



IIT ROORKEE



NPTEL ONLINE
CERTIFICATION COURSE

LEADERSHIP AND TEAM EFFECTIVENESS

LECTURE – 58

Building High-Performance Teams: The Rocket Model

PROF. SANTOSH RANGNEKAR

DEPARTMENT OF MANAGEMENT STUDIES



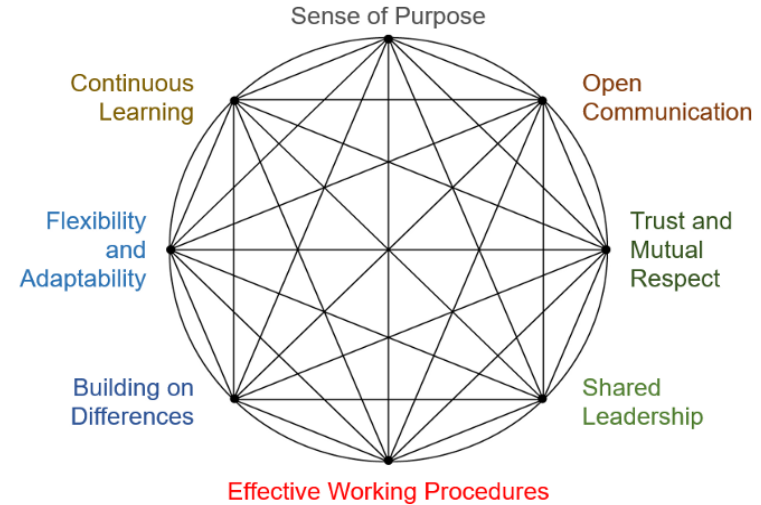
Contents

- What is a high performing team?
- Characteristics of High Performance Teams
- The Rocket Model
- GRPI Model of Team Effectiveness
- The T7 Model of Team Effectiveness
- 7 Habits of Highly Successful Team Leaders
- How can you build and develop a high performing team?
- The Art Of Leading High-Performing Teams
- Case Study
- Research Paper
- Book Recommendation
- References



What is a high performing team?

- High-performance teams is a concept within organization development referring to teams, organizations, or virtual groups that are highly focused on their goals and that achieve superior business results.
- As a group, a high-performing team strives for excellence through two-way open communication, mutual trust, common goals, shared leadership, clear job roles and the early resolution of conflict. Each team member accepts accountability for their own workload and actions.



https://miro.medium.com/max/700/0*LSkvUSqAlyftGvC.png

Characteristics of High Performance Teams

- Certain unique attributes separate a high-performing team from any other. Let's look at some of them.
- ❖ **Inclusive Thinking**
 - Inclusive thinking is key. When teams think inclusively, not only do people feel comfortable sharing unique perspectives but teams benefit from the value of exploring more possibilities.
- ❖ **Diversity**
 - Diversity has always been a key to cohesive, high-performing teams.



Image Source-<https://cdn.etechgs.com/egsmedia/wp-content/uploads/2019/10/Characteristics-of-High-Performing-Teams.jpg>

Characteristics of High Performance Teams(Cont.)

❖ Respect And Trust

- To be a high-performing team, it's really critical for the team to have respect and trust, be able to throw blind passes and hold each other accountable with hard candid debates and conversations to get to the best answer for the business.

❖ Personal Excellence

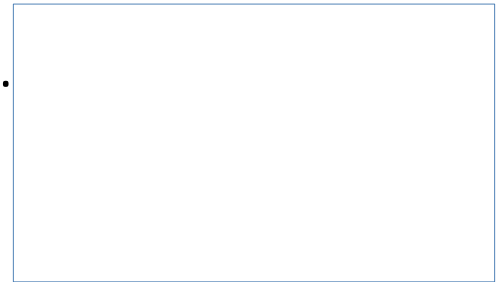
- Many factors play a part in a sustainable high-performing team, but personal excellence is a must.

❖ Communication

- Communication is one of the most essential building blocks.

❖ Healthy Conflict

- Healthy conflict is an essential element. Groupthink kills innovation and creativity



❖ **Adaptability**

- The pandemic has shown the highest performing teams are those most capable of adapting to change.

❖ **Openness To Innovation**

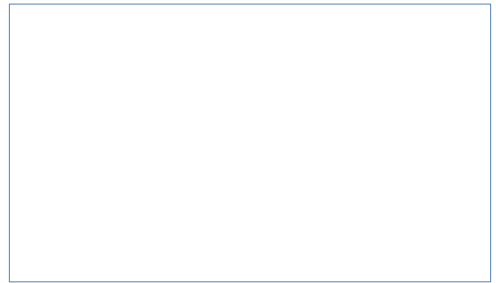
- Openness to innovative future-forward ideas is in the DNA of cohesive and high-performing teams

❖ **Ability To Surmount Challenges**

- The ability to surmount challenges thrown at us from outside the workplace now even more clearly defines a high-performing team.

