

The background is a dark blue collage of various chemical structures and equations in a lighter blue color. These include organic molecules like benzene rings, amino acids, and complex polymers, as well as inorganic formulas such as $2KNO_3 + H_2CO_3 \rightarrow K_2CO_3 + 2HNO_3$ and $2KNO_3 + H_2CO_3 \rightarrow K_2CO_3 + 2HNO_3$.

Building high performance teams

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Building High Performing Teams

- ▶ Learning Objectives
 - ▶ Describe the characteristics of a high performing team and of a low performing team
 - ▶ Describe the components of the SCORE acronym for creating high performing teams
 - ▶ Describe the components of the working genius model for team member selection

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- ▶ Disclosures
 - ▶ In 2018, I received \$37.18 from Ethicon, a Division of Johnson & Johnson
 - ▶ No other financial disclosures to report

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- ▶ Challenge:
 - ▶ Name a situation in your work life in which you don't work as part of a team

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Your Teams

- ▶ Family
- ▶ Organization
- ▶ Local Work Unit
- ▶ Church/Charity
- ▶ Neighborhood



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GOOD TEAMS

- TELL US ABOUT A TIME THAT YOU WERE ON A GOOD TEAM?
- WHAT CHARACTERISTICS MADE THIS A GOOD TEAM?

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GOOD TEAMS

- SYNERGY OCCURS
- POSITIVE ENERGY
- ACCOMPLISH GOALS YOU THOUGHT WERE IMPOSSIBLE
- TRUST
- FEEL A SENSE OF BELONGING
- MAKES WORK FUN

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“LESS GOOD” TEAMS

- TELL US ABOUT A TIME THAT YOU WERE ON A BAD TEAM?
- WHAT CHARACTERISTICS MADE THIS A BAD TEAM?

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BAD TEAMS

- MISALIGNMENT
- CONSTANT CONFLICT AND DISAGREEMENT
- AFRAID TO SPEAK AND SHARE HONEST IDEAS OR FEELINGS
- SELF-CENTERED
- THROWN UNDER THE BUS
- PAINFUL, HARD, AND EXHAUSTING

Building High Performing Teams

team /ti:m/

an interdependent group of individuals who share responsibility and a common goal

high-performing team /hʌɪ pə'fɔ:mɪŋ ti:m/

an interdependent, **stable, role-defined** group of individuals who share responsibility, **mutual trust, and values**, while having a **strong leadership**, and **clear focus** on a common goal

Building High Performing Teams

“High performing teams are composed of individuals with extraordinary **CLARITY** around:

- **What** are we doing?
- **Why** are we doing it?
- **How** do we do it here?

along with a strong predisposition toward execution”

Andy Stanley

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- **S** = Strategy (Goals)
- **C** = Clarity
- **O** = Open (Trust)
- **R** = Rapid Response
- **E** = Effective leadership

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Cohesive Strategy

1. Must cast a vision of a better tomorrow
2. Translate high-level vision into clear actionable goals
3. Implement your goals
4. Celebrate your wins!

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Cohesive Strategy – Why focus on strategy?

- Creates clarity
 - All team members have same goals
 - Creates efficiency in decision-making
 - Empowers team to make quick decisions

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Cohesive Strategy – Questions to achieve clarity

- What is the task that your team has come together to solve or accomplish?
- What is the opportunity that you have come together to leverage?
- What is the one thing around which everything should be organized?
- What is the what?

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Clear Roles and Responsibilities

- Team must have:
 - Defined leader
 - Correct number of members
 - Norms that discourage destructive behavior and promote positive dynamics
 - Diversity of knowledge, views, and perspectives
 - Diversity of age, gender, and race

