

Building a High Performance team...

Most results in most organisations are achieved by teams. Great results needs high performing teams & these teams are different. They set themselves up brilliantly but there's a lot more to them than that.

They think & operate in ways that mark them out, doing things not because they're easy but because they matter when it comes to being a great team.

This performance kitbag contains everything you need to see how your team matches up.

Building a High Performance team

High performing teams are different. They think, act and behave in ways that set them apart.

Around 70% of organisations say team performance really matters and 30% have no strategy for creating high performance teams. Go figure. If you want to be one of the few who know how to build a high performance team, this guide is for you.

There's a lot of talk about high performance teams. Leaders say they want them, people say they want to be on one and everyone admires them. All that talk isn't backed up by very much with a lot of confusion around.

Too many teams don't know what a high performing team looks like, what it does and how it thinks. So they don't spend their time, effort and energy in the right areas and they don't fulfill their potential.

The brutal reality of high performance life - this is what you need to know

- High performing teams are not normal. They are unbelievably passionate and disciplined about habits and rituals they use to win and that can make them look a bit weird to an outsider.
- They are 100% clear on their goals and roles because they've spent time getting it right. They work on them continually to make sure everyone is 100% clear on them before each performance. Hardly any teams are any good at this.
- They put the team first. Team first, me second. It's not a mantra, it's a way of life. So they do things they don't want to do or they sacrifice personal success if it means the team will win. It's probably the hardest thing about being on a high performing team.
- High performing teams don't prioritise liking each other. They prioritise trusting and respecting each other for what they bring to the team.
- They celebrate success yet at the same time, are continually looking to get better.

Three things to do

1. Get a benchmark. Make sure your team has a clear idea of what a great team looks like.
2. Compare your team to that picture of greatness, see where you've got strengths you can make more of and weaknesses you need to sort out.
3. Get a plan in place to make the changes and commit to it. You'll have to test things out without a 100% guarantee of success, but if you don't test them out, you'll just stay where you are.

High Performance Team assessment

High performing teams are different. They think and act in unique ways and they practise high impact habits with passion and discipline. If you're serious about your team being high performing, this is where to start.

This tool is all about making sure you know how your team measures up against the best when it comes to performance.

For each one, rate your team on a scale of 1-10 where 1 is rubbish and 10 is brilliant. Capture the range of scores across the team as well as the average. An average of 7 where the range is 6-8 tells you something different from an average of 7 and a range of 2-10.

Characteristic	Description	Score	Range
Team "Why"	We are 100% clear on why we exist as a team. It unites and inspires us and we talk about it a lot		
Team "What"	We are 100% clear on what success is for us and how we're measuring that along the way		
Team "How"	We are 100% clear on the behaviours team members expect of themselves and each other and we use these to ensure we're constantly united in what we do and accept		
Role Clarity	We are 100% clear on individual roles for the team and how they all knit together. There's high role acceptance in the team		
Desire to Improve	We've united in our desire to improve and get better as individuals and as a team. We commit time and energy to the process of improvement		
Mutual Accountability	We totally share responsibility for team performance and results. So we offer help, support and challenge each other. Team members put themselves second and the team first		
Learning	We learn from every performance, including our wins. We create winning recipes		
Team Confidence	We have high confidence in each other and in the teams ability to fulfil it's purpose and goals. We invest time in working on our confidence as a team.		
Team Connectedness	We are brilliant at connecting with each other – communicating what's needed and supporting each other. We are also great at connecting with others outside the team as we need to fulfil our purpose and goals		
Team Control	We have a high sense of control and autonomy as a team. We trust each other to get on with what's needed. As a team we ensure we keep our focus on what's in our control and minimise the time and energy we spend on stuff outside our control		

Now prioritise and set some targets...

There's no point in trying to do everything so think about the areas that will have the biggest impact for the team and decide on the timescale. At least 1 and ideally no more than 3. List them here in order of importance and set out what success will look like. The one here is just an example, not a hint or an instruction.

Priority	Target	What success looks like
Goal clarity	8/10	

Now decide what you are actually going to do as a team to increase those scores. We've filled in one example to get you going and you probably don't want more than 5 or 6. You can always add different ones as the habits you've chosen at first become, well, habits.

Priority	Action
Goal clarity	Write down and share what we each see as our roles on the team and how they interact with other roles
	Meet as a team and nail it

High Performance - the clue is in the name

Leaders say they want high performing teams. But because they don't know what it means, they label things "high performance" that aren't .

So you can spend time and energy understanding what high performance teams actually do or you can just use the label because it makes everyone feel a bit better.