❖ **Decision-Making Flexibility**

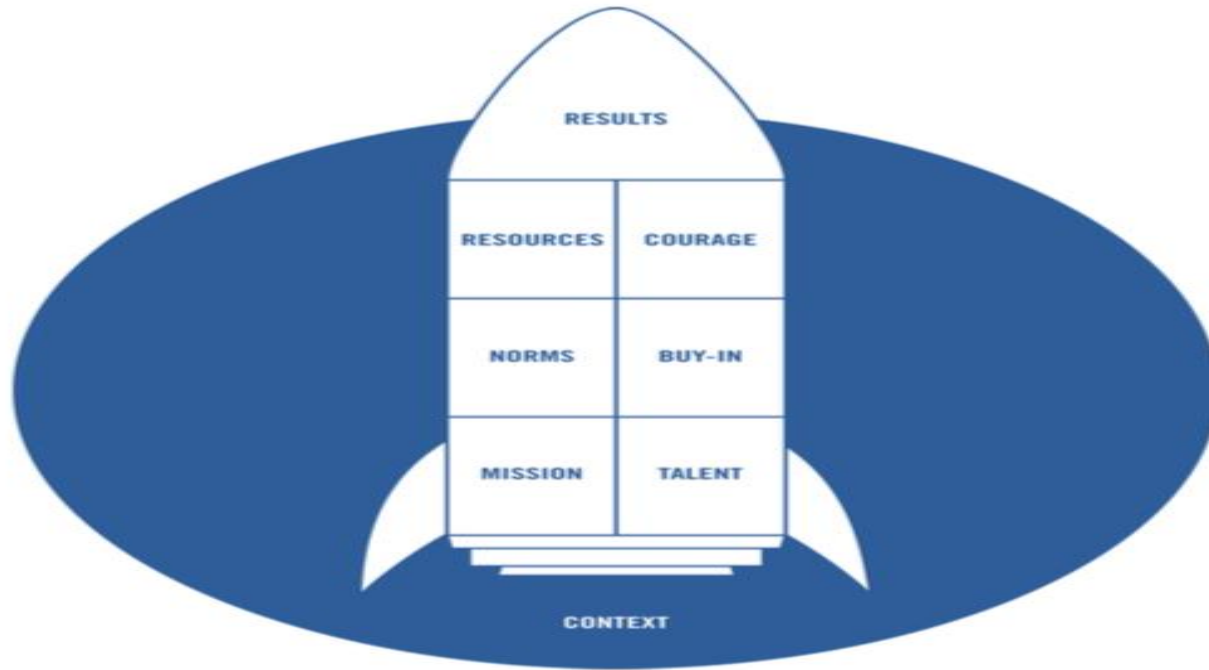
- High-performing teams have the freedom and flexibility to make decisions in real-time rather than waiting for management approval.



<https://www.forbes.com/sites/forbeshumanresourcescouncil/2020/09/16/14-characteristics-of-high-performing-teams/?sh=277415f216c6>

The Rocket Model

The Rocket Model is a framework and set of tools for boosting team performance.



<https://images.squarespace-cdn.com/content/v1/560d5ca2e4b05db7c9798e00/1521800772066-JY3WJA7A9K92EMPXRQ65/rocket-model-scheme.png?format=750w>

The Rocket Model(Cont.)

- **The Rocket Model** can be used to diagnose team dynamics, and to provide leaders with specific tools and activities to improve team performance. Here is eight critical questions every team must answer.
- ❖ **CONTEXT: WHAT ARE OUR CRITICAL ASSUMPTIONS?**
 - Team formation gets off to a good start when team members share a common view of the context in which they're operating.
- ❖ **MISSION: WHY ARE WE HERE?**
 - When team members agree on what success looks like, they set the stage for effectiveness. What will it mean to win? What are the goals, when do they need to be accomplished, what strategies will the team use, and how will progress be measured?



The Rocket Model(Cont.)

❖ TALENT: DO WE HAVE THE TALENT WE NEED?

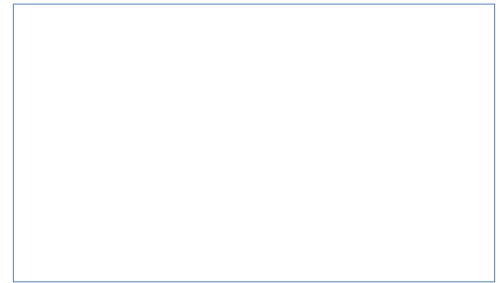
- It seems like it should be easy to get the right number of people with the right talents on a team.

