Building a High Performing Team
Practical Strategies, Tools and Techniques for Individuals & Teams
NC DOT - Public Transportation Division
Connecting for Success: Training Conference
Tuesday, September 26, 2017 – 10:15 – 11:15 am
OBJECTIVES

At the end of this session, you will be better able to:

• Assess current team dynamics and processes impacting performance

• Identify best tools and techniques to address obstacles to performance

• Identify common values and goals to drive team performance

• Establish Rules of Engagement for a high performing team
Building a High Performing Team

Key Elements:

• Assess **current** culture and “health” of team

• Identify tools to address obstacles to high performance

• Articulate **future** culture and team expectations

• Implement techniques to sustain progress and ensure consistency
Leadership Metaphor Explorer™

Take 10 minutes to scan the images and select two that best represent:

- The **current** leadership culture in your organization
- The **future** leadership culture you would like to see in your organization
LME Share

In the next 12 minutes:

• **STAND** – **FIND** someone **NOT** at your table to:
• Show & explain your **current** leadership culture card
• Show & explain your **future** leadership culture card
Assess Current Leadership Culture

Role of Leaders in Establishing High Performing Teams:

- To provide objective & impartial assessment of individuals and team
- To provide feedback that helps individuals and team improve
- To clearly articulate high performing team expectations
- To role model behaviors and “healthy” relationships
Leader + Team = Leadership Culture

Center for Creative Leadership research indicates that leadership is not defined by position or title but rather defined as an interdependent social process of direction, alignment & commitment that requires everyone to succeed.
# Leadership Roles for Achieving Goals

<table>
<thead>
<tr>
<th>Setting</th>
<th>Achieving</th>
<th>Maintaining</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Direction</strong></td>
<td><strong>Alignment</strong></td>
<td><strong>Commitment</strong></td>
</tr>
<tr>
<td>Does everyone know where we’re headed and what we’re trying to accomplish?</td>
<td>Do we have everyone/everything working in the same direction?</td>
<td>Are we adequately earning and re-earning everyone’s active commitment?</td>
</tr>
</tbody>
</table>
What do we know about the future?
Here’s What We Know So Far… Future will be…

Volatile
Uncertain
Complex
Ambiguous
New Leadership for a Changing World

- 20\textsuperscript{th} century management principles focused on controls, reducing ambiguity and training the individual leader.

- 21\textsuperscript{st} century leadership principles focus on living with ambiguity, paradox and uncertainty that require organizational leadership solutions.
Leadership in YOUR Changing World

DISCUSS & FLIPCHART

• Speedy Table Discussion
• List Top 5 Team VUCA challenges
• Large group debrief
Need for Collaboration in Leadership Culture to High Performing Teams

• A set of values, behaviors and practices

• Shapes how we manage the team and lead change

• Leaders help set team values that drive high performing behaviors & practices
Values & Team Impact

- **Values**: ideals, morals, beliefs, customs, qualities of importance or significance
- Share your key leadership value with your table & impact on your team
- Discuss top 3 ways values impact a team
- Discuss 3 behaviors that negatively impact a team
- Large group debrief
7 Areas that Reveal True Values

1. What we want most
2. What we think about most
3. How we use our money
4. What we do with our leisure time
5. The company we enjoy
6. Whom and what we admire
7. What we laugh at
Assess Current Leadership Culture

The meaning people make and the tools that they have to create shared direction, alignment and commitment throughout the organization.
Leadership Culture

Blue

Interdependent

Leadership is a collective activity

Green

Independent

Leadership emerges out of individual knowledge and expertise

Red

Dependent

People in authority are responsible for leadership

Source: Center for Creative Leadership
LME Tool Frequency Count

Look at 2 Cards Chosen Earlier…

<table>
<thead>
<tr>
<th>Now</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interdependent</td>
<td></td>
</tr>
<tr>
<td>Independent</td>
<td></td>
</tr>
<tr>
<td>Dependent</td>
<td></td>
</tr>
</tbody>
</table>
Levels of Leadership Culture & Team Impact

**Interdependent leadership cultures**
view leadership as a collective activity that requires mutual inquiry, learning and a capacity to work with complex challenges.

**Independent leadership cultures**
assume that leadership emerges as needed from a variety of individuals based on knowledge and expertise. Often seen in knowledge-based organizations like universities and law firms.

