Building High-Performance Teams

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PGDM from IIM, Bangalore.

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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
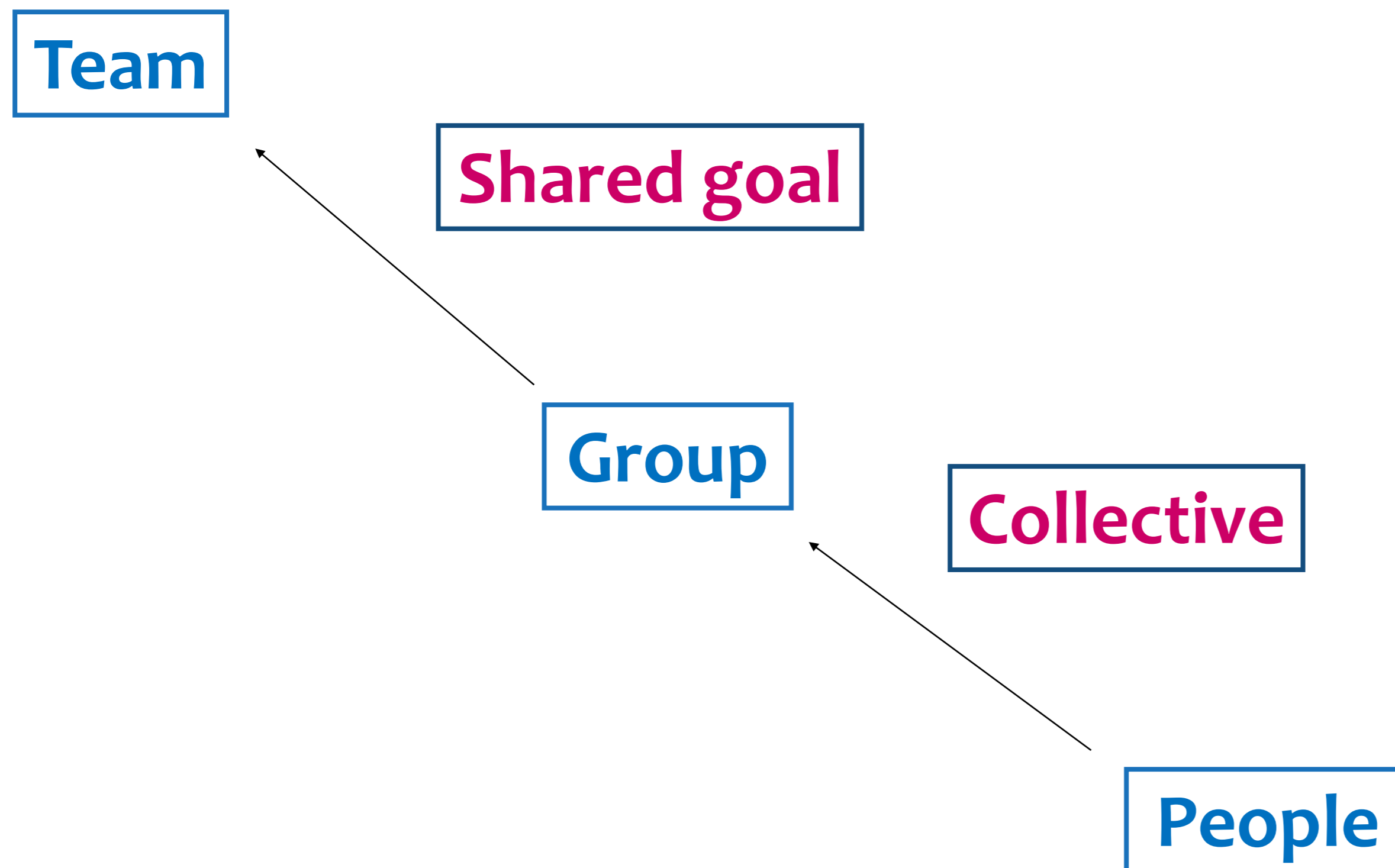
Understanding Team dynamics

Team means …..

