

High Performance Teams

A HOWTO guide

Agenda

1. Intro
2. Motivation: Why should you care?
3. Symptoms: Is your team sick?
4. Diagnosis: What sickness does it have?
5. Treatment: What will the doctor prescribe?

Part 1: Intro

Motivation

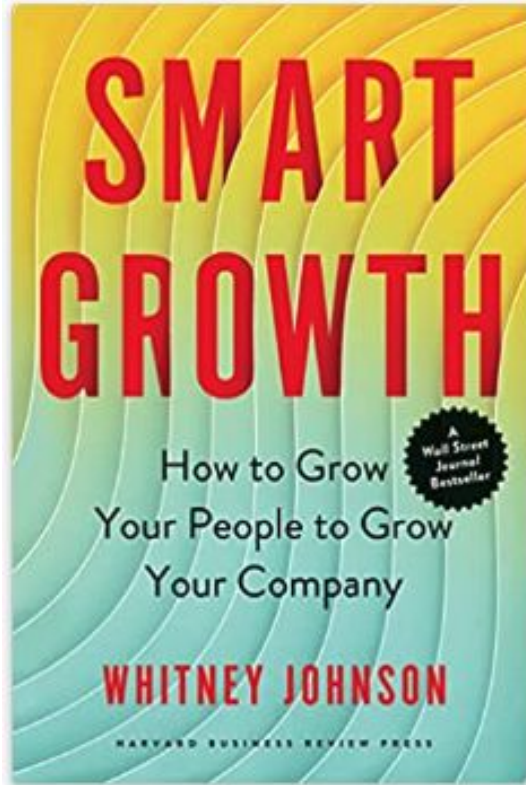
“Why have a *team*?”

Complementing Strengths/Weaknesses: 2x?

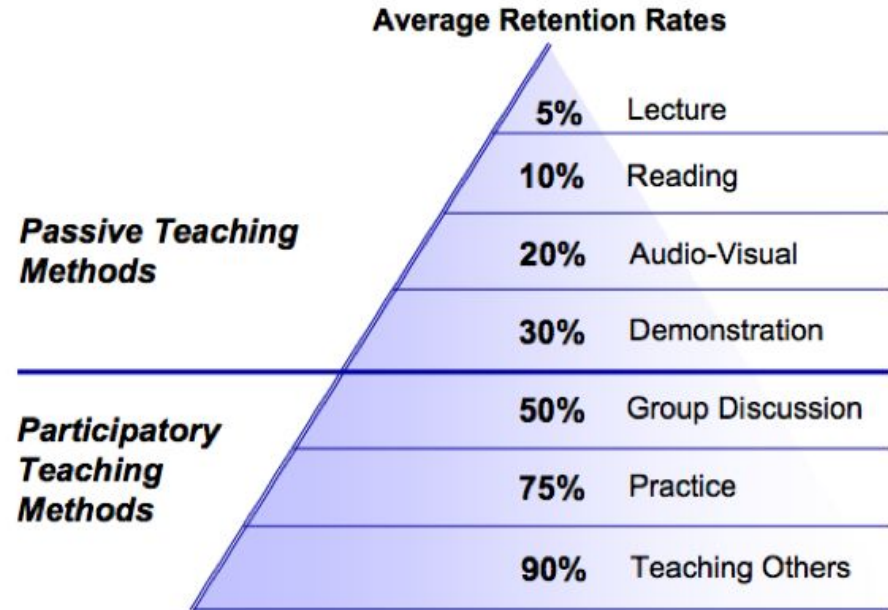


BLUE	GOLD
emotionally driven seeks harmony in groups enthusiastic creative sympathetic	loyalty driven respects rules and authority responsible organized appreciative
ORANGE	GREEN
short-term driven welcomes change and variety adventurous competitive impulsive	logically driven independent thinker focused efficient analytical

Learning Pyramid: 2x?

