

High-performance teams workshop



This is a facilitator's guide to taking a team through a two-part workshop to optimise team performance. We do this by finding out what's important for your team's performance, identifying gaps in skills and behaviour and making a plan to address them.

The guide contains a step by step flow for teams to follow, ideally with their team coach or mentor.

Time required

Part 1: Foundational work

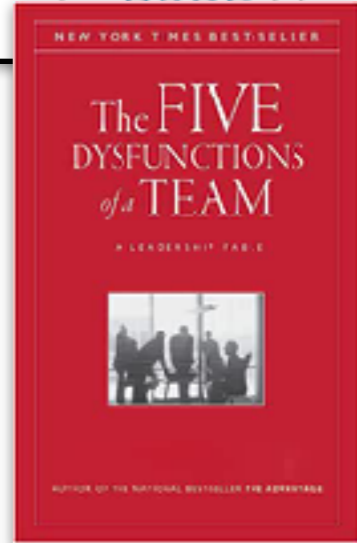
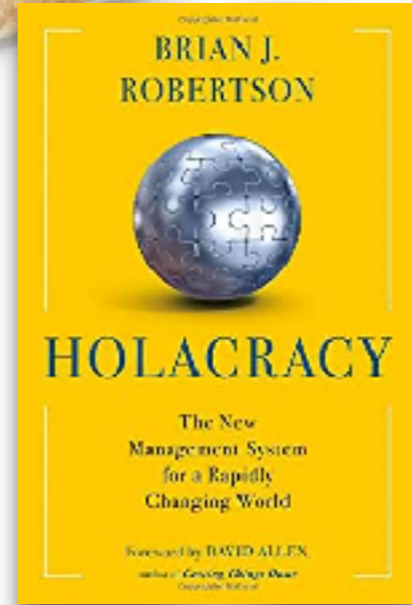
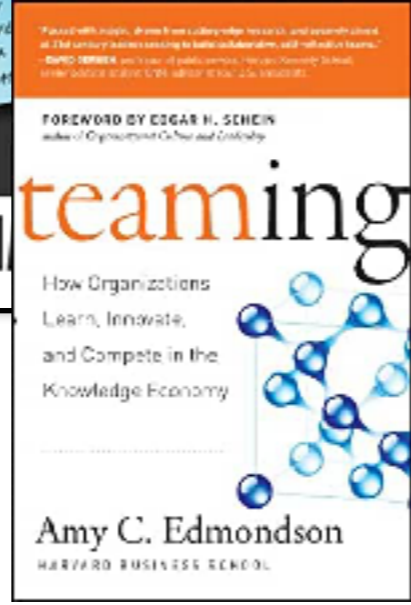
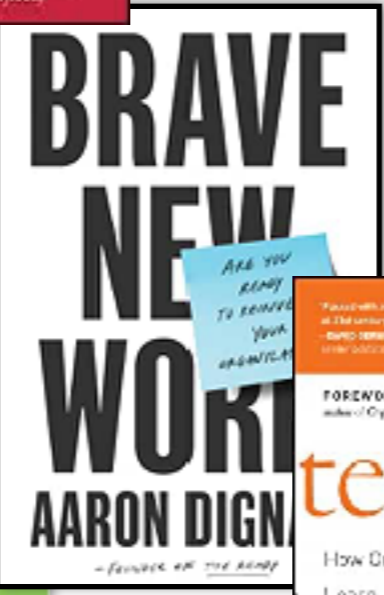
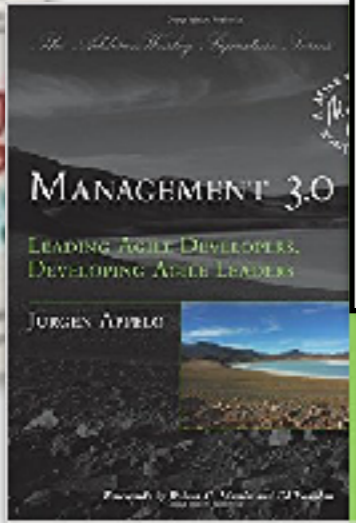
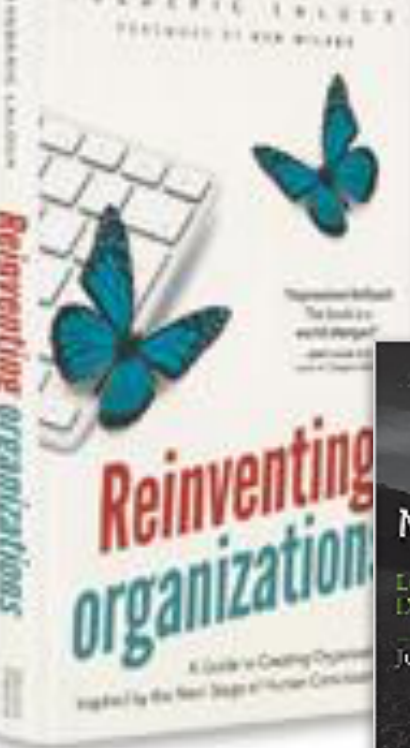
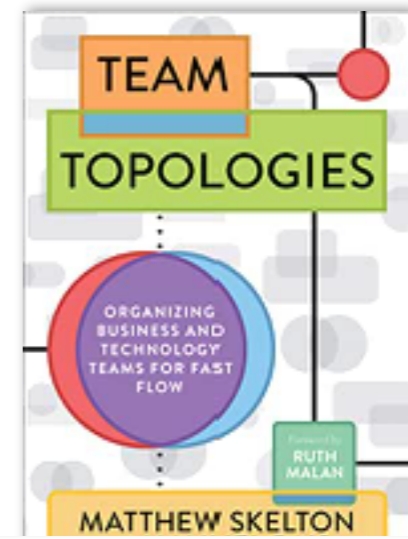
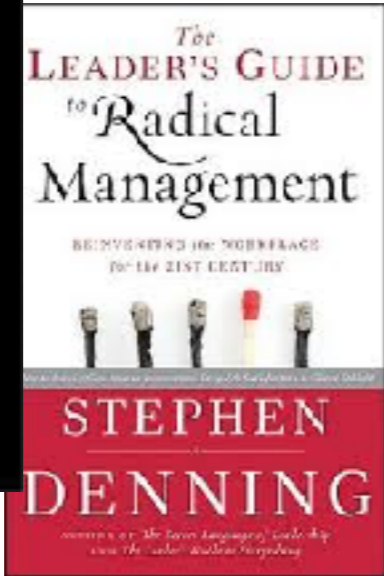
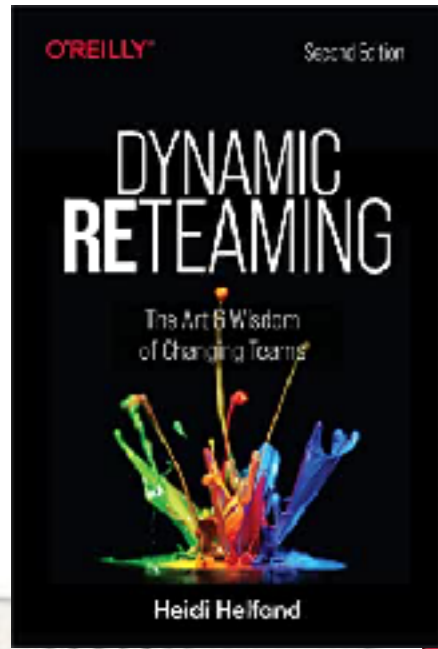
- 🌀 2 × 1 hour team session
- 🌀 2 × 1 hours with partner team(s)

