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Teams



**High
performing
teams.**

Does your team need to step up? Or perhaps are going well and want to stay ahead of the curve? Either way, achievement belonging and contribution are the keys to your success.

Do you desire more for your future?

Today it is essential that organisations cultivate highly effective teams. Groups of people who harness their collective capability to deliver exceptional outcomes.

The good news story is that it is hard. Why is this good? Simply because it separates those who are interested from those who are committed to delivering exceptional performance.

Committed will create competitive advantage; interested will not.

Clients expect and the market is now demanding high levels of performance. Remarkable has overtaken routine as the new benchmark; and being remarkable needs highly effective teams who deliver high performing results.

Your future depends on it.

Are you currently working as part of a highly effective team?

Are members of your team less than inspired about arriving at work each day?

Does your team fail to achieve consistent levels of high performance?

Does your team more often raise problems than offer possible solutions?

Do team members articulate the team's goals based on individual position or perspective?

Do personal differences get in the way of delivering effective outcomes?

Does the team leader fail to provide recognition that is valued by team members?

Does the team limit their performance to existing roles and responsibilities?

Are performance based conversations predominantly undertaken at review time?

Do members of your team relocate their mistakes rather than own them?

Is it more than one month since the team suggested or delivered an innovative initiative?

If you answered yes to 3 or more questions your team is not at peak performance.

Three key elements are present
in highly effective teams.

1

Achievement.

2

Belonging.

3

Contribution.

1

Achievement.

People need to know where they are going and what they are trying to achieve. It provides direction, gives people a sense of forward progress and enables leaders to leverage the full capabilities of their team to reach their destination.

SMART goals are the starting point to achievement:

Specific

Measureable

Ambitious

Realistic

Time bound

Having established your SMART goals get your team's commitment to these goals; as without commitment of those who make up your team, it just remains your goal!

Doing this individually and in private with your team

members will more likely surface any reservations and give an opportunity for these to be addressed.

Allowing feelings of uncertainty or reservation will enable five important success factors to occur:

- Allows opportunities to air issues and concerns
- An open and honest environment will be created
- Overcoming barriers creates stronger commitment
- Enables 'value add' to the initial idea or strategy
- Necessary actions can be taken or delegated

Blame can affect team performance faster than failure can, so ensure you are open, address concerns or reservations and share mistakes so everyone benefits.

2

Belonging.

You can't make people like each other. It is a choice. Attitude however is something a leader CAN model by promoting three simple guidelines for EVERY member of the team:

Everyone has...

...the right to be respected

...the right to be heard

...the right to try; and to fail

If you keep to these simple guidelines, and make them non-negotiable, you will go a long way to creating a fantastic team environment. If they are established and ignored, so will the leader who endorsed them.

Making the guidelines is easy. Living them consistently is what makes or breaks an effective team. Being able to express conflicts and differences of opinion are critical to a healthy and highly effective team.

Managing conflict and difference is not about solving the issue but the leader teaching the team how to manage or reach a resolution.

This grows capability and creates stronger relationships amongst team members. Leaders should avoid being the go-between or mediator because:

- It may appear they have taken sides
- Each party exaggerates the situation + their position
- It reinforces the message: leader = problem solver

Promoting a sense of belonging is critical. Celebrating milestones, goals achieved, birthdays or overcoming difficulty or adversity should be common events.

They bring the team together and reinforce the message we are a team, we delivered, we made it, we came out on top. Success breeds more success.

3

Contribution.

Providing the opportunity for people to contribute, and recognising them when that occurs, is the final element to creating a highly effective team.

Good leaders find opportunities to enable people to contribute. Great leaders however understand their ideas may not be what excite their team member. So they ask four very important questions first:

- How are you doing?
- How is the team doing?
- How can you help?
- How can I support that?

When was the last time you asked each team member these questions and provided supportive action?

Great leaders get out of the way of their teams. They leverage individual talents and create space for people to operate in a way that works for them.