❖ NORMS: WHAT ARE THE RULES?

- It's human nature for any group to develop norms for greeting, meeting, seating, communicating, deciding, and executing. These unwritten rules usually solidify fast, without any formal discussion.

❖ BUY-IN: ARE WE ALL COMMITTED TO SUCCESS?

- Buy-in happens when team members have a team-first, not a me-first, attitude. High-performance teams are committed to team goals, roles, and rules, and they're motivated to get necessary, day-to-day tasks done.



The Rocket Model(Cont.)

❖ RESOURCES: DO WE HAVE THE RESOURCES NEEDED?

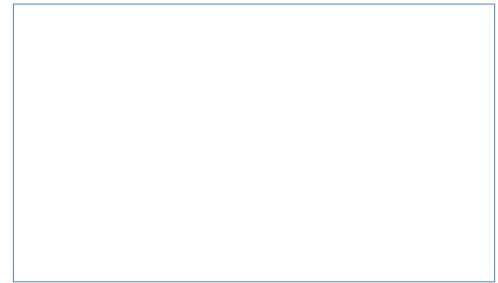
- Early on, teams need to figure out what resources are necessary for meeting their goals, and leaders may have to lobby key stakeholders to get those needs met.

❖ COURAGE: HOW DO WE WORK THROUGH DISAGREEMENTS?

- The team members cultivate the necessary courage to raise difficult issues, while developing effective ways to work through disagreements and find solutions.

❖ RESULTS: ARE WE ACHIEVING OUR GOALS?

- Effective teams keep their eye on the prize. They measure results against mission, regularly track progress, learn from successes and failures, and devise ways to continue improving delivery.



<http://www.therocketmodel.com/what-is-rocket-model>

How the Rocket Model helps leaders create superior teams

- Each of the seven components of the Rocket Model can be framed as a question. For example, the question for mission asks, 'Why are we here?' And for buy-in, 'Are we all committed to success?'
- To answer these questions, team members complete a questionnaire called the Team Assessment Survey (TAS-II). As team members provide personalized feedback in the survey, team strengths and weaknesses along all eight (including context) dimensions of the model are exposed.
- Leaders can then act to improve the weak areas.



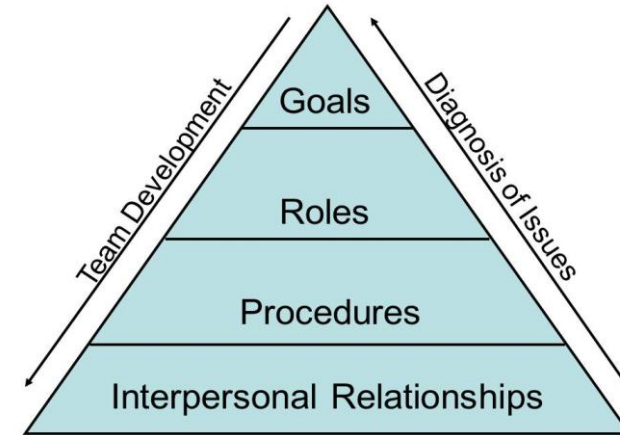
<https://www.winsborough.co.nz/blog/introducing-the-rocket-model>



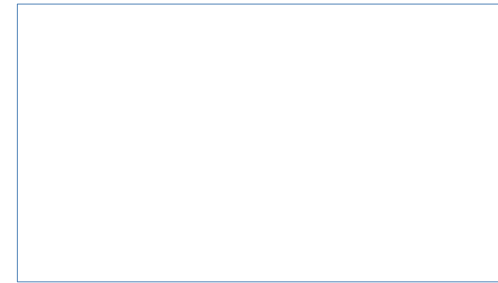
GRPI Model of Team Effectiveness

- This model of team effectiveness was proposed by Rubin, Plovnick, and Fry as early as 1977. GRPI stands for Goals, Roles, Processes, and Interpersonal relationships. This model outlines four parts.
- Goals:** well-defined objectives and desired results, plus clearly communicated priorities and expectations
 - Roles:** well-defined responsibilities and acceptance of a leader
 - Processes:** clear decision-making processes as well as work procedures
 - Interpersonal relationships:** good communication, trust, and flexibility

