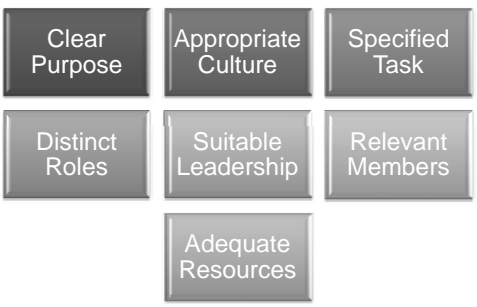


Working in Teams, Unit 11b

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

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Organizational Structure



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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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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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Accept Reality

Explore what team members could be avoiding

Ask the “tough” questions

Probe for team member fear

Take action

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Develop a Compelling Saga

Identify common passion

Challenge individual engagement

Establish a code of behavior

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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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Seek Humility

Accept and support the value of humility

Challenge demonstrations of "brilliance"

Question arrogant/dis-respectful behavior

Weekly reports on the "dumbest" thing done

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Build Partnerships

Support failure and need for help

Extend team to accomplish tasks

Include partners, exclude others

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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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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

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