How To Create High-Performance Teams in 2018

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presenter
How to Create High Performance Teams in 2018: Increasing Productivity Through More Effective Collaboration
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1) Why teams and collaboration?

2) Defining the high performing team.

3) The mistakes teams make.
   The challenges in creating high performance teams.

4) Evidence-based advice on how to collaborate more effective
A group is a number of people that work together or share certain beliefs.

-- family groups
-- advisory groups (cabinet, council, etc.)
-- decision making (city council, top management team, etc.)
-- work groups

English Oxford Dictionary
“A camel is a horse put together by a committee.”

--Anonymous
1) **Practicing Managers** – corporate, government, consultants, executives, Non-Executive Director board members, etc. are asking about effective collaboration.

2) **Interested Public** – there are lots of sources out there, suggesting lots of individuals want to know about effective teams and collaboration.
When “a hundred clever heads join a group, one big nincompoop is the result.”

-- Carl Jung

Why all this negativity about teams?
Groups **ACTUALLY** produce more and higher quality solutions on average than individuals, as well as make fewer mistakes compared to individuals.

Acknowledging: team performance comes at the trade-off cost of more total person-hours, and sometimes the best Individual performs better than the group.
1) Teams operate in increasingly complex environments.

2) We curate teams by bringing together a group of experts who need to coordinate.

3) Teams need to solve complex (integrated) problems.
“Most firms have carved up their highly specialized, professional experts into narrowly defined practice areas…yet their clients need them to solve complex (integrated) problems.”
1) Why Teams and Collaboration?

Question Time – What Do We Know About What Works?

When working with a team, which leader actions are most likely to help the team produce effective outcomes over time in your experience (pick 1 or 2)?

1) Ensure all team members feel psychological safety (i.e., a shared belief that the team is safe for interpersonal risk-taking)
2) Focus on creating a high degree of cooperation amongst team members, so individual members do things to benefit the team
3) Work to ensure that the team operates in a well-coordinated fashion with few misunderstandings
4) Provide clear direction and process to the team
5) Emphasize shared values and culture within the team
6) Draw attention to the diversity within the team
1) Why Teams and Collaboration?

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6) Draw attention to the diversity within the team
2) Defining the High Performing Team

Building a High Performance Team:

1) The right people (e.g., the right mix of perspectives, expertise, working styles, etc. – NOT a collection of stars)

2) A great group process (e.g., learning from each other, using effective decision processes, etc.)

= High Performing Team
1) **Start with trust**

2) **Hatch goals before content**

3) **Openly share information**

4) **Actively learn from the world**

5) **Land top results**

**2) Defining the High Performing Team**
Failure to Decide!

2) Defining the High Performance Team

3) The Mistakes Teams Make
Failure to implement!

2) Defining the High Performance Team

3) The Mistakes Teams Make
Failure to Deal with Diversity

Diversity in propensity to trust
Feelings of frustration; perceptions of low similarity
Low level of initial intragroup trust
Behaviours that continue the decline of trust
Low level of subsequent intragroup trust
Poor team performance

Figure 1. A downward trust spiral resulting from diversity in propensity to trust.


The concept of diversity means understanding that each individual is unique, and recognizing our individual differences (e.g., gender or nationality, but also including organisational differences such as function, length of service, and personal values).

Teams that embrace diversity of all kinds should get an ROI…right?!
Diversity creates…**Task Conflicts** which entail disagreements among group members about the content and outcomes of the task being performed. Leading to…
3) The Mistakes Teams Make

Performance vs. Conflict

Task conflict
Diversity creates… **Task Conflicts** which entail disagreements among group members about the content and outcomes of the task being performed. Leading to… **Relationship Conflicts** involve disagreements among group members about interpersonal issues, such as personality differences or differences in norms and values. Leading to…
4) The Mistakes Teams Make

Correlated on average + .7

Task conflict

Relationship conflict
Diversity creates… **Task Conflicts** which entail disagreements among group members about the content and outcomes of the task being performed. Leading to… **Relationship Conflicts** involve disagreements among group members about interpersonal issues, such as personality differences or differences in norms and values. Leading to… **Process Conflicts** are disagreements among group members about the logistics of task accomplishment, such as the delegation of tasks and responsibilities.
3) The Mistakes Teams Make

Double-Edged Sword Model of Diversity

Team Diversity → Information Benefits: Access to Diverse Information → Team Performance

Team Diversity → Poor Social Cohesion: Conflict and Ineffective Team Processes → Team Performance
Diversity can cause problems when it results in factions/coalitions/misunderstandings/conflict
Diversity can cause problems when it results in factions/coalitions/misunderstandings/conflict
1) Teams operate in increasingly complex environments:
   a) Clear and transparent rules of engagement are necessary, but not sufficient.
   b) Focus on creating common knowledge (i.e., known knowns).

2) We curate teams by bringing together a group of experts:
   a) Create a shared understanding of the problem before discussing solutions.
   b) Motivate team members to understand each other in addition to delivering results.

3) Teams need to solve complex (integrated) problems.
   a) Promote strong feelings of psychological safety.
   b) Encourage internal information sharing (e.g., bring experts in).
4) Pro-actively manage conflict to maintain both team relationships and long term performance.
   a) Trust is key – where there is trust you can press ahead – do not resort to voting.

5) If your team is virtual, start by meeting in person.
   b) Building relationships is much easier in person (Warning: Do NOT over-plan, it is about the unscripted moments!).

6) Team leaders need to be self-aware and ask for feedback.
   c) Great/Diverse teams ALWAYS surprise you!
Find me on LinkedIn, Twitter (@DrRSPeterson), or online (www.randallspeterson.com) for short articles and advice (rpeterson@london.edu)

Written Work (Academic)

Written Work (Practitioner)

Video Work
TEDxLBS 2017: https://vimeo.com/absolutefluidity/review/217620294/2318ca120a
Are you in the market for a narcissist? https://vimeo.com/absolutefluidity/review/205413733/1509d48997
World Economic Forum Davos, 2016: https://vimeo.com/absolutefluidity/review/200579769/f31b109532
Creating conditions for your dream team: https://vimeo.com/absolutefluidity/review/205419948/ca7629f0a
Global Leadership Conference, 2015: https://vimeo.com/absolutefluidity/review/30602976/4f3939a081
THANK YOU!

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