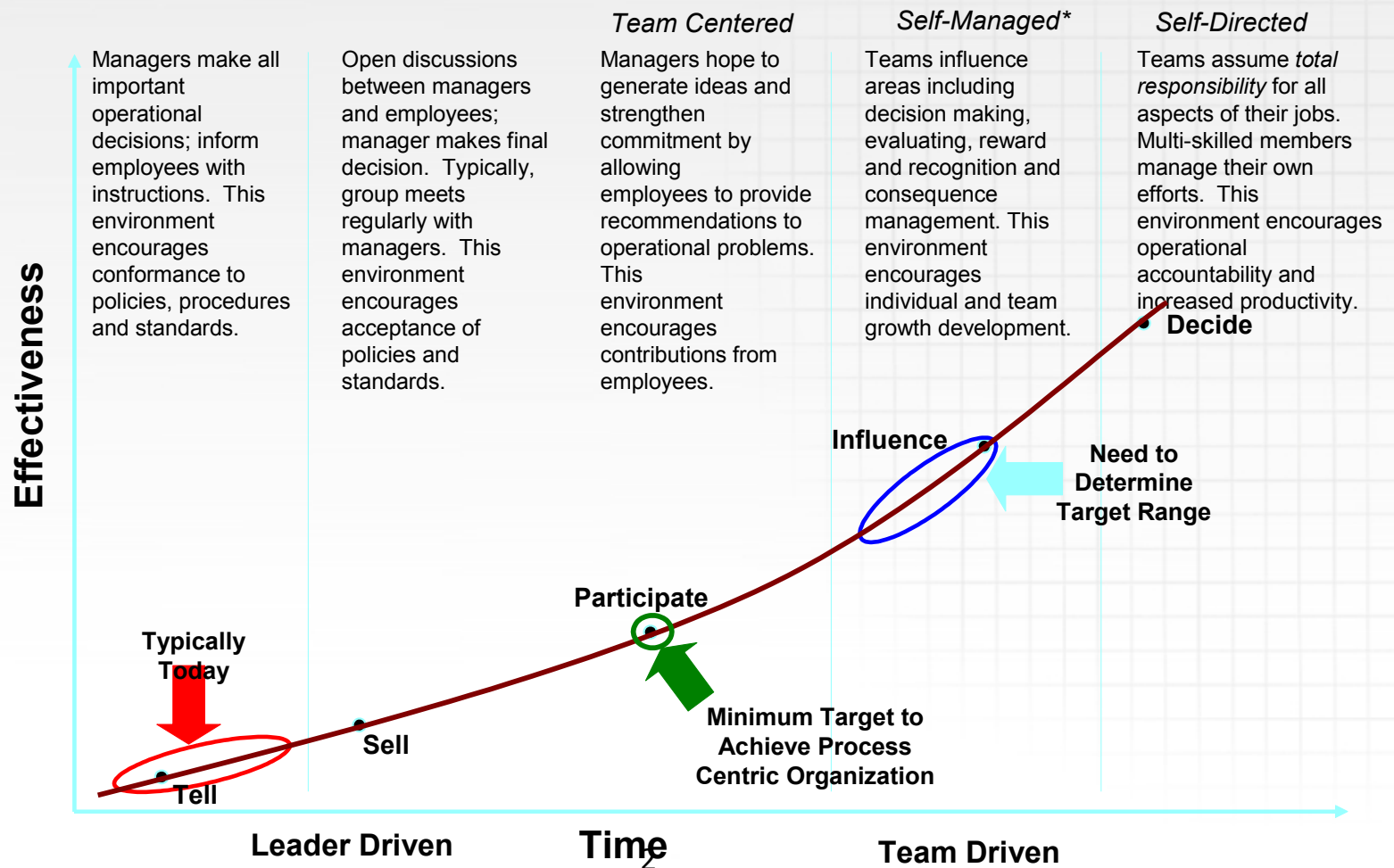


