Title: High Performing Teams


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Improvement Hub
Enabling health and social care improvement
What is this session about?

• The characteristics commonly seen in high performing teams, and the dysfunctions which undermine them.

• Be clear about the reason why your team is so important and use that to develop your teams influence.
Examples of High Performing Teams
The apple pie analogy

1. Do you have clear objectives?

2. Are there interdependencies between the roles that require you to work together?

3. Do you meet regularly to review team performance?
Katzenbach & Smith Definition

“A team is a small number of people with complementary skills who are committed to a common purpose, a set of performance goals, and an approach for which they hold themselves mutually accountable.”

5 Characteristics of High Performing Teams

Meaningful Common Purpose

Specific Performance Goal

Strong Team Commitment

Complimentary Skills

Mutual Accountability

J.R. Katzenbach and D.K. Smith
Activity

Individual / Pairs

Think about your collaborative team. Rate the team against each of the five characteristics using the following scale.

- 3 – this is a key strength for this team
- 2 – this characteristic is present but could develop further
- 1 – this is an area of weakness and needs focused attention

Discuss in your pairs & tables

What actions can you take to support the team?

- To further develop a key strength
- To improve an area of weakness

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Look at this another way

What stops teams from performing to their highest potential?
5 Dysfunctions of a Team

Patrick Lencioni, The Five Dysfunctions of a Team: A Leadership Fable 2002

- Inattention to RESULTS
- Avoidance of ACCOUNTABILITY
- Lack of COMMITMENT
- Fear of CONFLICT
- Absence of TRUST
5 Dysfunctions of a Team

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Focus on collective OUTCOMES

- Get commitment and BUY-IN
- Encourage CLARITY
- Mine for candid DEBATE
- Courage to be VULNERABLE

Encourage CLARITY

Courage to be VULNERABLE
Let’s start with Why?

Simon Sinek, Start with Why

From the inside out

Simon Sinek, Start With Why, 2011
Let’s start with Why?

What is your purpose, cause, belief?

Simon Sinek, Start With Why, 2011