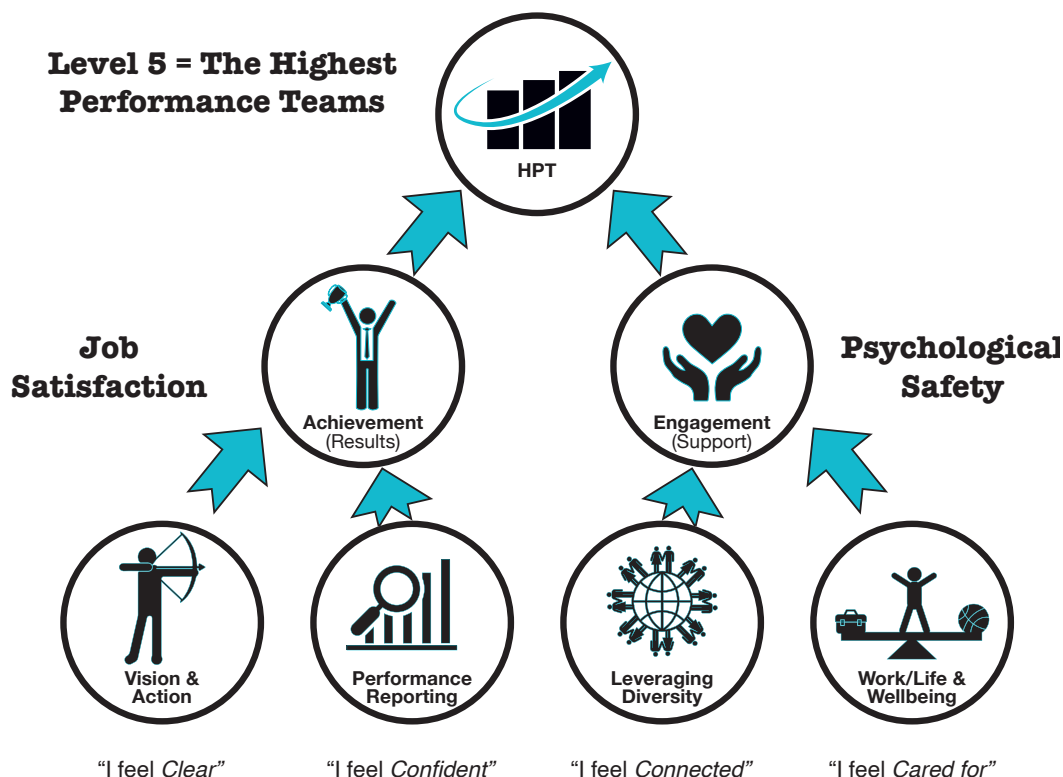




# HIGH PERFORMANCE TEAMS

## LEVEL UP! PROGRAM





**Level 5 = The Highest Performance Teams**



HPT Level	Value* (Focus)	Confidence (Driver)	Challenge (Approach)
<b>Level 5 Elite HPT</b>	10x (Leverage)	100% (Legacy)	Super-Stretch (Coach)
<b>Level 4 Adv HPT</b>	5x (Strategic)	90% (Growth)	Stretching (Coach)
<b>Level 3 HPT</b>	2x (Collaborative)	75% (Understanding)	Improving (Mentor)
<b>Level 2 Functional</b>	1x (Constructive)	50% (Acceptance)	Systems (Manage)
<b>Level 1 Dysfunctional</b>	-2x (Destructive)	0% (Distrust)	Structures (Manage)


# HPT Team Development Worksheets

# Our Team's HPT Profile

Factor	Description	No Performance	Low Performance	Moderate Performance	High Performance	Very High Performance
	<b>Vision &amp; Action</b>  <i>They (1) Link Vision with Action &amp; (2) Collaborate to Drive Improvement</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Performance Reporting</b>  <i>They (3) Monitor Lead Indicators, (4) Have Team Data Walls &amp; (5) Use Effective Meeting Protocols</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Leveraging Diversity</b>  <i>They (6) Leverage Diversity and (7) Build a Culture of Feedback</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Work/Life &amp; Wellbeing</b>  <i>They (8) Engage in Regular Team Building &amp; Check-Ins, (9) Share Work/Life Goals &amp; (10) Prioritise Their Wellbeing</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>