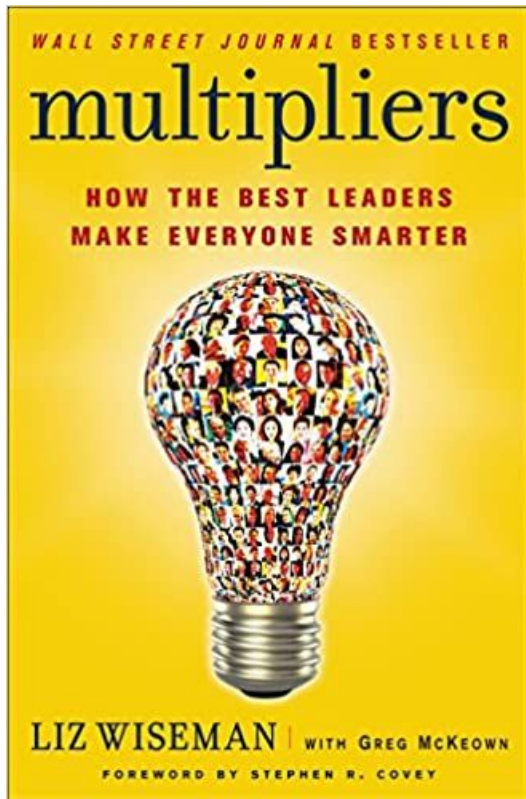


The Learning Pyramid*



*Adapted from National Training Laboratories. Bethel, Maine

Leadership Leverage: 2x?



Diminishers

See

*People won't figure it out
without me*

Do

Empire Builder
Hoard & underutilize talent

Tyrant
*Create stress that stops
thinking*

Know-It-All
Tell people what to do

Decision Maker
Decide (then debate)

Micromanager
Manage every detail

100%

48%

100%

95%

Multipliers

*People are smart
and will figure it out*

See

Do

Talent Magnet
Attract & optimize talent

Liberator
*Create space for best
thinking*

Challenger
Extend stretch challenges

Debate Maker
Debate (then decide)

Investor
*Instill ownership &
accountability*

Global Optimum: 2x-??

