



Outstanding Leadership Programme Module 9: High Performing Teams

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Centre for Charity Effectiveness
Intellectual leadership: developing talent, enhancing performance

www.cass.city.ac.uk/cce

Checking in

- What have you made use of from the previous module on resilience and wellbeing?
- Any top tips and/or fuels to share that you've thought of since we were last together?
- What insights do you have to share from the *Vital Friends* exercise?

Jamboard!

- Make a note of your room number before you go there
- Copy the link from chat before you leave
- Find the screen/frame that corresponds to your room number
- Treat it the way you would a real flipchart
- You can move and resize the post-its
- Keep an eye out for timings and the second part of the question
- We'll make a pdf afterwards
- Don't be stuck
- We can see you!



Thinking about your own experience of high performing teams:

What are the elements that make for a high performing team and...

Group 1:

*What is it that the **team leader** does that contributes to the team being high performing?*

Group 2:

*What is it that other **team members** do that contributes to the team being high performing?*



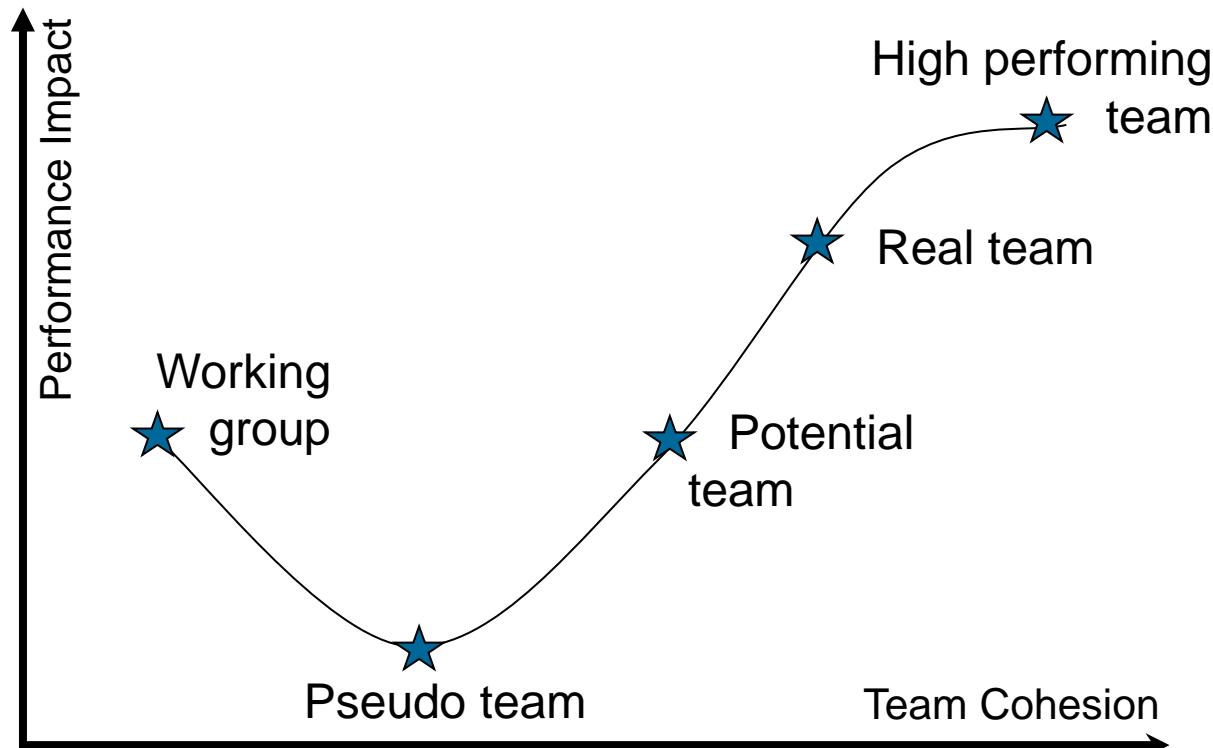
The Wisdom of Teams

Katzenbach and Smith

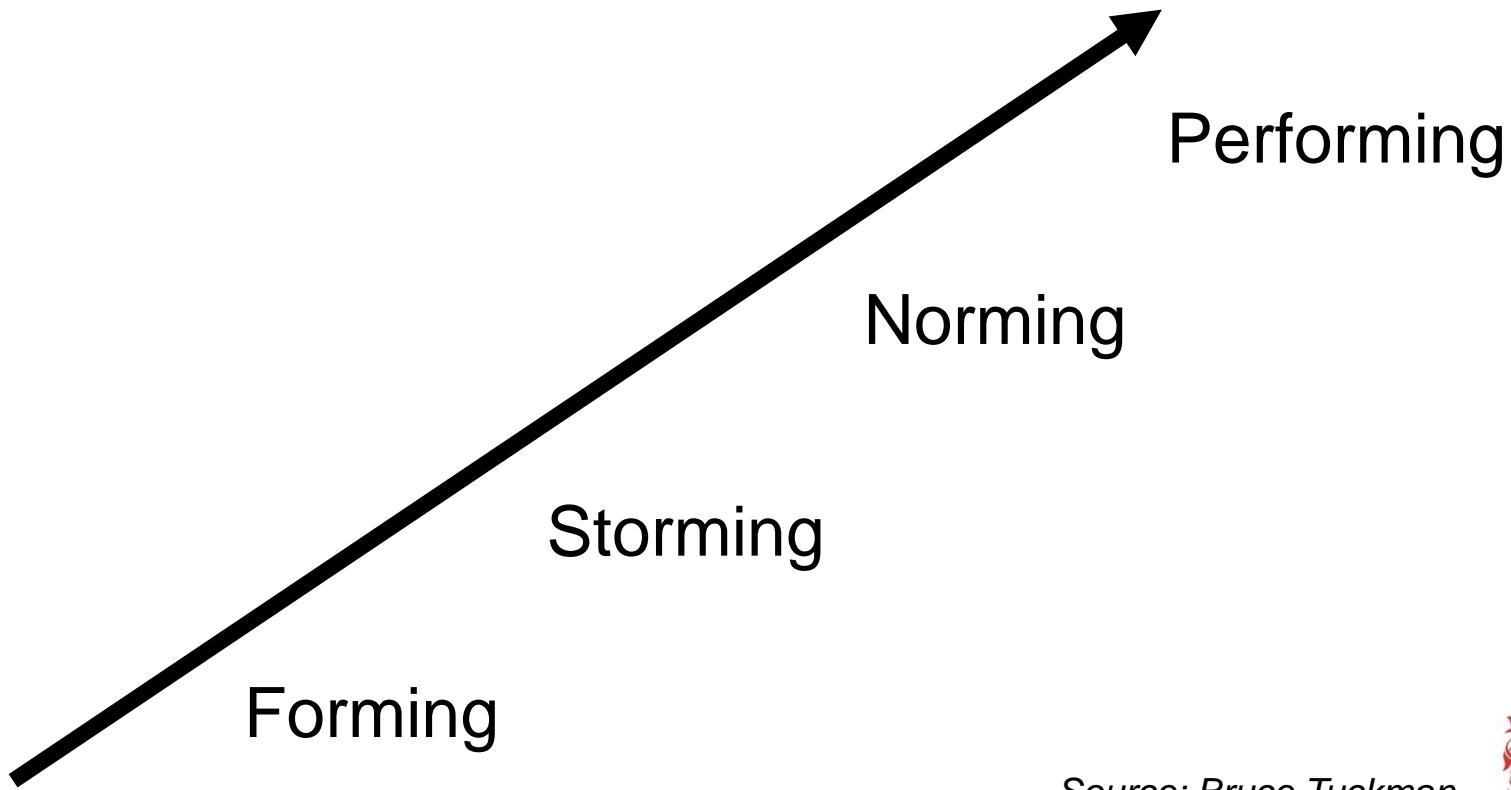
A small group of people with complementary skills who are committed to a common purpose, performance goals and approach for which they are mutually accountable



