

## High Performance Teams

5<sup>th</sup> Sikh Leadership  
Development Program  
27 June  
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## Agenda

1. Why the focus on teams?
2. What do we know about high performing teams?
3. Six best practice tools
4. Team Activity

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## Why the Focus on Teams?

- ◆ All organizations emphasize teamwork
- ◆ Teamwork is becoming more critical with increased interdependencies in work environments
- ◆ Become a stronger team leader/member

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**Activity: What is Your Experience with Teamwork?**




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**Activity – Diagnosis of Teamwork**

1. Please consider the overall quality of the teamwork that you currently experience
2. We will use a five point scale to rate your overall experience using that scale
3. After that, we will get an idea of our collective experience
4. Please do be honest, do not fudge!!

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**Activity – Rating Scale**

Your overall experience of Teamwork ?	Room for Improvement?	Your Score
Poor	Lots	1
Marginal	Significant	2
Good	Some	3
Very Good	Little	4
Excellent	Very little	5

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## What are our Results?

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## The Characteristics of HPTs

- ◆ Meaningful common purpose
- ◆ Specific performance goals
- ◆ Mix of complementary skills
- ◆ Strong commitment to how the work gets done
- ◆ Mutual accountability



J. Katzenbach and D. Smith, *The Discipline of Teams*, *Harvard Business Review*, March-April 1993, p. 111-120

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## Stages of Teamwork

- ◆ Forming
- ◆ Storming
- ◆ Norming
- ◆ Performing



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### Team Member Issues

Stages	Typical Questions
Forming	<ul style="list-style-type: none"> <li>◆ Who are these people?</li> <li>◆ What are we headed, and why?</li> <li>◆ How will I fit in?</li> </ul>
Storming	<ul style="list-style-type: none"> <li>◆ How do we handle our disagreements?</li> <li>◆ Do I really want to remain with this team?</li> <li>◆ Do we really need this leader?</li> </ul>
Norming	<ul style="list-style-type: none"> <li>◆ What is our collective vision?</li> <li>◆ What are our agreed norms?</li> <li>◆ What role can I play to help?</li> </ul>
Performing	<ul style="list-style-type: none"> <li>◆ How can we continuously improve?</li> <li>◆ How can we foster innovation and creativity?</li> <li>◆ How do we maintain high energy and commitment?</li> </ul>

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### Six Best Practice Tools

1. Develop behavioural norms
2. Encourage participation and engagement
3. Promote positive team dynamics
4. Use team creativity tools
5. Do team debriefs
6. Share effective feedback

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### Tool 1: Develop Behavioural Norms

Examples of positive norms:

- We will respect each others time
- We will focus (no distractions)
- We will respect each others contributions
- We will stretch/challenge our thinking

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**Tool 2: Encourage Participation and Engagement**

Examples:

- ◆ Ask people for their expectations
- ◆ Use small breakout groups to get input
- ◆ Encourage summaries of progress
- ◆ Set aside time for questions

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**Tool 3: Promote Positive Team Dynamics**

Positive behaviours:

- ◆ Active listening and clarifying
- ◆ Supporting and building
- ◆ Contributing ideas and opinions
- ◆ Constructively differing
- ◆ Balance between advocacy and inquiry

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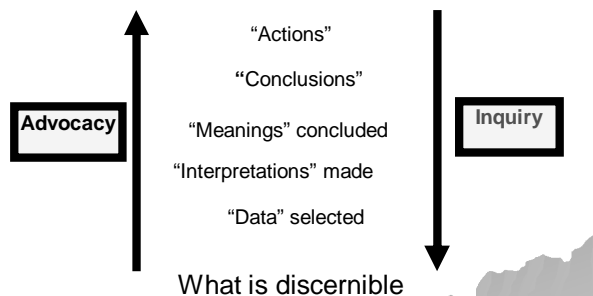
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**Advocacy vs. Inquiry**




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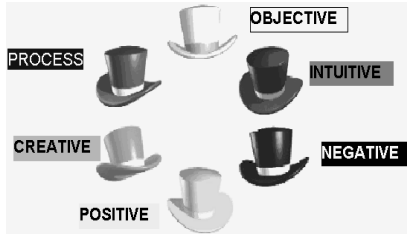
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### Tool 4: Use Team Creativity Tools - Six Thinking Hats



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### Example: Six Thinking Hats Exercise

- ◆ Select a Topic : \_\_\_\_\_
- ◆ Use Hats for individual work
- ◆ Small group analysis
- ◆ Report Back
- ◆ Debrief

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### Tool 5: Do Team Debriefs

- ◆ Debriefing: Recognising achievements, identifying performance improvement, and committing to action
- ◆ Ask the 3 Golden Questions:
  1. What did we do well?
  2. What could we have done better?
  3. What will we do differently the next time around?

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### Tool 6: Share Effective Feedback

- ◆ Use the right process
- ◆ Have the right content
- ◆ Positive and negative feedback

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### Process of Giving Feedback

1. Ask the person to self-assess
2. Offer your feedback (have the right content)
3. Seek their reaction (and listen)
4. Clarify and expand feedback if required
5. Summarise - agree action/next steps

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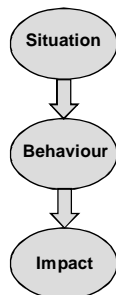
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### Feedback Content – SBI Model



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### Positive and Negative Feedback

- ◆ The 3:1 ratio
- ◆ Research on negative feedback – conditions favourable to acceptance:
  - The giver is credible
  - The feedback is of value (quality)
  - It is delivered with empathy

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### Team Activity – Lost at Sea



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### Do the Team Debrief

- ◆ Ask the 3 Golden Questions:
  1. What did we do well?
  2. What could we have done better?
  3. What would we do differently if we had another go?

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### Self-Diagnostic on Team Dynamics

1. Complete the tool on your contribution to the dynamics
2. Work in 3's to share your self-analysis and also get feedback from each other: What did you do well, what could you improve on?
3. Reflect for a moment on what you have learnt, and what will you do differently working in teams

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