**Dependent leadership cultures**
hold only people in positions of authority responsible for leadership. Works well in stable environments and in the military.
### Shared Beliefs about Direction, Alignment, Commitment

<table>
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<tr>
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<tbody>
<tr>
<td><strong>How do we achieve agreement on direction?</strong></td>
<td><strong>How do we coordinate our work so that it all fits together?</strong></td>
<td><strong>How do we maintain commitment to the collective?</strong></td>
</tr>
<tr>
<td>Agreement on direction is the result of <em>shared exploration</em> and the <em>emergence</em> of new perspectives.</td>
<td>Alignment results from <em>ongoing mutual adjustment</em> among <em>system-responsible</em> people.</td>
<td>Commitment results from <em>engagement in a developing community</em>.</td>
</tr>
<tr>
<td>Agreement on direction is the result of <em>discussion, mutual influence, and compromise</em>.</td>
<td>Alignment results from <em>negotiation</em> among <em>self-responsible</em> people.</td>
<td>Commitment results from <em>evaluation of the benefits for self</em> while benefiting the larger community.</td>
</tr>
<tr>
<td>Agreement on direction is the result of willing <em>compliance</em> with an <em>authority</em>.</td>
<td>Alignment results from <em>fitting into</em> the expectations of the <em>larger system</em>.</td>
<td>Commitment results from <em>loyalty</em> to the source of authority or to the community itself.</td>
</tr>
</tbody>
</table>
Direction – Alignment – Commitment Assessment & Table Discussion

- Share team’s TOP performance obstacle
- Share 1 behavior you will **demonstrate** to improve team performance
- Share 1 behavior you will **STOP** to improve team performance
High Performing Teams...
Direction – Alignment – Commitment

Buy in but uncoordinated
- Competing for resources
- Failure to agree deadlines and ways of working

Willing cooperation - lacks purpose
- Inertia
- Running in circles
- Teams going nowhere fast;
- Everyone heading in different directions

Coordinated, facing same way but lacking momentum
- Promises without delivery
- Nobody “walks the talk”
- Only easy things get done
- Failure to progress
# EVIDENCE OF DAC

<table>
<thead>
<tr>
<th>Direction</th>
<th>HAPPENING</th>
<th>NOT HAPPENING</th>
</tr>
</thead>
<tbody>
<tr>
<td>• There is a vision, a desired future, or a set of goals that everyone buys into.</td>
<td>• There is lack of agreement on priorities.</td>
<td></td>
</tr>
<tr>
<td>• Members of the collective easily articulate how what they are trying to achieve together is worthwhile.</td>
<td>• People feel as if they are being pulled in different directions.</td>
<td></td>
</tr>
<tr>
<td>• People agree on what collective success looks like.</td>
<td>• There’s inertia; people seem to be running in circles.</td>
<td></td>
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<th>NOT HAPPENING</th>
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</thead>
<tbody>
<tr>
<td>• Everyone is clear about each other’s roles and responsibilities.</td>
<td>• Things are in disarray: deadlines are missed, rework is required, there’s duplication of effort.</td>
<td></td>
</tr>
<tr>
<td>• The work of each individual/group fits well with the work of other individuals/groups.</td>
<td>• People feel isolated from one another.</td>
<td></td>
</tr>
<tr>
<td>• There’s a sense of organization, coordination, and synchronization.</td>
<td>• Groups compete with one another.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Commitment</th>
<th>HAPPENING</th>
<th>NOT HAPPENING</th>
</tr>
</thead>
<tbody>
<tr>
<td>• People give the extra effort needed for the group to succeed.</td>
<td>• Only the easy things get done.</td>
<td></td>
</tr>
<tr>
<td>• There’s a sense of trust and mutual responsibility for the work.</td>
<td>• Everyone is just asking “what’s in it for me?”</td>
<td></td>
</tr>
<tr>
<td>• People express considerable passion and motivation for the work.</td>
<td>• People are not “walking the talk.”</td>
<td></td>
</tr>
</tbody>
</table>
Direction – Alignment – Commitment Assessment

Tools & Techniques Recap

- Objectively & accurately discuss obstacle(s) with team
- Open, diverse discussion of possible solutions
- Provide ongoing feedback
- Utilize individuals’ strengths & networks to add value
- Recognize individuals’ commitment & service
High Performing Rules of Engagement

- Understand & agree with team direction & vision
- Understand & accept roles & responsibilities & expectations
- Provide timely, specific, direct feedback – **Use SBI tool**
- Embrace coaching, training, learning
- Empowered to act to better team
- Embody values – Code of Conduct
High Performing Rules of Engagement

- Collaborate more... FEWER silos
- Leader models high performance behavior
- Influence more
- Build diverse networks
- Ask questions – embrace different perspectives
- Celebrate small wins... “pick less”
10 THINGS THAT REQUIRE ZERO TALENT

@MINDSETOFGREATNESS

BEING ON TIME
WORK ETHIC
EFFORT
BODY LANGUAGE
ENERGY
ATTITUDE
PASSION
BEING COACHABLE
DOING EXTRA
BEING PREPARED
Thank You!

LDBA/KinetaCorp
15105-D John J. Delaney Dr. – Ste. 191 – Charlotte, NC 28277
704-779-9275 – Office – ldiane@kinetacorp.com