## Putting It All Together: The HPT Team Data Wall

## HPT Data Wall Example




HIGH-PERFORMANCE TEAMS  
LEVEL UP! PROGRAM

Team Foundations & Level Up




HIGH-PERFORMANCE TEAMS  
LEVEL UP! PROGRAM

Team Achievement Strategy



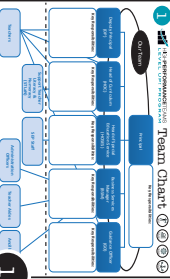
HIGH-PERFORMANCE TEAMS  
LEVEL UP! PROGRAM

Team Engagement Strategy

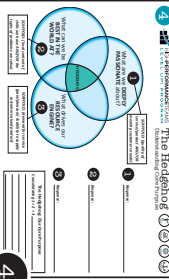


HIGH-PERFORMANCE TEAMS  
LEVEL UP! PROGRAM


Team Business As Usual



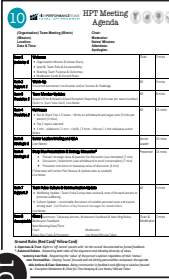
1. Team Chart



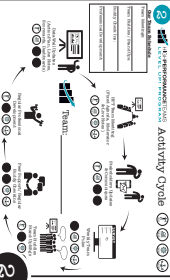
2. The Bedding



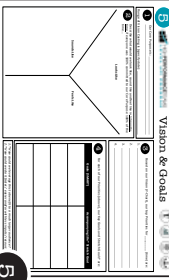
3. Team Profile



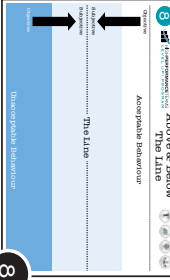
4. HPT Meeting Agenda



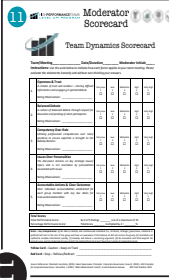
5. Activity Cycle



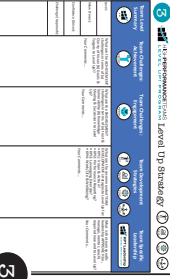
6. Vision & Goals




7. Above & Below The Line




8. Moderator Scorecard



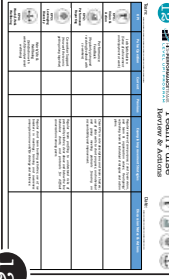
9. Team Pulse Review & Actions



10. Action Plan



11. Calling Behaviour Protocol



12. Team Pulse Review & Actions

Complete the pages in this kit and stick them on the wall in a team common area as outlined in the template above

### Data Wall quick Start Instructions









- Team Foundations & Level Up**
- Team Structure
  - Activity Cycle
  - Level Up Strategy

- Team Achievement Strategy**
- Understanding Core Purpose
  - Vision and Goals
  - Action Plan

- Team Engagement Strategy**
- Team Profile - Talent Map
  - Above & Below The Line
  - Calling Behaviour Protocol

