



# **“Creating a High Performance Team”**

Entrepreneurship FCT  
4th of February 2019



# **The World today**



# The world today

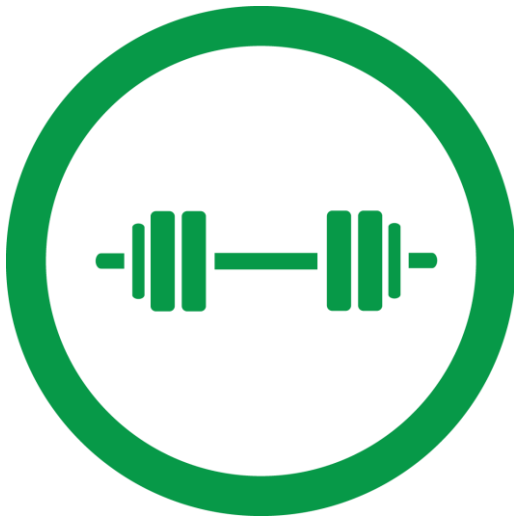
- Digital transformation is sweeping the business landscape
- High complexity because of speed of change and interdependence (VUCA)
- World Wide Leadership Deficit
- High longevity and 5 cohorts of people in the marketplace



# Competences for the XXI Century



# We used to value physical strength.

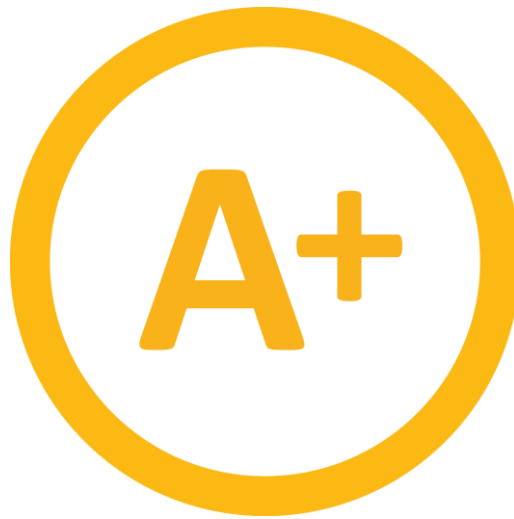


**BRAWN**





**In the 20th century,  
IQ mattered most.**



**BRAINS**



## In the 1980s Technology shifted our focus.



**COMPETENCIES**

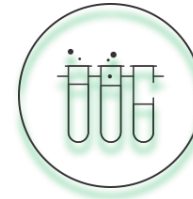


# A robust skill-set



## ***Mental Agility***

People who think through problems from a fresh point of view and are comfortable with complexity, ambiguity, and explaining their thinking to others.



## ***Change Agility***

Describes people who are curious, have a passion for ideas, like to experiment with test cases, and engage in skill building activities.



## ***Results Agility***

People who get results under tough conditions, inspire others to perform beyond normal, and exhibit the sort of presence that builds confidence in others.