Together

Everyone

Achieves

More

Group vs. Team

Team

Shared goal

Group

Collective

People

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
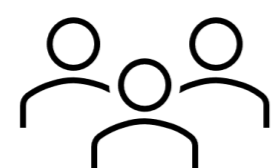- Students attending a course

A Good Team has 'GRIP'

➢**G**oals

➢**R**oles

➢**I**nterpersonal skills

➢**P**rocesses

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- Interpersonal issues, comfort zone, unproductive work culture, sub-grouping, personal agenda, withdrawn, dominating are some of the reasons at **individual level**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!"
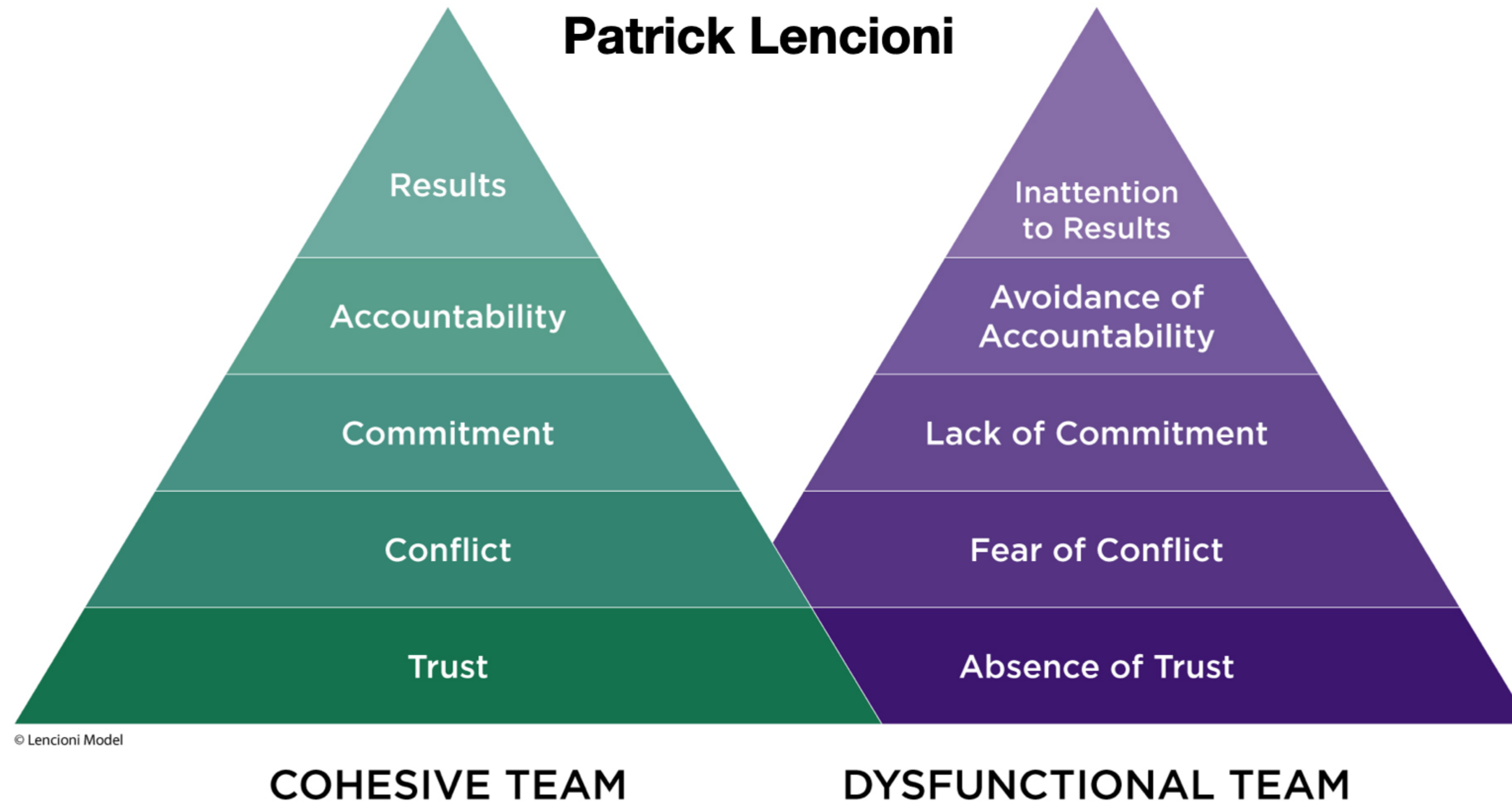
What to leave behind?