<https://www.wrike.com/blog/6-different-team-effectiveness-models/>



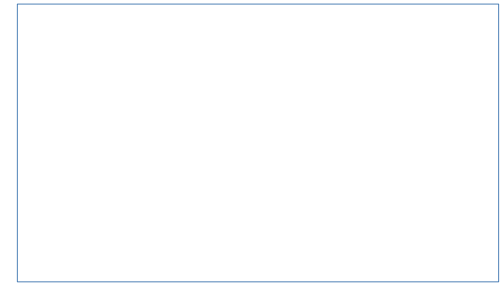
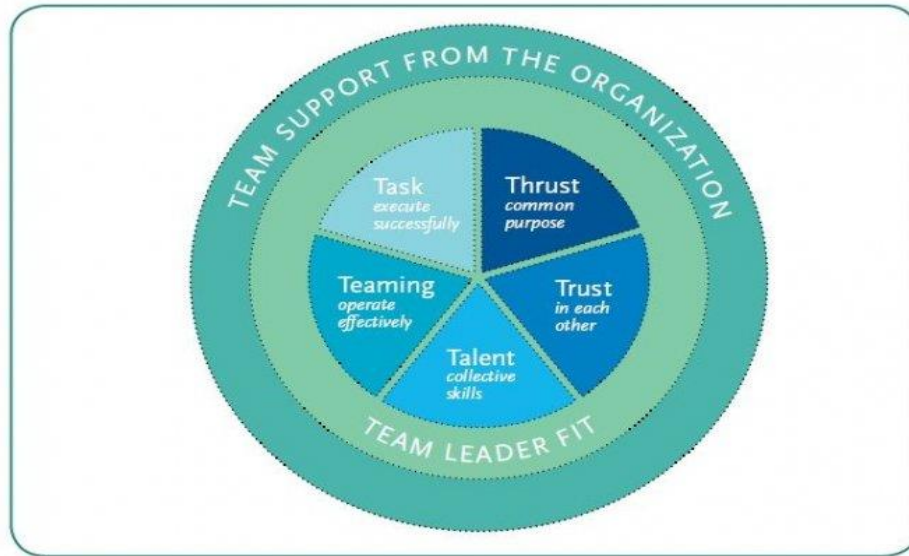
GRPI Model, Beckhard, 1972



The T7 Model of Team Effectiveness

- In 1995, Michael Lombardo and Robert Eichinger developed the T7 Model to define what factors affect team effectiveness. They identified five internal and two external factors, all starting with "T," hence the name, T7 model.

The T7 Model of Team Effectiveness



<https://web-static.wrike.com/blog/content/uploads/2016/12/6-Different-Team-Effectiveness-Models-to-Understand-Your-Team-Better-4.jpg?av=9fb7d54b8e144fe441189758d4e08a23>

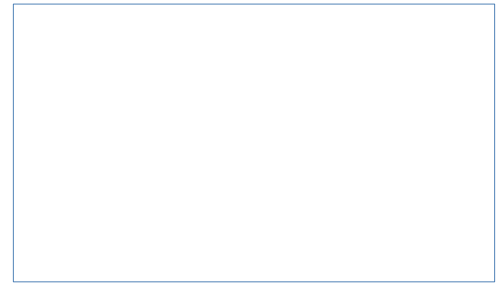
The T7 Model of Team Effectiveness(Cont.)

The internal team factors are:

- **Thrust:** a common objective or goal
- **Trust:** the knowledge that your team has your back
- **Talent:** skills to do the job
- **Teaming skills:** the ability to function as a team
- **Task skills:** the ability to execute tasks

The external team factors are:

- **Team leader fit:** whether the leader works well with the team
- **Team support from the organization:** how the organization enables the team to work



<https://www.wrike.com/blog/6-different-team-effectiveness-models/>

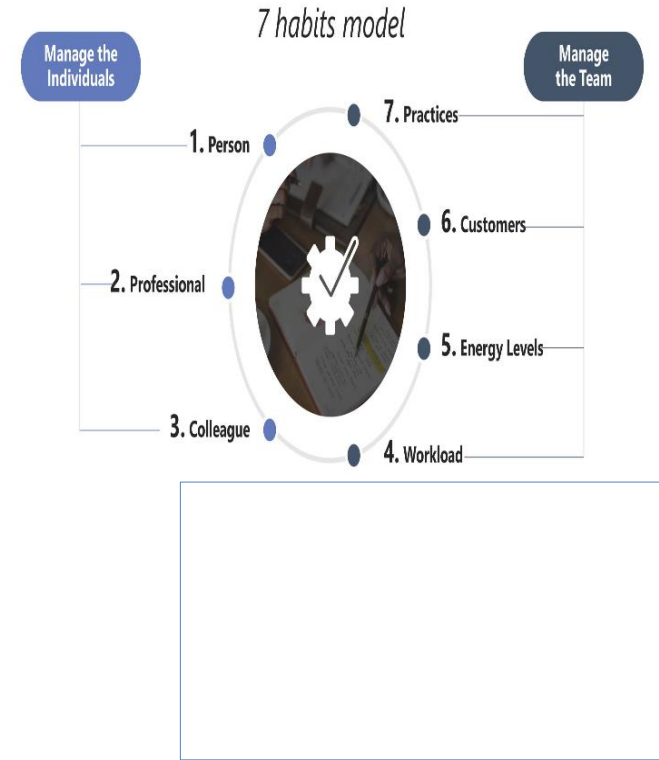
7 Habits of Highly Successful Team Leaders

