

# 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?

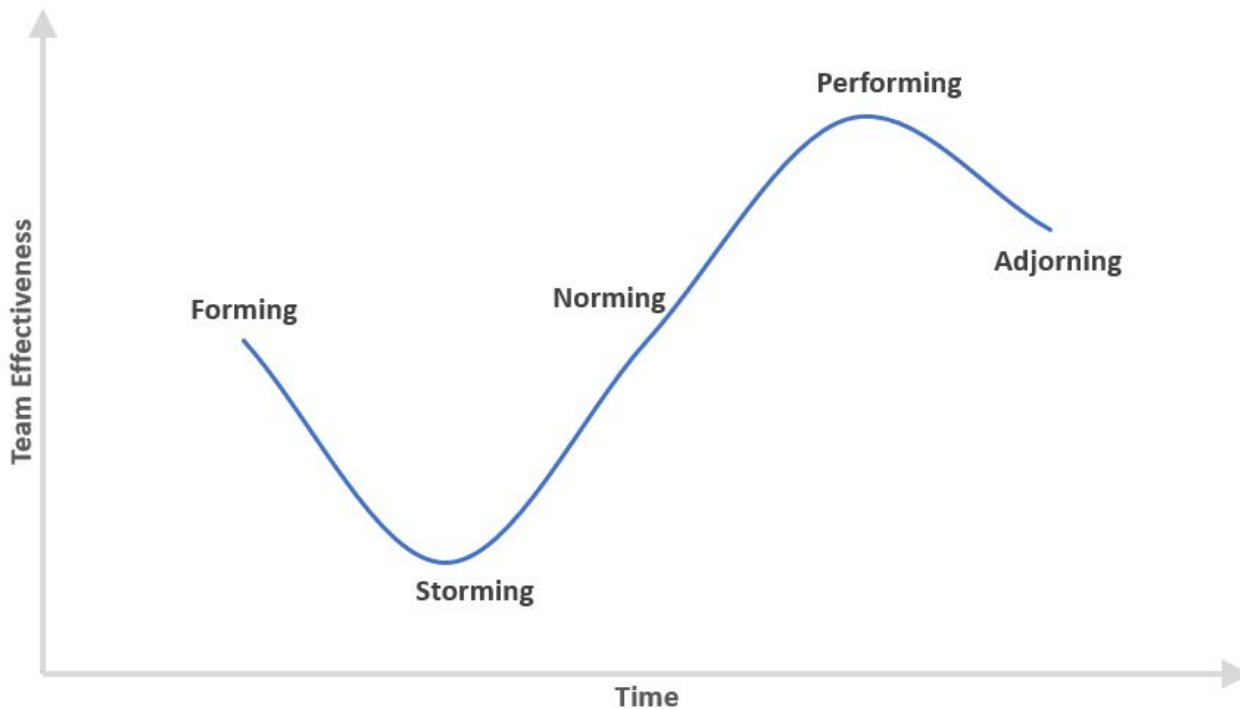
# High-Performing Team Attributes

- 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

- 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.