Part 2: Team assessment and development plan

- 🌀 1 × 90 minute - 2 hour team workshop

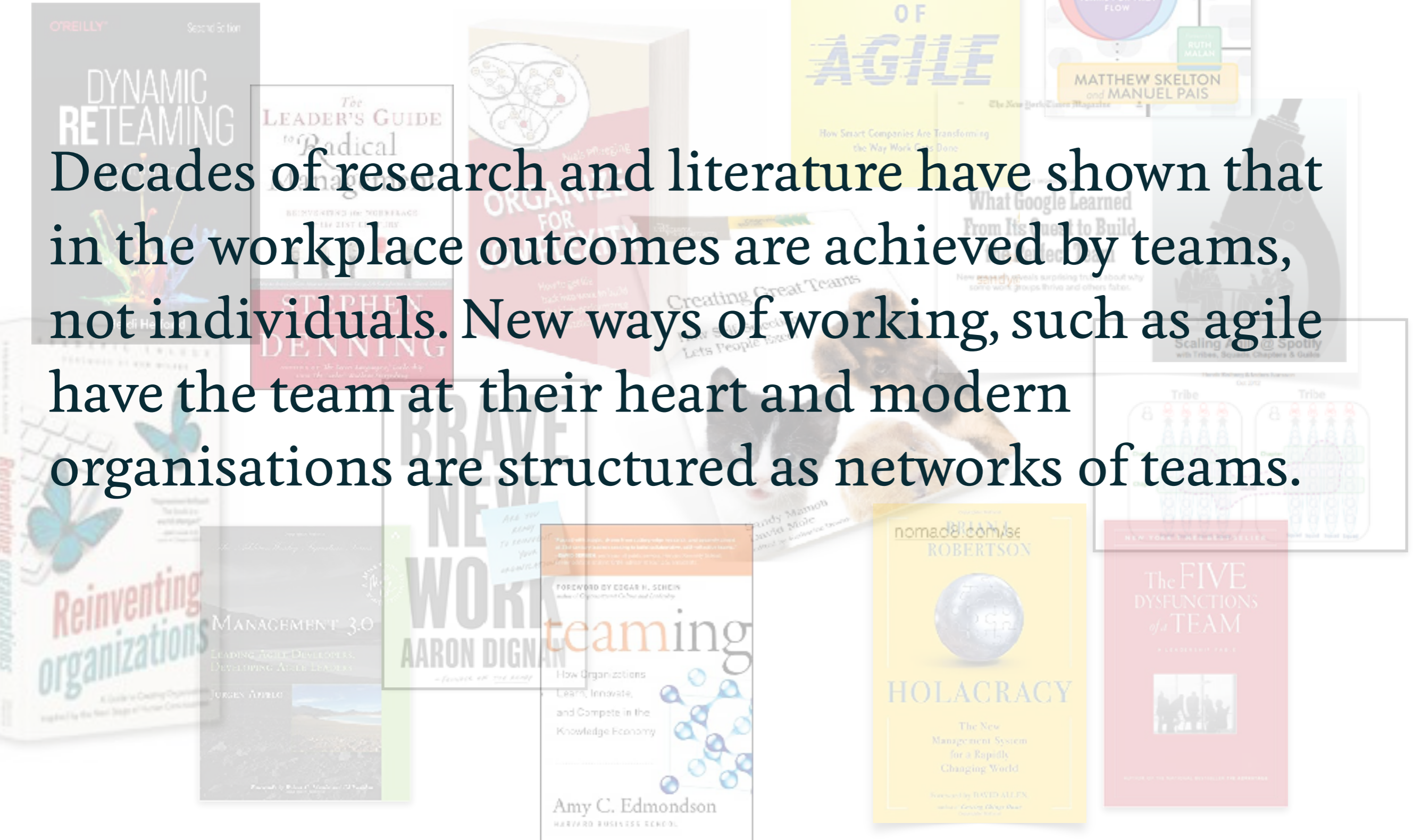
We recommend running the two parts on different days possibly with a few days in between.

Work is a team effort!



Work is a team effort!