- **Dominant behaviour**

- **Withdrawal or Passive behaviour**

- **Sub-grouping**

- **Divide and Rule**

- **Majority voting**

- **Complying with the authority**

- **Thrash out different perspectives to reach consensus**

THE LENCIONI MODEL

Patrick Lencioni

Cohesive Team pyramid (top to bottom):
- Results
- Accountability
- Commitment
- Conflict
- Trust

© Lencioni Model

Dysfunctional Team pyramid (top to bottom):
- Inattention to Results
- Avoidance of Accountability
- Lack of Commitment
- Fear of Conflict
- Absence of Trust

COHESIVE TEAM

DYSFUNCTIONAL TEAM

5 Dysfunctions of a Team

High Performance Team

Dysfunctional Team

Inattention to Results
- Outstanding and recurring team results
- Highly motivated and engaged team
- Poor performance and results
- High team turnover

Avoidance of Accountability
- Poor performers are managed and held accountable
- Same standards apply to everyone
- Missed deadlines and key deliverables
- Poor performance is tolerated and creates environment of resentment

Lack of Commitment
- Buy in and alignment on common objectives
- Clear direction and priorities
- Highly engaged team members
- Ambiguous direction and priorities
- Revisit discussion again and again
- Absenteeism

Fear of Conflict
- Confront problems and issues quickly
- Develop practical solutions
- Get input from team members, minimal politics
- Go around problems
- Do not confront tough issues or behaviours
- Lack of transparency drives confusion

