



APPLICATION GUIDE - NOVEMBER 2018

Revisiting “Creating High-Performance Teams,” Part 2

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.
- **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.
- **Organize to the *what*.**
 - Organizations do what they are organized to do.
 - Create an organization where the lion’s share of time and resources are allocated to the *what*.
 - Refusing to reorganize around the *what* creates enormous sideways energy.
 - People will “work around” the organization.
 - People will keep doing what they have always done.
 - People will leave.
 - The longer someone has been *in* the culture, the less aware they are *of* the culture.
- **Orchestrate and evaluate everything.**
 - Orchestrate:
 - Orchestration brings consistency and predictability to all your processes and environments.
 - This will make your organization feel more, not less, personal.
 - Evaluate:
 - Evaluate everything formally and systematically with the people involved and as often as the event occurs.
 - Create a feedback loop that keeps you close to critical events.

QUESTIONS FOR REFLECTION OR TEAM DISCUSSION:

1. How well is your organization structured and resourced around your *what*? Is a bit of disruption needed in order to make the necessary changes to organize around the *what*?
2. What are mission-critical events in your organization? What is your plan for orchestrating and evaluating those events?

RESOURCES MENTIONED:

The E-Myth Revisited by Michael Gerber
Building a StoryBrand by Donald Miller