

Building High Performance Teams Workshop

The Building High Performance Teams (BHPT) programme takes a coaching approach to performance improvement and focuses on helping individuals and teams change their thinking and how they approach fulfilment of their roles within the business. If people don't change their thinking, then their behaviour and habits remain the same and little progress is made towards improving performance.

The programme uses a methodology developed by Patrick Lencioni, a leading expert in the field of leadership, management and team development. It is delivered through an interactive workshops where we work with the directors, managers, deputies in an organisation on a real life situation based on an understanding of the areas they have ownership of, as a team, within the business.

The approach to developing individuals and teams through this programme is based on our knowledge of behavioural profiling and how it can be used effectively to help managers and team members understand one another's different preferences, skills and attitudes and identify collective strengths and blind spots within the team. This understanding accelerates the building of trust between managers and team members and this foundation of trust is the first stage in the programme we would take any team through to help them :

- Break down barriers
- Improve communications
- Build individual and team commitment
- Deal with problems and challenges

- Make better and faster decisions
- Deal with conflict
- Achieve better results through increased motivation

The basic focus of PCA's Building High Performance Teams Workshop is to help you and your team make BETTER DECISIONS MORE QUICKLY and that a team driven process will be the most powerful tool to enable you to achieve your strategic goals.

“If you can get all the people in an organisation rowing in the same direction, working as a team you could dominate any industry, in any market, against any competition, at any time”

Building High Performance Teams

Most companies and managers instantly recognise the inherent power of teams yet despite this acknowledgement; effective team work is elusive in most companies. The main reason being that teams are made up of imperfect human beings and they are inherently dysfunctional.

To overcome this problem it is important to master a set of behaviours that are uncomplicated but often difficult to implement. PCA coaches use a methodology based on the work of the leader in this field - Patrick Lencioni.

We typically undertake a one day workshop (or possibly 3 half days) to help senior management teams break down barriers and provide a practical, hands-on approach where we focus on clearly defined processes that work on the 5 key functions (or dysfunctions as we often refer to them) necessary for achieving truly effective teamwork –

- Trust /Conflict /Commitment /Accountability /Results



Absence of Trust

Great teams trust one another on a fundamental, emotional level and are comfortable being vulnerable with each other about their weaknesses, mistakes, fears and behaviours.

What exactly does trust look like in practice within a team environment? It is evident among team members who say things to one another like "I screwed up," "I was wrong," "I need help," "I'm sorry," and "You're better than I am at this." Most important, they only make one of these statements when they mean it, and especially when they really don't want to.

Our workshops use behavioural profiling and one or two other processes to facilitate this process – we provide a basis from which, over time, team members get to a point where they can be completely open – this is essential because:

Fear of Conflict

Teams that trust one another are not afraid to engage in passionate dialogue around issues and decisions that are key to an organisations success. They do not hesitate to disagree with, challenge and question one another all in the spirit of finding the best answers, discovering the truth and making the best decision. One of the greatest inhibitors of teamwork among executive teams is the fear of conflict, which stems from two separate concerns. On one hand, many executives go to great lengths to avoid conflict among their teams because they worry that they will lose control of the group and that someone will have their pride damaged in the process. Others do so because they see conflict as a waste of time. They prefer to cut meetings and discussions short by jumping to the decision that they believe will ultimately be adopted anyway, leaving more time for implementation and what they think of as "real work."

Whatever the case, CEOs who go to great lengths to avoid conflict often do so believing that they are strengthening their teams by avoiding destructive disagreement. This is ironic, because what they are really doing is stifling productive conflict and pushing important issues that need to be resolved under the carpet where they will fester. Eventually, those unresolved issues transform into uglier and more personal discord when executives grow frustrated at what they perceive to be repeated problems.

What CEOs and their teams must do is learn to identify artificial harmony when they see it, and incite productive conflict in its place. This is a messy

process, one that takes time to master. But there is no avoiding it, because to do so makes it next to impossible for a team to make real commitment.

Our workshop provides guidance on this process, the acceptable norms of conflict behaviour, the role of the leader in the process and a model which helps you deal with other obstacles (Informational, Environmental, Relationships and Individual)

This is important because:

Lack of Commitment

Teams that engaged in unfiltered conflict are able to achieve genuine buy-in around important decisions even when various members initially disagree. That's because they ensure that all opinions and ideas are put on the table and considered, giving confidence that no stone has been left unturned.

To become a cohesive team, a group of leaders must learn to commit to decisions when there is less than perfect information available, and when no natural consensus develops. And because perfect information and natural consensus rarely exist, the ability to commit becomes one of the most critical behaviours of a team.

But teams cannot learn to do this if they are not in the practice of engaging in productive and unguarded conflict. That's because it is only after team members passionately and unguardedly debate with one another and speak their minds that the leader can feel confident of making a decision with the full benefit of the collective wisdom of the group.

It's worth repeating here that commitment and conflict are not possible without trust. If team members are concerned about protecting themselves from their peers, they will not be able to disagree and commit. And that

presents its own set of problems, not the least of which is the unwillingness to hold one another accountable

Our workshop provides tools to help ensure that there is team “buy-in” to decisions and we work closely to make sure that the team has a unifying goal to which they will all be committed

This is critical because:

Avoidance of Accountability

Great teams do not wait for the leader to remind members when they are not pulling their weight. Because there is no lack of clarity about what they have committed to do, they are comfortable calling one another on actions and behaviours that don't contribute to the likelihood of success. Less effective teams typically resort to reporting unacceptable behaviour to the leader of the group, or worse yet, to back-channel gossip. These behaviours are not only destructive to the morale of the team; they are inefficient and allow easily addressable issues to live longer than should be allowed.

Don't let the simplicity of accountability hide the difficulty of making it a reality. It is not easy to teach strong leaders on a team to confront their peers about behavioural issues that hurt the team. But when the goals of the team have been clearly delineated, the behaviours that jeopardize them become easier to call out.

We highlight areas where individuals can improve and what they bring to the team process

This matters because:

Inattention to Results – teams that trust one another, engage in conflict, commit to decisions, and hold one another accountable are very likely to set aside their individual needs and agendas and focus on what is best for the team. They do not give in to the temptations to place their departments, careers and aspirations or ego-driven status ahead of the collective results that DEFINE a team

In the workshop we will establish the “scorecard” and identify the critical KPI's that will help the team achieve the collective results that are the ultimate measure of a team's performance.