Building High Performance Teams

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Meet Your Trainer

- Topa Topa Lodge - 291
- Simi Valley, CA
- You are never too old to provide service to others

David Graves

Session Description

If you want to go fast go alone, if you want to go far go together. Working with a team is the most efficient way to reach a goal or complete a project. This course will go over how to develop a leadership team, the different stages of development, and the team design based on the goal or expected outcome.

Learning Objectives

- **Outcome 1:** Have a clear understanding of why some leadership teams preform better

- **Outcome 2:** Receive the knowledge of how to build a high-performance team

- **Outcome 3:** Be empowered to collaborate, innovate and produce work at the highest levels

This presentation will enable you to increase your leadership skills, not only in your lodge, but also in your job by showing you what steps to take in building a high-performance team and raising the results to new heights.

Introduction

- **What is the definition of a High-Performance Team**
  - A high performance team consists of an elite group of individuals with specialized skills and who's focus is on achieving a common goal.
  - The team is committed to shared values and vision and work towards a common objective utilizing their collective skills.
  - The team members are highly effective and innovative in problem solving.
  - They display a high level of communications and collaboration, achieving clear, consistent, and superior results.
  - They thrive on a foundation of trust, collaboration, and a shared sense of purpose.
  - High performing teams consistently set new standards of excellence.

1.

Characteristics of High Performance Teams

Characteristics of High Performance Teams

- Clear goals tied closely to team and organizational priorities
  - High-performing teams are synchronized in their focus, purpose, and priorities.
  - They set the individual and team goals that support the shared vision so that their work drives their achievements.
  - Their goals are not only aligned, but are clearly defined so that everyone knows exactly what they need to do to achieve those goals.
  - Members of the team who have clearly defined goals are two times more likely to be engaged in the project.

Characteristics of High Performance Teams

- They understand how their work fits into the organizational priorities

  - When team members understand how their job fits into the overall goals and mission of the organization, they are more engaged and productive.

  - High-performing teams know their 'why' and work together to support a shared vision.

  - Ninety-eight percent of the high-performing team members believe that their contributions helps to achieve success.

  - Ninety-four percent of the high-performing team members believe that their performance goals are aligned with the goals of the organization.

Characteristics of High Performance Teams

- Top performance management drivers of engagement
  - If I contribute to the organization's success, I know I will be recognized.
  - My performance as a team member is evaluated fairly.
  - My performance goals are aligned to our organizational goals.
  - I am empowered to decide how my work gets done.
  - I have professional development goals for my role.
  - I understand how my job helps the organization achieve success.
  - I receive individual rankings based on my performance.

Characteristics of High Performance Teams

- Team members have clearly defined roles and responsibilities
  - Conflicts can quickly derail an otherwise talented and productive team.
  - Defining each team member's role and responsibilities clearly will minimize unnecessary conflicts.
  - Confusion over project ownership is eliminated.
  - Keeps workflow and deadlines organized.
  - Ensures accountability across the project.
  - High performing team members share the same values and vision.

Characteristics of High Performance Teams

- Mutual respect among leaders and team members
  - Skilled members of high-performance teams are aware and recognize each other's expertise and working methods.
  - This results in creating a strong brotherhood among the team members.
  - Helps create opportunities for capacity building and increased productivity.
  - The team accomplishes challenges as a single entity.
  - Their collective will to deliver the best results is driven by shared values and a sense of integrity.

Characteristics of High Performance Teams

- Respect for open and clear communications with two-way feedback
    - When good communications fails, conflict arises and performance suffers.
    - High-preforming teams set clear expectations and channels for communication.
    - Everyone knows when and where to communicate and who they need to connect with.
    - Conflict is normal, but high-performing teams know how to chart a path in a healthy way to avoid obstacles.
    - An open communications channel always exists between the team members and their leader that creates an environment of constructive criticism and feedback.

Characteristics of High Performance Teams

- They manage work and deadlines based on priorities
  - High-performing teams focus on what matters most and spend their time accordingly.
  - They understand that not all work has equal importance or urgency.
  - They manage the projects based on what tasks have the highest priority and highest impact.
  - Organizational goals are kept aligned.
  - Ensures that everyone is focused on work that drives growth.

Characteristics of High Performance Teams

- Leaders and team members feel aligned and connected
    - One-on-one meetings serve as the cornerstone of high-performing teams.
    - Clarity is the result of good communications between team leaders and team members.
    - These meetings go beyond mere status updates, they provide a dedicated space for personalized discussions on goals, progress, and challenges.
    - Teams leaders will use this opportunity to understand the team member's aspirations, offer guidance, and provide the necessary support to overcome obstacles.
    - As a result of this relationship, high-performing teams create a sense of belonging and commitment that fuels the team's success.

Characteristics of High Performance Teams

- They trust and respect each other
  - The level of collaboration and teamwork required for high achievement depends on trust and respect.
  - High-performing teams value each other and trust each member to do their job.
  - They respect diversity of thought and experience.
  - They recognize that those differences makes the team stronger.
  - This culture of trust helps everyone to bring their full selves to the job allowing team members to take risks, share ideas, and innovate together.