Lack of Trust
- Safe environment to speak up
- Team members help each other
- Leverage strengths for the team
- Hesitate to ask for help
- Conceal weakness
- Dread meetings and avoid team members
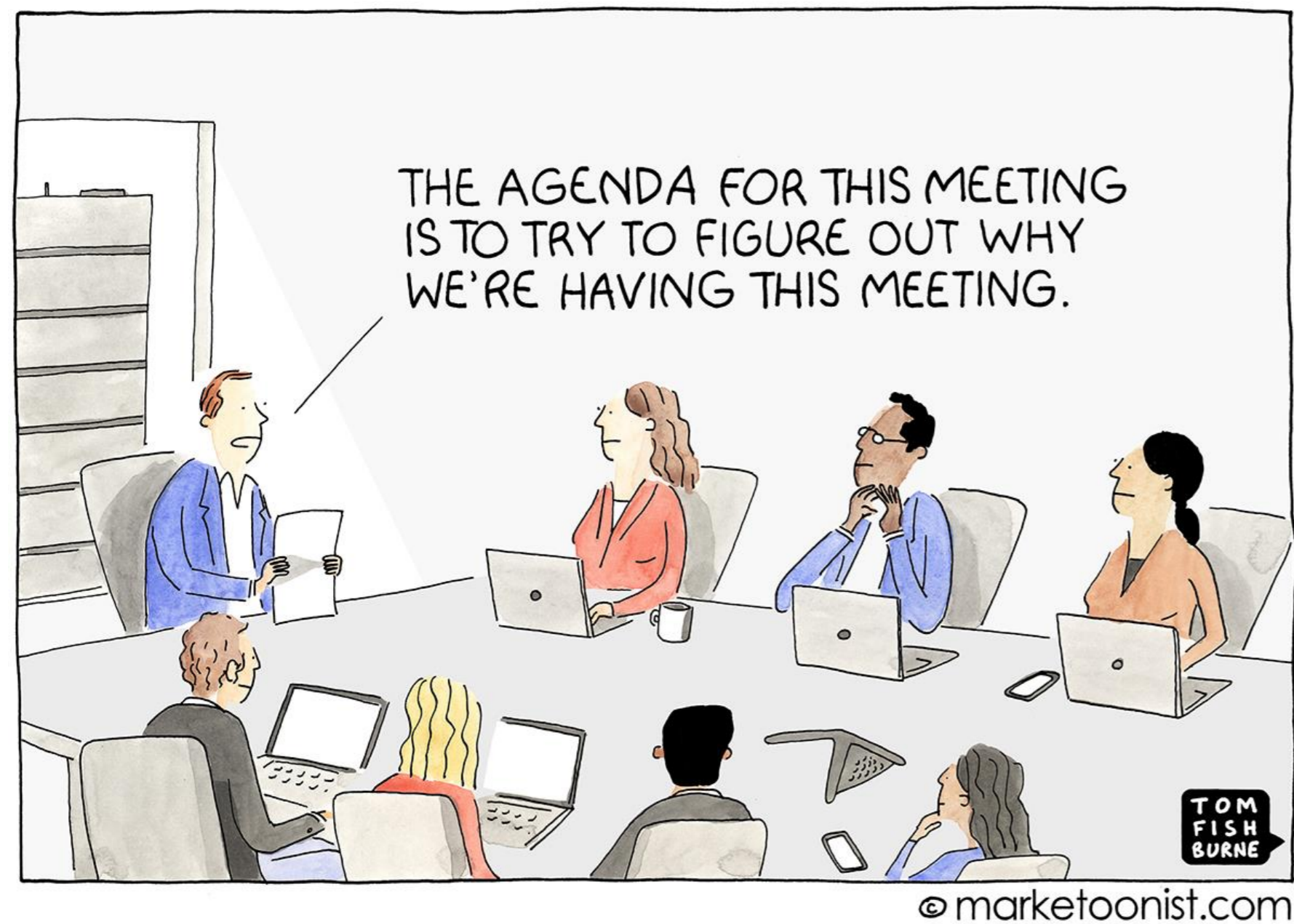
How to build productive teams?

- 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!*

Creating High-Performance Team culture

Why do teams function differently with different leaders?

Recall the best leader with whom you worked..

a. Are we this…

1 X 1 X 1 X 1 X 1 = 1

b. Or this..

1+1+1+1+1= 5

A Performing Team

1+1+1+1+1= 5

A Hi-performing Team ..

