

**Foundation Training Program for Assistant Section Officers (DR) of
the Central Secretariat, New Delhi**

08-04-2024 to 07-06-2024



Building High-Performance Teams

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Facilitator:

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Nirmala Sambamoorthy

Director,

Ascent Lead. & Mgmt. Consultants

PGDM from IIM, Bangalore.

OD & Training Course from Leeds Univ. UK,

Over 30+ years of Exp. In Consulting with

Government sectors,

PSUs and Corporate sectors

Some Key Projects handled:

- **LBSNAA:** Review and Redesign of IAS Curriculum
- **MoUD- GoI:** An Approach to Mun. Cadres in India
- **MoHUPA – GoI:** State Affordable Housing Policy for 5 States
- **MOHUA-GoI & ASCI:** Human Resources Strategies for effective implementation of Swachh Bharat Mission (U) 2.0
- **UNDP:** 20-yr Strategic Plan for Miny. Of Social Solidarity in East Timor
- **Comm. Of RD-GoAP:** HR Systems and Policy for Contract Staff – HR Workshops for CRD officers
- **SERP-GoAP:** Training of District Resources Persons and SHG members
- **GoAP Rural Development Department:** Development of RTI Manual for RDD
- **MP Urban Dev. Co:** Complete HR Manual for MPUDC
- **APUSP:** Mun. Serv. Delivery and Perf. Excellence in 5 MCs



In this session, we will discuss -

- ❑ Understanding Team dynamics
- ❑ Dysfunctional Team Behaviors
- ❑ Transitioning to High-performance teams
- ❑ Strategies for leading High-performance teams

