

Leading High Performing Teams

AUDIENCE

Managers at all levels of the organization

Managing teams to higher productivity and exceptional performance

Overview

In today's competitive global business environment organizations are continually challenged to improve the effectiveness and efficiency of how they work. At the same time, more and more work must be accomplished through teams. Moving forward, high performing teams, not adequate teams, will be critical to an organization's success.

This one-day experiential workshop, *Leading High Performing Teams*, addresses the development needs of today's leaders. Through the high impact, interactive experience, participating leaders will be able to:

- Embrace their roles as leaders in building and sustaining high performing teams
- Lead teams to deliver significantly higher productivity and quality
- Create an environment that greatly enhances the development, growth, and satisfaction of team members and stakeholders
- Generate a measurable positive impact on the organization through sustained exceptional team performance

The Program at a Glance

Pre-Course Planning: Remote Activity

Participants will complete two tasks prior to attending the workshop:

- **The Talent Scout™:** Through an online tool, leaders assess their own individual strengths as a foundation for a discussion around leveraging the talents of their team members.
- **Meeting with Manager:** Participants are asked to meet with their managers to identify a team they will focus on during the workshop and target for improving performance.



While the assessment and action plan will be developed during the workshop, the pre-course planning asks the participant and manager to determine the potential business impacts of moving the team to higher levels of performance.

Introduction and Exploring Talents: Group Activity

Participants work with the individuals at their table to reveal the variety of talents on their team.

- **Exploration:** They explore what they expect their team to do well and what challenges they might face based on the talents that exist.
- **Deep Understanding:** Participants begin to recognize the contributions that individuals can make to the overall performance of the team.

- **Making Connections:** In the end, they are able to more deeply understand the connection between individual talents and team outcomes.

Team Challenge: Group Activity

Using pasta, tape, string, and a marshmallow, teams are tasked with building the tallest freestanding structure within a set time. This high-energy activity challenges participants to perform as a team in real-time and compete against the other teams in the room. At the conclusion of the activity, participants are asked to analyze their experience and discuss how they performed as a team, how they interacted with each other, and how they worked with other teams.

High Performing Teams Framework: Group Activity

After reflecting on their individual experiences, the table teams examine the High Performing Teams (HPT) Framework, focusing on:

- Creating the Context
- Driving Performance
- Working Across Boundaries

Within these building blocks, they investigate the success factors that drive exceptional team performance. Using the Strategy Execution Framework, E=AMC™, as a foundation, the teams determine how alignment, mindset, and capability function within each building block of the High Performing Teams Framework, and which elements will deliver the greatest impact.

My Team: Individual Activity with Peer Feedback

Moving teams to higher levels of performance creates real and measurable impact on the organization as a whole. This activity focuses participants on the potential impacts of improved team performance. After identifying opportunities to move their teams to higher performance, participants work with a partner to quantify the impacts that will result. The culmination of the activity is the creation of a Wall of Impact, where each team leader posts the expected measurable impact from the improvement, generating a visual display of the aggregate impact on the organization.

Talents in Practice: Full Room Activity

The topic of talent is reinforced again, as participants are led through an activity that reveals how important it is for leaders to place people in roles that are aligned with their talents. Turning again to their real-world teams, participants begin to consider the talents and strengths of their team members, and how they could be leveraged more effectively to improve performance.

Exploring High Performance: Video and Group Discussion

Returning to the High Performing Teams (HPT) Framework, participants view a video that demonstrates teams functioning at high performance. They each focus on one element of the HPT Framework and are tasked with finding examples in the video. Discussions at the room level allow for a rich dialogue around what characterizes high performing teams and how to drive those behaviors within their organization.

Good to Great: Group Activity

Improved team performance is best obtained by following an easy-to-use, systematic approach. Participants learn how to:

- Diagnose a team's performance
- Identify the desired state
- Determine the actions and levers that elevate the performance of that team

This activity uses customized scenarios that show teams in a variety of situations that approximate the challenges in their own organization. Participants work in teams to determine the current and desired states, the impact if performance changes or remains the same, and the appropriate resources required to elevate performance.

Performance Derailers: Group Activity

Effective leadership involves anticipating challenges, and this activity allows participants to consider the roadblocks,

or derailers, that can inhibit high performance. Working in the same group and considering the same scenario from the previous activity, they identify potential derailers and determine specifications they can take to minimize the negative impact.

High Performing Team Makeover: Individual Activity with Peer Feedback

Participants build on the learning and insights they gained throughout the day as they create a 90-day makeover plan for their real-world teams. Key concepts for diagnosing team performance are reinforced and practiced.

- **Reflect:** Leaders identify the desired state for their team, determine the cause of the performance issues, and decide the tools or resources that will have the greatest impact.
- **Act:** Leaders define what actions they will take and in what order they will take them, as part of their 90-day plan. Each participant will present this plan to a small team of their peers, who will act as their personal board of directors and offer feedback to ensure the success of their makeover plan. They are encouraged to set meetings for continued follow-up with their peers to check on each other's progress.

Post-Course Reinforcement: Remote Activity

In addition to following up with their personal board of directors, participants are encouraged to apply the specific activities to the teams they lead. These activities are based on key content and topic areas from the in-classroom session, are easily downloaded from a learning portal, and designed to help the leader embed and cascade the learning from the session.

Implementation and Customization

Leading High Performing Teams is a full day program and includes know-how sessions, debriefs, group discussions, problem solving exercises, and action oriented team activities for further reinforcement. To maximize relevance and ensure application, nearly any aspect of the program experience can be customized to meet a client's business objectives and strategic priorities.

Although participants work on real-world team management challenges, the tools, terminology, and other program materials may also be tailored to reflect a particular market, product, or service. *Leading High Performing Teams* can be used as a standalone program or supplemented with additional solutions to reinforce the skills most critical to a company's needs. The program is ideally designed for groups of 20-30 participants, but can be scaled to fit larger audience requirements. To achieve the full impact of the design, the recommended implementation process includes prework, a pre-meeting with managers, the core workshop, and a rigorous post-program coaching.

Experiential Learning that Delivers Key Results

After participating in the *Leading High Performing Teams* program, professionals build the unique knowledge and capabilities needed to navigate potential challenges and lead teams to high performance. Armed with actionable plans, participants accelerate results once back on the job.