1 x 2 x 3 x 4 x 5 = 120

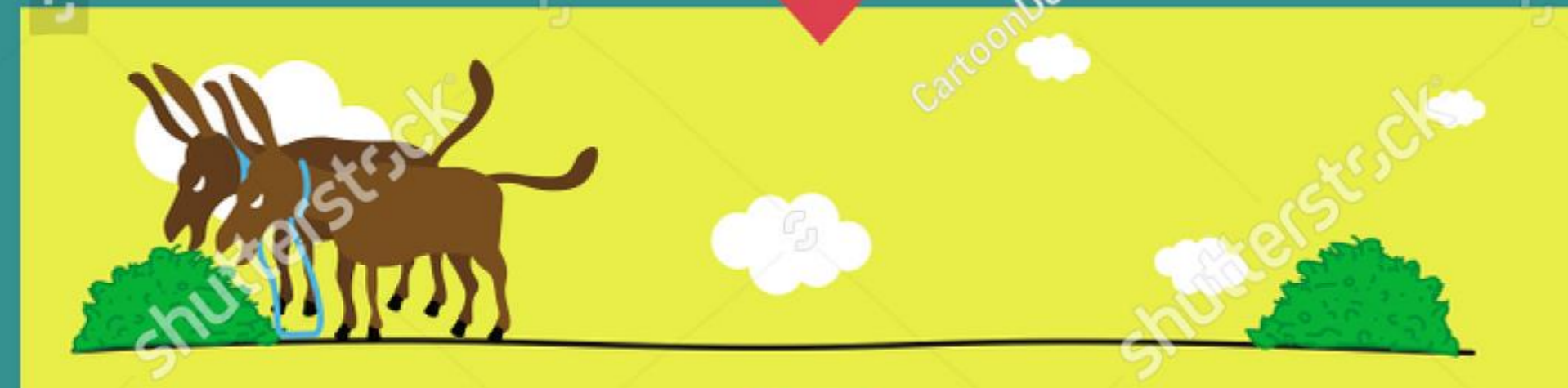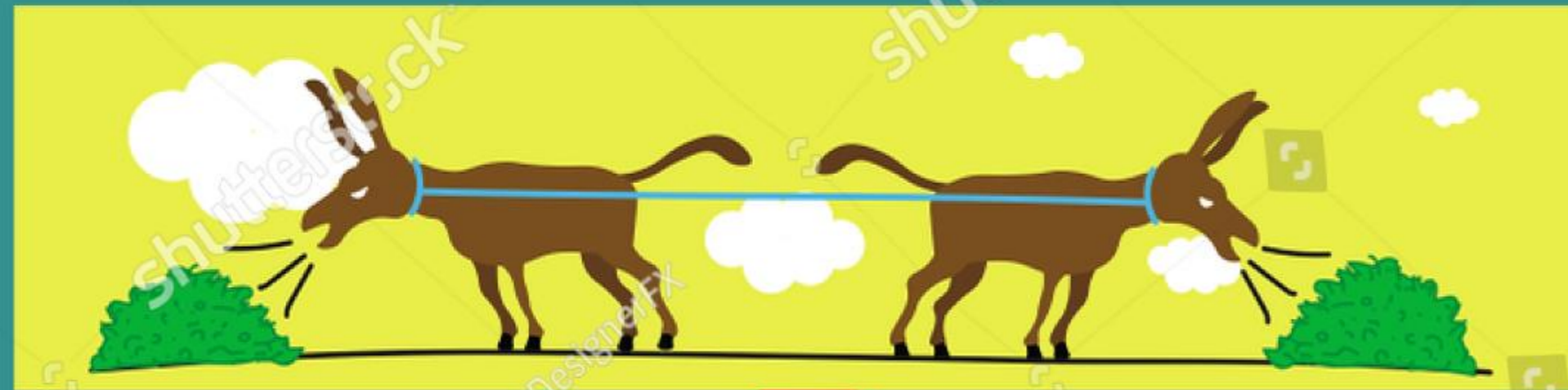*How do