Aspect

Operational Team Leadership

Why and When do you need this Model

- The 7 Habits model helps you successfully juggle the multiple dimensions which ensure a team stays ambitious, motivated, learning, supportive and performing. Without such a model, especially when you find yourself under pressure as a leader, it is likely you will fixate on a couple of the more urgent dimensions but neglect the others. You may deliver your project but destabilize your team and damage your reputation as a team leader!



https://businesssimulations.com/literature/files/whitepaper-leadership-playbook/model_1.png

7 Habits of Highly Successful Team Leaders(Cont.)

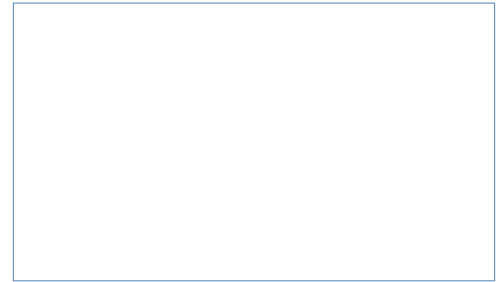
The Bare Essentials

Effective team leaders manage the team individuals as:

- People
- Professionals
- Colleagues (team members)

They also support and manage the whole team's:

- Workload
- Energy Levels
- Customers
- Practices



<https://businesssimulations.com/white-papers/the-7-habits-of-highly-successful-team-leaders>

How can you build and develop a high performing team?

- Make communication a priority
- Set SMART objectives
- Tackle conflict
- Understand where you are currently - and where you want to be
- Make sense of emotional intelligence
- The foundation of any successful team is trust
- Feedback is a gift



The Art Of Leading High-Performing Teams

❖ Get To Know Your People.

- The art of developing and leading a high-performing team begins with connection and conversation. Whenever possible, spend some time talking with and taking a genuine interest in the individuals on your team.

❖ Build Your People.

- Leaders build their people. High-achieving individuals with a common vision create high-performing teams.



<https://rondepinho.com/wp-content/uploads/2020/09/healthcare-leader-art-500.jpg>

The Art Of Leading High-Performing Teams(Cont.)

❖ Provide Specific, Timely, Actionable Feedback.

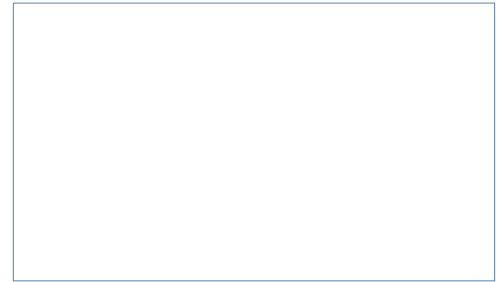
- Although you may not be able to connect with your team more than 15-20 minutes in a day, it is important to check in with your team members on a regular one-to-one basis.

❖ Lead With Vulnerability.

- Share stories of how you became a more decisive leader, dealt with uncertainty and developed interpersonal relationships.

❖ Navigate Change Through Conversation.

- Businesses and organizations are constantly changing to meet demands, evolve and grow.



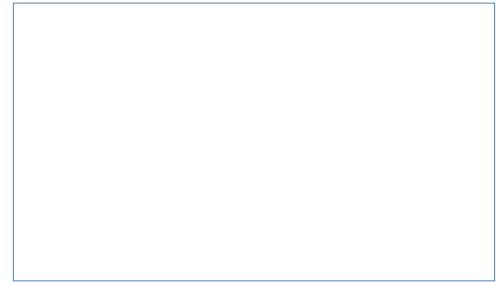
<https://www.forbes.com/sites/forbescoachescouncil/2020/09/03/the-art-of-leading-high-performing-teams/?sh=4a05745962e1>



Case Study: Smart Teams and Dumb Teams

Have you noticed that some teams seem to be smart, while others seem, um, dumb? This characteristic has nothing to do with the average IQ of the team members but instead reflects the functionality of the whole team. Teams that are synergistic excel in logical analysis, brainstorming, coordination, planning, and moral reasoning. And teams that are dumb? Think of long unproductive meetings, social loafing, and interpersonal conflicts.