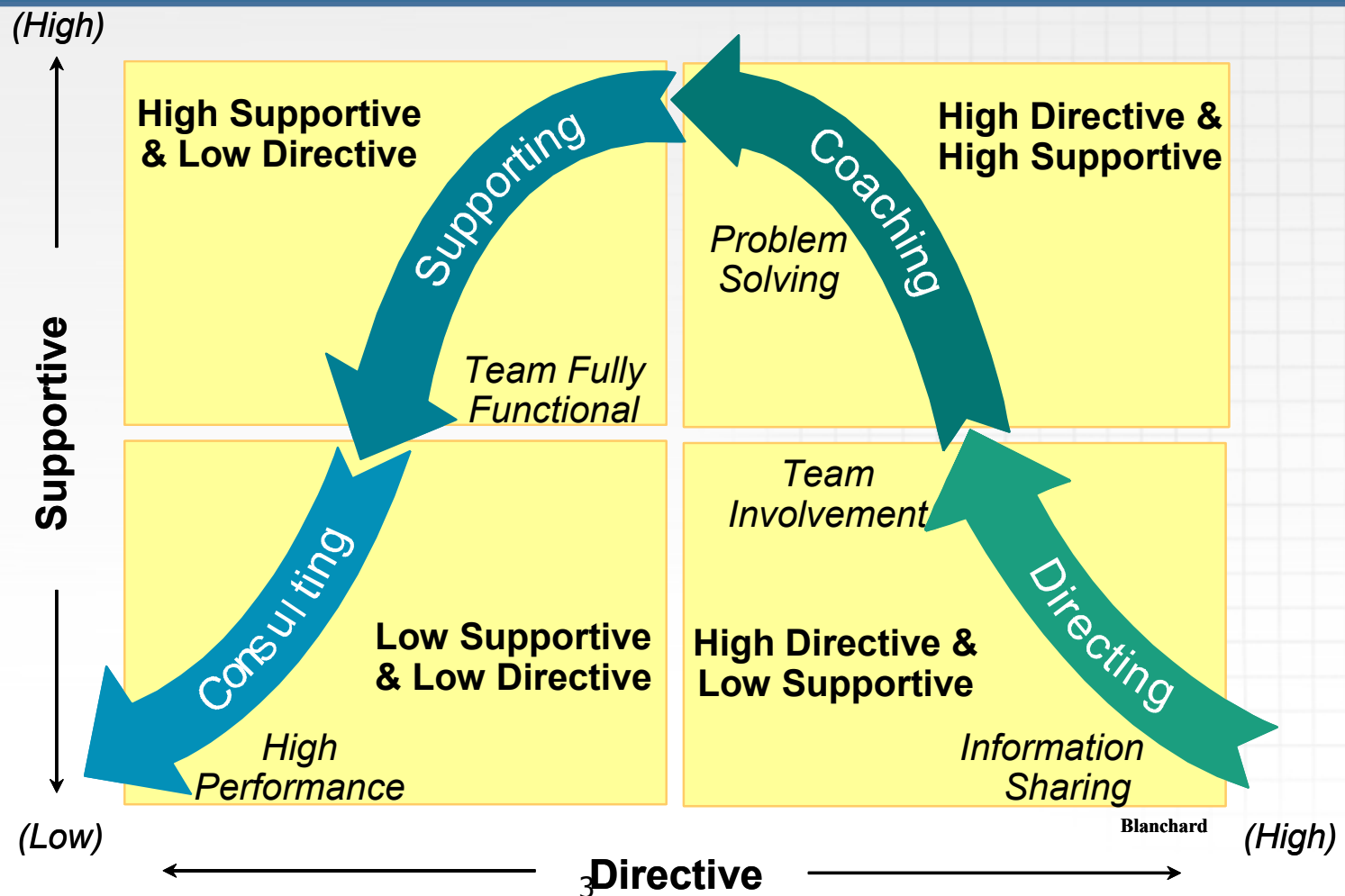


Creating A High Performance Team (HPT)