Team types

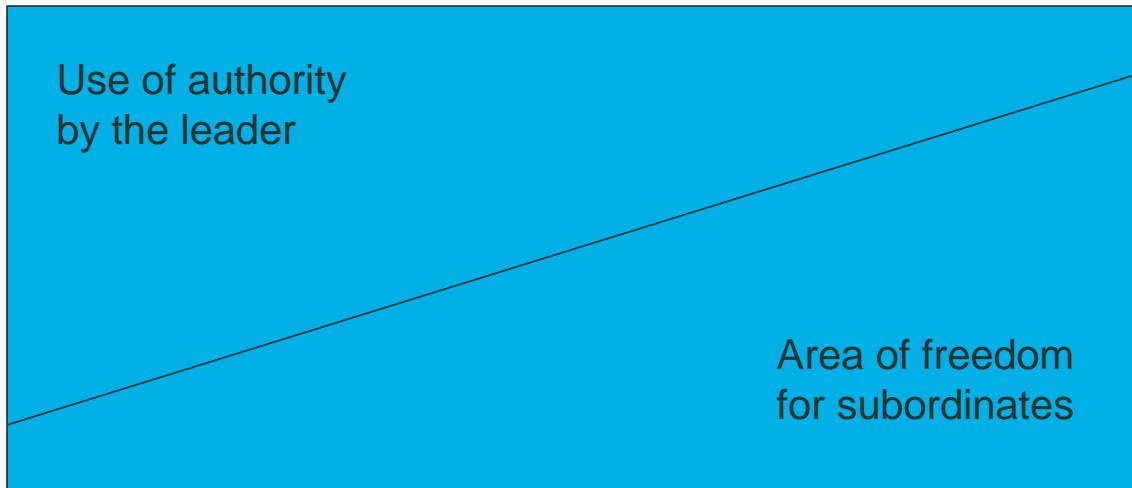


Stages of Development



Source: Bruce Tuckman

The leader's role:



Source: Tannenbaum and Schmidt



Changing more than a name

Forming

Storming

Norming

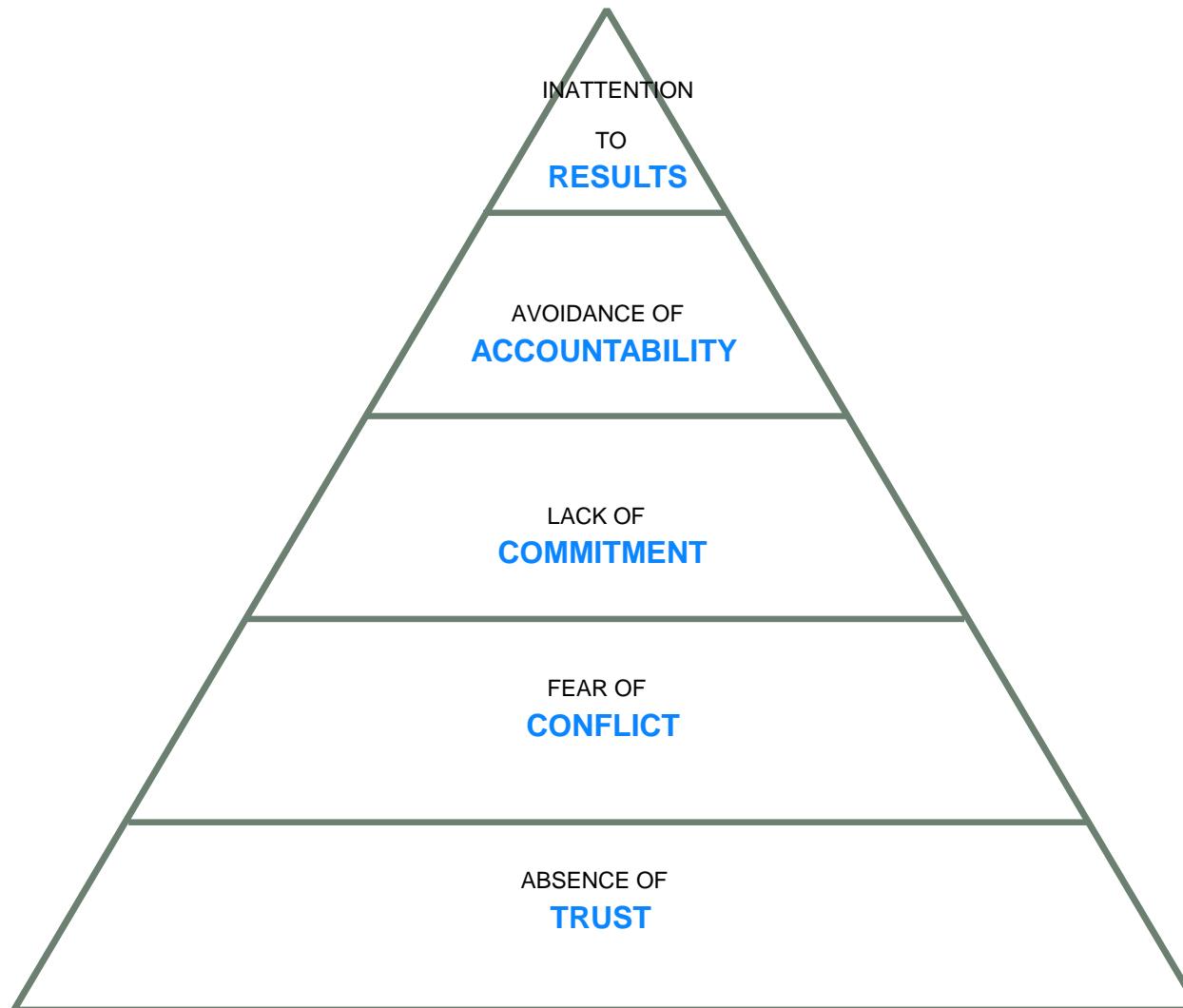
Performing

Use of
authority by
the leader

Area of
freedom for
subordinates

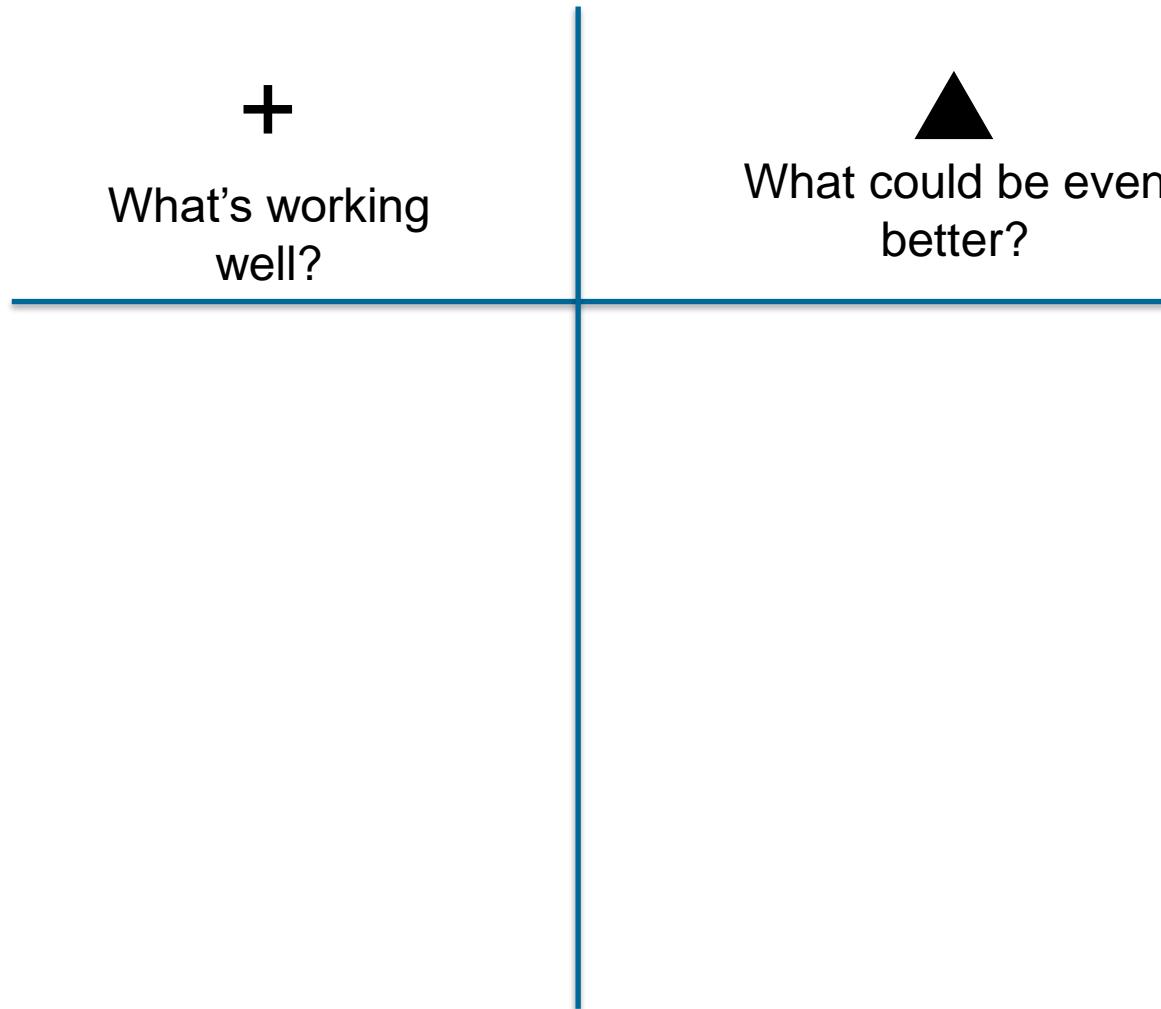
The Five Dysfunctions of a Team

(Lencioni)



Changing more than a name

Thinking about your home team, how are you doing in terms of being a high performing team?



Characteristics of high performing teams

- Clear sense of direction
- Talented members
- Clear and enticing responsibilities
- Reasonable and efficient operating procedures
- Constructive interpersonal relationships
- Active reinforcement systems
- Constructive external relationships

Characteristics of high performing teams

- Commitment
- Contribution
- Communication
- Co-operation
- Conflict management
- Change management
- Connections



Characteristics of high performing teams

- Small enough number
- Adequate levels of complimentary skills
- Truly meaningful purpose
- Specific goal or goals
- Clear working approach
- Sense of mutual accountability

Characteristics of high performing teams

Clear sense of direction

- Talented members
- Clear and enticing responsibilities
- Reasonable and efficient operating procedures
- Constructive interpersonal relationships
- Active reinforcement system
- Constructive external relationships

Commitment – energy, purpose

- Contribution – skills, initiative, involvement
- Communication – frequent, open, positive
- Co-operation – partnership, consensus
- Conflict management – ground rules, valuing, diversity
- Change management – risk-taking, creativity, innovation
- Connections – collaborations and boundaries