Decades of research and literature have shown that in the workplace outcomes are achieved by teams, not individuals. New ways of working, such as agile have the team at their heart and modern organisations are structured as networks of teams.



But we are obsessed with individual performance



Like a dog with a bone...

A photograph of a light-colored dog sitting on a wooden deck. To the right, the feet and lower legs of a person wearing sandals are visible. The background is a wooden deck with a diagonal grain.

Every organisation is obsessed with individual performance, like a dog with a bone.

Our incentives, our bonus systems, our reward structures, performance reviews and development plans are all geared towards the individual, not the team.

We are working in teams but we are doing these things. And we need to stop.



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Individual performance is irrelevant

Individual performance is irrelevant

In a team sport you can't win or lose on your own.
You can't even play!

Individual performance in a team is only relevant as the contribution the individual makes to the overall goal, it is not the individual performance that counts in itself.

“The problem is we treat people like individual athletes in a team sport. We need to stop doing this!”

Optimise team performance!

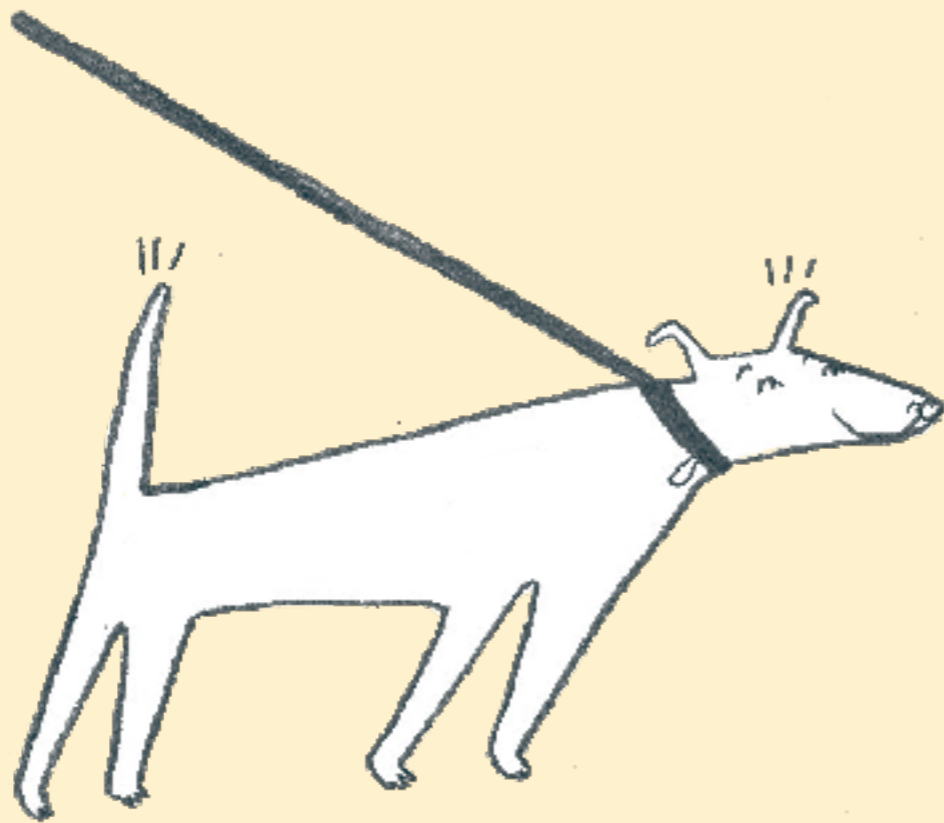


Optimise team performance!

Each team member contributes to team performance with their own individual strengths and the combination of all team members creates a winning formula.

Here's what to do...

Part 1: Fact-finding mission

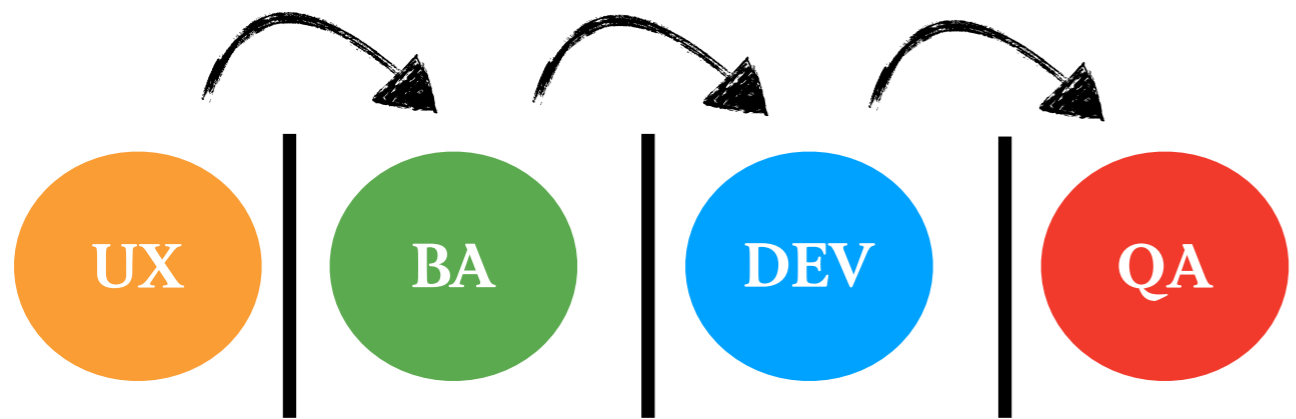


What does great look like?

