ effectively Decision making process  $\boldsymbol{C}$ Focus on results/action **Beginning** used, sometimes inefficient T oriented Determine work practices Team Peer support and feedback Team camaraderie evident **Involvement** • Team behavior beginning is more important than Members work harder not hierarchical relationship emerge  $\boldsymbol{E}$ always smarter · Responsible and account-Information Function without a Confrontation is common N able for recommendations permanent internal leader **Sharing**  Inward team focus:  $\boldsymbol{E}$ • Conflict over leader's • Look to leadership Design and manage total - team members support S role and traditional for direction work unit one another often to the member roles Determine manpower S Trust level being exclusion of those not on • Openly discuss issues, • No input into decision tested without requirements, selection, the team question leader for making process much risk and scheduling Team based and peer clarity Constructive confrontation • Look to authority for • Defensive about review reward and recog-• Embracing team goals direction diagnosing as a nition • Some confrontation: • Dependent upon leader team • Openly discuss tends to be personal for all information No accountability issues

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Leader Driven

Team Driven



## HPT – Common Bond Team Norms

#### Respect for the Individual

- Soliciting inputs
- Open sharing of information
- Listening before speak- Customer satisfaction ing & active listening
- Being available for each other
- Recognizing the whole Soliciting and listening person (beyond the work- customer needs place)
- 360 degree feedback w/o repercussion
- Learning from break downs

## Dedication to Helping the Customer

- Personal ownership of a customer/client problem
- becomes standard agenda item for meetings that discuss results
- Request supplier requirements

## Highest Standards of <u>Integrity</u>

- Trust is a given
- Don't lie, distort, or over promise
- Exhibit total honesty in design and use of measurement system
- Telling like it is (reward these people)
- Send honest message to customers and employees
- No hidden agenda

#### Innovation

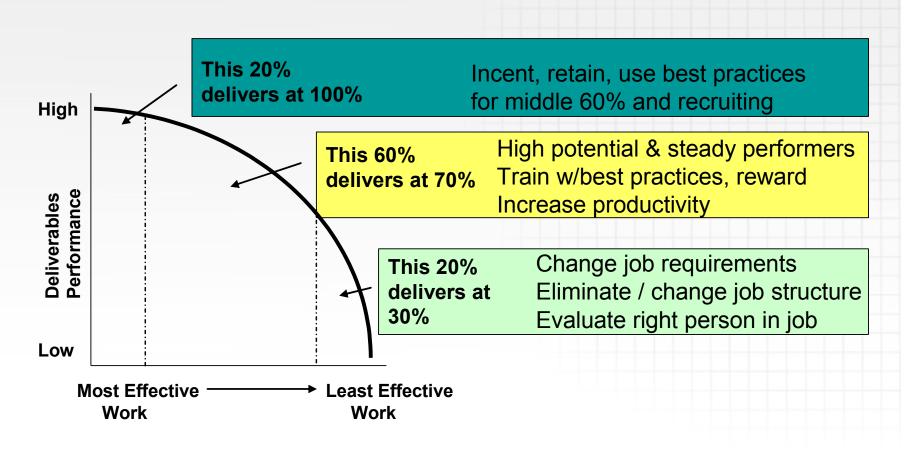
- Reward risk taking
- · Accept ideas of others
- · Wearing multiple hats (functional and team member)
- Keeping skills current
- Find ways to do your job better
- Active listen to dissenters
- Willingness to reconsider ways of doing things

#### **Teamwork**

- Goals are set by the team
- Peers recognize contribution of each other
- · Any team member can represent the interests of the team
- Sharing; creating power together as a team
- Stress team decisions (but make decisions)