Truly meaningful purpose

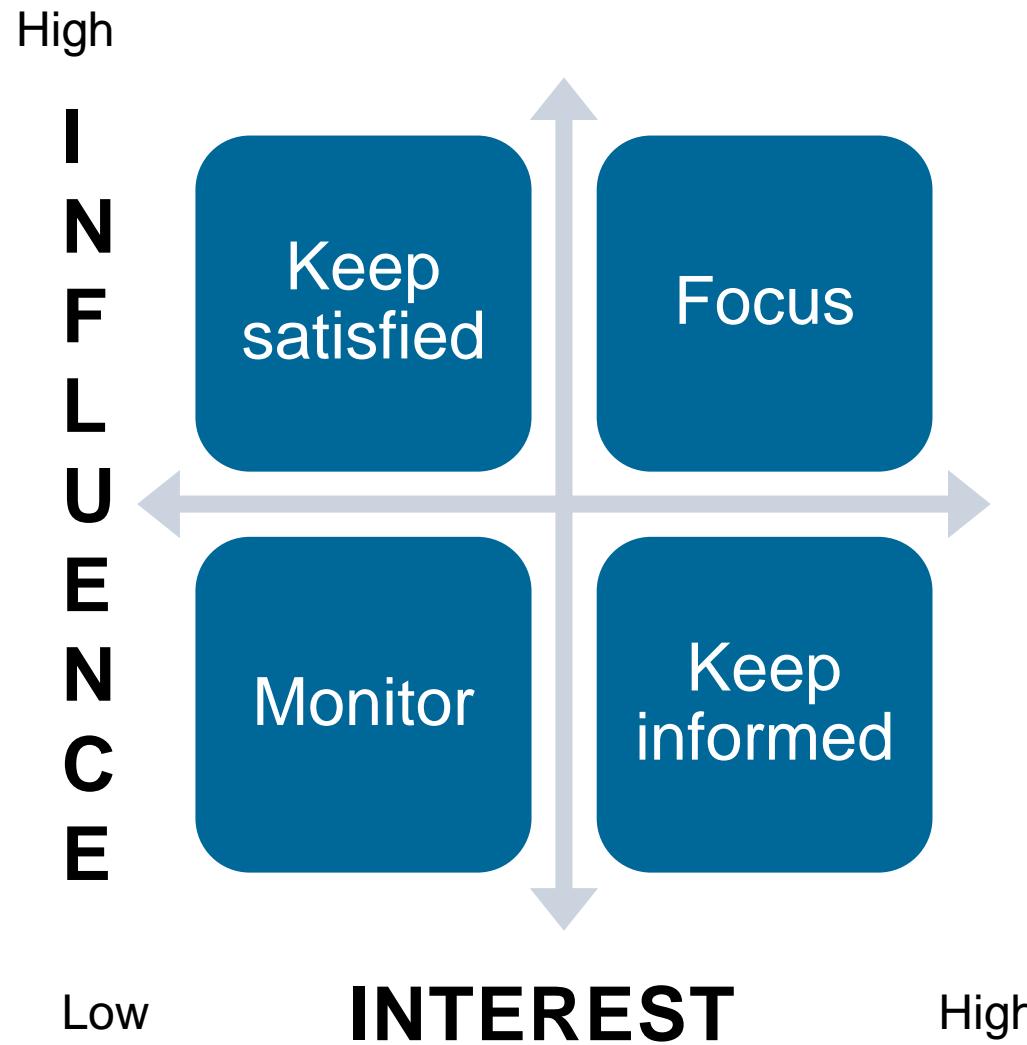
- Small enough number
- Adequate levels of complimentary skills
- Specific goal or goals
- Clear working approach
- Sense of mutual accountability

The Work Foundation's Outstanding Leadership research:

- Respectful, meaningful relationships that have the capacity to celebrate individuals' strengths whilst being part of a unified team
- A positive environment of support, collaboration and improvement
- A collective focus on the overall purpose that has the ability to unite everyone in their endeavours regardless of position.