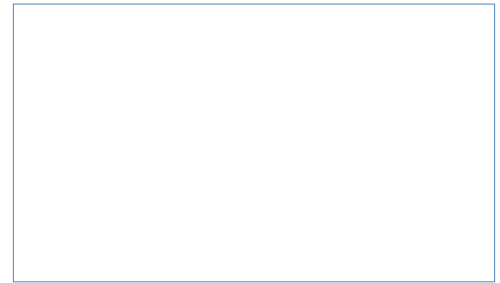
You might be remembering a few teams you've witnessed that are in the dumb category, but we hope you can think of a few that excelled. Smart teams tend to be smart in everything for any task, they will find a work able solution. But what makes them smart?



Case Study: Smart Teams and Dumb Teams

Researchers in a Massachusetts Institute of Technology (MIT) study grouped 697 subjects into teams of 2 to 5 members to solve tasks, looking for the characteristics of smart teams (they weren't all smart). Here are the findings:

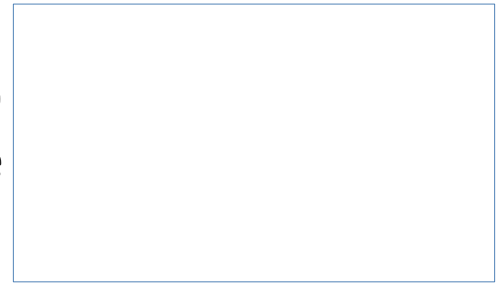
1. Smart teams did not allow individual members to dominate. Instead, there were more equal contributions from members than in other teams.
2. Smart teams had more members who were able to read minds. Just kidding! But the members were able to read complicated emotions by looking into the eyes of others. There is a test for this ability called Reading the Mind in the Eyes.



Case Study: Smart Teams and Dumb Teams

3. Smart teams had more women. It's not that smart teams had more gender equality; these teams simply had more women. This result might be partly due to the fact that more women scored higher in the Reading the Mind in the Eyes test.

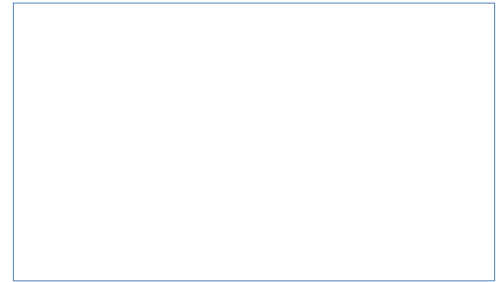
The researchers recently replicated the study using 68 teams and again found that some teams were smarter than others. This study added a new angle to the research: How would teams working in person differ from teams working online? Surprisingly, there was little difference: All smart teams had more equal member communication (and plenty of it) and were good at emotion reading. When the online collaborators could not see each other,



Case Study: Smart Teams and Dumb Teams

They practiced theory of mind, remembering and reacting cues they were able to detect through any mode of communication. Theory of mind is related to emotional intel to the emotional intelligence (EI). When we have the opportunity to hand-pick team members, we can look for those who listen as much as they speak, express empathy, and remember what others tell them about themselves. For teams to which we are assigned we can seek these attributes in others and help guide the team toward its best self. As for IQ? Here's the good news

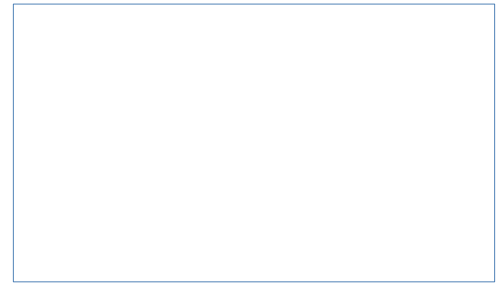
Recent research indicates that our membership in a team actually makes us smarter decision makers as individuals!



Case Study: Smart Teams and Dumb Teams

Questions:

1. From your experiences in teams, do you agree with the researchers' findings on the characteristics of smart teams? Why or why not?
2. On the highly functioning teams in which you've been a member, what other characteristics might have contributed to success?
3. The authors who suggested that membership in a team makes us smarter found that teams were more rational and quicker at finding solutions to difficult probability problems and reasoning tasks than were individuals. After participation in the study, team members were much better at decision making on their own, even up to 5 weeks later. Do you think this spillover effect would happen equally for people in smart teams and dumb teams? Why or why not?