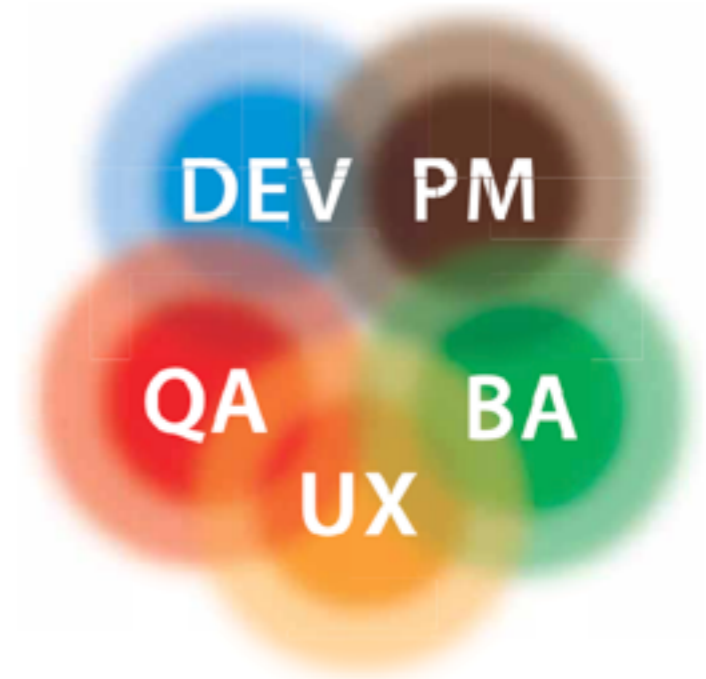
- Session 1: What skills does your team need? (Task 1 & 2, 1 hour)
- Session 2: Internal team visit (task 3, 1 hour)
- Session 3: External team visit (task 4, 1 hour)
- Session 4: Competencies we need (task 5, 1 hour)



Roles blur in Agile teams



From multiple silos



To one team

Task #1: How do you recognise a great team?

- 🌀 In your team brainstorm for 10 minutes::
- 🌀 How do you recognise a great team from the **outside**? How would you know they were a great team?
- 🌀 How do you recognise a great team from the **inside**? How would you know you were part of a great team?

Task #2: What skills does your team need?

- ☉ Make a list of all the skills your team needs to succeed
- ☉ Think skills not roles!

Don't forget teaming skills such as collaboration, problem solving skills or the ability to have robust conversations

Skills we need

1. ____

2. ____

3. ____

4. ____

5. ____

6. ____

7. ____

8. ____

9. ____

10. ____

Go and see!



Go and see!

We can't measure objectively what great looks like but we can all tell the difference between a good and a great team. How do we know when a team is high-performing?

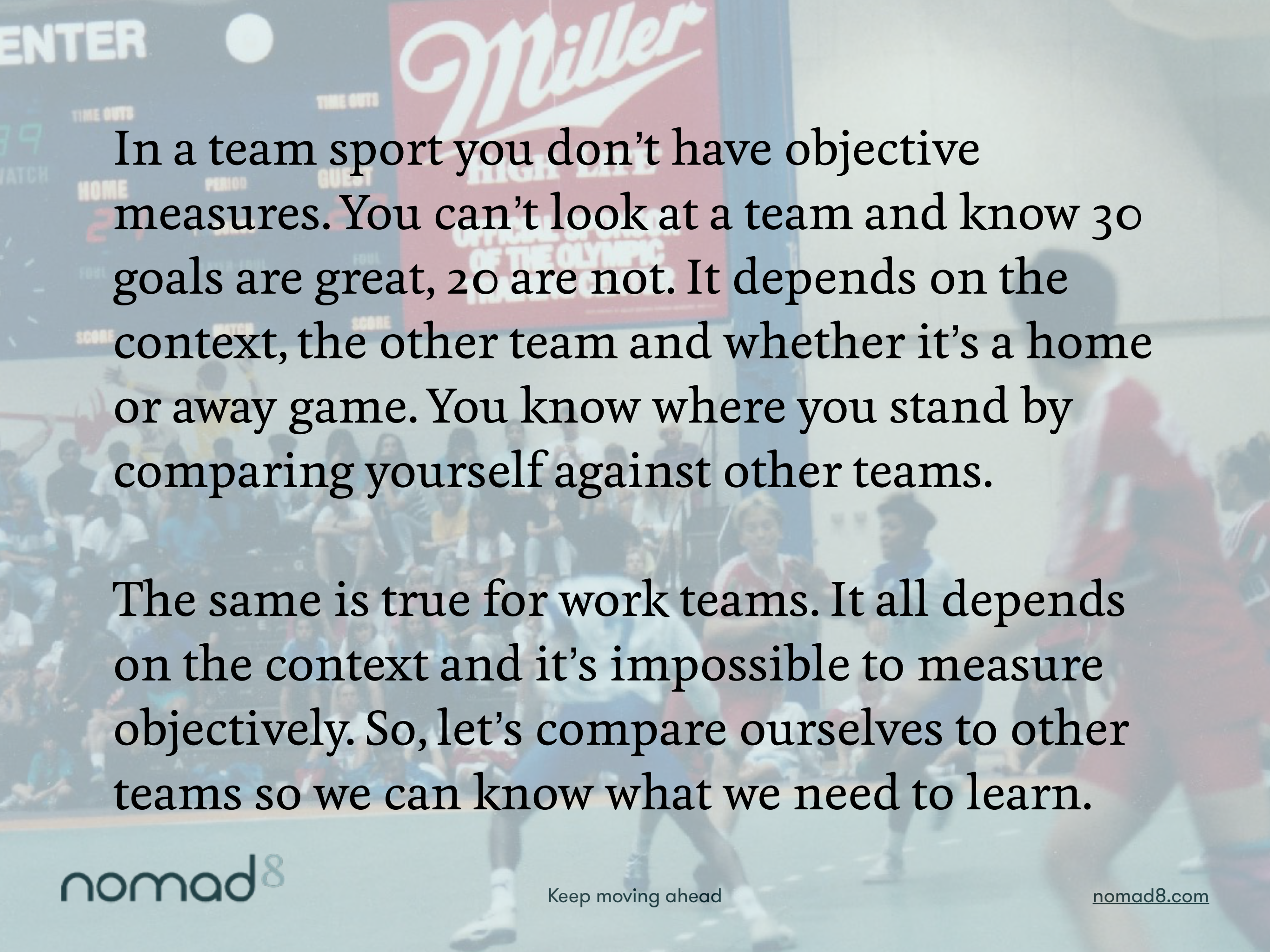


Compare teams
to each other!