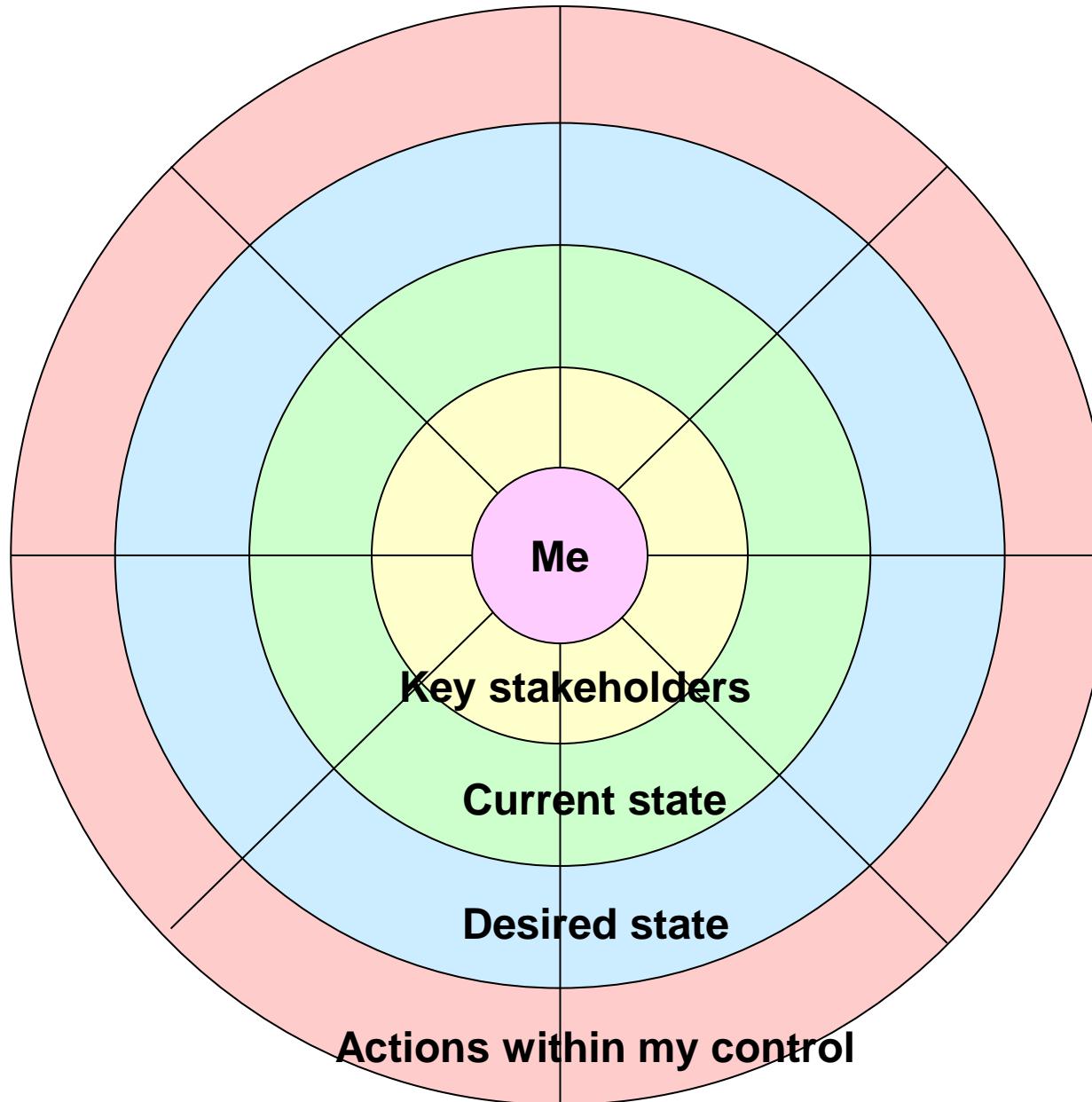
Stakeholder Analysis: Influence/Interest Grid Actions