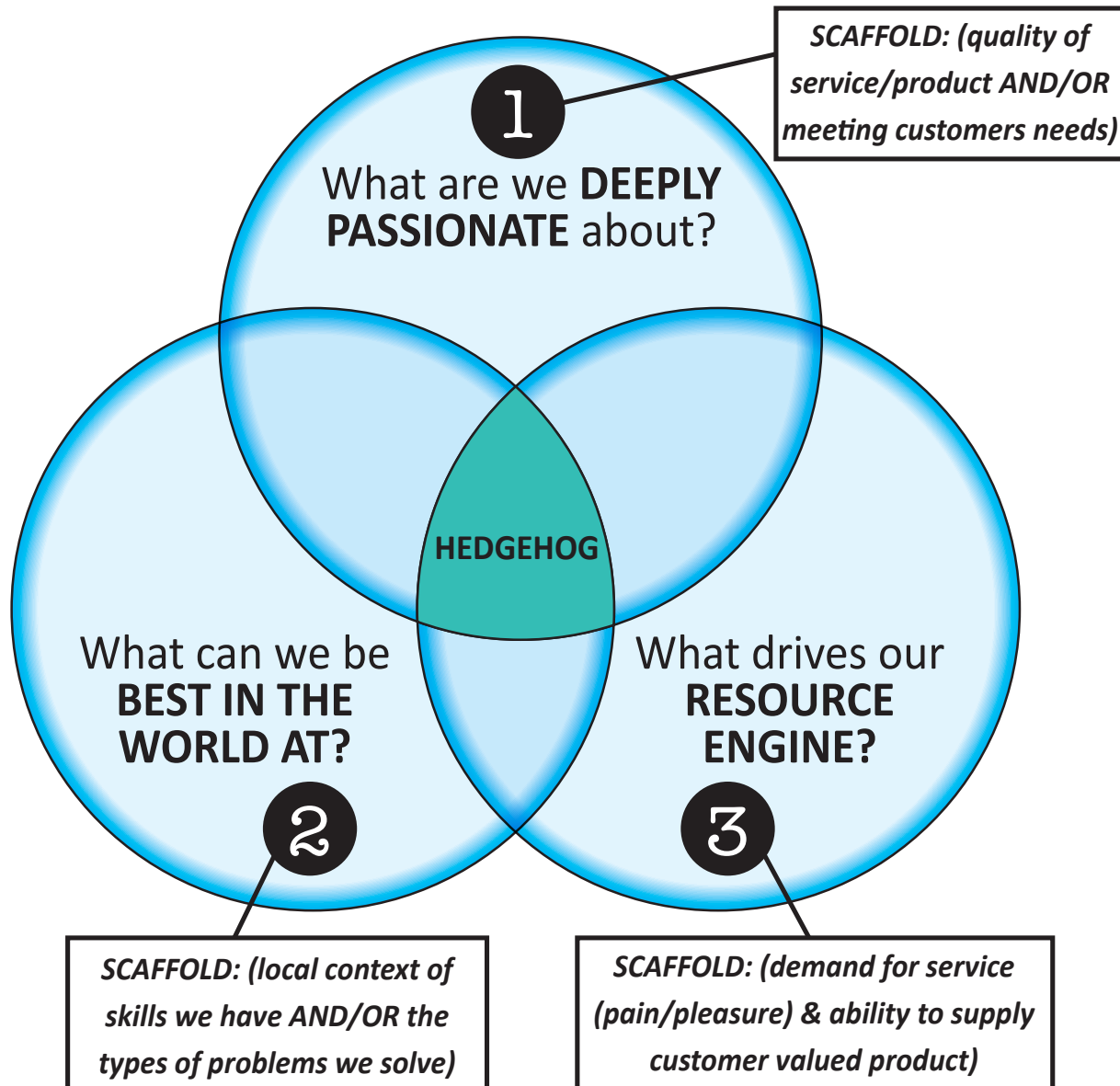
- Team Business As Usual**
- Team Meeting Agenda/Live Notes
  - Team Dynamics Scorecard
  - Team Pulse Review & Actions



<b>Team Level Summary</b> 	<b>Team Challenges: Achievement</b> 	<b>Team Challenges: Engagement</b> 	<b>Team Development Strategies</b>    	<b>Team Specific Leadership</b>  <b>HPT Leadership</b> MANAGE, MENTOR & COACH
Level:	What are the ACHIEVEMENT challenges in terms of (a) Clarity of Vision (b) Goals & Targets to Level Up??  <i>Your Comments...</i>	What are the ENGAGEMENT challenges in terms of (a) trust & Vulnerability (b) Knowledge Sharing & Succession to Level Up?  <i>Your Comments...</i>	What are the recommended TEAM DEVELOPMENT strategies to Level Up for: • KPI1: Vision & Action? • KPI2: Performance Reporting? • KPI3: Leveraging Diversity? • KPI4: Work/Life & Wellbeing?  <i>Your Comments...</i>	What is the team specific leadership APPROACH (ie., manage, mentor, coach) required now and to Level Up?  <i>Your Comments...</i>
Value (Focus):				
Confidence (Driver):				
Challenge (Approach):				