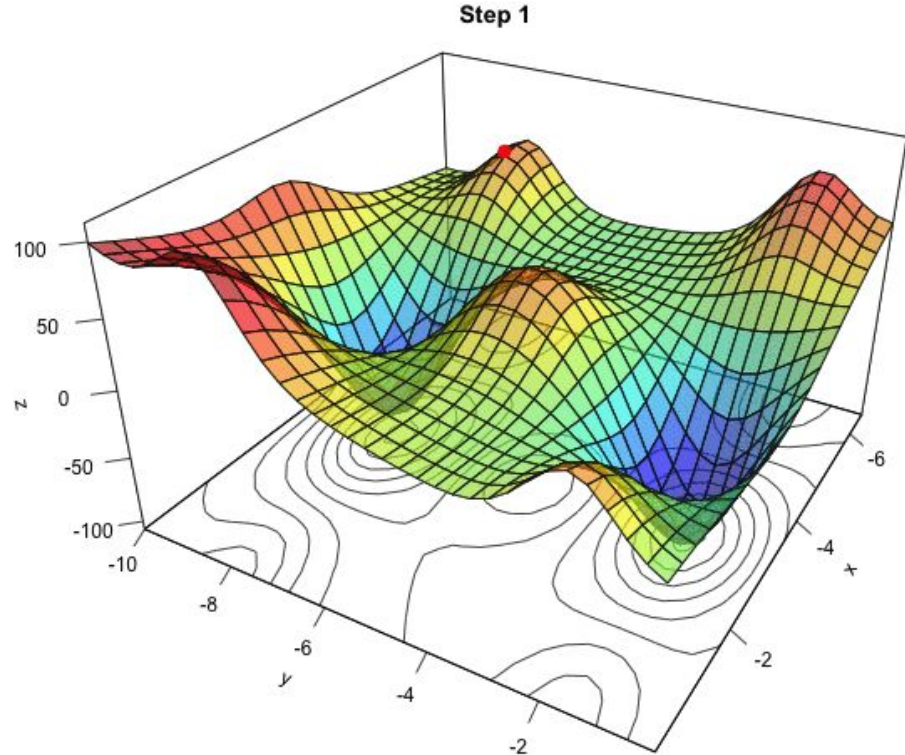
A NEW YORK TIMES BUSINESS BESTSELLER

"As entertaining and thought-provoking as *The Tipping Point* by Malcolm Gladwell. . . . *The Wisdom of Crowds* ranges far and wide."
—*The Boston Globe*

THE WISDOM OF CROWDS

JAMES
SUROWIECKI

WITH A NEW AFTERWORD BY THE AUTHOR



Teams are more effective

>10x impact with no additional people

Part 2: Symptoms

Lake Wobegon Effect

Example symptoms...

- Laptops open during meetings
- No standups, or standups are mechanical
- No social interactions, ever
- Lack of celebrations around 'wins'
- Lack of reflection around 'screw-ups'
- Excessive sarcasm
- "Wait-and-see" approach
- Unequal participation from individuals
- Lots of 1:1s or "leads meetings" behind closed doors
- No clear process for integrating new people (professionally + socially)
- Tons of meetings yet people complain about "lack of communication"
- No 'next milestone'
- No dates on bugs, projects, milestones...
- People going home early
- People going home late
- "I need work"
- No clear mission or purpose
- No honor
- No humor or laughter
- Others? Please contribute :)

“After climbing a great hill,
one only finds that there are
many more hills to climb.”

— Nelson Mandela



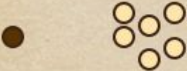


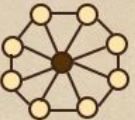
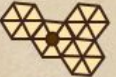
Part 3: Diagnosis

Symptoms should not be treated!

Stages of Individuals

Stages of Teams

5 Stages of Tribal Leadership

<p>Despairing Hostility</p>  <p>"Life sucks"</p>	<p>Apathetic Victim</p>  <p>"My life sucks"</p>	<p>Lone Warrior</p>  <p>"I'm great you're not"</p>	<p>Tribal Pride</p>  <p>"We're great they're not"</p>	<p>Innocent Wonderment</p>  <p>"We great so are they!"</p>
<p>Stage I</p> <p>Life, sucks, f---, break, can't, cut, whatever</p>	<p>Stage II</p> <p>Boss, life, try, can't give up, quit, sucks</p>	<p>Stage III</p> <p>I, me, my, job, did, do, have, went</p>	<p>Stage IV</p> <p>We, our, team, do, them, have, did it, commit, value</p>	<p>Stage V</p> <p>Same team, common goal, greater good</p>

THE 5 STAGES OF TRIBAL CULTURE

RELATIONSHIP TO PEOPLE

Team

**STAGE
5**

"LIFE IS GREAT"

Stable Partnership

**STAGE
4**

"WE'RE GREAT"

Personal Domination

**STAGE
3**

**"I'M GREAT
(AND YOU'RE NOT)"**

Separate

**STAGE
2**

"*MY* LIFE SUCKS"

Alienated

**STAGE
1**

"<ALL> LIFE SUCKS"

BEHAVIOR

Innocent Wonderment

the language revolves around infinite potential and how the group is going to make history - not to beat a competitor, but because doing so will make a global impact. this group is in competition with what's possible, not with another tribe

Tribal Pride

people are fully themselves, & everyone seems happy, inspired, & genuine; the culture emphasizes shared core values and interdependent strategies; a 'we're great' tribe always has an adversary, & the bigger the foe, the more powerful the tribe

Lone Warrior

knowledge is power, so people hoard it; they have to win, and winning is personal; the mood is one of wanting help and support, yet being continually disappointed that others "don't have their ambition or skill"