This heightens people's desire to contribute and allows their full capability to be brought to the team. The start of competitive advantage to people who just fulfill roles and responsibilities on a position description.

When people take action and are doing things well, take notice. People need to know and feel their contributions are being appreciated and valued.

Essential to this point is making the time and effort to get it done. Many leaders, team members and indeed organisations fail to provide honest, authentic and meaningful recognition.

Balance.

A true balance between each of the core elements is necessary to sustain team effectiveness. Too much of one element over the other will disturb the balance of the team.

Too much Achievement for example focuses heavily on results and creates a competitive rather than collaborative team. Just as too much of a Contribution focus will result in everyone having input that stalls progress and prevents the delivery of the desired outcome.

The more each element is present and evenly distributed the more effective your team will be in delivering sustainable results.

No ideas on where to start?

Don't sweat it.

**The following pages are
full of practical ideas!**

Achievement.

Schedule milestone sessions as part of your planning to celebrate or recalibrate the team's effort.

Recognise the positive behaviours or actions you value that help to create great outcomes.

Have a guest speaker talk to your team to motivate their approach toward the next challenge.

Create a logo for exceptional achievement and include on business cards as people achieve it.

Be specific when delivering praise or recognising achievement. General "well done" don't work.

Forgotten anyone? Star performers also need to be challenged to continue great performance.

Involve your team on setting the stretch targets. The more they have the greater their effort.

Keep an achievement log every month. Publish it and recognise the work behind items on the log.

Make a banner for public display Monday morning after a team milestone has been reached.

Give your team an audio cast highlighting progress against milestones - include encouragement.

Create a recognition box containing various surprises and let great performers choose a reward.

Provide a perpetual trophy or award - and present it each week - for something the team values.

Belonging.

Do you have a car park?
Make it available for a week
to a team member that has
excelled.

Take ten minutes to get the
team together and share what's
working and what's not;
action it.

Recognise events outside of
work like a new born baby,
birthdays or winning a sporting
event.

Take the team to a Friday
afternoon movie that relates
to your team values and
behaviours.

When you travel for work
send a postcard or small gift
to the team to always stay
connected.

Sounds simple but smile.
Your attitude is the barometer
for your team. Be open and
friendly.

Greet your team with an early
morning team breakfast with
brewed coffee and finger
food.

Use performance issues to
demonstrate your leadership
integrity and build stronger
relationships.

Allow team members time off
for special events for family or
school without being formal
leave.

Have a team jacket or quirky
reward that is presented for
something your team has
agreed.

Ask your CEO to a team
meeting to meet the team and
discuss current issues to be in
the know.

Give every person a
disposable camera and create
a team book from the photos
taken.

Contribution.

Purchase a copy of a book - or better still new release - of an author the team member enjoys.

Take a walk around the block with your team using the whole time to praise their contribution.

Write a hand written note or card explaining how and why you appreciate someone's effort.

Send flowers or movie tickets to the team member's family who has worked back after hours.

Give the team packs of blank cards so they can recognise and reward each other's efforts.

Have team members attend management meetings to report on positive progress.

Leave a voicemail of thanks late in the day so the person hears it first thing the next morning.

Send your manager an email of praise for a member of your team and cc the team member.

Make a person feel OK about making a mistake based on a risk they took with good intentions.

People desire different recognition. Do you know what motivates and drives your employees?

Take a team member to lunch to recognise their effort but let them choose the guest list!

Be specific. Whatever you choose to do make your recognition specific and genuine.

Take action!

The practical ideas you have just read are simple. So simple in fact you may have forgotten the importance and power they hold.

Whether you are a member of a team or leading the team, taking action on these ideas is easy to do; but just as easy not to do. Making this choice will define if you are interested or committed to being a highly effective team.

Your actions create your outcomes. Whether your team is underperforming and needs a boost or is performing well and want to stay ahead of the curve; achievement, belonging and contribution are essential.

What will you do today that delivers your performance for tomorrow?

Success starts here.



Let's give you the tools
to get the job done.

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