# The Hedgehog

Understanding Core Purpose



**1** Response: \_\_\_\_\_

**2** Response: \_\_\_\_\_

**3** Response: \_\_\_\_\_

**The Hedgehog: Our Core Purpose**

Consolidating 1 + 2 + 3 \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



**1**

Our Core Purpose is: \_\_\_\_\_

Range of Vision Casting is (specify date): \_\_\_\_\_

**2**

Describe what would we look like, sound like and feel like in 12 months time if everyone was 100% committed to our Core Purpose 100% of the time...

Looks Like

Sounds Like

Feels Like

**3**

Based on our Vision (Y-Chart), our top Priorities for \_\_\_\_\_ (time) are:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

**4**

For each of our Priorities (above), our Key Goals and Stretch Goals\* are:

Goals (SMART)	Accompanying 10x* Stretch Goal

1. *\*How could we leverage this to benefit to a much larger audience?*
2. *\*How could we do it faster / easier and/or with less inputs / resources?*

[illegible]

# HPT Handouts - KPI 2



## HPT Meeting Agenda



**(Organisation) Team Meeting (60min)**  
**(Mission)**  
**Location:**  
**Date & Time:**

**Chair:**  
**Moderator:**  
**Notes/ Minutes:**  
**Attendees:**  
**Apologies:**

Item 1 <i>Inclusion 1</i>	<b>Welcome</b> <ul style="list-style-type: none"> <li>• Organisation Mission &amp; Values Share;</li> <li>• Specific Team Role &amp; Accountability;</li> <li>• Meeting Team Purpose &amp; Outcomes;</li> <li>• Moderator Cards &amp; Ground Rules</li> </ul>	Chair	2 mins
Item 2 <i>Support 1</i>	<b>Warm-Up</b> One word barometer; Ice-breaker and/or Success & Challenge	All	3 mins
Item 3 <i>Proactive 1</i>	<b>Team Member Updates</b> Week/s Prior & Week/s Ahead Exception Reporting (2 mins max per team member) (Refer to Team Data Wall) <i>Live Notes:</i>	All	8 mins
Item 4 <i>Proactive 2</i>	<b>Hot Issues</b> <ul style="list-style-type: none"> <li>• Pair &amp; Share Top 2-3 Issues – Write on whiteboard and vegas vote (5 ticks per person) (3 mins)</li> <li>• Top 2 topics selected</li> <li>• 1 min – elaborate / 1 min – clarify / 3 mins – discuss / 1 min takeaway action</li> </ul> <i>Live Notes:</i>	All	15 mins
Item 5 <i>Strategic 1</i>	<b>Senior Leaders Briefing and Q&amp;A</b> <i>Live Notes:</i>	Senior Leader	10 mins
Item 6 <i>Strategic 2</i>	<b>Deep Dive Presentation &amp; Strategy Discussion*</b> <ul style="list-style-type: none"> <li>• Present strategic issue &amp; question for discussion (use template) (7 min)</li> <li>• Discussion / brainstorm (use whiteboard to track conversation) (7 min)</li> <li>• Presenter comment on takeaway value of discussion (1 min)</li> </ul> (*alternate with Action Plan Review & Update item as needed) <i>Live Notes:</i>	Presenter	15 mins
Item 7 <i>Support 2</i>	<b>Team Pulse: Culture &amp; Communication Update</b> <ul style="list-style-type: none"> <li>• Wellbeing Update –Team Pulse Survey data review &amp; note of forward actions to promote wellbeing</li> <li>• Culture Update – round table discussion of notable personal news and events among team. Clarification of key forward messages for stakeholders.</li> </ul> <i>Live Notes:</i>	All	5 mins
Item 8 <i>Accountable</i>	<b>Close</b> (Barometer, Takeaway Actions, Moderator Feedback & Next Mtg Roles) Moderator Feedback: Next Meeting Date/Time: Chair: Moderator: Deep Dive Topic & Presenter: Live Notes/Minute Taker:	Chair & Moderator	2 mins