Apathetic Victim

people are passively antagonistic; seen it all before and watched it fail; quietly sarcastic and resigned; judging, yet never interested enough to spark any passion

Undermining

people are despairingly hostile, banding together to get ahead in a violent and unfair world

**% OF
ORGS**

2%

22%

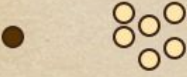


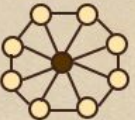

49%

25%

2%

Part 4: Treatments

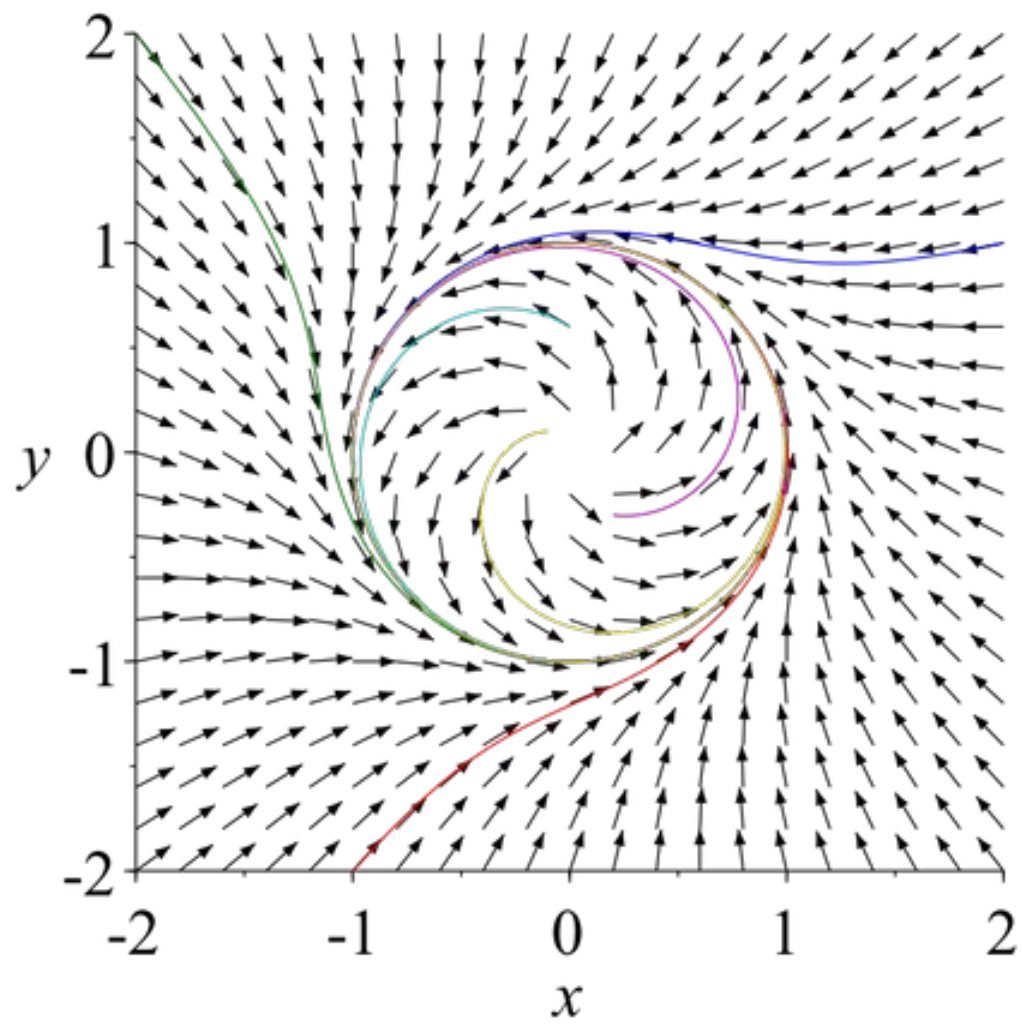
5 Stages of Tribal Leadership

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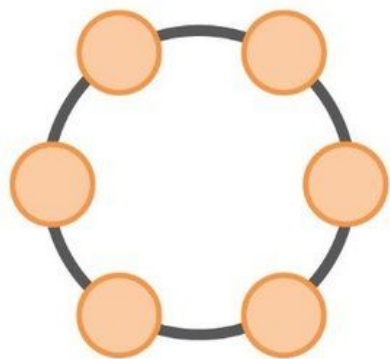
With permission from
Tribal Leadership by Dave Logan, John King & Halle Fisher-Wright

Before you start...