we transition from a. to b.?*
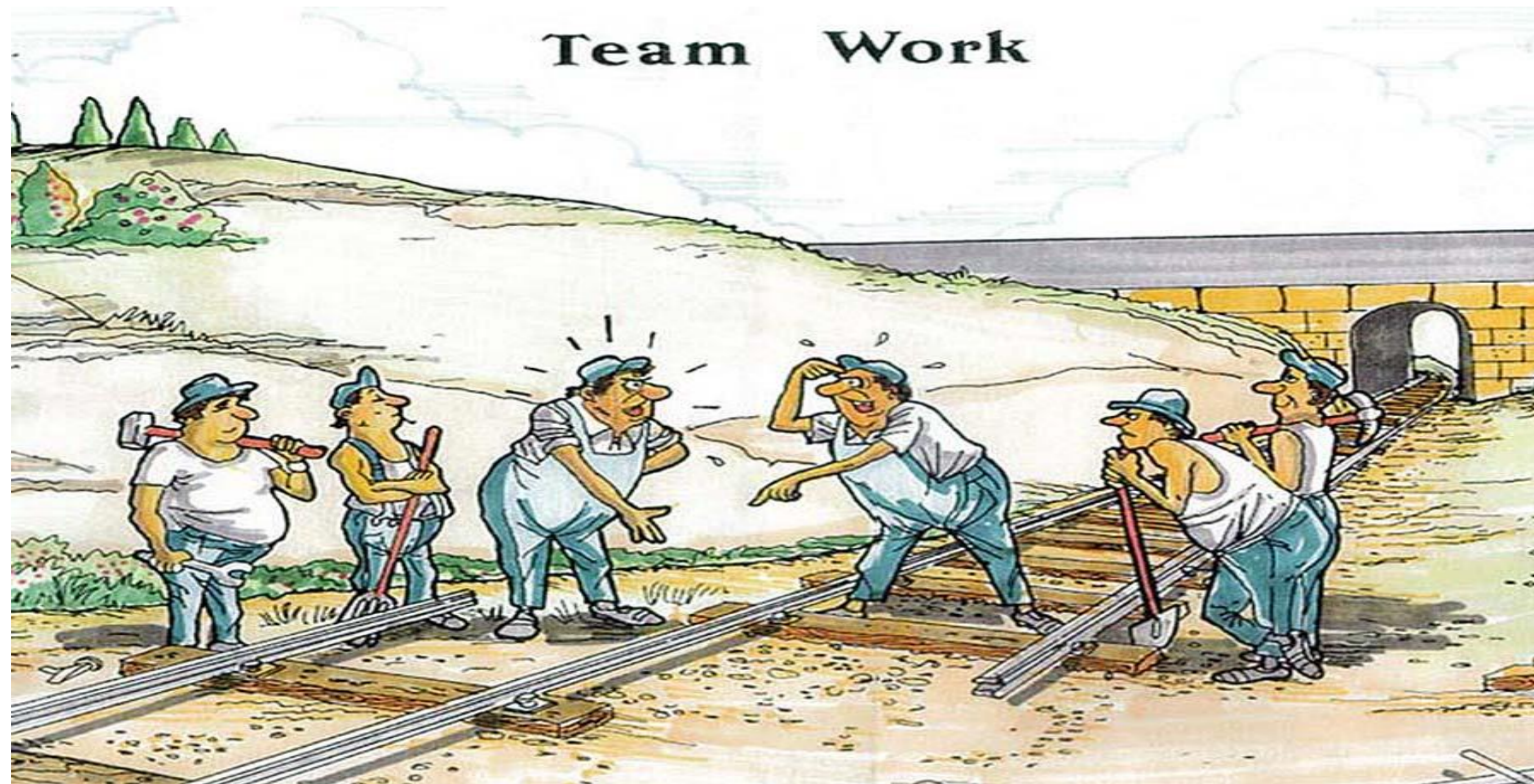
Hi-P teams coordinate to bring synergy