## ***Self-Awareness***



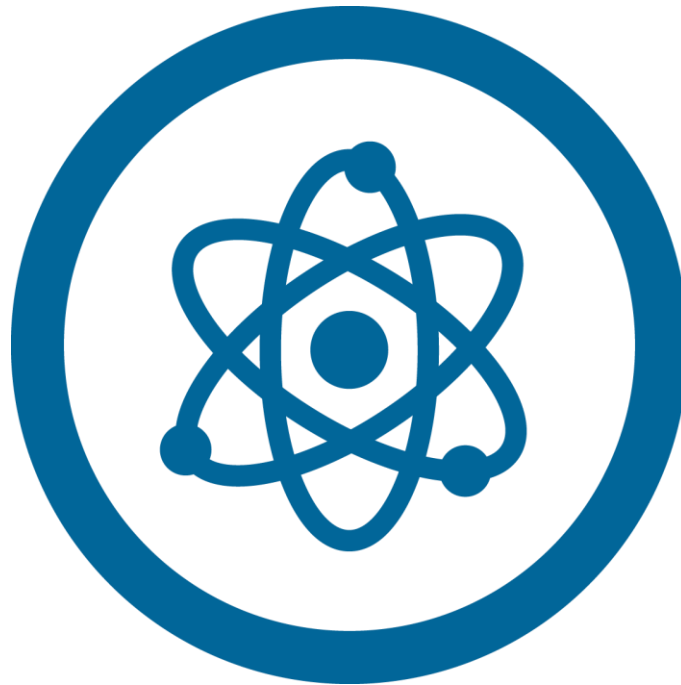
## ***People Agility***

People who know themselves well, learn from experience, treat others constructively, and are cool and resilient under the pressures of change.





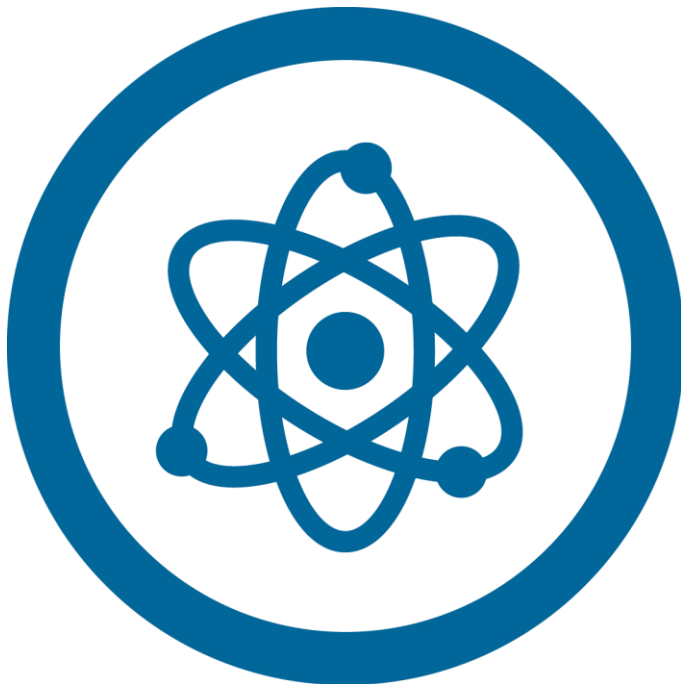
# What Matters Today?



**POTENTIAL**



# POTENTIAL



So the question is not whether  
you have the right skills;  
It's whether you have the  
**POTENTIAL TO LEARN** new  
ones.



**POTENTIAL** *is the capacity to adapt,  
evolve and grow to roles and environments  
increasingly complex!*

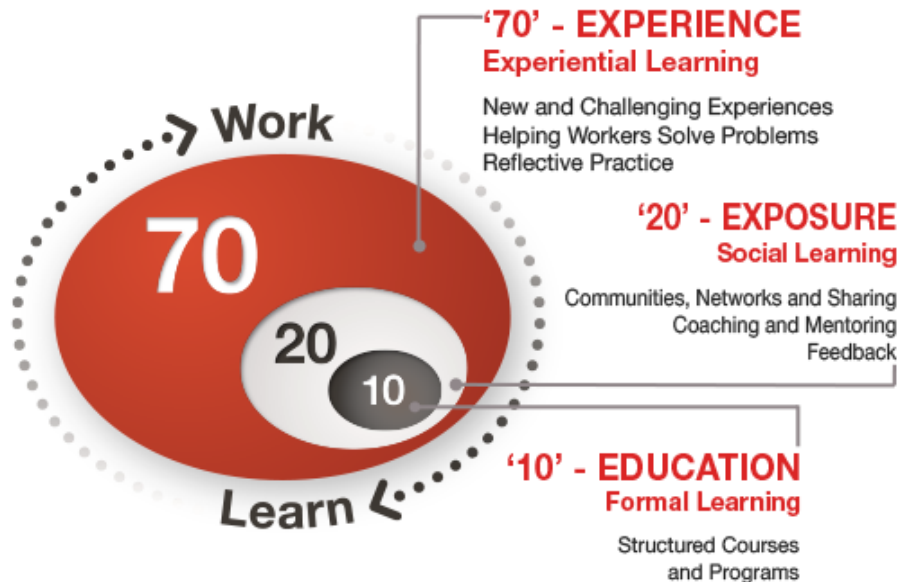


## **New Mindset**



# 70: 20:10 New Learning Paradigm

You learn everywhere, You learn through experience & self-reflection,  
You learn with others, You learn at any moment, in every context of  
your life.