ENTER

TIME OUTS
HOME 21
PERIOD
BONUS
FOUL
PLAYER-FOUL
SCORE
MATCH
GUEST 22
FOUL
SCORE

Miller
HIGH LIFE
OFFICIAL SPONSOR
OF THE OLYMPIC
TRAINING CENTER


The background is a blurred image of a basketball game. In the upper left, a scoreboard shows 'ENTER', 'TIME OUTS', 'HOME 21', 'PERIOD', 'GUEST', 'FOUL', and 'SCORE'. A large red 'Miller' logo is in the upper center. The text 'OFFICIAL BEVERAGE OF THE OLYMPIC' is visible below it. The scene shows players on the court and spectators in the stands.

In a team sport you don't have objective measures. You can't look at a team and know 30 goals are great, 20 are not. It depends on the context, the other team and whether it's a home or away game. You know where you stand by comparing yourself against other teams.

The same is true for work teams. It all depends on the context and it's impossible to measure objectively. So, let's compare ourselves to other teams so we can know what we need to learn.

Compare != compete!





Note that I'm saying COMPARE not compete! I'm not saying "Smash them!".

Compare to find out where you stand, to find out what's possible and what great looks like.

Compare so you know what to improve on. And it's even easier at work - it's not a zero-sum game, for you to win we don't have to lose.

Task #3: Visit a team in your organisation

- 🌀 Visit at a team from your organisation
- 🌀 Observe how they work
- 🌀 Interview them about their practices, behaviours and relationships

Task #4: Go and see!

- ☉ Have a lean coffee with a team from a different company
- ☉ How do they work?
- ☉ What are they doing?
- ☉ What are they NOT doing?
- ☉ How did they get to that place?

Task #5: Make a top 5 list

Based on your observations of and conversations with other teams create a top 5 list:

- ☞ Which are the most important behaviours that make a team magic?
- ☞ What skills and competencies are present in great teams?

Which behaviours and competencies do we need?

1. ____

2. ____

3. ____

4. ____

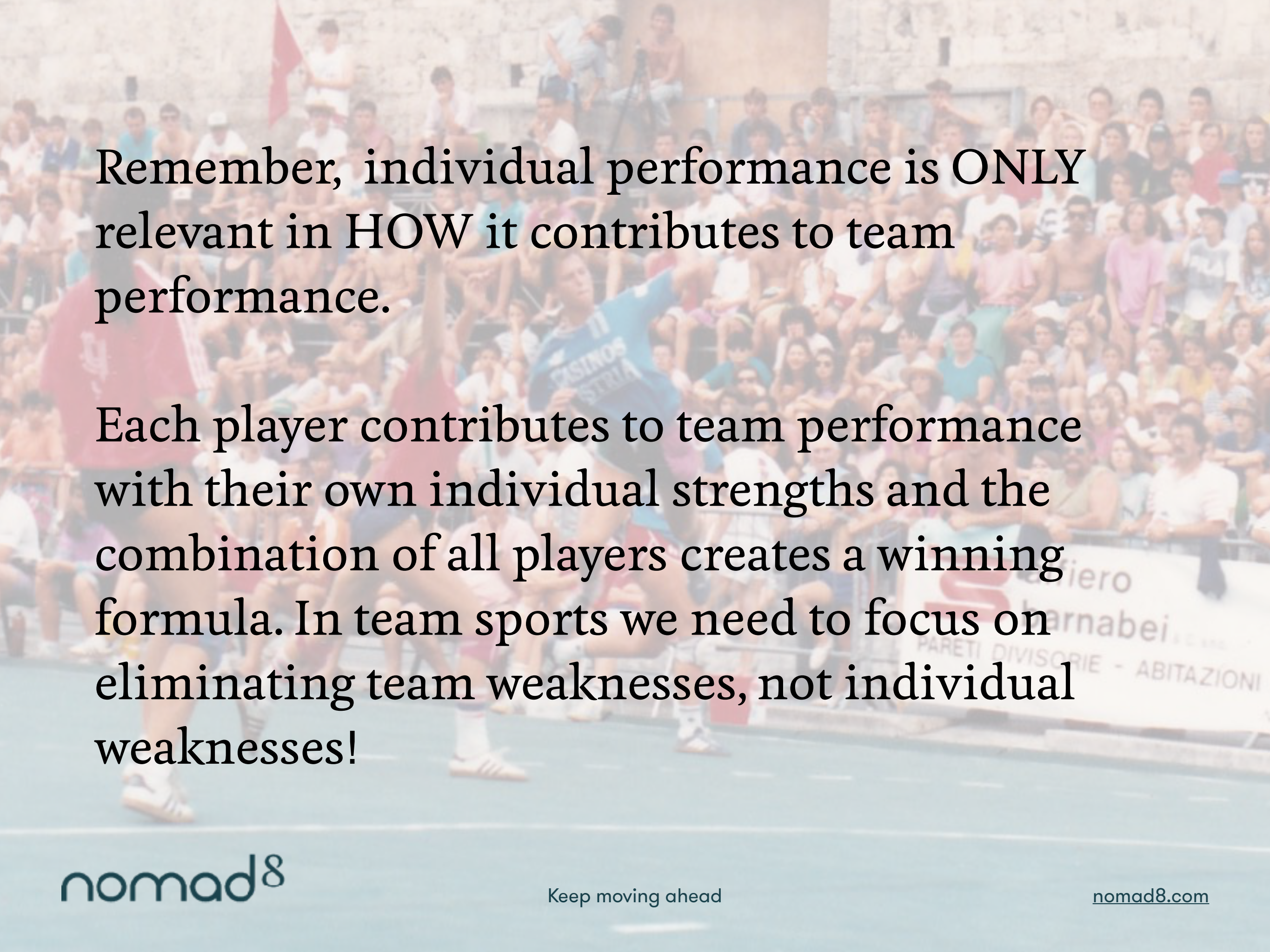
5. ____

Part 2: Find the gaps!