Hi-P teams address non-performance
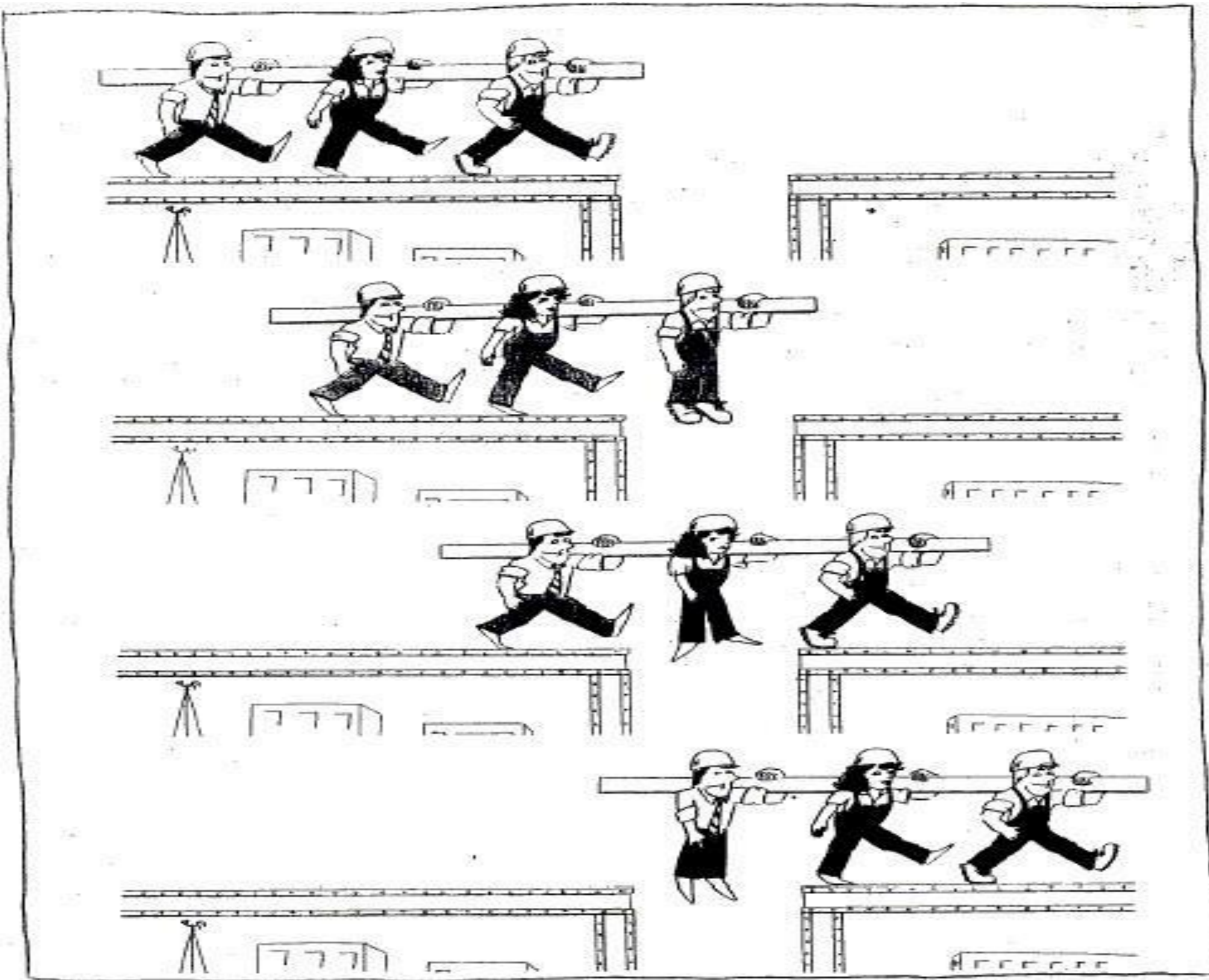
Hi-P teams solve problems creatively