Understanding



Team dynamics



Team means

Together

Everyone

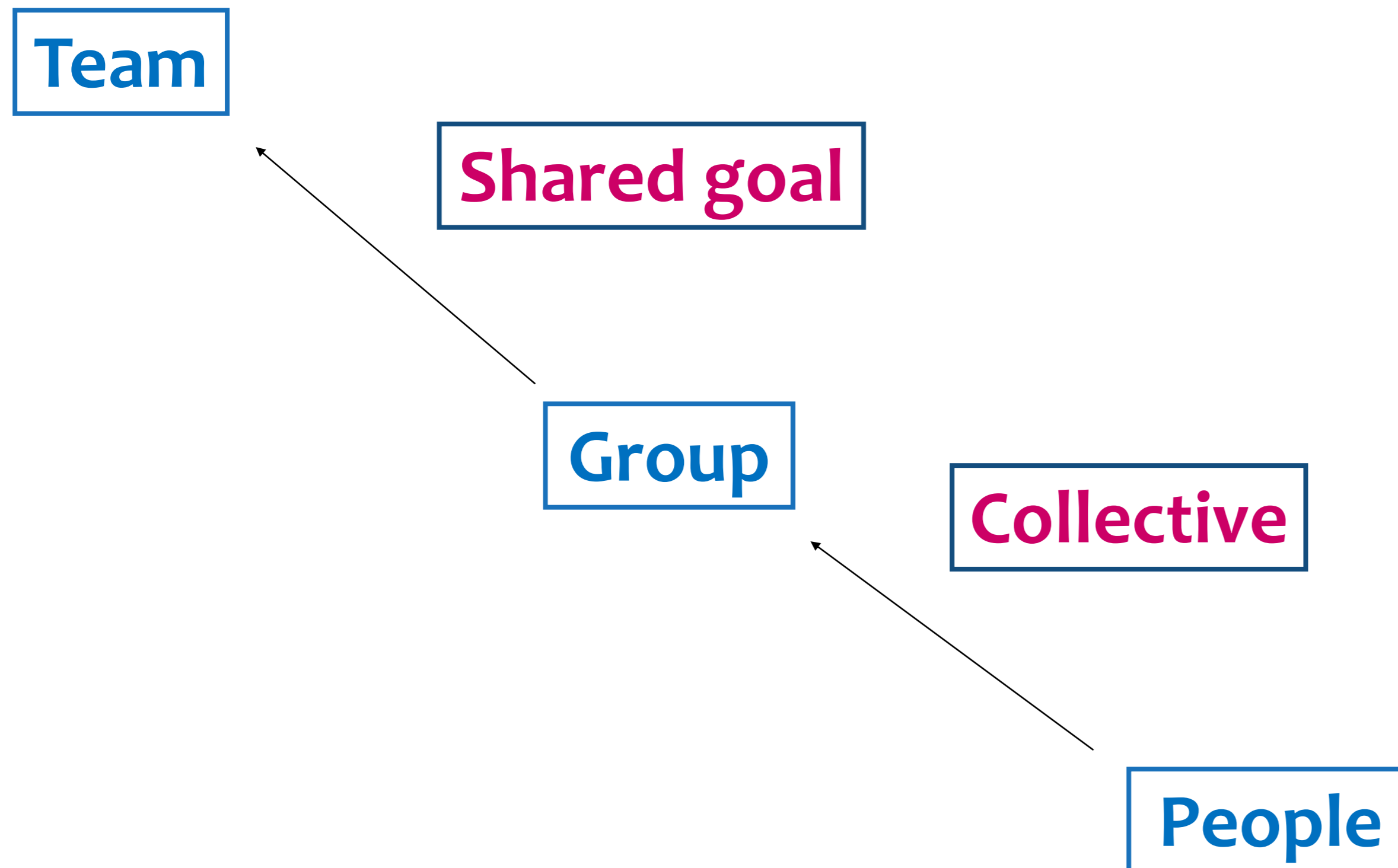
Achieves

More





Group vs. Team



Are these teams?

- Cabin crew in a flight
- Football players representing a country
- Passengers in a train to a same destination
- Medical professionals carrying out a surgery
- Students attending a course



A Good Team has 'GRIP'

