

Application Guide

CREATING HIGH-PERFORMANCE TEAMS THAT DRIVE RESULTS



BOTTOM LINE:

Building high-performance teams begins with understanding your organization's "what" and "why" and then finding the right people to drive them forward.

KEY TAKEAWAYS

- I. If you don't know why something is working, you won't know how to fix it when it breaks.
 - A. To understand why something is working you should **slow down, look around, and poke around.**
 - B. Ask "What is the **driving force** behind our success?" and organize around it.
- II. When looking to build high-performance teams, understand there's a difference between an "employee" and a "team member."
 - A. An **employee** is someone who is employed to do a specific job in a way the organization wants them to do it; they have a *what* and a *how*.
 - B. A **team member** is someone who is given responsibility; they have a *what* but not necessarily a *how* because they are supposed to help discover the *how*.
- III. Four ingredients to a high-performance team:
 - A. **Have performance-oriented people positioned for maximum impact.**
 1. Recruit and select *doers* over *thinkers*—people who thrive in execution over strategization.
 2. When interviewing people, ask "*What have you done?*" to understand if they are performance oriented.
 3. Position these people where they can make their greatest contribution based on the way they are wired and what they're good at. The right person in the wrong place doesn't get much done.
 - B. **Clarify the "what" and the "why."**
 1. Ask "*What* are we doing and *why* are we doing it?"
 - a) "What" is the direction. When this isn't clear, everyone on the team comes up with their own "what."
 - b) "Why" is the inspiration.
 2. The win must be clear in order to be celebrated by the team.
 3. Narrowing it down to one thing can be time consuming, but it matters because making the win memorable makes it portable and easier to execute.
 - C. **Organize to the "what."**
 1. Organizations do what they are organized to do; if you don't organize to the "what" then the "what" won't get accomplished.
 2. The majority of an organization's time and resources should be dedicated to the "what."
 3. This can be difficult because it often requires change within the organization.
 - D. **Orchestrate and evaluate everything.**
 1. Orchestrate
 - a) Means "this is how we do it here until further notified."
 - b) Creates predictability and consistency.
 - c) When done correctly, it makes the organization feel more personal.

Application Guide

CREATING HIGH-PERFORMANCE TEAMS THAT DRIVE RESULTS



1. Evaluate

- a) Check in on how things are working.
- b) Makes things more efficient and less complex because you are making it better.

QUESTIONS FOR REFLECTION OR TEAM DISCUSSION

1. Are there people you need to work around because they create momentum in your organization?
2. Describe a role where you or someone you know served simply as an employee.
3. Describe a role where you or some you know served as a team member to an organization.
4. What within your organization is currently working? List three reasons why that is.
5. Define your organization's "what." Do you feel your team is organized around it? If not, what can you change in order to better accomplish the "what"?

NEXT EPISODE

If you liked this episode, a great next listen would be: [Evolving Your Leadership Competencies](#)

LEAVE A REVIEW:

If this podcast has made you a better leader, you can help share it by leaving a quick Apple Podcasts review. You can visit [Apple Podcasts](#) or on your iOS device, and then go to the "Reviews" section. Thank you for sharing!