Hi-P team members cooperate than compete

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

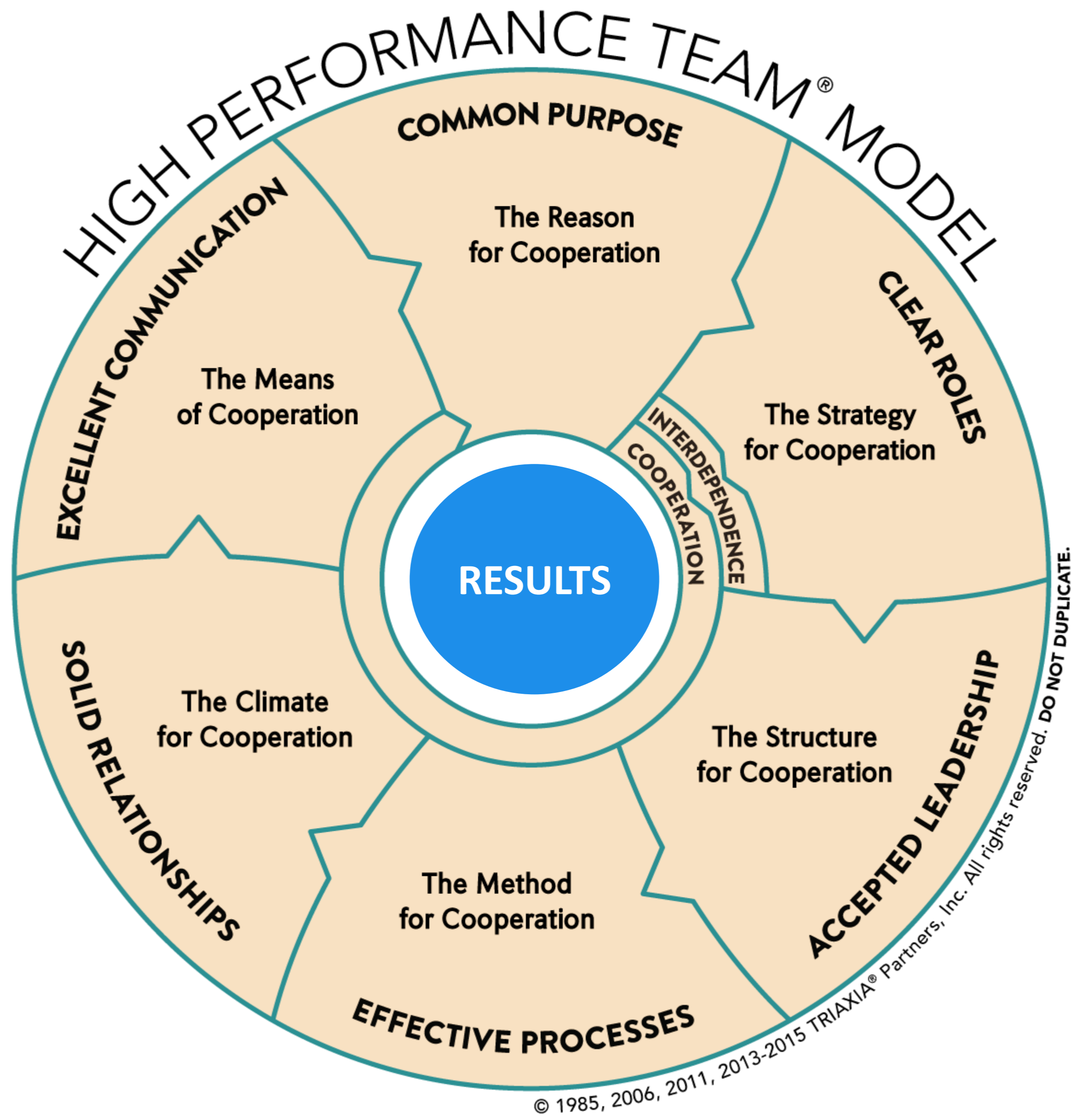EQUALITY VS EQUITY

Hi-P teams prefer equity to equality

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

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

HIGH PERFORMANCE TEAM® MODEL

COMMON PURPOSE

The Reason for Cooperation

EXCELLENT COMMUNICATION

The Means of Cooperation

CLEAR ROLES

The Strategy for Cooperation

INTERDEPENDENCE
COOPERATION

RESULTS

The Climate for Cooperation

The Structure for Cooperation

ACCEPTED LEADERSHIP

SOLID RELATIONSHIPS

The Method for Cooperation

EFFECTIVE PROCESSES

Thank You

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