Building High-Performance Teams

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Session Goals

1. What does a High-Performing Team Look like?
2. How does one form?
3. How can you help your team improve?
What Drives Your Success?
Decision-Making Discretion

- People want agency
- Empowers them to shape their work
- More control = more learning
Sharing Information

- Share the context
- Connect roles to the success of the practice
- Share both the good and bad news
Promote Civility

● Constructive feedback
● Praise publicly, criticize privately
● This is a huge part of your culture
Provide Feedback

- Many measures can be public
- Civility is vital
- Monitor performance for everyone
What is a team?
Common Purpose

● Outside mandate

● Team latitude
Performance Goals

- Specific, compelling goals
- Sense of urgency
- Focus on effort rather than status
Complementary Skills

- Technical expertise
- Problem-solving/decision-making
- Interpersonal
Commitment to Work

● Who will do which jobs?
● How will decisions be made?
● Everyone should contribute
Mutual Accountability

- Trust cannot be forced
- The teaming process is vital to its success
- Accountability is the foundation of a team
Otherwise: Just a Group

**Working Group**
- Strong leader
- Individual accountability
- Purpose matches organizational mission
- Individual work product
- Discusses, decides, and delegates

**Team**
- Shared leadership
- Individual and mutual accountability
- Team-specific purpose
- Collective work product
- Open-ended discussions
- Discusses, decides, and does work
Types of Teams

- Make recommendations
- Make or do something
- Run things
Make Recommendations

- Predetermined completion dates
- Need fast start
- Need clean handoff
Make or Do Something

- Often frontline teams
- Usually ongoing work
- Focus on performance is paramount
Run Things

- Teams can exist at any level of the practice
- Does not have to match the hierarchy
- Is the team approach the right approach?
High-Performing Team Attributes

● Clear common purpose
● Clear roles and responsibilities
● Collaborative work and relationships
High-Performing Team Attributes

- Diverse thinking and skill sets
- Constructive conflict management
- Measurable outcomes and success
Stages of Team Development

- Forming
- Norming
- Storming
- Performing
- Adjourning
Forming

- Feelings of excitement and anxiety
- Lots of questioning
- Define structure, goals, and roles
Storming

- Feelings of disappointment
- Decline in civility and performance
- Redefinition of goals, roles, and tasks
Norming

- Feelings of increased comfort and acceptance of team members
- Increasing performance
- Focus shifts to team goals and tasks
Performing

- Feelings of satisfaction
- High performance
- Good conflict resolution
Adjourning

- There are a variety of feelings at this stage
- Productivity may drop
- Time to prepare for the ending of the team
Building High-Performance Teams

- Partners
- Human resources
- Team leaders
What Can The Partners Do?

● Encourage social relationships

● Model collaboration

● Coach employees to collaborate
What Should HR Do?

- Offer training
- Build community
What Should Team Leaders Do?

- Match leadership style to team stage
- Assign roles but leave the tasks ambiguous
Technique: Retrospective

● What went well?
● What could have gone better?
● What to try differently?
What Went Well?

- Each participant comes with their ideas
- Focus on “how” rather than “what”
What Could Have Gone Better?

- Each participant comes with their ideas
- Focus on “how” rather than “what”
What to Try Differently?

- Improve on strengths/address weaknesses
- Select a manageable number
- Review between meetings
Retrospective: Agenda

- Review previous to try items
- What went well/could have gone better?
- What to try differently?
Retrospective: Logistics

- What happens in the room stays there
- Meet frequently
- Designate a facilitator
- Budget an hour
Session Takeaways

1. Thriving employees make for thriving practices
2. High-performance teams are built
3. Build improvement into your team culture
References

https://www.risvt.com/blog/retrospectives

Harvard Business Review:

Creating Sustainable Performance - Gretchen Spreitzer & Christine Porath

The Discipline of Teams - Jon R. Katzenbach & Douglas K. Smith

Eight Ways to Build Collaborative Teams - Lynda Gratton & Tamara J. Erickson
Related Courses

UC2020 course recordings are available for viewing on PCC’s UC 2020 YouTube Channel

1. Practice Culture - Chip Hart
2. Managing Through Change - Kerin Stackpole
3. Develop Your Practice’s Strategic Plan - Tim Rushford
What Questions Do You Have?

Questions posted in the Live Session channel of UC Chat will be read aloud by moderator for presenter to answer. Please post your questions in Live Session.