Research Paper



Team Performance Management
Vol. 13 No. 1/2, 2007
pp. 34-46
© Emerald Group Publishing Limited
1352-7592
DOI 10.1108/13527590710736716

The Dynamic Organic Transformational (D.O.T.) team model for high-performance knowledge-worker teams

Hettie S. Courtney

NASA/Goddard Space Flight Center, Greenbelt, Maryland, USA

Ernelyn Navarro

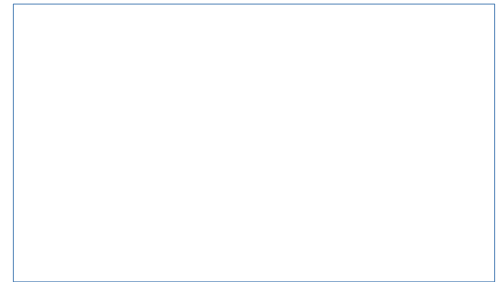
St Mary Medical Center, Apple Valley, San Bernardino, California, USA, and

Carrie A. O'Hare

Stuyvesant Town Court, Stuyvesant, New York, USA

Purpose

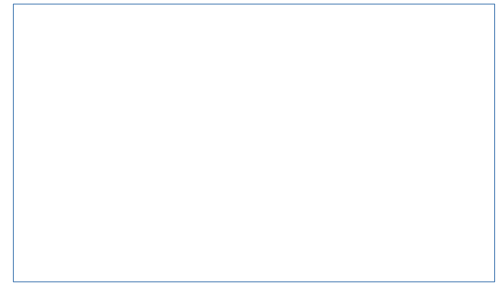
This paper aims to explain the dynamics of the five dimensional Dynamic Organic Transformational (D.O.T.) Team Model for knowledge-workers to use in achieving high performance.



Design/methodology/approach

The D.O.T. Team Model is a dynamic team model developed to integrate and expand key concepts from open systems – contingency and dynamic congruence, transformational leadership, and learning organizations. The five dimensions of the D.O.T. Team Model consist of purpose, people, partnerships, process, and performance.

The D.O.T. Team Model is most applicable where subjective measures are used for high performing teams. This model transcends the existing team performance theory and provides a basis for future researchers to build onto the continuing evolutionary changes in team performance.

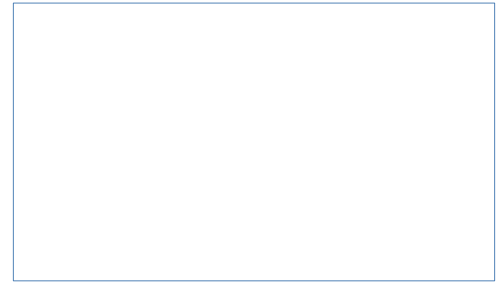


Findings

The D.O.T. Team Model is a comprehensive and holistic approach for knowledge-workers to achieve high performance. This model is grounded in theory and by applying the five dimensions (purpose, people, partnerships, process, and performance) this model enables optimum fit with a high-performance team's organization and environments – allowing knowledge-worker members to effectively respond to dynamic changes and enhance its team and organizational performance.

Practical implications

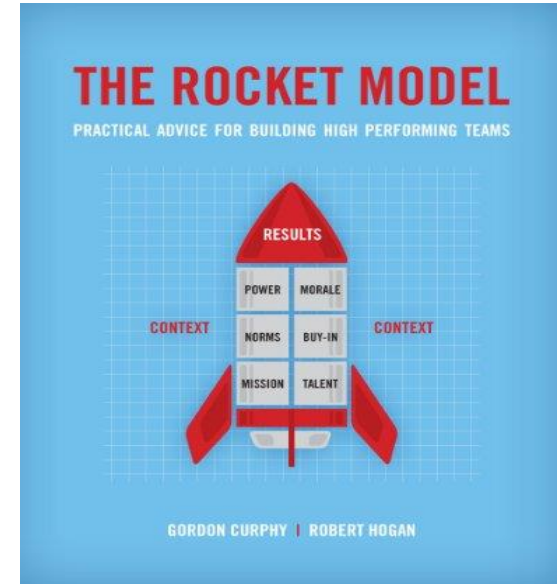
The article is particularly relevant to practicing knowledge-worker leaders and team members that operate in a dynamic environment requiring a high-performance team that can rapidly adapt and respond to change. The D.O.T. Team Model creates an understanding of the organizational and environmental dynamics necessary to achieve a high-performance team capable of operating in this dynamic environment.