### Ground Rules (Red Card/ Yellow Card)

1. **Openness & Trust-** Right to 'off record' speech with 'on the record' documented as formal feedback.
2. **Balanced Debate** - Respecting both sides of the argument and allowing diversity of views.
3. **Competency over Role** - Respecting the 'value' of the person's opinion regardless of their 'status'.
4. **Issues over Personalities** - Staying 'issues' focused and not letting personalities overpower the agenda.
5. **Accountable Actions & Clear Outcomes** -Being constructive in feedback and offering a solution focused
6. **No Devices** – Exception Moderator & Chair for Time Keeping & Live Notes/ Minute Taker

# HPT Handouts - KPI 2



## Deep Dive Presentations: Presenters Worksheet

**Presenter:** \_\_\_\_\_ **Coach:** \_\_\_\_\_

<b>The Issue in Focus:</b>	
<b>The Strategic 5% Question:</b>	
<b>Link to Wider Purpose/ Scope</b>	

<b>The Backstory of Issue &amp; Key Impacts/ Emotions (Right Brain)</b>	<b>The Data &amp; Analysis That Supports The Backstory (Left Brain)</b>
<b>Possible Solutions/ Answers to Strategic Question</b>	<b>Related Risks to Each Possible Solutions</b>

**Restate The Strategic Question:**

## Moderator Scorecard



## Team Dynamics Scorecard

Team/Meeting \_\_\_\_\_ Date/Duration \_\_\_\_\_ Moderator Initials \_\_\_\_\_

**Instructions:** Use the scale below to indicate how each factor applies to your team meeting. Please evaluate the statements honestly and without over-thinking your answers.

1.	<b>Openness &amp; Trust</b> <i>A climate of trust and candour – sharing difficult information and engaging in spirited debate</i> Rating Observations: _____	Very Low 1 <input type="checkbox"/>	Low 2 <input type="checkbox"/>	Moderate 3 <input type="checkbox"/>	High 4 <input type="checkbox"/>	Very High 5 <input type="checkbox"/>
2.	<b>Balanced Debate</b> <i>A culture of balanced debate through respect for dissenters and probing of silent participants</i> Rating Observations: _____	Very Low 1 <input type="checkbox"/>	Low 2 <input type="checkbox"/>	Moderate 3 <input type="checkbox"/>	High 4 <input type="checkbox"/>	Very High 5 <input type="checkbox"/>
3.	<b>Competency Over Role</b> <i>Utilising professional competencies over roles/positions to ensure expertise is brought to the debate/decision</i> Rating Observations: _____	Very Low 1 <input type="checkbox"/>	Low 2 <input type="checkbox"/>	Moderate 3 <input type="checkbox"/>	High 4 <input type="checkbox"/>	Very High 5 <input type="checkbox"/>
4.	<b>Issues Over Personalities</b> <i>The discussion remains on key strategic issues/topics and is not overtaken by personalities associated with issues</i> Rating Observations: _____	Very Low 1 <input type="checkbox"/>	Low 2 <input type="checkbox"/>	Moderate 3 <input type="checkbox"/>	High 4 <input type="checkbox"/>	Very High 5 <input type="checkbox"/>
5.	<b>Accountable Actions &amp; Clear Outcomes</b> <i>Clear individual accountabilities established for each group member with key due dates for measurable deliverables</i> Rating Observations: _____	Very Low 1 <input type="checkbox"/>	Low 2 <input type="checkbox"/>	Moderate 3 <input type="checkbox"/>	High 4 <input type="checkbox"/>	Very High 5 <input type="checkbox"/>

