

High Performing Teams

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Aims

- As a result of this program you will be able to:
 - objectively describe and assess team performance
 - engage team members in making their own assessment of performance
 - see teambuilding as a journey of continuous improvement
 - set specific targets for improving team performance
 - generate positive actions which will improve total team performance

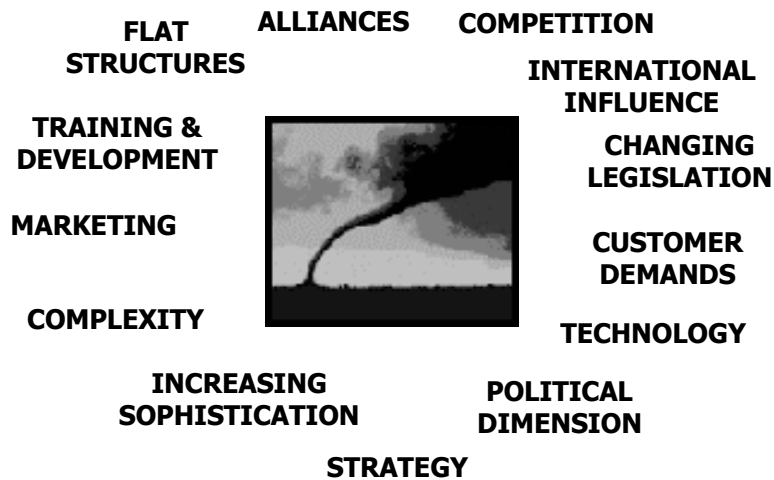
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Agenda

- Teams in times of change
- Current situation analysis
- What makes a high performing team?
- How a team develops
- So how do we measure up?
- Expectations
- Team Behaviours

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Change factors



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Change

- To survive all teams need to change
- Change can be driven by many factors both external and internal
- Change is all about people
- The people in the team must believe in change

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Machiavelli (1469 - 1527)

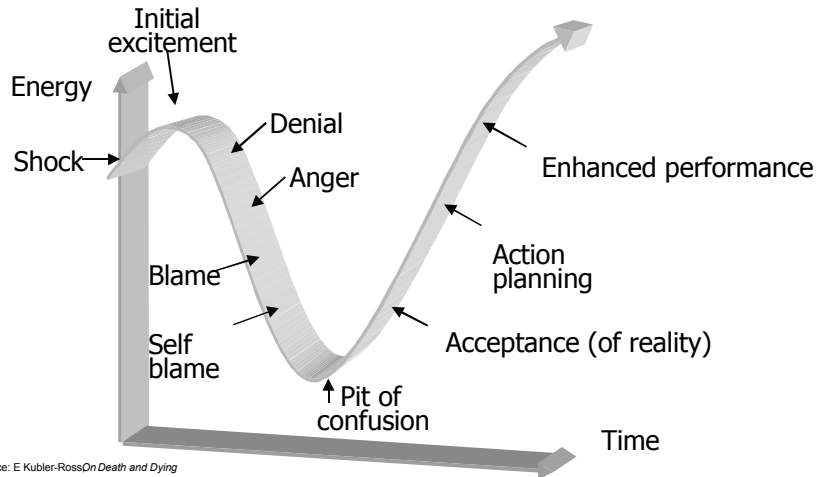
There is nothing more difficult to carry out, nor more doubtful of success, nor more dangerous to handle, than to initiate a new order of things.



For the reformer has enemies in all those who would profit by the old order, and only lukewarm defenders in all those who would profit from the new order, this lukewarmness arising partly from fear of their adversaries and partly from the incredulity of mankind, who do not truly believe in anything new until they have had actual experience of it."

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Typical stages of change



Source: E Kubler-Ross *On Death and Dying*

With varying willingness to engage across the population

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Current Situation Analysis

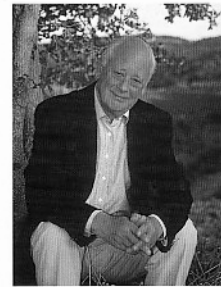


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Charles Handy

- What are the team's strengths and talents?
- Its weaknesses?
- What sort of team does it want to be?
- What does it want to be known for?
- How will its success be measured, by whom and when?
- How does it plan to achieve this?

'We must not let our past, however glorious, get in the way of our future.'



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SWOT Analysis



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Force field analysis

- DRIVING

- Productivity
- Economics
- Growth
- Logic
- Mission
- Innovation
- Environment
- New management

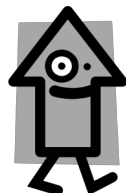
- RESISTING

- Status quo
- Inertia / habit
- Effect of larger system
- Not invented here
- Threat to power
- Threat to reward
- Unconscious factors
- Previous management

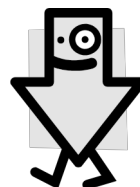
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More of / Less of

- What do people want to see more of?

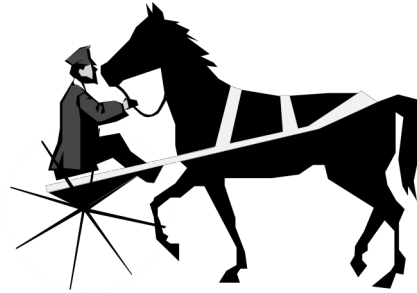


- What do people want to see less of?