High performance headlines

- They understand their picture of success - the result they want, the signs that tell them they're winning and the behaviours they expect from themselves and others.
- They obsess over the performance just as much as they do over the result because they know that it will deliver consistency and predictability. So that involves hard work, focus, discipline, sacrifice, the risk of failure and the postponement of immediate gratification.
- They know what great looks like in other similar places so they can be confident that when they call themselves high performing, it's credible

The full viewpoint

Great teams are prepared to do what's necessary to get high performance in their particular role in their particular arena.

Doing what's necessary is simple and really hard. High performance requires hard work, focus, discipline, sacrifice, the risk of failure and the postponement of immediate gratification. The concepts are easy, the application of them isn't. That's why high performers are not typical and not "normal", where normal is seen through the lens of a bell-shaped curve. High performers know that their place is away from the average, away from normal, seeing how far away from normal they can get .

20 years ago, Mary Collins PhD. Wrote a paper on high performing teams. Here's the final paragraph:

"Today's trend is to label every successful team as high performance. Whilst these teams must be recognised for their success a high performance team is uniquely different. Use the words too loosely and they will lose their power as did empowerment, participative management and quality".

20 years later, she's still on the money.

It seems like everyone wants high performance, like they want sunny days and lovely holidays. It's just that they don't want to do the hard yards to deliver high performance. The fact that it's hard work should hardly be a surprise. The clue is in the name. It's called high performance. It's not called normal performance, or pretty good performance or average performance. It's high performance. High performance will never be normal or average. That's why it's called high.

So now leaders and teams can decide to do the work, make the sacrifices and start the never-ending journey to high performance. Nice and simple, though uncommon.

Or they can be honest and 'fess up that they don't want high performance for themselves, their teams or their organisations because they simply are not ready, willing or able to do the consistent hard work that's required. This one's never going to happen. Saying "we're OK with being ordinary" isn't exactly career enhancing, however honest and truthful it might be.

Then there's the third and most likely choice. This choice means you don't have to do the hard work but you don't give up on high performance. How do you make this magic happen? Easy. You debase the currency and start calling things high performance without any reference point, evidence or understanding of what high performance means for them.

So before you start labelling something "high performance":

Do you know what you mean when you say "performance" or do you think it's the same thing as results? Do you have a clear idea of what high performance means in your organisation based on the crucial defining and rare qualities that mark out the 1 or 2% of the

very best? Do you know what great looks like in performance terms in other comparable teams or organisations so you can be confident that you're standards are objectively high?

Leaders who don't know the answers to these questions are not in a position to talk about high performance. They are simply debasing the currency. If you want the high performance T-Shirt, you need to put in the high performance work.

The why, what & how of great teams is a 90 second performance fix that focuses on team performance to make sure that your team is set up to fulfil its potential. Visit The Performance Room to watch it <https://www.theperformanceroom.co.uk/the-why-what-how-of-great-teams/>

HOW TO BUILD A HIGH PERFORMING TEAM

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THEY PUT THE TEAM FIRST

Team first, me second. It's not a mantra, it's a way of life. So they do things they don't want to do or they sacrifice personal success if it means the team will win



PRIORITISE



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THREE THINGS TO DO



BENCHMARK

Get a benchmark. Make sure your team has a clear idea of what a great team looks like.



GREATNESS

Compare your team to that picture of greatness, see where you've got strengths you can make more of and weaknesses you need to sort out.



PLAN

Get a plan in place to make the changes and commit to it. You'll have to test things out without a 100% guarantee of success, but if you don't test them out, you'll just stay where you are.

HOW TO SET YOUR TEAM UP FOR SUCCESS

WWW.THEPERFORMANCEROOM.CO.UK

02



Make team performance a team task. Involve the team in team conversations

03



Make sure your team has a clear and shared sense of why it exists. What is there to do? What success looks like?

04



Too many teams have no clear sense of why they exist. Start with a clear purpose and then build the team and performance to make it happen

05



Be clear on beliefs, attitudes and behaviours you want from the team

01



Setting up a team properly takes a bit of time, effort and thought

06



Know the behaviours that are vital for success and motivation, practise them every day and stamp on any that you know are destructive, unhelpful or damaging

09



Review and plan team performance just like you do individual performance

08



Be clear on the things you're going to measure or assess that will tell you you're on a winning path

07



You need to pay attention to things you can't measure with a number. Team confidence, for example. It's vital for team success but it's more of a feeling than a number



TPR

...perform better at work every day