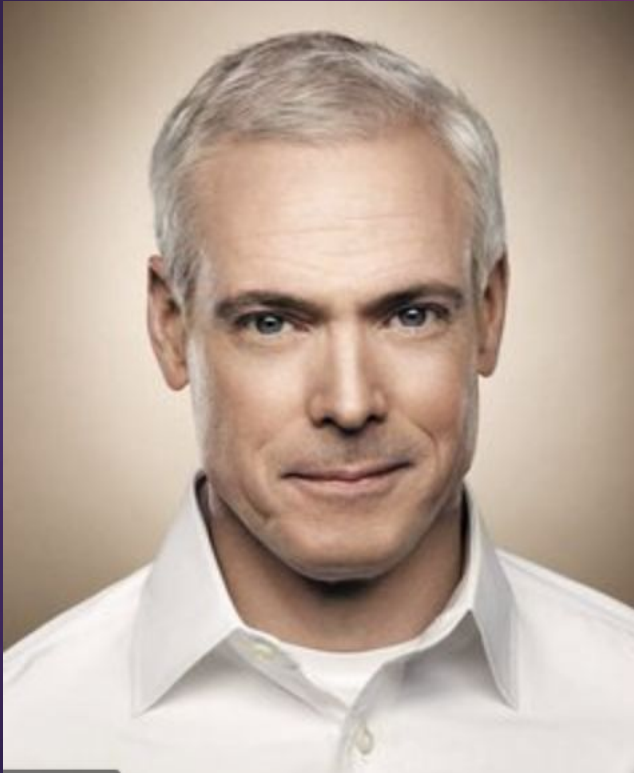
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Clear Roles and Responsibilities

- Select team members based on what they will contribute to the team and not just because of their position
- The organization chart can be your enemy when creating teams.
- Select “doers” over “thinkers”

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“If you have the right people on the bus, the problem of how to motivate and manage people largely goes away. The right people don’t need to be tightly managed or fired up.”

“Great vision without great people is irrelevant.”

Jim Collins
Good to Great



THE 6 TYPES OF WORKING GENIUS

Wonder

Pondering greater opportunities

Discernment

Intuitively evaluating ideas

Enablement

Providing encouragement and assistance



Invention

Creating original solutions

Galvanizing

Inspiring and organizing others

Tenacity

Pushing projects or tasks to completion



Building
High
Performing
Teams

Building High Performing Teams



**THE SINGLE BIGGEST PROBLEM IN
COMMUNICATION**

IS THE ILLUSION IT HAS TAKEN PLACE

- GEORGE BERNARD SHAW

- Must overcommunicate the vision and direction of the team
- Patterns of communication have been shown to be the most important predictor of a team's success

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Open Communication – Defining Characteristics

- Everyone talks and listens equally
- Contributions are short and focused
- Members face one another; eye contact
- Conversations and gestures are energetic
- Members connect with one another and not just the leader
- Members carry on back channel or side conversations
- Members periodically break, go exploring outside the team, and bring information back

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Open Communication – Preference

- Most valuable = Face-to-face
 - Intermediate = Videoconference or phone
 - Least valuable = Email or texting
-
- Social time turns out to be deeply critical to team performance, often accounting for >50% of positive changes in communication patterns

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Rapid Response

- Conflict
 - Encourage healthy conflict
 - Spirited discussions in pursuit of best answer
 - Discourage unhealthy conflict
 - “I must win” conflict
 - Resolve true differences quickly and directly
 - Focus on cooperation to achieve goal

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Rapid Response

- Project length
 - Set an appropriate but aggressive timeline
- Parkinson's law
 - More time = Less effort needed
 - Less time = More effort needed

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Effective Leadership

- Communicate the vision and direction
- Must inspire more than they drive
 - More pull than push
- Resolve conflicts
- Increase cooperation by facilitating interactions
- Set stretch goals

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Effective Leadership

- Trusted by all members of the team
 - Build relationships with all team members
 - Consistency in actions
 - Knowledge or access to expertise
 - Conflict resolution

Building High Performing Teams

- ★ Cohesive
Strategy with shared team purpose and values
- ★ Clear roles & responsibility
- ★ Developing trust through
Open and transparent communication
- ★ Rapid response in adapting to a changing environment
- ★ Exemplary and effective team leadership



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Common Barriers Faced by High Performance Work Teams

- ▶ Infrequent communication
- ▶ Diversity not valued
- ▶ Lack of mutual trust
- ▶ Inability to manage conflict
- ▶ Lack of goal clarity
- ▶ Poorly defined roles and responsibilities
- ▶ Relationship issues
- ▶ Negative atmosphere
- ▶ Ineffective leadership
- ▶ Poor decision-making

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Building High Performance Teams

1. Select performance-oriented people and position them for maximum success
2. Create a culture in which you are constantly connecting the dots...team members must feel their interdependency to the team's success
3. Extraordinary clarity around the “what”, “why”, and “how”



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