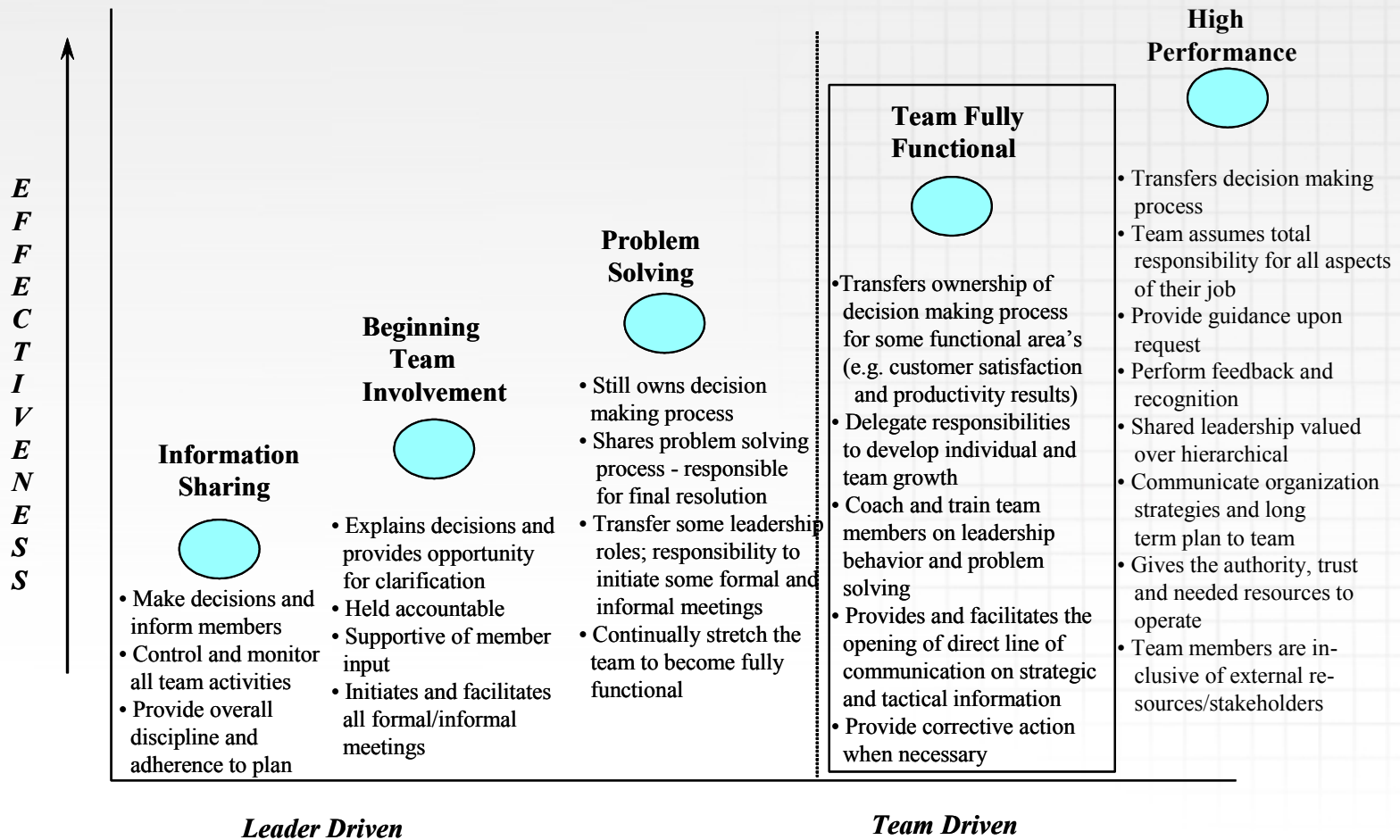
HPT - Productivity Increase



HPT – 4 Leadership Styles



HPT - Role of Leadership



HPT – Common Bond Team Norms

Respect for the Individual

- Soliciting inputs
- Open sharing of information
- Listening before speaking & active listening
- Being available for each other
- Recognizing the whole person (beyond the workplace)
- 360 degree feedback - w/o repercussion
- Learning from break downs

Dedication to Helping the Customer

- Personal ownership of a customer/client problem
- Customer satisfaction becomes standard agenda item for meetings that discuss results
- Soliciting and listening customer needs
- Request supplier requirements

