



APPLICATION GUIDE - OCTOBER 2018

Revisiting “Creating High Performance Teams,” Part 1

BOTTOM LINE:

Observing your organization when it’s running at peak performance will help you understand why things that work *work*.

KEY TAKEAWAYS:

- **Select performance-oriented people and position them for maximum impact.**
 - Recruit doers, not thinkers.
 - It’s much easier to educate a doer than it is to activate a thinker.
 - Place people in positions where they can make their greatest contributions.
 - Your organization will be at its best when team members are doing what they do best.
- **Stress the importance of interdependence between divisions, departments, etc.**
 - Cast clear vision so everyone understands the importance and roles of every member of the team.
 - Team members should understand how what they do impacts what others do and vice versa.
 - Interdependence is essential for:
 - Culture and collaboration
 - Productivity and information sharing
 - Market focus (keeps people focused on the competition “out there” rather than creating unhealthy competition “in here”)
- **Clarify the *what* and the *why*.**
 - Clarity around *what* and *why* is the fuel for high performance teams.
 - Clarity around *what* and *why* focuses energy and resources.
 - Clarity around *what* and *why* spotlights superfluous initiatives and activities.
 - Clarity around *what* and *why* lays the groundwork for organizational change.

QUESTIONS FOR REFLECTION OR TEAM DISCUSSION:

1. How have you communicated to the team the roles and importance each team member brings to the organization?
2. How well are people on your team positioned for maximum impact? Is there someone on your staff who is good at recognizing and strategically placing talent in the right spot? Utilize their talents to help you ensure team members are positioned for maximum impact.
3. Have you cast a clear vision about the *what* and the *why* been cast to your team? Does it inspire how their world will improve because of the work they are doing?

RESOURCES MENTIONED:

Good to Great by Jim Collins

The 7 Habits of Highly Effective People by Stephen Covey

Now, Discover Your Strengths by Donald O. Clifton and Marcus Buckingham

The Performance Factor by Pat MacMillan