The combination of all players
creates a winning formula



Remember, individual performance is **ONLY** relevant in **HOW** it contributes to team performance.

Each player contributes to team performance with their own individual strengths and the combination of all players creates a winning formula. In team sports we need to focus on eliminating team weaknesses, not individual weaknesses!

Assess the team

- Session 5: Find the gaps (task 5 & 7, 1 hour)
- Session 6: Create a team development plan (task 8, 1 hour)

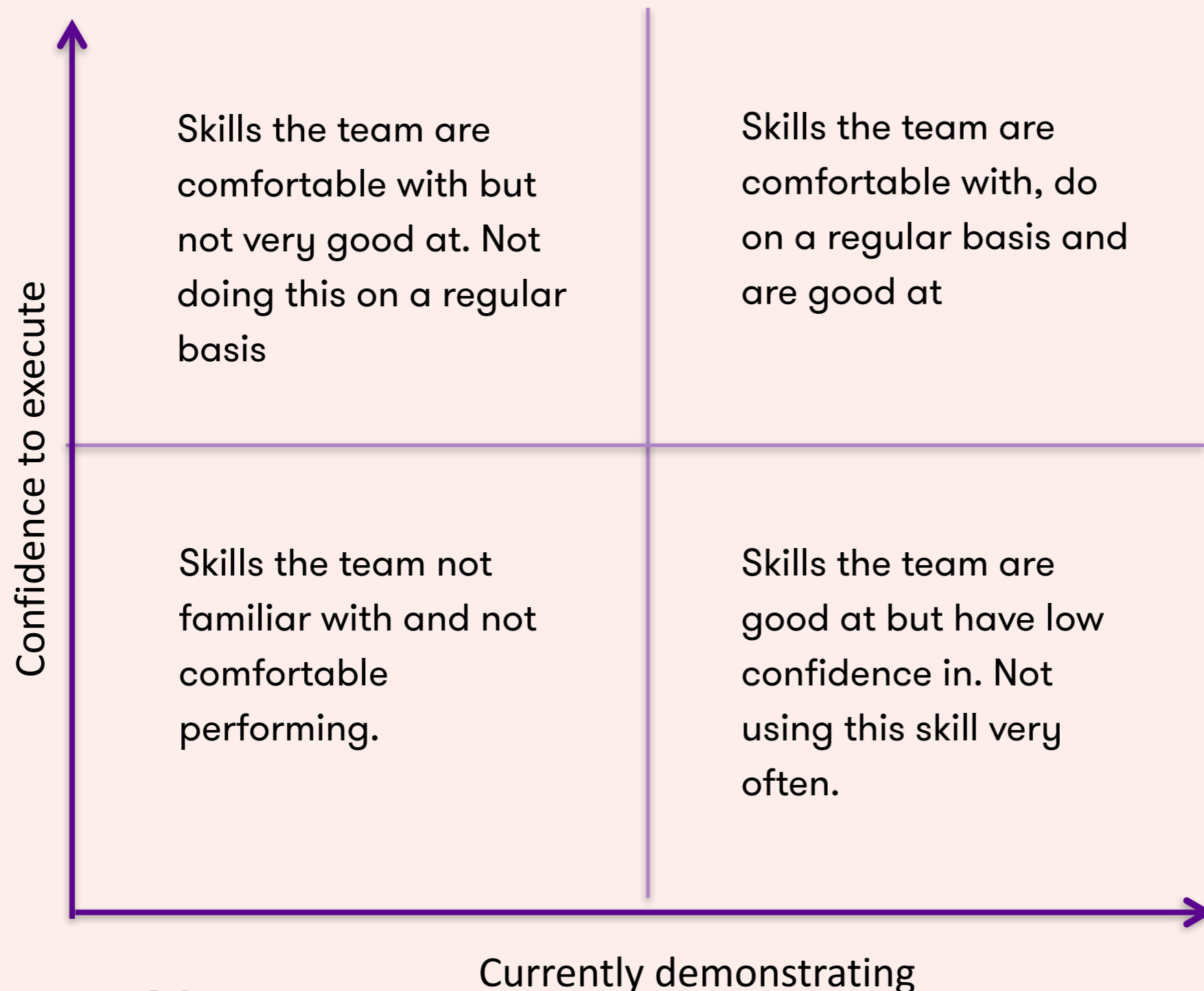


Task #6: Learn about the team competency framework

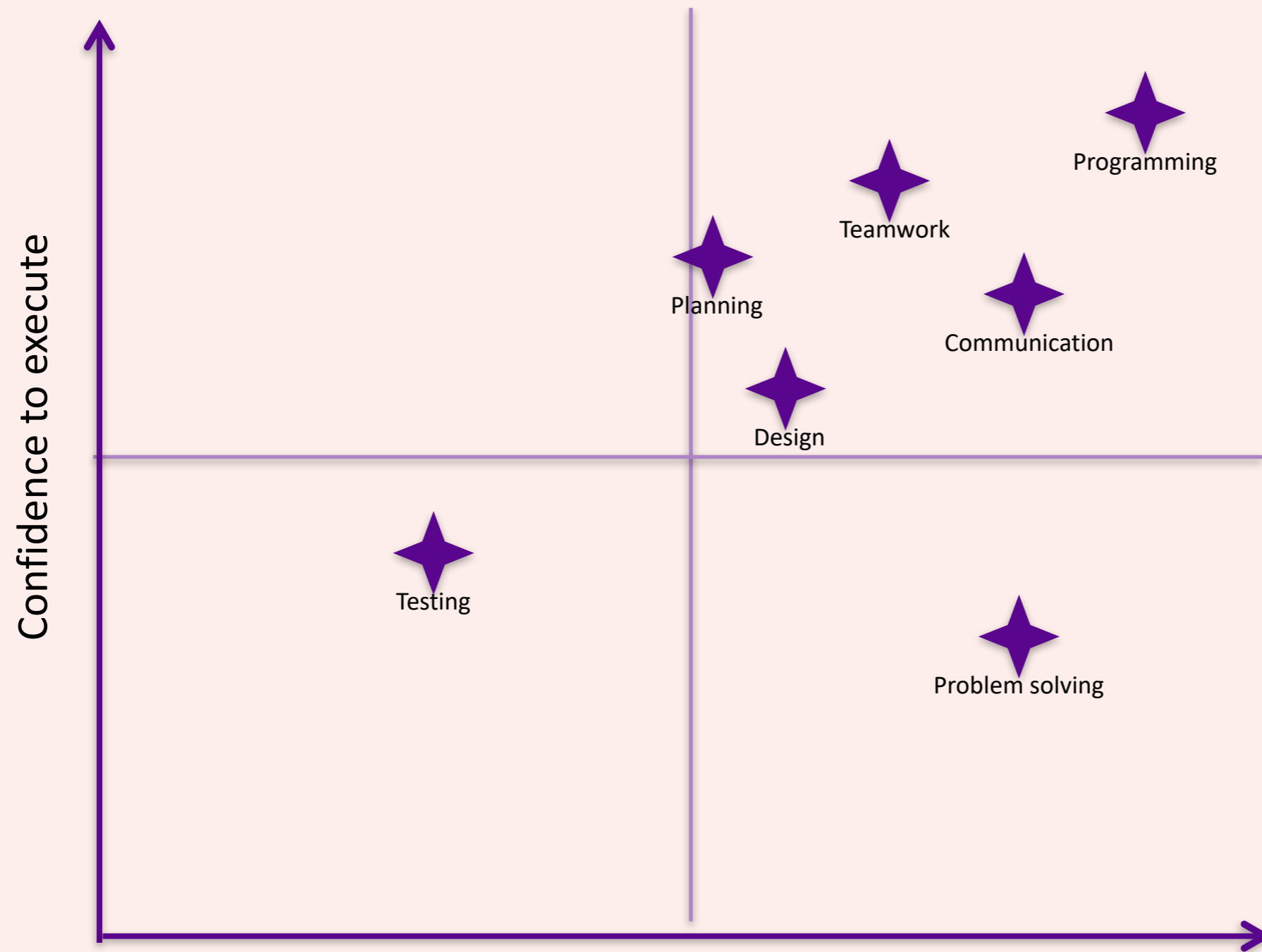
- 🌀 Read the team competency framework on the next pages
- 🌀 Read it with a view for how you could apply it to your team

Send good vibes to Snapper, the world's coolest little transport ticketing provider from Wellington, NZ, whose work this is based on.

Team strengths and weaknesses

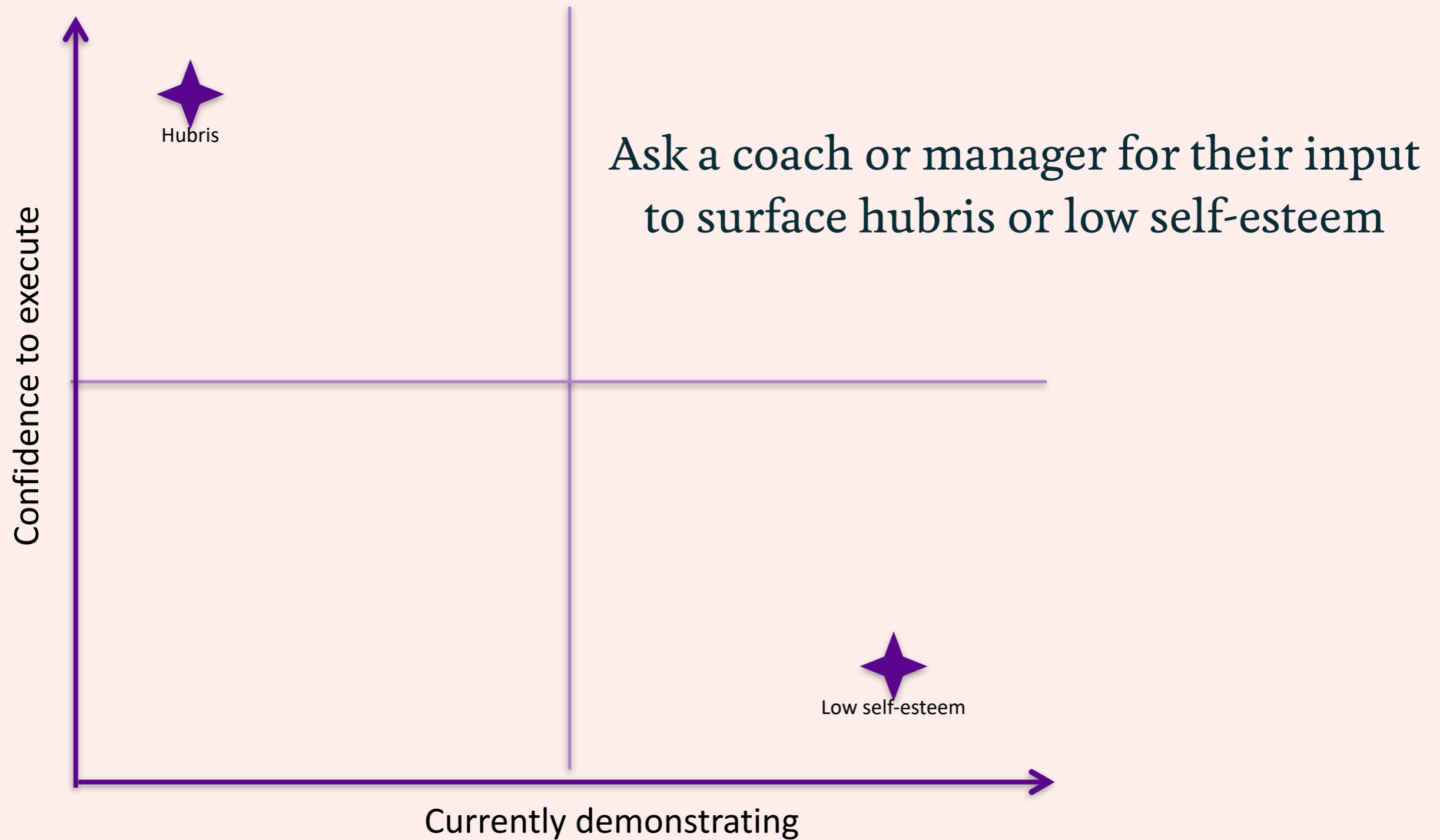


Team strengths and weaknesses



Currently demonstrating

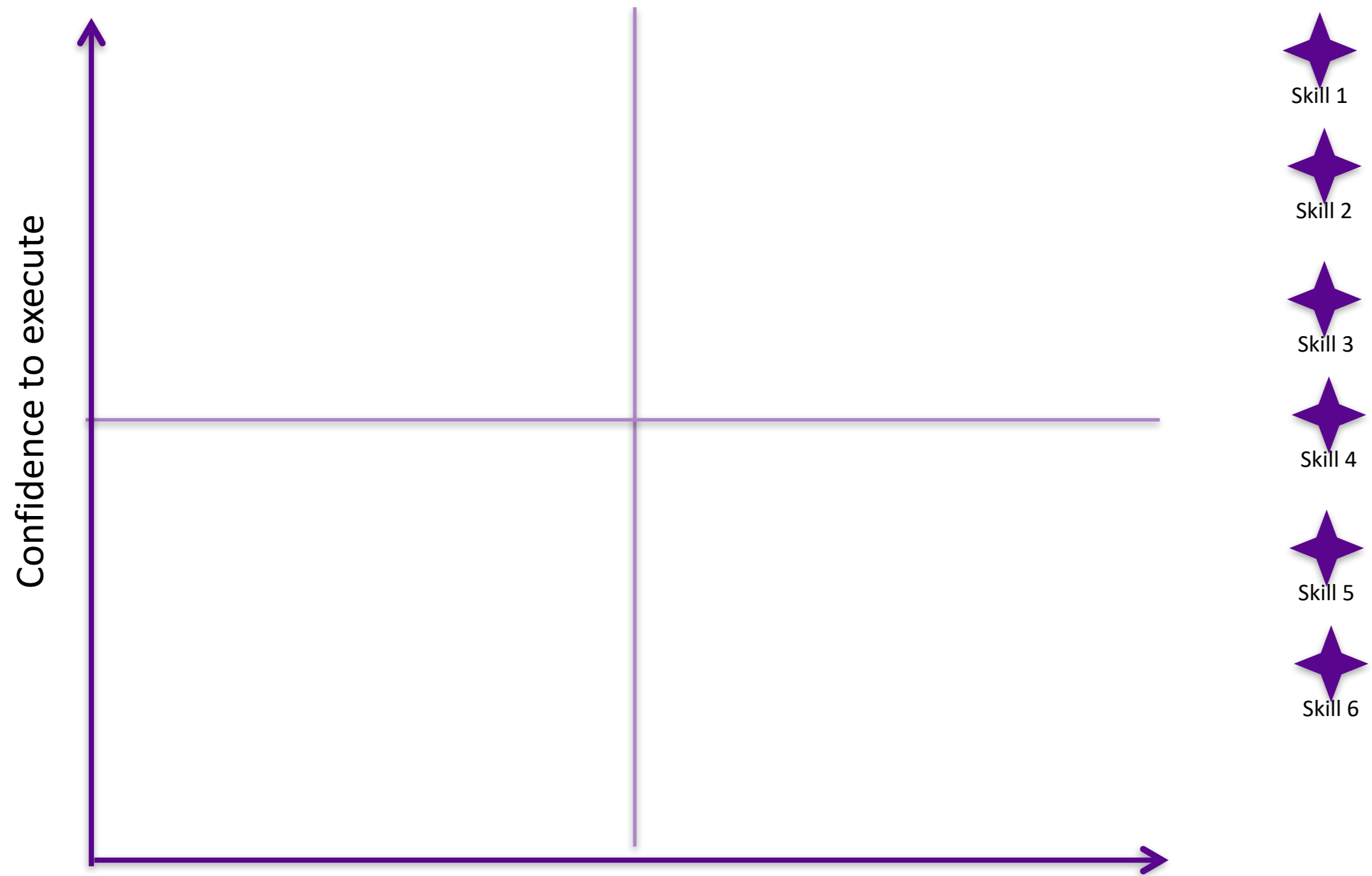
Things to watch out for ...



Task #7: Find your team gaps

- 🌀 Create a list of your most important team skills (use the previous tasks as input)
- 🌀 Evaluate your team


My team evaluation



Keep moving ahead

Create a plan to fill the gaps!





To develop teams we need to develop people. We need to grow and learn as individuals so we can fill the gaps in our team and win together.

Let's work to your strengths and supplement each other in our weaknesses, so we become a high-performing, winning team.

Team development plan



Task #8: Create a plan to fill the gaps

- 🌀 What could you do to fill the gaps?
- 🌀 Which skills will you learn together?
- 🌀 Which skills will you learn?
- 🌀 Which skills will everybody learn?

Todo

Doing

Done