### Total Scores

Total Performance Score: \_\_\_\_\_ Sum of 5 Ratings \_\_\_\_\_ out of a maximum of 25  
 Percentage Performance Score: \_\_\_\_\_ Total Score \_\_\_\_\_ multiplied by 4 = \_\_\_\_\_%

**Notes – Key Competencies:** (a) Be able to identify and communicate individual (i.e., technical, strategic, governance, relational or political) skill sets to the rest of the group and have an awareness of the balance of skill sets across the group; (b) Assimilate and synthesise complex information quickly; (c) Develop and deliver a convincing argument; (d) Be innovative and think beyond the normal curve; and (e) Understand issues at both the detailed/local level and 'big picture' whole of organisation level.

**Yellow Card – Caution – Keep on Track** \_\_\_\_\_

**Red Card – Stop – Refocus/Redirect** \_\_\_\_\_

# Team Profile

## Talent Map



Team: \_\_\_\_\_

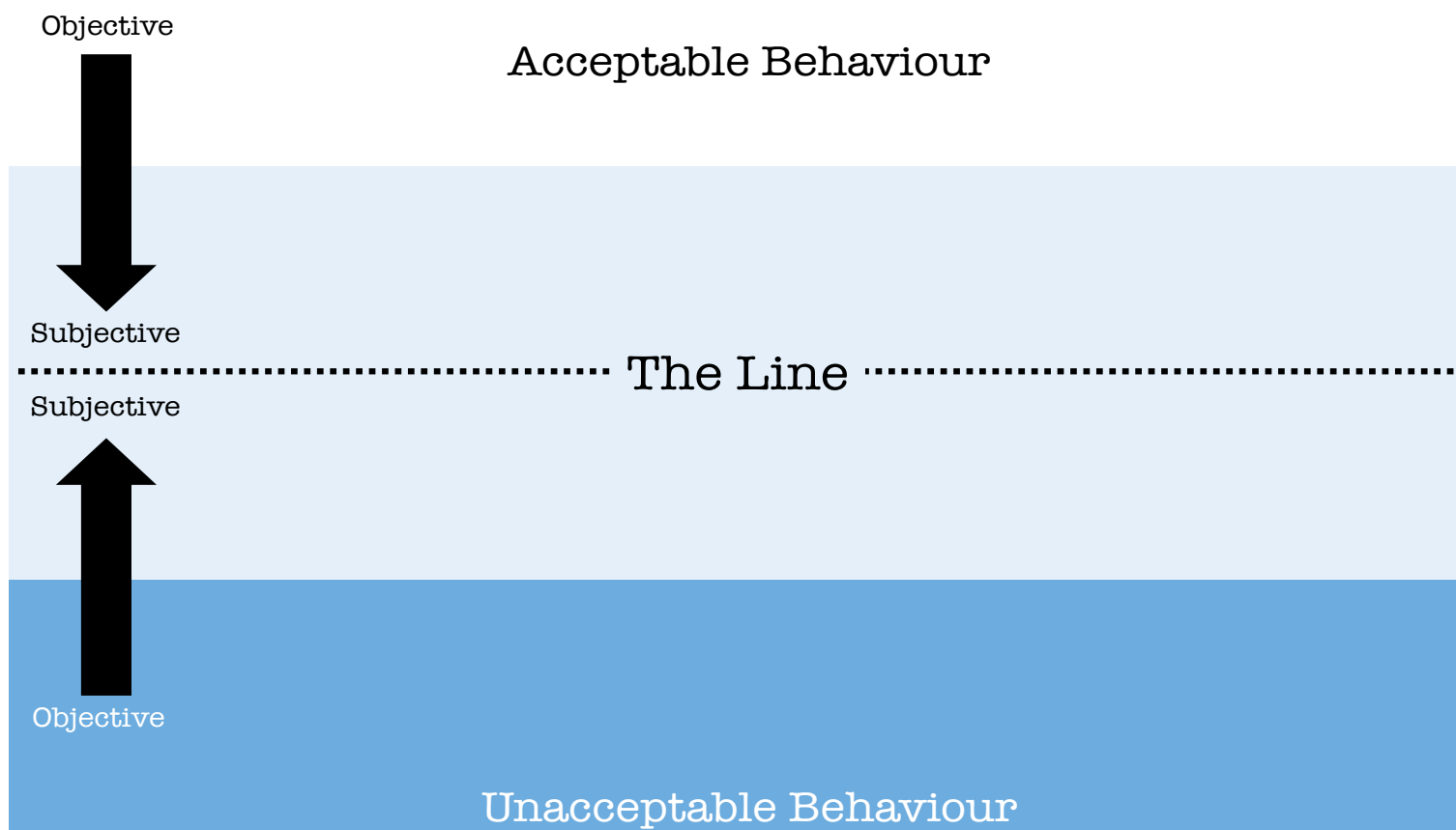
Date: \_\_\_\_\_

Name	Role	Strengths (Personality Traits / Work Skills)	Work Interests & Goals	Secret Skills	Other

## Part 1



## Above & Below The Line



## Part 2



## Calling Behaviour Protocol (Difficult Conversations When All Else Fails)



### STEP 1: Preparing for the Conversation

*Notifying the other party of the 'type' of conversation requested and making a time to talk that both people are able to be focused and fresh.*

OUR TEAM APPROACH IS:

### STEP 2: Having the Conversation

*Establishing clear ground rules to prevent conflict, allow gaps and breaks if needed and promote healthy outcomes.*

OUR TEAM APPROACH IS:

### STEP 3: Failure to Resolve Next Steps

*The agreed process to escalate issues and involve third parties if the matter is unable to be resolved.*

OUR TEAM APPROACH IS:

# HPT Handouts KPI 4



## Team Pulse: Review & Actions



Team:

Month:

Participants:

HPT 4 KPIs (inputs)	CTE Domains (Outputs)	Pulse Question	Previous*	Current*	Example Improvement Strategies	Discussion Notes & Actions