Stakeholder analysis

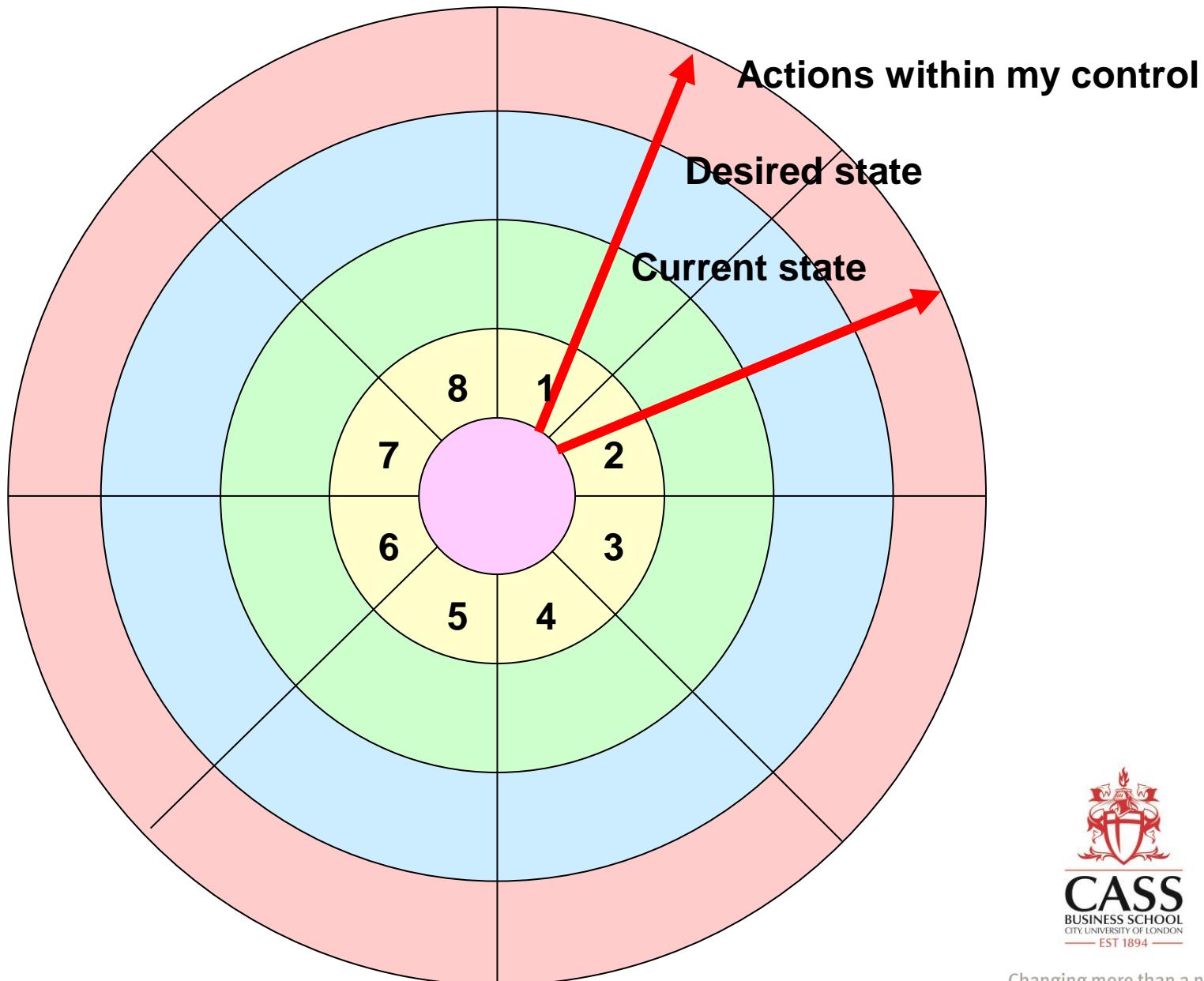
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Changing more than a name

Stakeholder analysis



Reflection...

- What's been particularly useful or interesting to you this morning?
- What might you use with your team members?
- What action(s) have you identified for yourself?



Thank you!

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