- **G**oals
- **R**oles
- **I**nterpersonal skills
- **P**rocesses





a. Dysfunctional team

$$1 \times 1 \times 1 \times 1 \times 1 = 1$$

b. Functional team

$$1+1+1+1+1= 5$$

Can the same team achieve 120?



A Hi-performing Team ..

$$1 \times 2 \times 3 \times 4 \times 5 = 120$$



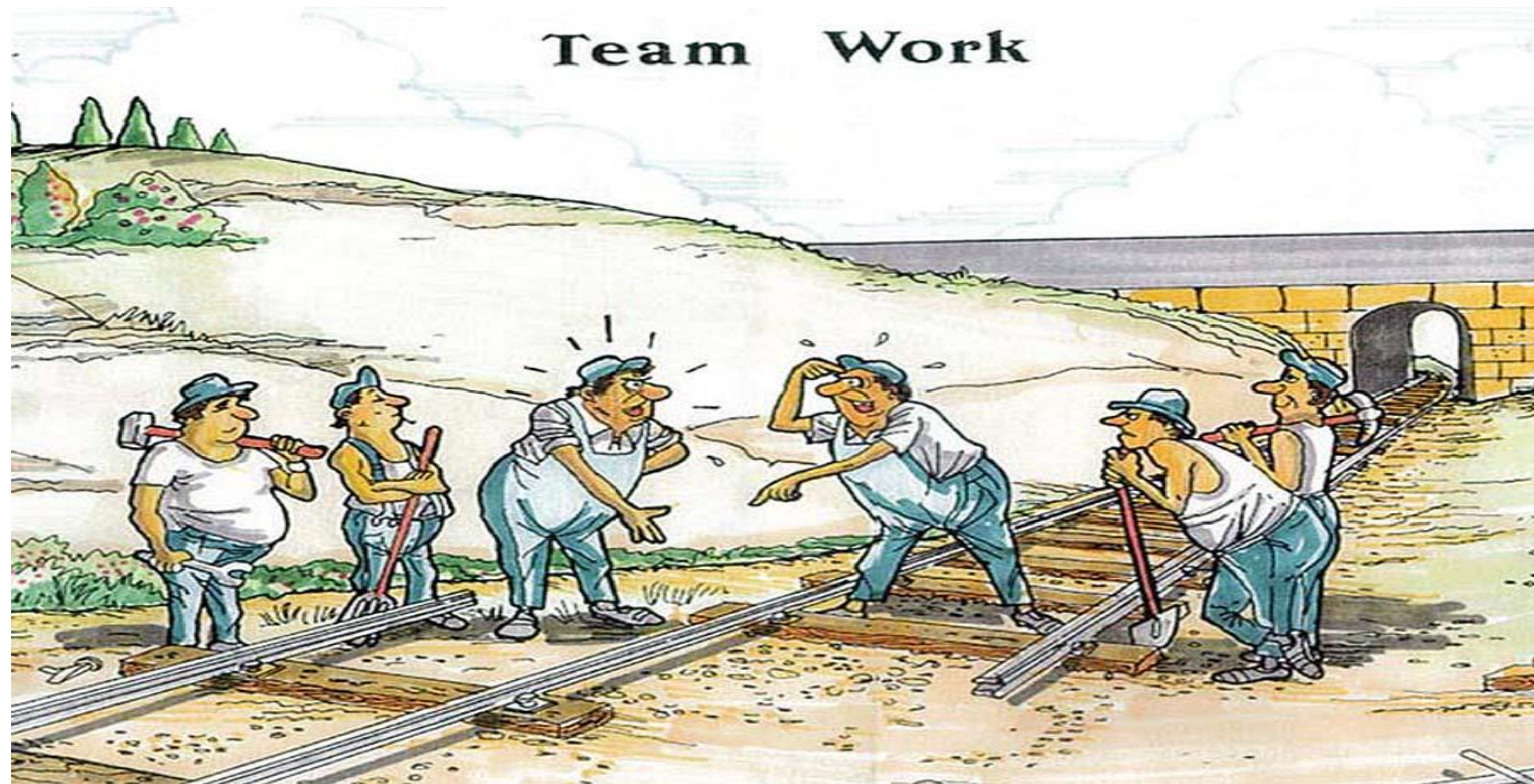
How do we transition to HPT?

Features of



Hi-performing Teams

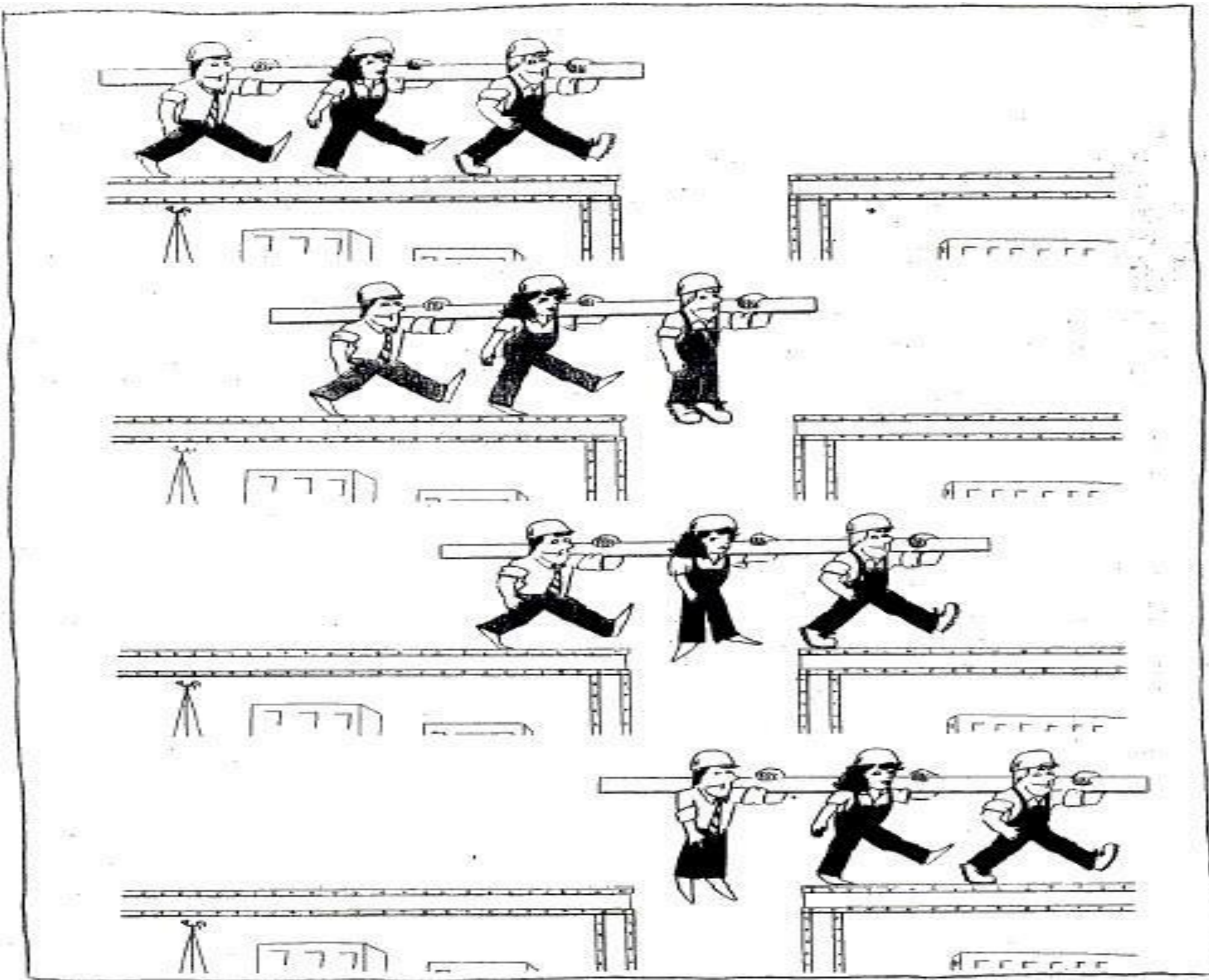
Team Work



Hi-P teams coordinate to bring synergy



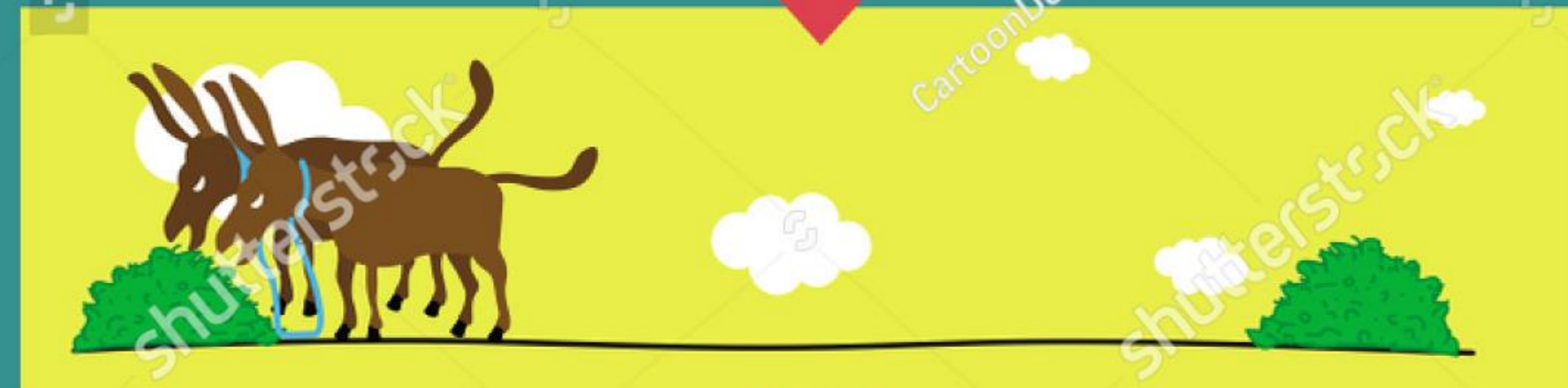
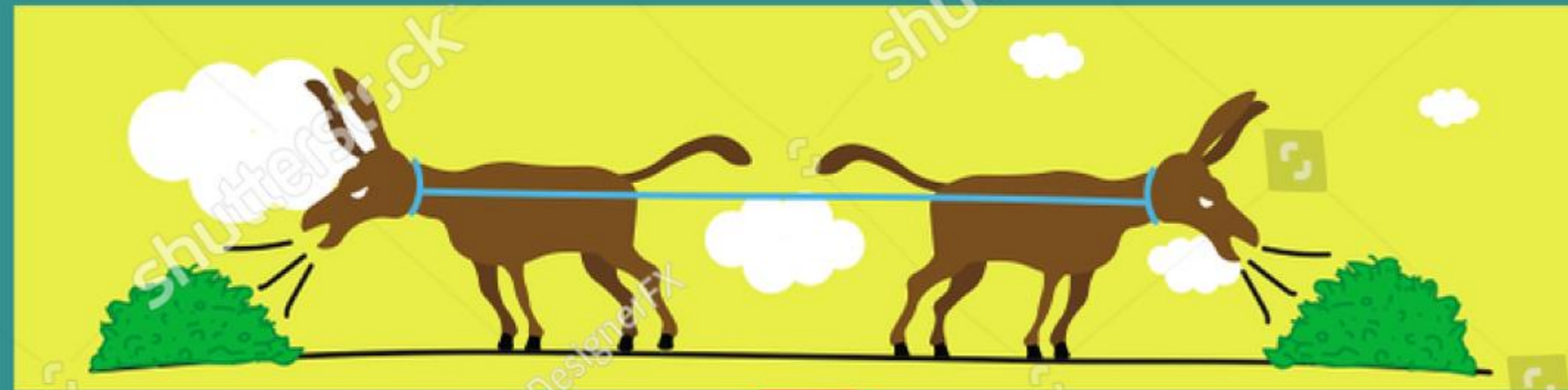
Hi-P teams address non-performance



Hi-P teams solve problems creatively



Productive teams cheer innovations



*Hi-P team members
cooperate than compete*



Hi-P team members are willing to bear more load when needed



Hi-P teams prefer equity to equality



Hi-P teams share complementary skill-sets for meeting challenges



*Teamwork is more **WE** and less ME*



WHOM TO LEAVE BEHIND?

Due to an extra-terrestrial event, the planet Earth is suspected to be destroyed in the coming 24 hours and a few scientists of the International Space Station are secretly guarding this information. However, to save the human species, scientists have arranged a space shuttle to another planet on which some chances of survival are possible. Below listed ten people are carefully chosen for this mission.

Just at the moment of take-off, the vehicle developed a technical snag, due to which it can carry only five people, instead of ten. Being one of the members of the Space committee, you are asked to choose five people from the list below who should be left behind on the earth.



Who are the five people you will drop from the selected list?



Sl. No.	Selected Individuals
1	A Software Professional
2	His pregnant wife
3	A Medical Officer
4	Miss World 2022
5	An accomplished artist
6	A biotechnologist
7	An armed military officer
8	82-year-old church priest
9	Professional cricket player
10	An amateur pop singer



Dysfunctional Team Practices



- 3 out of 4 or 75% of teams are dysfunctional acc. to research
- Interpersonal issues, comfort zone, unproductive work culture, sub-grouping, personal agenda, withdrawn, dominating are some of the reasons at **individual level**
- Unclear goals, role confusion, no monitoring and rewards, no perf. measurement, silos in depts, poor time planning, no action on non-performance are some reasons at **organizational level**



Dynamics in the team



"I don't want to change. I want all of you to change!"

What to leave behind?

- **Dominant behaviour**
- **Withdrawal or Passive behaviour**
- **Sub-grouping**
- **Divide and Rule**
- **Majority voting**
- **Complying with the authority**
- **Thrash out different perspectives to reach consensus**

High-Performing



Team creation

“ Not finance. Not strategy. Not technology. It is **teamwork** that remains the ultimate competitive advantage, both because it is so powerful and so rare.

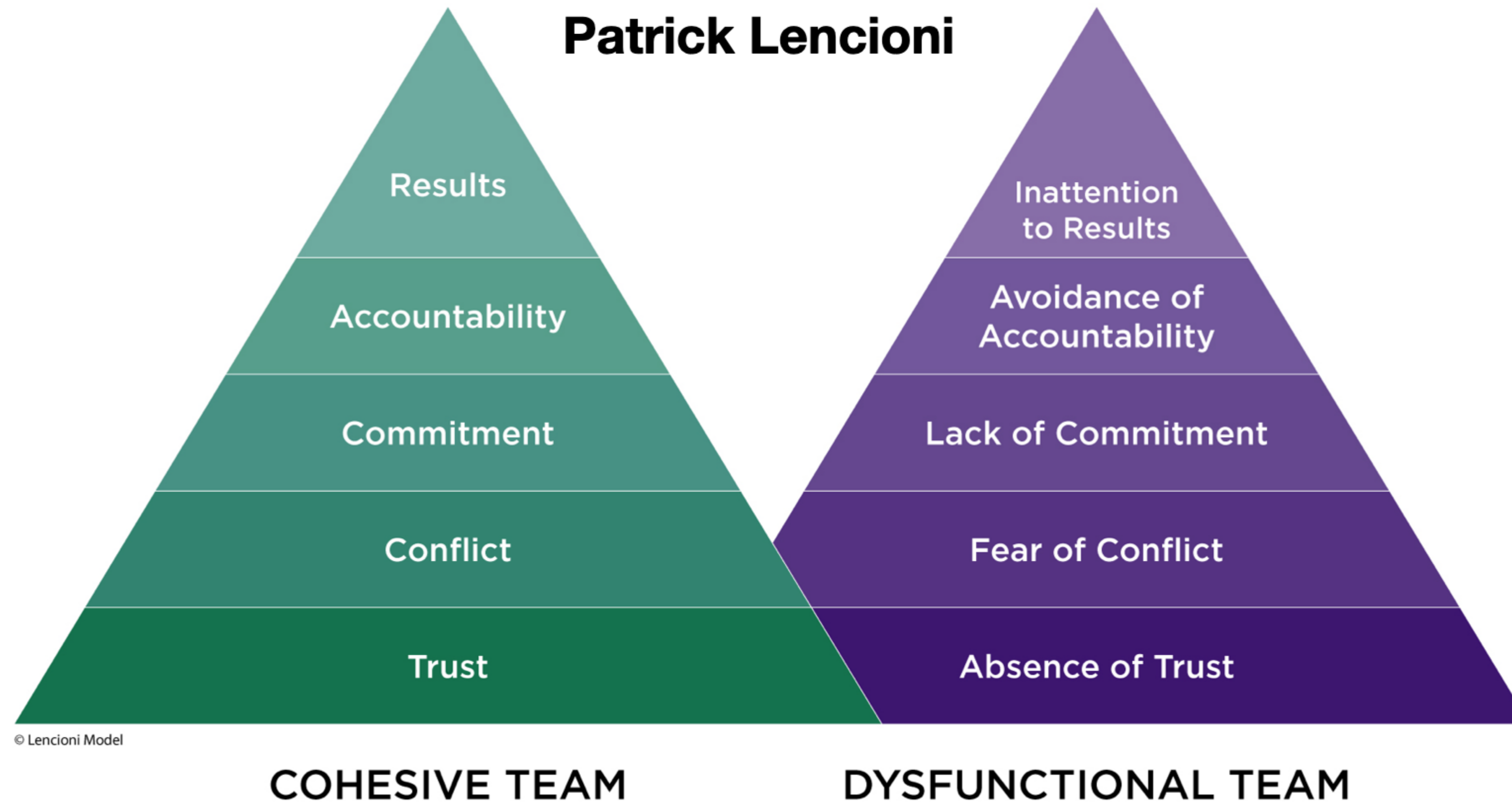
–Patrick Lencioni

”