KPI 1: Vision & Action	Mastery Experience (Job Satisfaction)	Your level of achievement and satisfaction at work.			Clear KPIs for role clarity in team chart. Regular review of purpose, vision & goals in action plan. Aligning activity cycle to maximise benefits of team meetings & professional development.	
KPI 2: Performance Reporting	Social Persuasion (Performance Feedback)	Regularly giving and receiving feedback with members of your team.			Use of data wall huddles to track progress. Using effective protocols in team meetings to address hot issues and progress strategic inquiry. Timely cycles of observation and feedback.	
KPI 3: Leveraging Diversity	Vicarious Experience (Peer Support)	Communicating effectively and openly sharing with members of your team.			Effective team communication, sharing and peer mentoring. Understanding conflicting personality types, above and below the line behaviour charts and protocols for difficult conversations.	
KPI 4: Work/Life & Wellbeing	Affective States (Work/Life & Wellbeing)	Your level of satisfaction with your work/life and wellbeing.			Regular buddy check-ins. Weekly team pulse with monthly scorecard and goal setting. Regular team building, use of ice breakers in meetings. Increased awareness of work/life needs.	
Collective Team Efficacy Score					*Combined average of all team scores  0-54%  55-74%  75-100%	

## Building High Performance Teams: Activity Cycle



### Team Activity Cycle



With an effect size of 1.57, CTE is the single largest factor impacting upon student learning (Hattie 2017). CTE is comprised of 4 Factors (Bandura 1997) which relate to the 4 KPIs of High Performance Teams

CTE 4 Factors	HPT 4 KPIs
Achievement & Satisfaction	Vision & Action
Performance Feedback	Performance Reporting
Sharing & Peer Support	Leveraging Diversity
Affective States	Work/Life & Wellbeing

### Our Team Schedule

Team Meetings:

Team Huddles/Stand Ups:

Buddy Check Ins:

Professional Development:

