



Building high(er) performing teams

Atlassian's research on what makes teams healthy & effective



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DEVELOPMENT



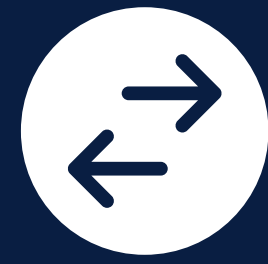
THINK ABOUT A TEAM

What is the best team that you've ever been on?
What made it the best?

Most common responses



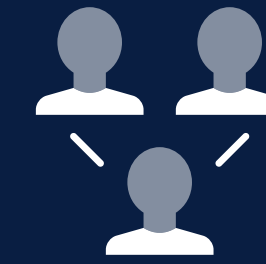
Purpose



Alignment



Trust



Belonging



Comradary

ATLASSIAN Study



1100

people surveyed,
across team
types

Engineering

IT

Marketing

Legal

HR

Finance

Design

30%

OF TEAM MEMBERS

Are the same page
about the role their work
plays in their company



Understand
why their
work matters

66%

High-achieving teams



25%

Low-achieving teams

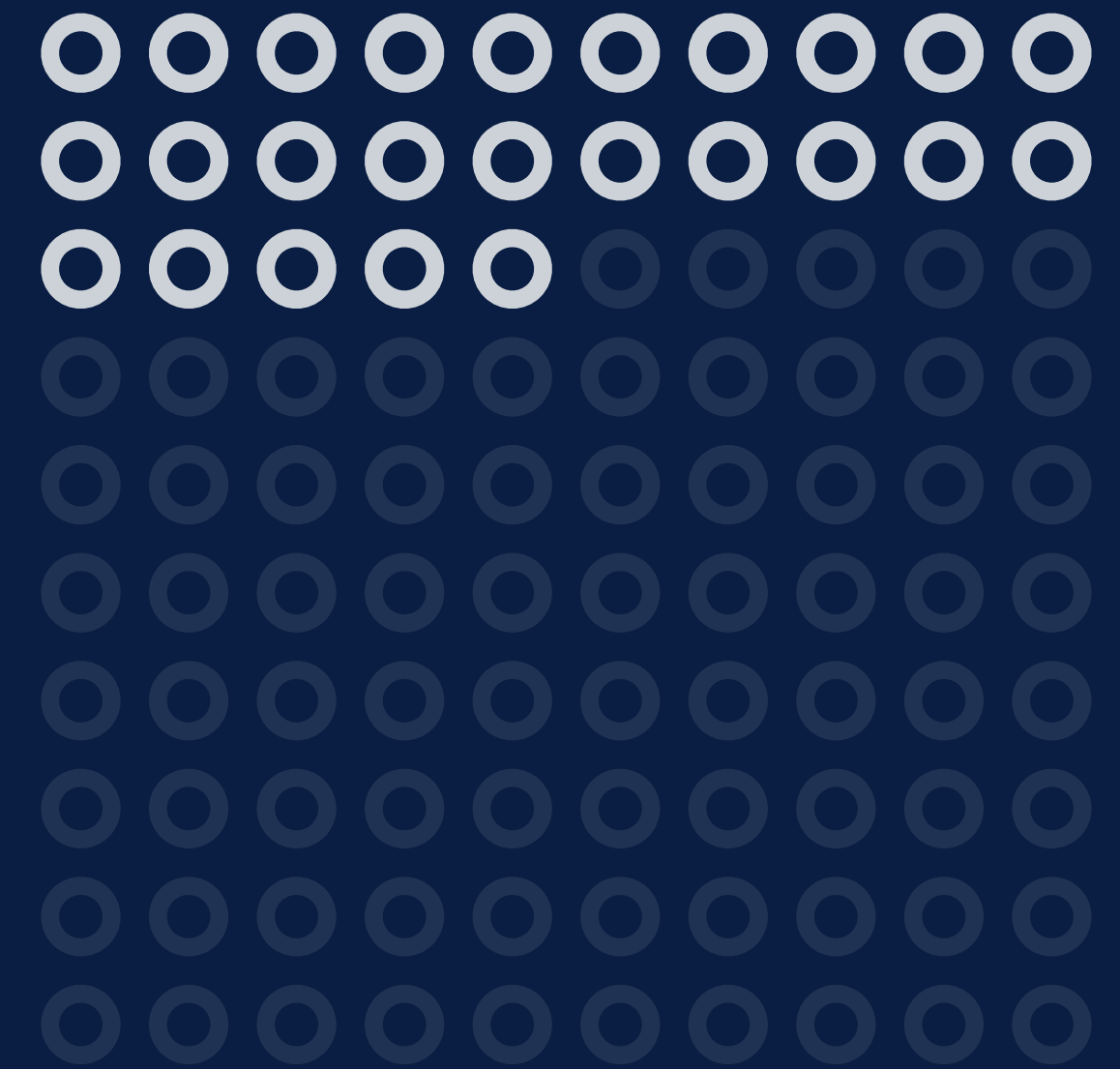


Exhibit mutual
respect and trust
among teammates

72%

High-achieving

29%

Low-achieving

It's really hard to
measure team
performance.



Improve team performance



Build awareness
Where does your team
stand today?



Optimize
What things can your
team do to close the gap?

Improve team performance



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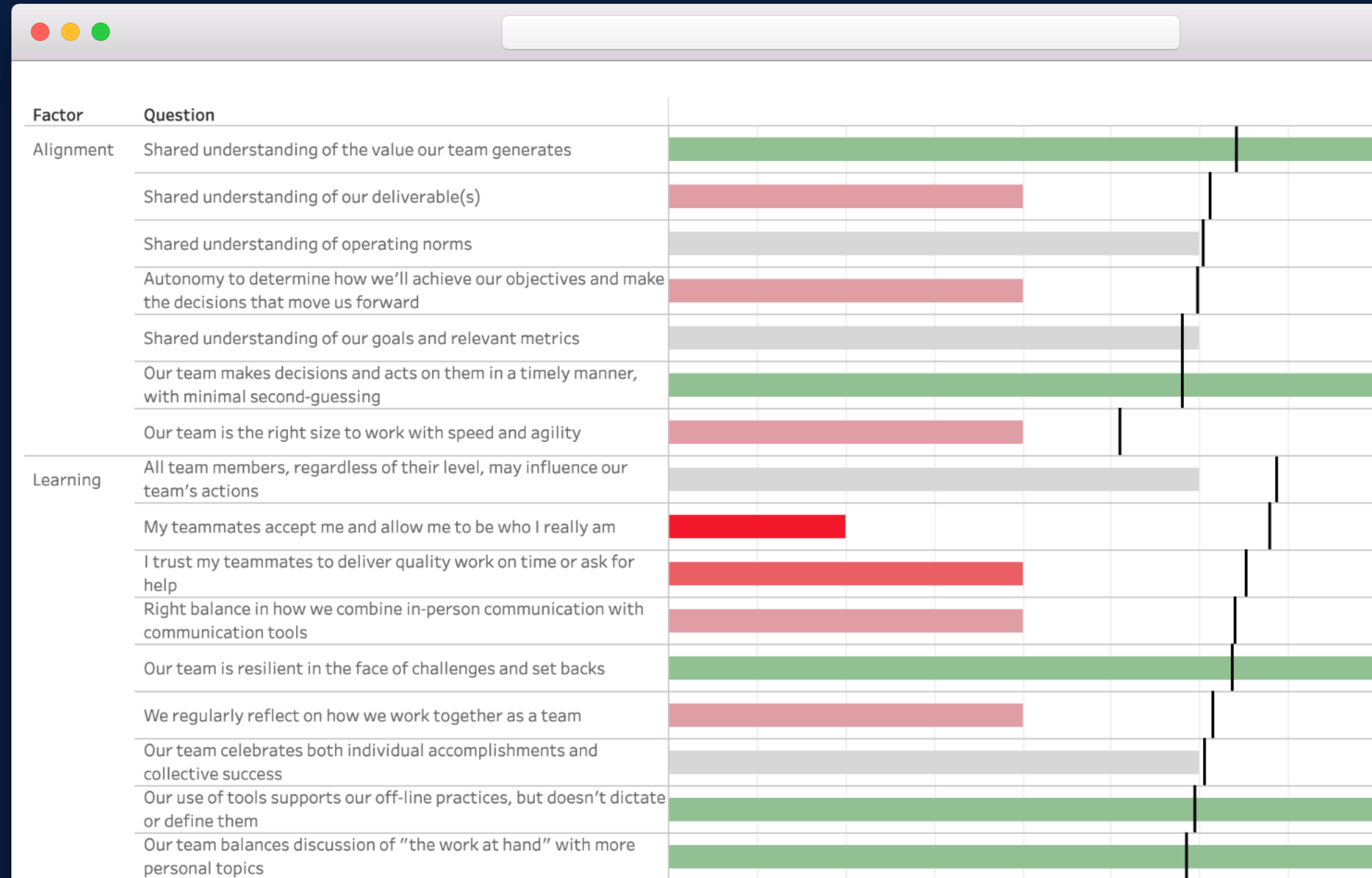
16

Key team attributes

52%

Predictive power of team performance

ATLASSIAN'S CURRENT HPT MODEL



ATLASSIAN'S CURRENT HPT MODEL

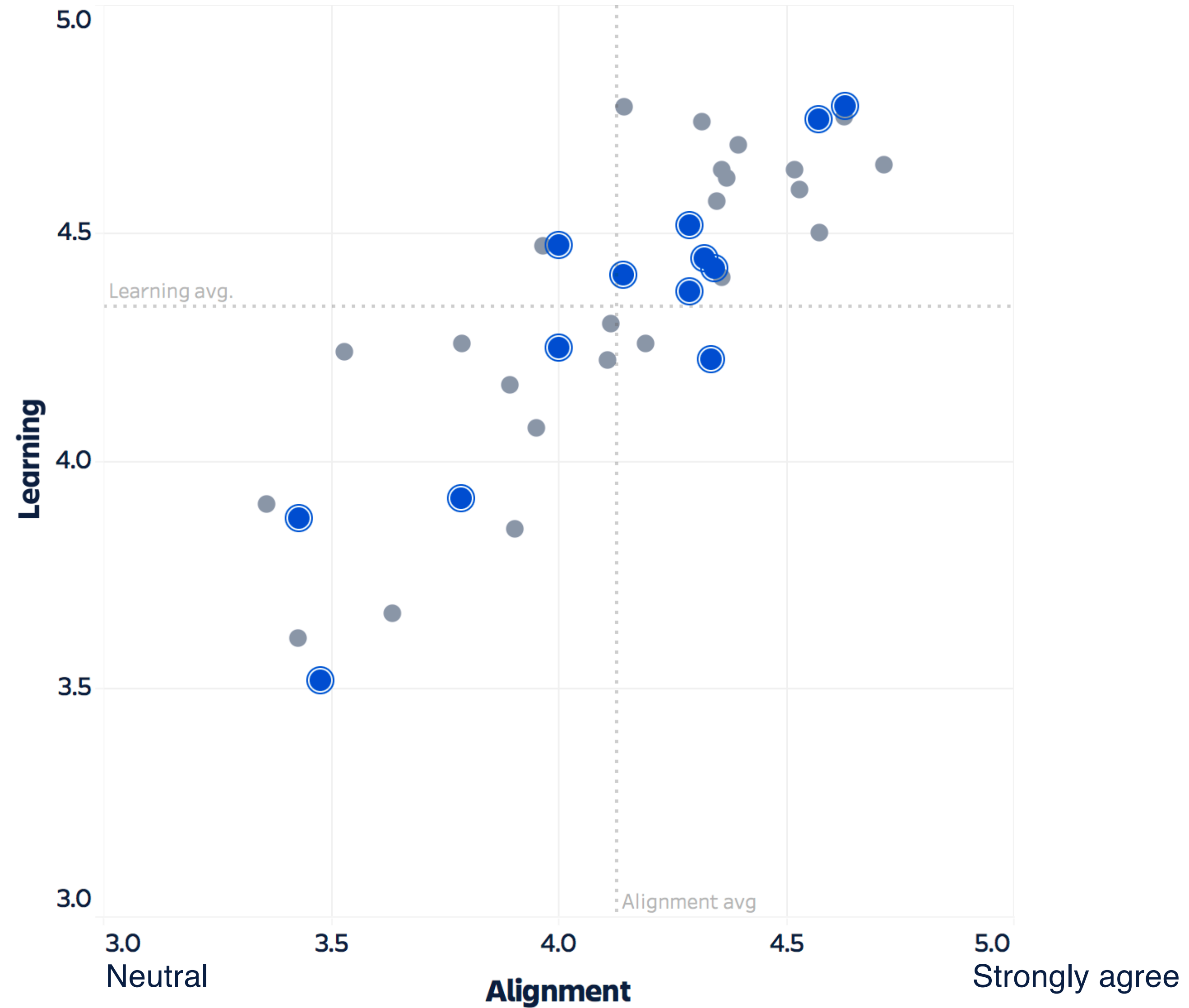


Factor	Question	Progress
Alignment	Shared understanding of the value our team generates	100%
	Shared understanding of our deliverable(s)	75%
	Shared understanding of operating norms	75%
	Autonomy to determine how we'll achieve our objectives and make the decisions that move us forward	75%
	Shared understanding of our goals and relevant metrics	75%
	Our team makes decisions and acts on them in a timely manner, with minimal second-guessing	100%
	Our team is the right size to work with speed and agility	75%
Learning	All team members, regardless of their level, may influence or change the team's actions	75%
	My teammates act as a team	75%
	I trust my teammates to deliver quality work on time or ask for help	75%
	Right balance in how we combine in-person communication with communication tools	75%
	Our team is resilient in the face of challenges and set backs	100%
	We regularly reflect on how we work together as a team	75%
	Our team celebrates both individual accomplishments and collective success	75%
	Our use of tools supports our off-line practices, but doesn't dictate or define them	100%
Our team balances discussion of "the work at hand" with more personal topics	100%	

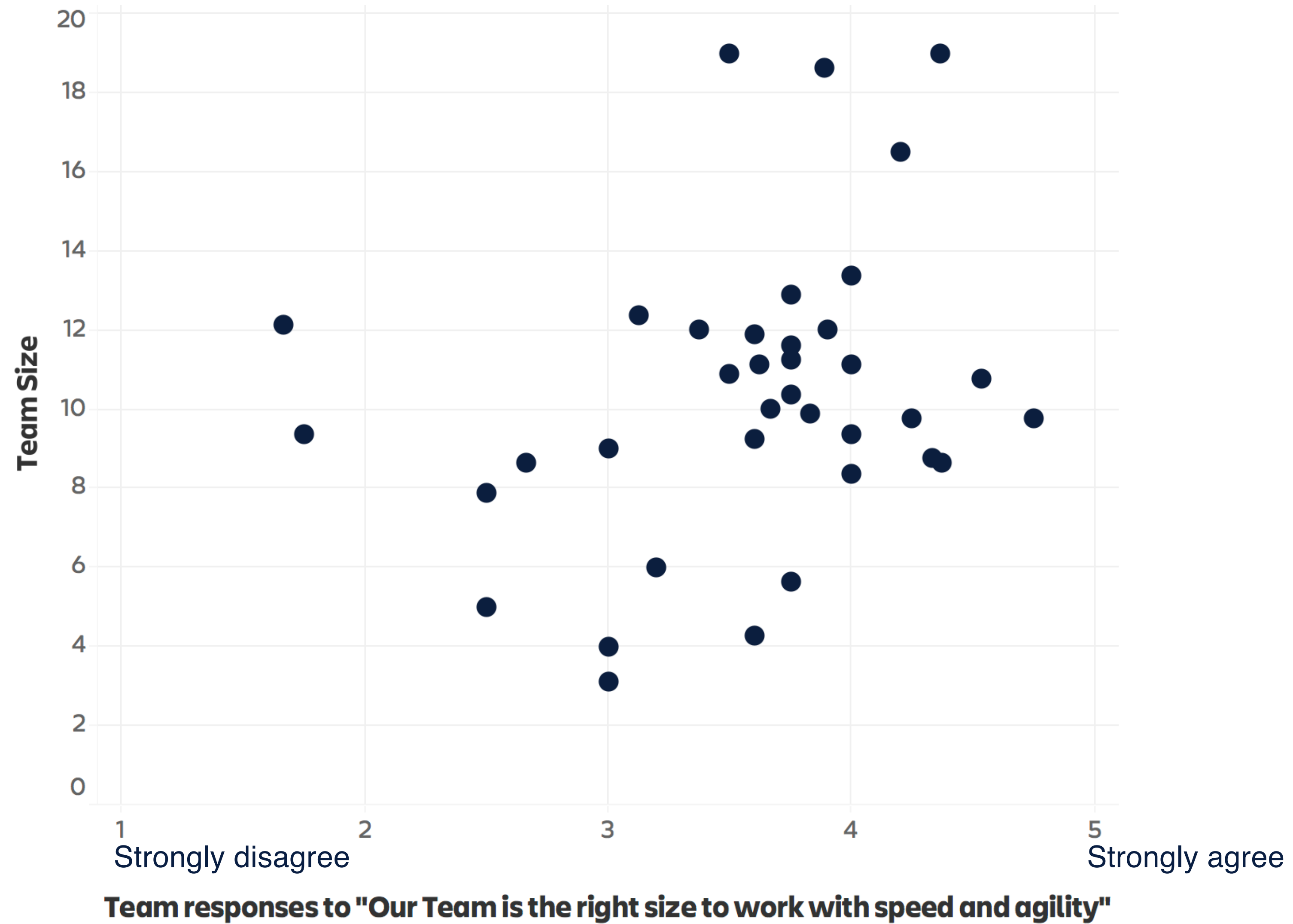
Experimentation

We're currently testing these statements with 60 Atlassian teams to further validate and refine our model for high performing teams.

EARLY INSIGHT: PERFORMANCE IS UP TO THE TEAM



EARLY INSIGHT: IMPACT OF TEAM SIZE DEPENDS



What can you do to build
awareness across **your** team?

ATLASSIAN HEALTH MONITOR

Team personas

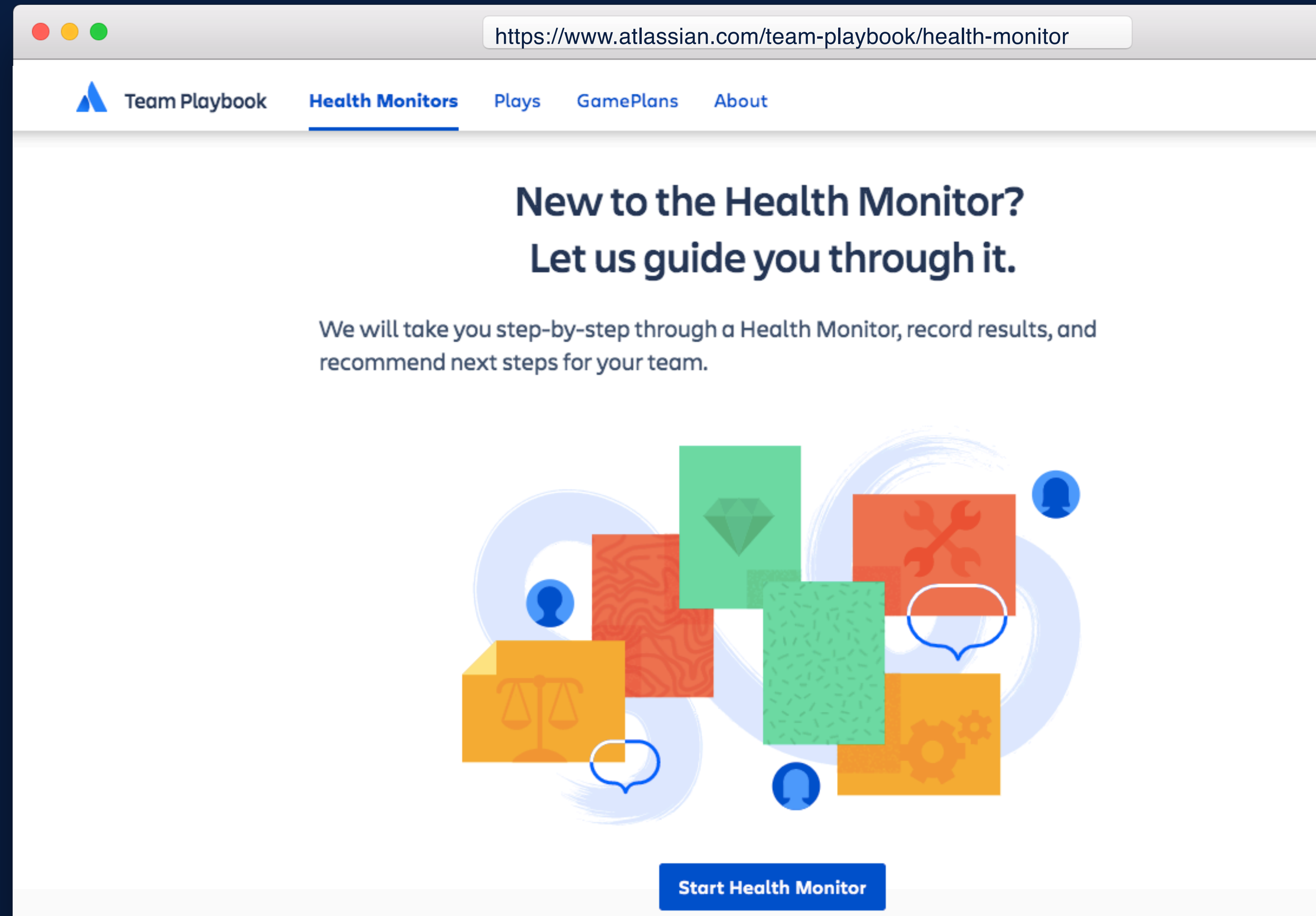
Pick from one of three health monitors .

Attributes

Consider how your team is doing in areas that often get in the way of performance.

Dialogue

Discuss where the team is at, and where you want to focus.



The screenshot shows a web browser window with the URL <https://www.atlassian.com/team-playbook/health-monitor>. The navigation bar includes "Team Playbook", "Health Monitors" (which is underlined), "Plays", "GamePlans", and "About". The main content area features a heading "New to the Health Monitor? Let us guide you through it." followed by a sub-heading "We will take you step-by-step through a Health Monitor, record results, and recommend next steps for your team." Below this is a graphic with several overlapping colored squares (orange, green, red) containing icons: a scale of justice, a diamond, a wrench and screwdriver, a speech bubble, and gears. There are also blue circular icons with a person silhouette. At the bottom center, there is a blue button with the text "Start Health Monitor".

PRACTICE: SHARED UNDERSTANDING



Thumbs up / green: "We're strong here"



Thumbs sideways / yellow: "We're ok... but a little shaky"



Thumbs down / red: "We're not healthy"

We have a common understanding of why we're here, the problem or need, we are convinced about the idea, confident we have what we need, and we trust each other.

ATLASSIAN HEALTH MONITOR

Team personas

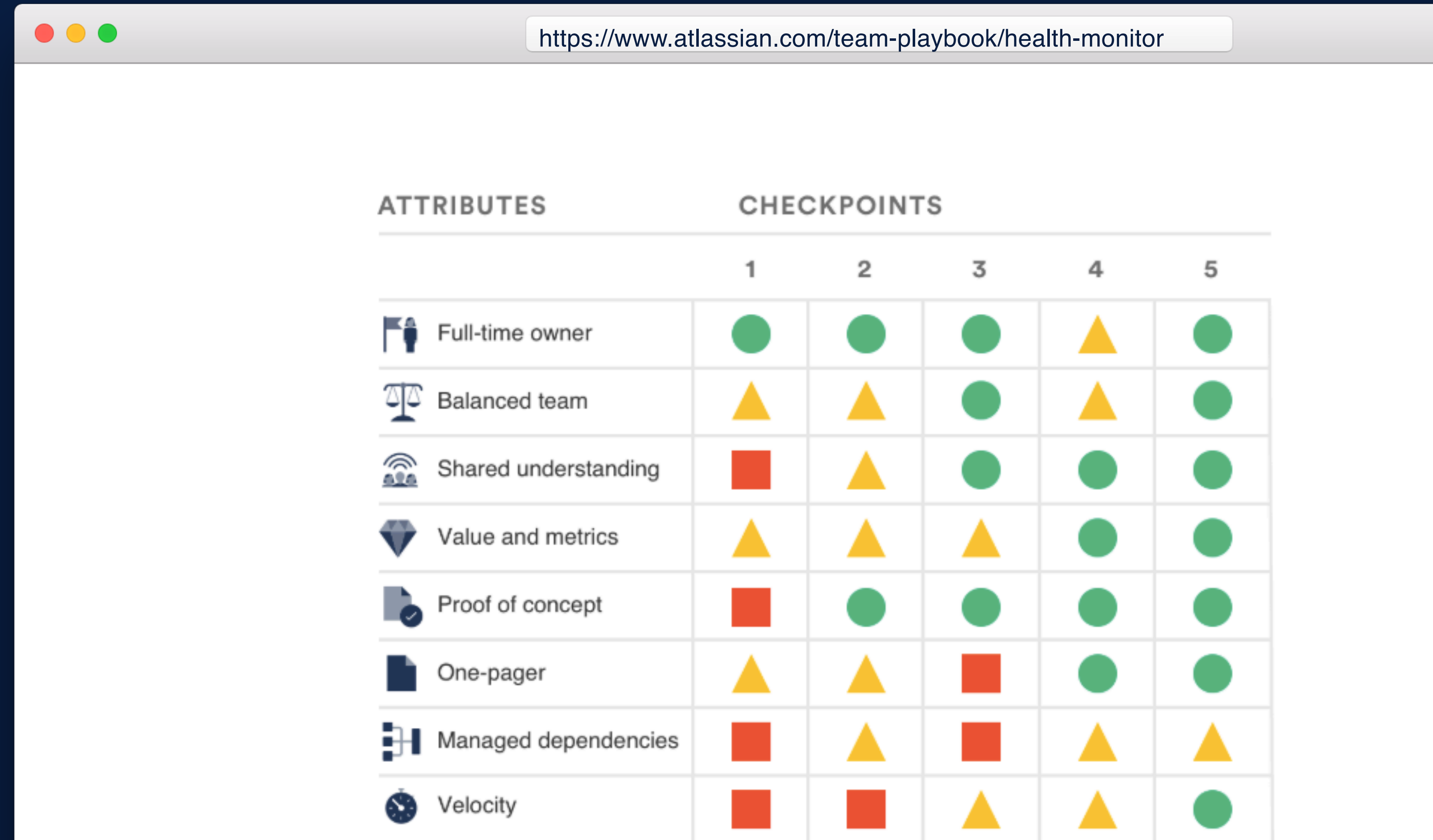
Pick from one of three health monitors .

Attributes









Consider how your team is doing in areas that often get in the way of performance.

Dialogue

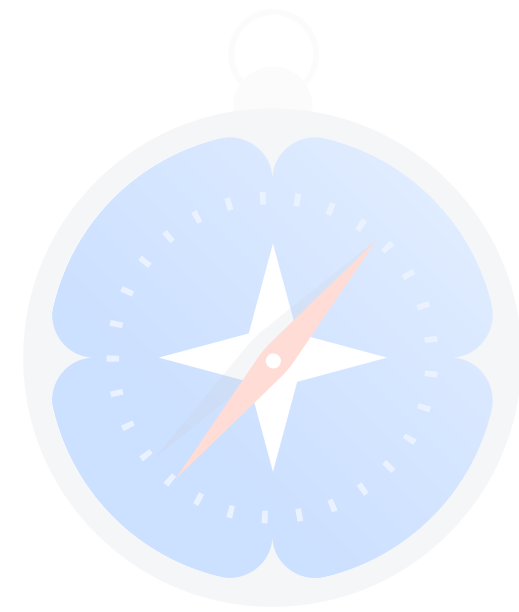
Discuss where the team is at, and where you want to focus.



The screenshot shows a web browser window with the URL <https://www.atlassian.com/team-playbook/health-monitor>. The main content is a table with two main columns: 'ATTRIBUTES' and 'CHECKPOINTS'. The 'CHECKPOINTS' column is further divided into five sub-columns labeled 1 through 5. Each cell in the table contains a colored icon: a green circle for 'Good', a yellow triangle for 'Fair', and a red square for 'Poor'.

ATTRIBUTES	CHECKPOINTS				
	1	2	3	4	5
 Full-time owner	●	●	●	▲	●
 Balanced team	▲	▲	●	▲	●
 Shared understanding	■	▲	●	●	●
 Value and metrics	▲	▲	▲	●	●
 Proof of concept	■	●	●	●	●
 One-pager	▲	▲	■	●	●
 Managed dependencies	■	▲	■	▲	▲
 Velocity	■	■	▲	▲	●

Improve team performance



Build awareness
Where does your team stand today?



Optimize
What things can your team do to close the gap?

OPTIMIZING FOR SHARED UNDERSTANDING

1

Shared understanding of goals and relevant metrics



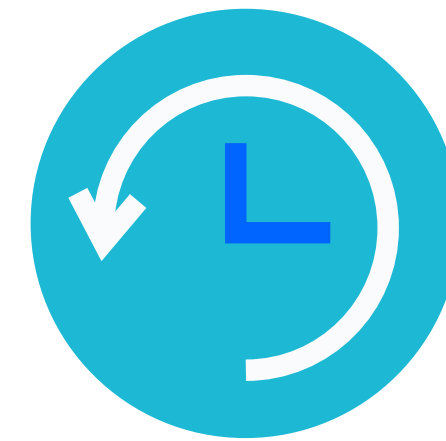
Elevator Pitch



Goals, signals & measures

2

Shared understanding and clarity of operating norms



Retro



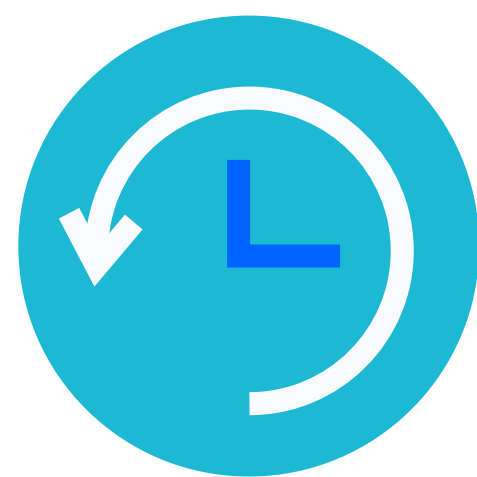
Demo



No thanks!

we are too busy

What can you do?



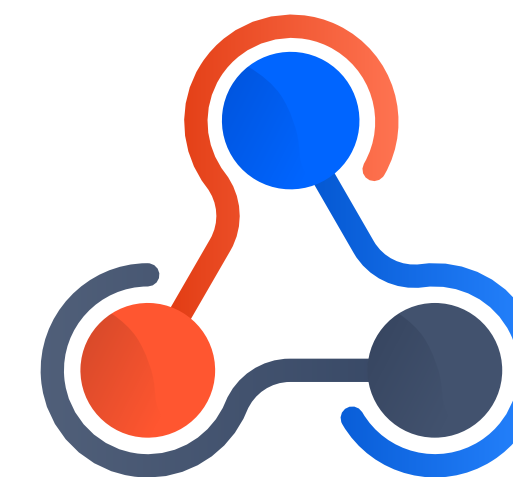
Run a health monitor

Build awareness by
assessing and discussing
where you're at



Try a play

Focus on an area to
improve, and put a plan in
place



Repeat often

Check back in regularly to
see what's improved

Remember, team
performance is actually **your**
job.

ATLASSIANTEAMPLAYBOOK.COM