Characteristics of High Performance Teams

- Together, they celebrate success and recognize contributions
  - High-performing teams recognize that success results from a team effort.
  - They celebrate wins together.
  - They take opportunities to recognize and show appreciation for each member's contributions.
  - This builds a strong culture of collaboration and helps everyone feel valued and connected.
  - Ratings, and rankings do not drive a members engagement, but recognition does.

Characteristics of High Performance Teams

- Balance short-term priorities with long term goals
    - High-performance teams strike a delicate balance between short-term results and long-term growth.
    - While staying focused on achieving immediate objectives, high-performing teams also invest in learning, growth, and development to keep ahead of the curve.
    - Talent reviews and succession planning are integral components of this approach resulting in the team's leadership remaining robust and ready for upcoming challenges.

2.

How to Build a High-Performance Team

How to Build a High-Performance Team

- Create a stable team with a shared sense and purpose
    - Team composition lies at the foundation of building effective teams.
    - High-performance teams, ideally, should be kept small, but not too small as that may result in poorer decisions based on a lack of diversity and bandwidth.
    - Big teams made up of ten or more members usually results in diminished effectiveness as sub-teams start to form encouraging divisive behavior.
    - Team leaders should look for complementary skills and a pro-team attitude.
    - Care and time should be invested to hand-pick a stable team.
    - Once a team is formed, care should be taken to maintain its stability.

How to Build a High-Performance Team

- Build a cohesive and value aligned team dynamics
  - Teams with shared values in where they are going perform better.
  - A team needs to be created where each member shares a bond and interacts freely.
  - Aligning with the team leader's values works in unison to achieve a common goal.
  - Team members get more done when they believe they can win together.
  - Team leaders need to help team members stay focused on the vision through constant communications and direct the team towards accomplishing the goal.

How to Build a High-Performance Team

- Encourage an environment of open communications
  - Team members should not hold back from voicing their opinions and thoughts in meetings because they feel vulnerable to do so.
  - Leaders should take care to build a working environment that fosters interpersonal risk-taking.
  - Leaders should understand and evaluate each team members' style of working on an individual level.
  - If possible, leaders should apply team-building indicators to understand behavior, personalities, and thinking styles of the team members.

How to Build a High-Performance Team

- Stress on the importance of learning
  - Continuous learning to mediate the issues of skill gaps is essential in building a high-performance team.
  - Emerging technologies are always changing stressing the importance of the teams' ability to learn fast and regularly increase their skills.
  - Upgrading a team's skill set through documentation tools and training is essential in building a high-performance team.
  - Online certified training courses on relevant topics help teams members to increase their skills and new members to ramp up faster.
  - Hands-on and interactive learning programs are likely to be more effective than just reading or watching course material on websites or knowledge bases.

How to Build a High-Performance Team

- Set measurable goals
  - Setting effective and measurable goals with clear intent is critical to building a high-performance team.
  - High-performance team members are more creative, energized, and motivated when the have a set of common goals to achieve.
  - Members accomplish more in less time when their common values are aligned.
  - Recognition and rewards helps to keep the mood of the team upbeat and efficient.

How to Build a High-Performance Team

- Recognize and reward achievements
  - Team members respond positively to positive behavior.
  - Recognizing achievement when it is due will motivate the team to preform at a higher level.
  - Tell the team about an individual's success.
  - Make them all feel proud, but don't focus on one team or person too frequently.
  - Reward them when it's due.
  - Unexpected rewards will be appreciated all the more.

3.

Benefits of Having a High-Performance Team

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- Benefits for the lodge and its members
  - Members of a high-performance team are focused and engaged.
  - They work towards a common goal with shared values.
  - They recognize and reward performance.
  - They are motivated and have an equal stake in the outcome.
  - The sharing of values and a feeling of trust results in a greater efficiency and productivity.

Benefits of Having High-Performance Team

- Benefits for the Order of the Arrow
  - Knowledge and independence with greater flexibility.
  - Motivated members of the OA who innovate and are willing to take risks.
  - Better service rendered to the organization.
  - Increased engagement on the part of the members.
  - High-performance teams to preform result-driven activities.
  - Efficiently support process change within the OA with their multipronged communication capabilities and skill sharing.

4.

High-Performance Teams: The Way Forward

High-Performance Teams: The Way Forward

- High performing teams are critical in helping the OA thrive and survive in today's intensely competitive landscape, but is not a matter of chance

- Effectively developing such teams involves identifying strengths and grouping members who collaborate and complement the different talents, skills, and attributes to create a holistic force that works consistently towards meeting challenges and goals of the OA

- This may seem like a daunting exercise, though the pay-offs far outweigh the effort

Takeaway Challenge

Please take out your notebook and pen. For the final few minutes, think about your current and future roles in the OA, in Scouting, and in life. Write down three key takeaways from this session that will enable you to Seek New Heights in those current and/or future roles. For example, building a high-performance team to meet a challenge you may be facing. Later today, feel free to share these key ideas with others in your chapter or lodge.