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Rich pictures



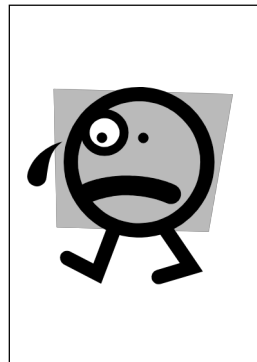
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WWW.EBI

- What We do Well



- Even Better If

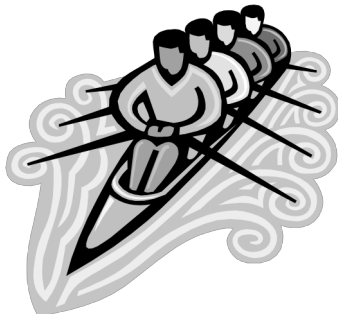


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What makes a high performing team?

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High performing teams

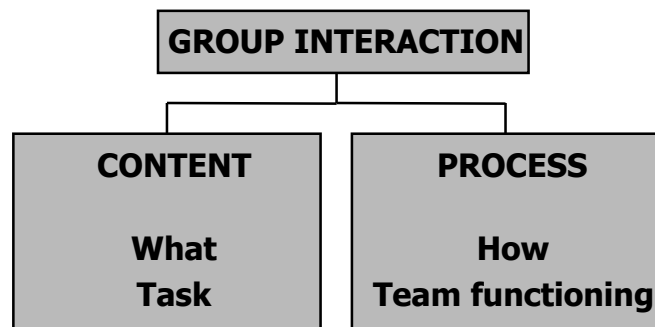


- What are the components of a successful team?
- What behaviours are necessary for teamworking to flourish?

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How a team develops

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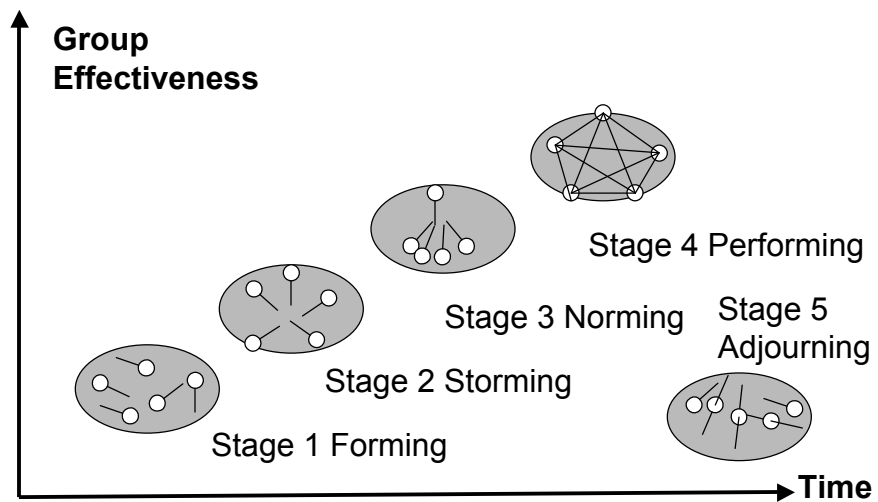
Stages in group development

- Forming
- Storming
- Norming
- Performing
- Adjourning

Tuckman & Jensen

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Group development



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Teams vs GROUPS

- Individuals work independently
- Members act like hired hands
- Suggestions are not encouraged
- Members do not trust colleagues as they do not appreciate their roles
- Disagreement seen as divisive
- Members are cautious about what they say
- Members don't know how to resolve conflict
- Members believe it is more important to do as others do than to produce positive results

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TEAMS vs groups

- Time is not wasted struggling over territory
- Members feel ownership for their unit
- Members apply unique talents to team objectives
- Members can express ideas and opinions
- Disagreement seen as acceptable
- Members try to understand each other's point of view
- Conflict is seen as an opportunity for new ideas and creativity
- Members participate in decisions aimed at achieving a positive result

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How do we measure up?

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Team strengths

- Clear objectives
- Good decision making processes
- Trust, cooperation, support and conflict management
- Clear roles, responsibilities and leadership
- Sound relationships with other groups
- Analysis of team's performance and learning

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What do you see?



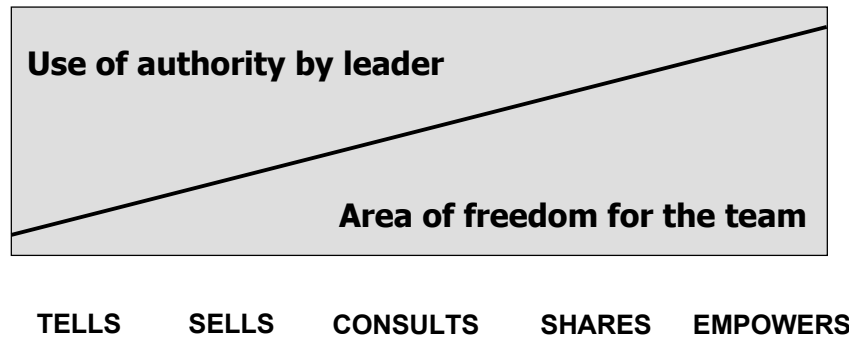
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Expectations Exercise

- What do I expect from this team?
- What do I expect from my colleagues?
- What do I expect from our leader(s)?
- What do I expect from my team members?

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Multiple roles for team leaders



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Action Centred Leadership



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John Adair

People in teams



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Team Behaviours

- Task behaviours and actions
 - which help us to focus on and achieve the task
- Maintenance behaviours and actions
 - which help to maintain the effectiveness of the team as a unit with all contributing
- Self-oriented behaviours and actions
 - which favour the individual, sometimes at the expense of the team

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Functional & Team

- FUNCTIONAL ROLE: related to the job itself; Accountant, Engineer, IT Technician
- TEAM ROLE: An individual's tendency to behave, contribute and interact with others in a particular way

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Belbin's team roles

- Resource Investigator
- Implementer
- Coordinator
- Plant
- Shaper
- Monitor Evaluator
- Completer Finisher
- Team Worker
- Specialist

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