

Working in Teams, Unit 11



Positioning for High Performance Teaming: Challenges and Opportunities for Teams in the HIT Environment

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1

Unit Objectives

At the end of this unit, the learner will be able to:

- Develop a working knowledge of high performance.
- Identify key criteria for high performance teaming.
- Propose a team structure that enables high performance.

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2

White Heat



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3

High Performance



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4

Team Process Effectiveness Criteria

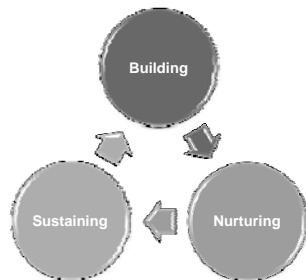
Greater number of ideas
More information considered
Higher quality of decisions
Higher acceptance rate of decisions
Higher motivation and performance levels
Offset personal biases and blind spots
More apt to be creative

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5

High Performance Teams



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6

Building a High Performance Team – 5 Simple Steps

1. Master your own destiny
2. Put your eggs in one basket
3. If you don't know it's broken, how can you fix it?
4. Proper practice prevents poor performance
5. A stitch in time

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Master your own destiny



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Put your Eggs in One Basket



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9

**If you don't know it's broken,
how can you fix it?**



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10

**Proper Practice Prevents Poor
Performance**

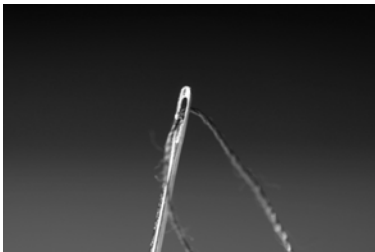


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A stitch in Time



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12

Activity I : Building a High Performance Team

Now that you have reviewed these Five Simple Steps for building a high performance team, develop a plan to put these steps into action. Be specific with each component as you create a case for developing a new team. You pick the mission and plan the development of a team that could reach high performance standards.

What steps are easiest for you? Why? Which ones are most difficult? Why?

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13

Nurturing a High Performance Team

Organizational Structure

Individual Member Contribution

Team Processes

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14

Organizational Structure

Clear Purpose

Appropriate Culture

Specified Task

Distinct Roles

Suitable Leadership

Relevant Members

Adequate Resources

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Individual Member Contribution



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Team Processes

Coordination
Communication
Cohesion
Performance Feedback
Decision Making
Conflict Management
Social Relationships



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Version 1.0/Fall 2010

17

Activity II: Nurturing a High Performance Team

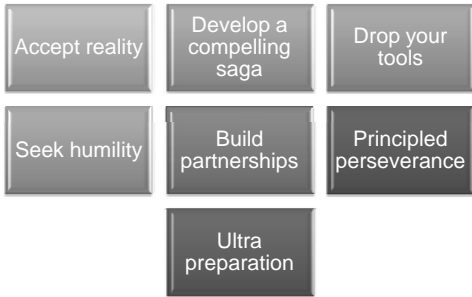
Now that we have investigated structure, individual contribution, and process areas for high performance teaming, you are challenged to propose specific ways to include elements in each of these areas into an HIT environment. If you were a member of an HIT team that sought to perform at the highest levels, how would you structure the team, what standards would you suggest be placed on individual member contribution, and what processes would you want in place for the team?

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Sustaining High Performance



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19

Accept Reality

- Explore what team members could be avoiding
- Ask the "tough" questions
- Probe for team member fear
- Take action

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20

Develop a Compelling Saga

- Identify common passion
- Challenge individual engagement
- Establish a code of behavior

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21

Drop Your Tools

- Enhance focus on ideas.
- Strive for application of ideas.
- Don't allow tools to run the team.
- Criteria for tools selection.
- Target outcomes and accountability.



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22

Seek Humility

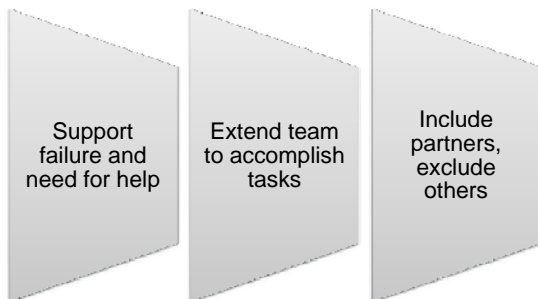


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Build Partnerships



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Principled Perseverance

Challenge team members on their issues

Personal accountability

Expose personal challenges

Explore problem coverings

- Humor
- Politeness

Keep team issues in the team

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Ultra Preparation

Openness to New Experiences

Maximize Intuition

Visionary Optimism

Seek challenges

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Activity III: Sustaining a High Performance Team

We have taken a look at seven dimensions that include methods and techniques required to sustain an environment within a team that enables the team to achieve high performance. Assuming you are a member of an HIT team, your task is to identify an initial step for each dimension that could be used to sustain high performance for your team. In doing so, you will list seven key activities that should be implemented by your team.

Which of these seven do you think will be most difficult?
Which will be easiest? Why?

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27

Conclusion

You have now gained an appreciation for the challenges and benefits of building, nurturing, and sustaining a high performance team, you should be able to...

- Develop a working knowledge of high performance
- Identify key criteria for high performance teaming
- Propose a team structure that enables high performance