THE LENCIONI MODEL

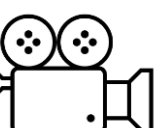
Patrick Lencioni

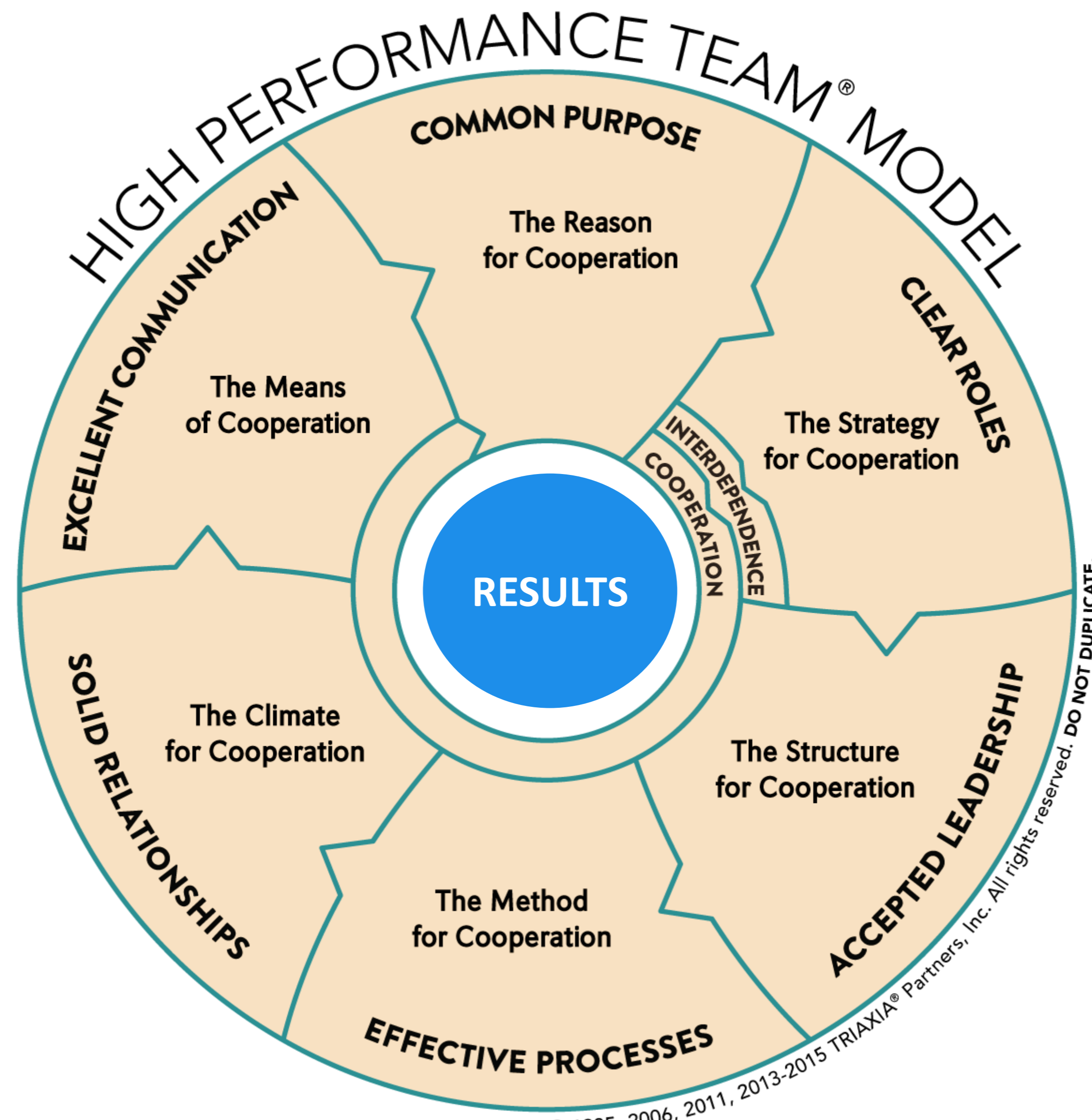


5 Dysfunctions of a Team

High Performance Team

Dysfunctional Team





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How to build productive teams?



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- Set **goals** and targets clearly
- Provide **Role clarity** and results to achieve (**KPI**)
- **Involve** people in **decisions** that pertain to their work
- **Listen** to team to understand their **viewpoints**
- **Appreciate good performance**
- Give **due credit to performers** and encourage in public
- **Coach** and **Counsel** those who need support
- **Encourage** peer-to-peer **learning**
- Provide **opportunities** to grow and **develop talents**

Be fair and transparent!



Strategies for creating Hi-performing work teams

- ❑ *Associate with higher order goals*
- ❑ *Give challenging tasks*
- ❑ *Scope for innovation*
- ❑ *Peer-to-peer learning*
- ❑ *Team bonding activities*
- ❑ *Empathic Communication*
- ❑ *Stand-up meetings –short & frequent*
- ❑ *Learning and Development*
- ❑ *Rewards and Recognition*
- ❑ *Nurture participative team culture*

Thanks!



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