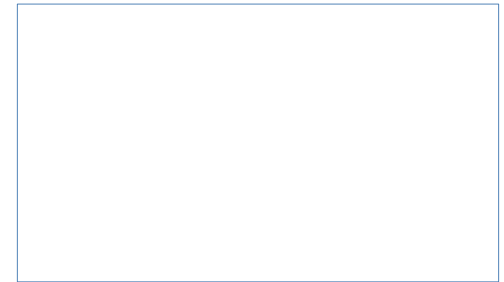
BOOK RECOMMENDATION

The Rocket Model: Practical Advice for Building High Performing Teams

Authors: Gordon Curphy
Publisher: Hogan Press (30 May 2012)
Language: English
Paperback: 198 Pages
ASIN : B00885Z0MC



https://www.amazon.in/Rocket-Model-Practical-Building-Performing-ebook/dp/B00885Z0MC/ref=sr_1_1?dchild=1&keywords=building+high+performance+team+rocket+model&qid=1632334743&sr=8-1

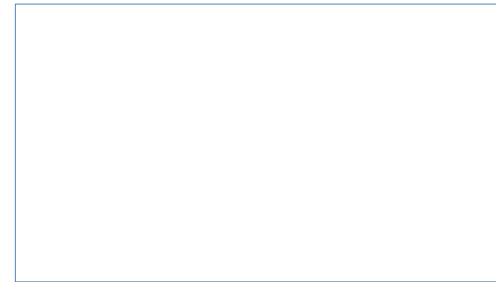
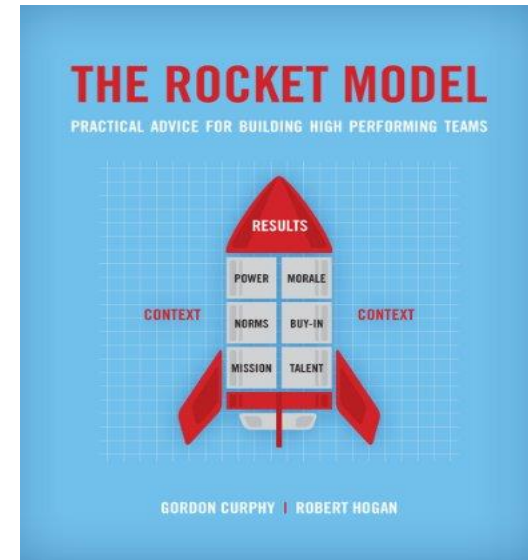


BOOK RECOMMENDATION

Humanity's greatest accomplishments, from building the pyramids in Egypt to exploring the outer reaches of the universe, are the result of group effort. In business, high-performing teams can achieve superior results to individuals. Teams are also susceptible to countless forms of dysfunction, and, if poorly managed, even the most talented groups can fall flat.

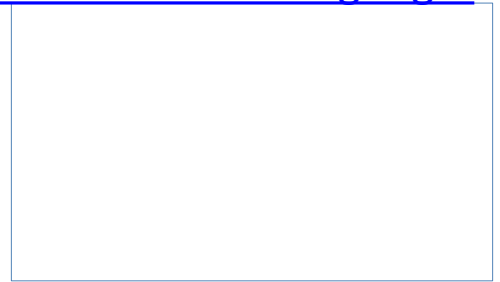
Written by industry iconoclasts Drs. Gordon Curphy and Robert Hogan, *The Rocket Model* taps research and experience by the world's leading experts on human behavior, leadership, and team dynamics to create a practical model for building and managing high-performing teams.

https://www.amazon.in/Rocket-Model-Practical-Building-Performing-ebook/dp/B00885Z0MC/ref=sr_1_1?dchild=1&keywords=building+high+performance+team+rocket+model&qid=1632334743&sr=8-1



References

- <https://www.forbes.com/sites/forbeshumanresourcescouncil/2020/09/16/14-characteristics-of-high-performing-teams/?sh=277415f216c6>
- <http://www.therocketmodel.com/what-is-rocket-model>
- <https://www.winsborough.co.nz/blog/introducing-the-rocket-model>
- <https://www.wrike.com/blog/6-different-team-effectiveness-models/>
- <https://businesssimulations.com/white-papers/the-7-habits-of-highly-successful-team-leaders>
- <https://www.thomas.co/resources/type/blog/how-to-build-high-performance-teams>
- <https://www.forbes.com/sites/forbescoachescouncil/2020/09/03/the-art-of-leading-high-performing-teams/?sh=4a05745962e1>



References

- Hughes, R. L., Ginnette, R. C., & Curphy, G. J. (2012). LEADERSHIP: enhancing the lessons of experience. In *LEADERSHIP: enhancing the lessons of experience*.
- Robbins, S. P., & Judge, T. (2007). Organizational behavior. Upper Saddle River, N.J: Pearson/Prentice Hall.
- Courtney, H.S., Navarro, E. and O'Hare, C.A. (2007), "The Dynamic Organic Transformational (D.O.T.) team model for high-performance knowledge-worker teams", *Team Performance Management*, Vol. 13 No. 1/2, pp. 34-46. <https://doi.org/10.1108/13527590710736716>



Thank You