Highest Standards of Integrity

- 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

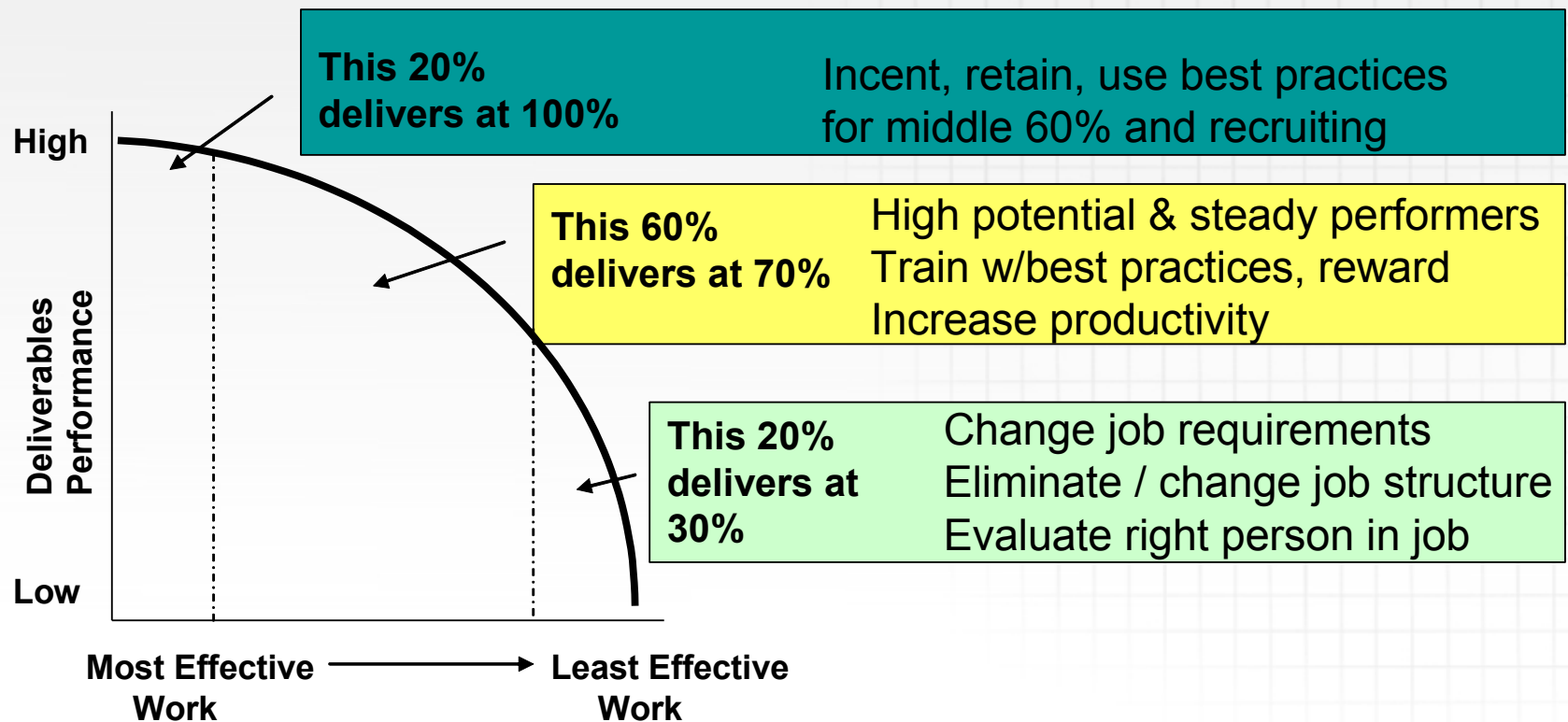
Innovation

- 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)