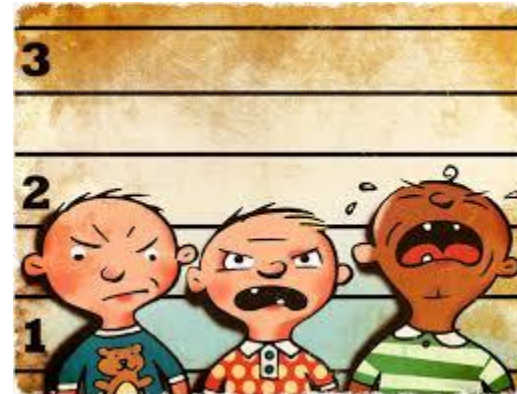
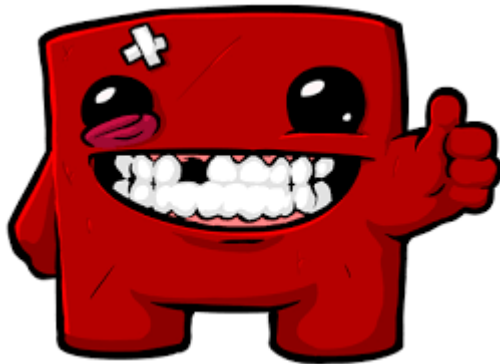
- 70% from challenging assignments
- 20% from developmental relationships
- 10% from coursework and training



# **Building an High Performance Team**



# About teamworking: How are we doing?





The biggest barrier between two people is what they have in their heads”



*“That’s amazing—I was just thinking the same thing.”*





Why do We Team Up?



Being a Team can't be achieved without a willingness to  
invest time and emotional energy.  
Positivity and connectivity are highly correlated with High  
Performance

The complex dynamics of high performance teams,  
M. Losada, 1998



# The complex dynamics of high performance teams, M. Losada, 1998

**Connectivity** is the number of significant cross-correlations (nexi) by coding speech acts.

For High Performance Teams connectivity is high, whereas for Low performance teams is low.

Type of speech acts:

Team Performance	Inquiry/ Advocacy	Positive/ Negative	Other/ Self
High Performance	1/1	6/1	1/1
Medium Performance	2/3	2/1	2/3
Low Performance	1/20	1/3	1/30

**Emotional spaces** in high performance teams are very expansive, restrictive in medium performance teams and highly restrictive in low performance teams.

# Pixar's Case

## How to foster a creative culture?





# Pixar's Case

## How to foster a creative culture?

### 3 principles:

1. Principled leadership and support
2. Talent is rare, focus on people with the right competences
3. Talent and creativity need to work within multidisciplinary teams to flourish and grow

### 3 Peer Culture Practices (Build an environment of trust, respect and openness)

- High Performance Culture: ***daily review process (giving and getting feedback)***
- Authority vs. Hierarchy: ***creative brain trust (giving and getting feedback)***
- ***And....***Process, discipline of execution and excellence



# High Performance Teams at Google





# Action Plan



Start by clarifying the purpose

**What is the purpose of the team?**

?

THE TWO MOST IMPORTANT  
DAYS IN YOUR LIFE ARE  
THE DAY YOU ARE BORN,  
AND THE DAY YOU FIND  
OUT WHY.

MARK TWAIN





**Principles**

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Practices

Establish 3 simple principles &  
practices



# The power of feedback practices





# **Team Constructive Feedback**

## **How are we doing as a team?**

1. What is going well?
2. What is not working?
3. What do we need to change?
4. What Support can we give to each other?



**Probably, the most important skill for the XXI Century will be your **Capacity to Learn** and keep on Learning and Evolving.**



**Thank you**