## HPT – Job Readiness



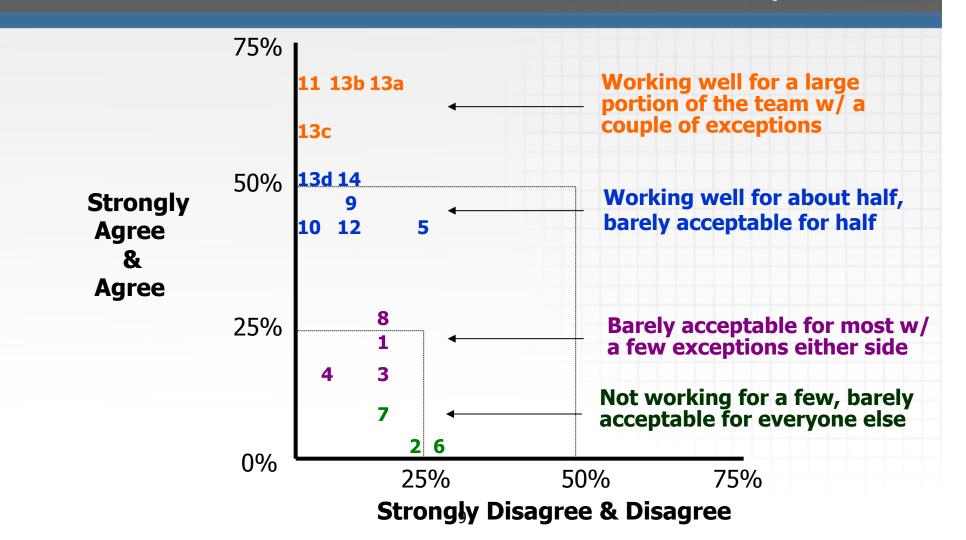


# Effectiveness Assessment - Example

		Strongly Disagree	Disagree 2	Somewhat Disagree 3	Somewhat Agree 4	Agree 5	Strongly Agree
1.	Team goals are understood and meaningful to team members.	1	2	3	4	5	6
2.	Team utilizes & regulates procedures to guide team performance.	1	2	3	4	5	6
3.	Team uses established & agreed-on approach to decision making.	1	2	3	4	5	6
4.	There is open & participative communications among all team members.	1	2	3	4	5	6
5.	Team members feel safe being themselves and are encouraged to try creative approaches.	1	2	3	4	5	6
6.	Conflict is dealt with openly and resolved in a constructive manner.	1	2	3	4	5	6
7.	Leadership roles are shared by all team members	s. 1	2	3	4	5	6
8.	Team resources are fully recognized and utilized.	1	2	3	4	5	6
9.	Team receives information needed to be effective.	1	2	3	4	5	6



## HPT Assessment Results - Example

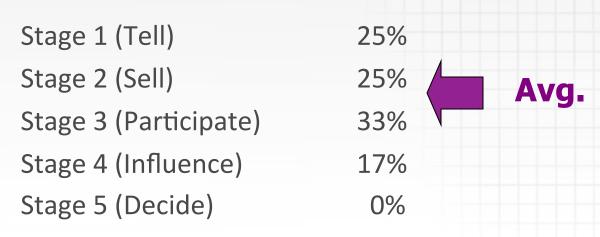




# HPT Assessment Results - Example

## **Survey:**

## **Overall HPT Maturity**



Team Needs Alignment



# HPT Assessment Results - Example

## Stage 1 (Tell):

Organization Structure – Teams Governance Tool Capabilities Development

Stage 2 (Sell):

Organization Structure – Functional Staff One-On-One Meetings "Take Aways" Mgmt. Tool Quality of Life

Stage 3 (Participate):

Weekly Staff Meeting Event / Flyer Process

Job Descriptions
Performance Appraisals
Motivating High Performance

President's Calendar
Board Preparation
Event / Activity Calendar
Leadership



# HPT Maturity Model - Example

		Work Component:			
	Maturity Leve	General Description	Org. Specific Description		
	<b>5</b> Self-Directed	Teams has authority, trust, resources To assume total responsibility Multi-talented & trained team leads	Described by org. members		
Goal	<b>4</b> Team Influencing	Teams influence important decisions Indiv. & team leadership development Direct 2way communication on strategy			
	<b>3</b> Team Participating	Team ideas solicited and used Share basic leadership roles w/ team Share problem resolution accountability			
Today	<b>2</b> Team Involvement	Open discussions & team meetings Leader(s) make important decisions Leader(s) explains, clarifies decisions			
	<b>1</b> Info. Sharing	Leader makes most decisions Leader informs / instructs staff Leader control, monitor team activities Emphasis on policy, stds. conformance			



# HPT Project Steps - Example

- 1. TBO plans work with leadership
- 2. TBO drafts communication to organization from leaders
- 3. TBO facilitates kick-off presentation
- 4. Conduct the Team Effectiveness Assessment
- 5. Conduct first team work-session
- 6. Conduct interviews using Team Assessment as guide
- 7. Analysis, conclusions and reporting of results
- 8. Confidential executive out brief
- 9. Communication of results to participants
- 10. Implementation planning work-session at team retreat