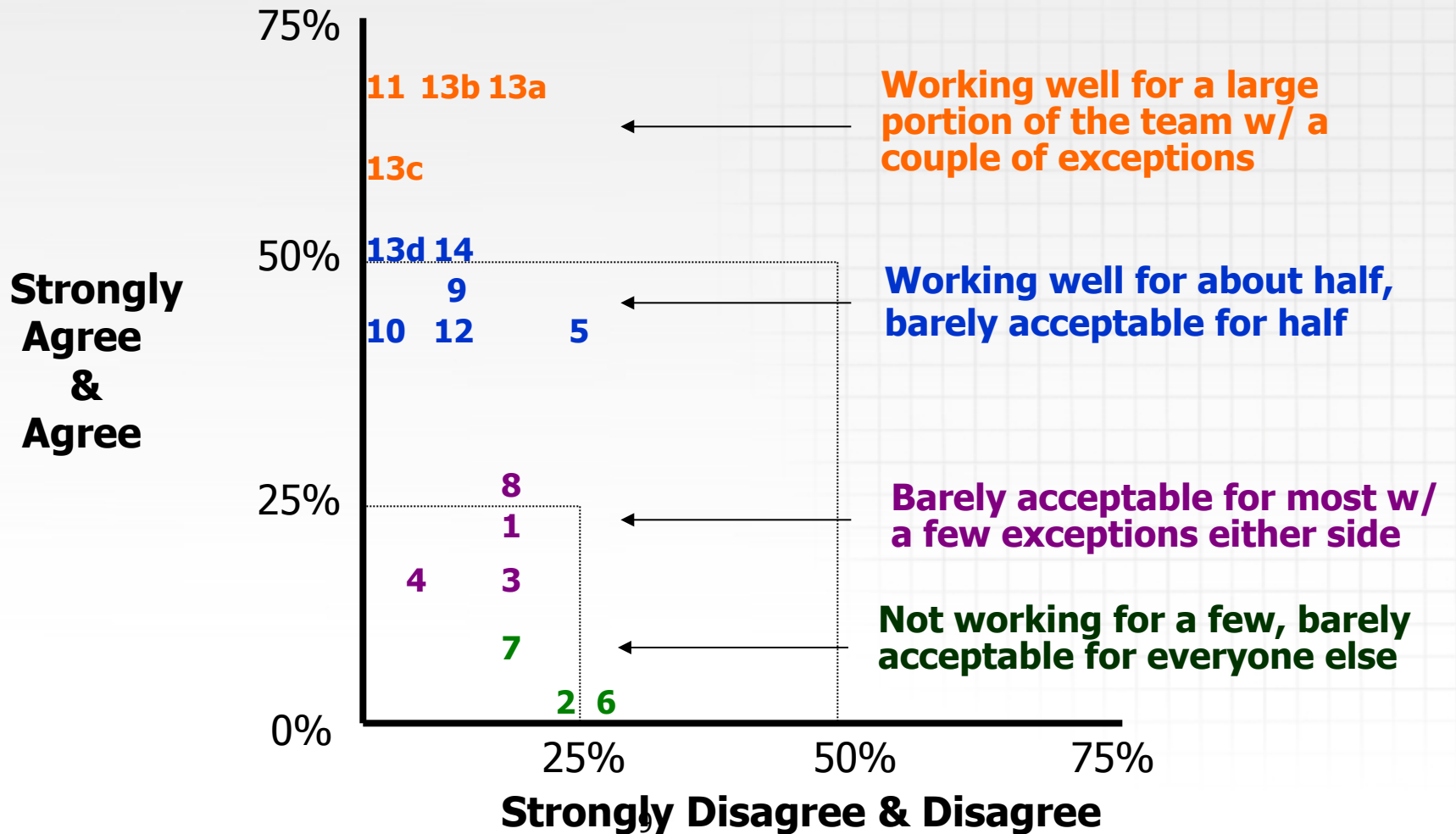
HPT – Job Readiness



Effectiveness Assessment - Example

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
	1	2	3	4	5	6
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.	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

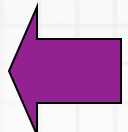
HPT Assessment Results - Example



HPT Assessment Results - Example

Survey:

Overall HPT Maturity

Stage 1 (Tell)	25%	
Stage 2 (Sell)	25%	 Avg.
Stage 3 (Participate)	33%	
Stage 4 (Influence)	17%	
Stage 5 (Decide)	0%	

Team Needs Alignment

HPT Assessment Results - Example

Stage 1 (Tell):

Organization Structure – Teams
Governance Tool
Capabilities Development

Job Descriptions
Performance Appraisals
Motivating High Performance

Stage 2 (Sell):

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

President’s Calendar
Board Preparation
Event / Activity Calendar
Leadership

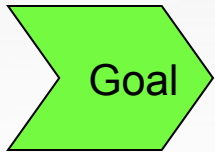
Stage 3 (Participate):

Weekly Staff Meeting
Event / Flyer Process

HPT Maturity Model - Example

Work Component: _____

Maturity Level	General Description	Org. Specific Description
5 Self-Directed	Teams has authority, trust, resources To assume total responsibility Multi-talented & trained team leads	Described by org. members
4 Team Influencing	Teams influence important decisions Indiv. & team leadership development Direct 2way communication on strategy	
3 Team Participating	Team ideas solicited and used Share basic leadership roles w/ team Share problem resolution accountability	
2 Team Involvement	Open discussions & team meetings Leader(s) make important decisions Leader(s) explains, clarifies decisions	
1 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