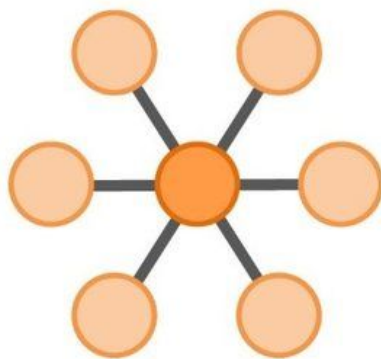




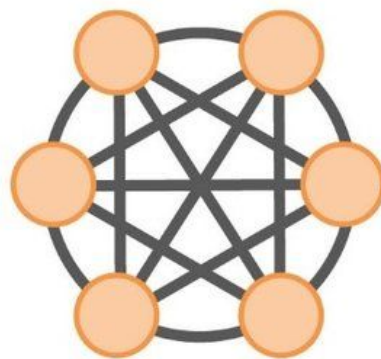




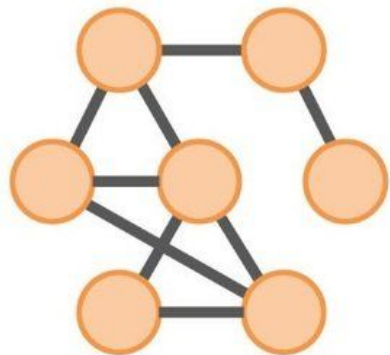
(D) Ring



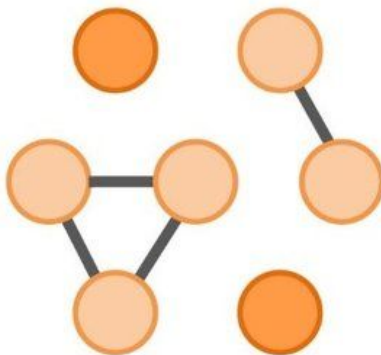
(E) Hub-and-spoke



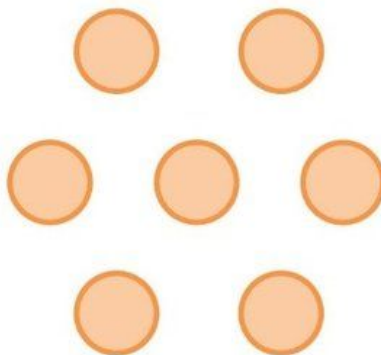
(F) Fully connected
mesh



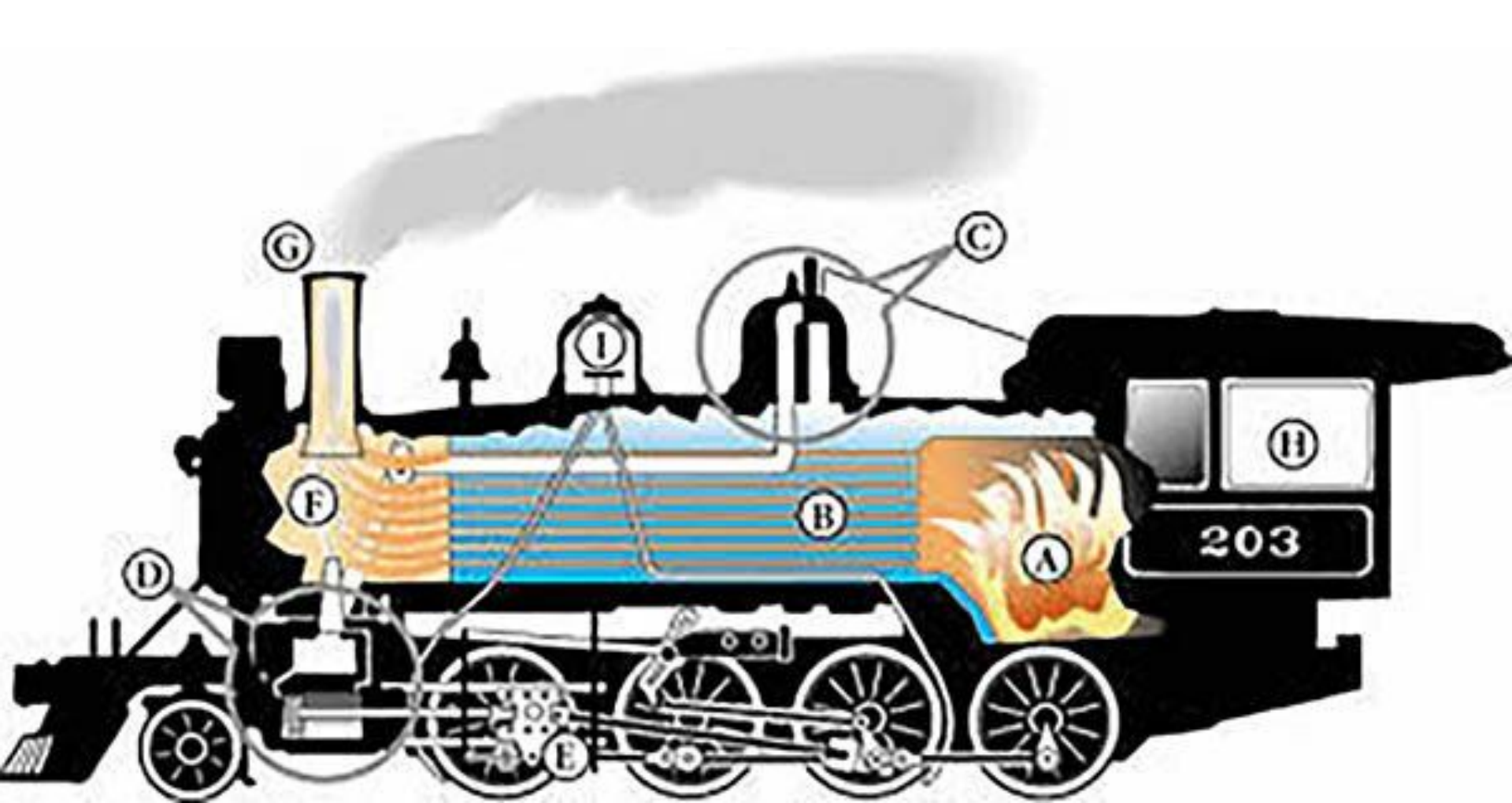
(G) Partial mesh

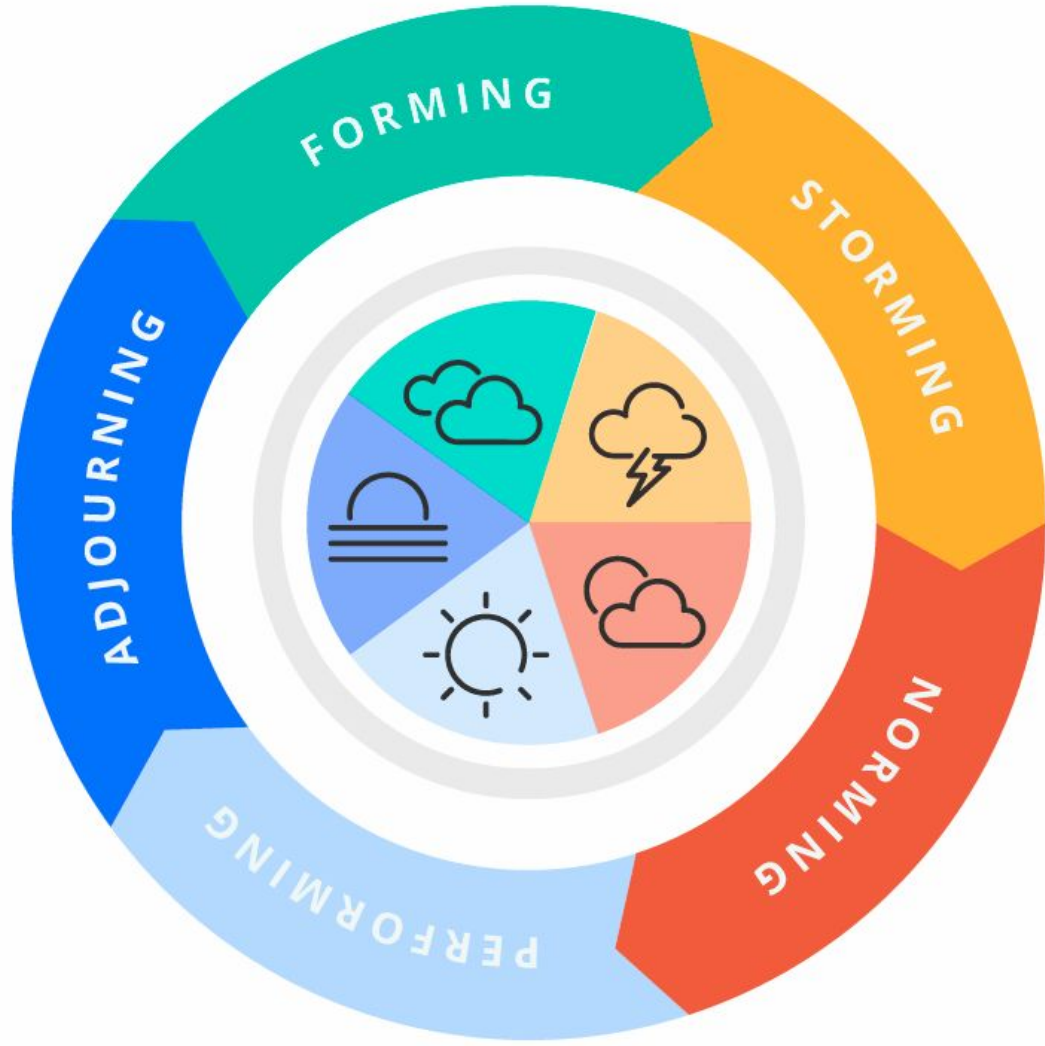


(H) Multiple incomplete
networks



(I) No connections





Tackle the Dysfunctions

NEW YORK TIMES BEST-SELLER

The FIVE DYSFUNCTIONS of a TEAM

A LEADERSHIP FABLE



PATRICK LENCIONI

AUTHOR OF THE NATIONAL BEST-SELLER *THE ADVANTAGE*

The 5 Dysfunctions of a Team



Don't f*** it up

WHY DID YOU DISBAND THE TECHNOLOGY TASK FORCE? THEY WERE CRITICAL.



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I DIDN'T. I JUST REPLACED THE PEOPLE AND CHANGED THE MISSION.



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THAT SOUNDS A LOT LIKE DISBAND-ING IT.



REALLY? I WAS HOPING IT DIDN'T.



Part 5: Success!

APPENDIX

What is a leader's job?



Shared Responsibility

Flow

Trust

Culture

Pride/Honor

Planting seeds...
...and seeing what grows



Situational Approach To Leadership

Managerial Leadership Styles

