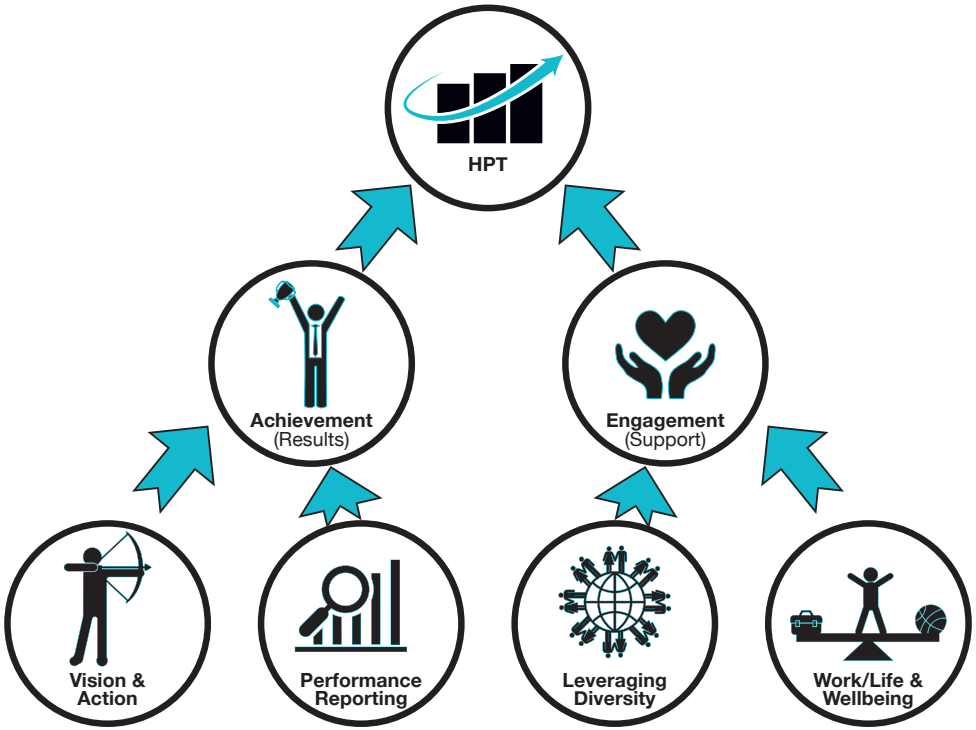
HIGHPERFORMANCETEAMS
LEVEL UP! PROGRAM

DO IT YOURSELF DIY DO IT YOURSELF

Team Data Wall Kit

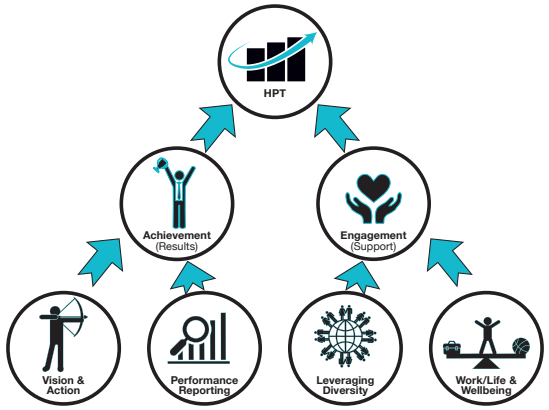


HPT Level	Value* (Focus)	Confidence (Driver)	Challenge (Approach)
Level 5 Elite HPT	10x (Leverage)	100% (Legacy)	Super-Stretch (Coach)
Level 4 Adv HPT	5x (Strategic)	90% (Growth)	Stretching (Coach)
Level 3 HPT	2x (Collaborative)	75% (Understanding)	Improving (Mentor)
Level 2 Functional	1x (Constructive)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

The HPT Data Wall: Getting Started

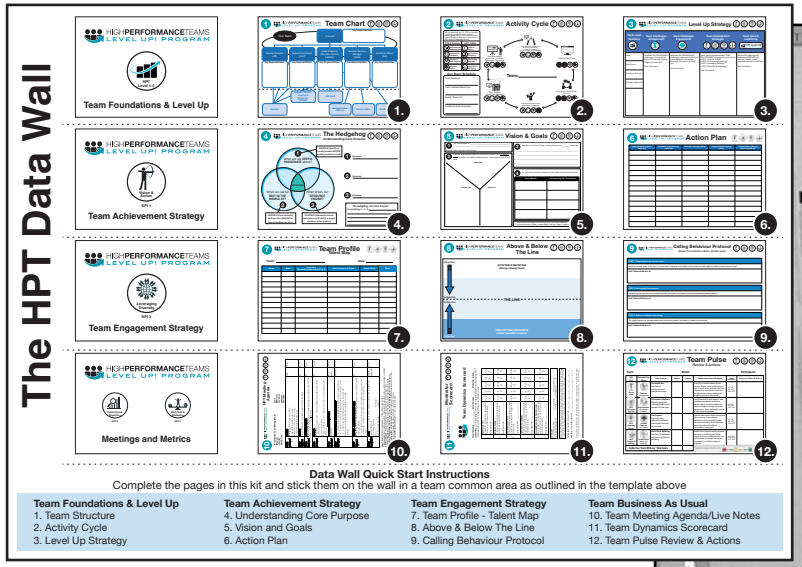
"Without data your just another person with an opinion." W Edwards Deming

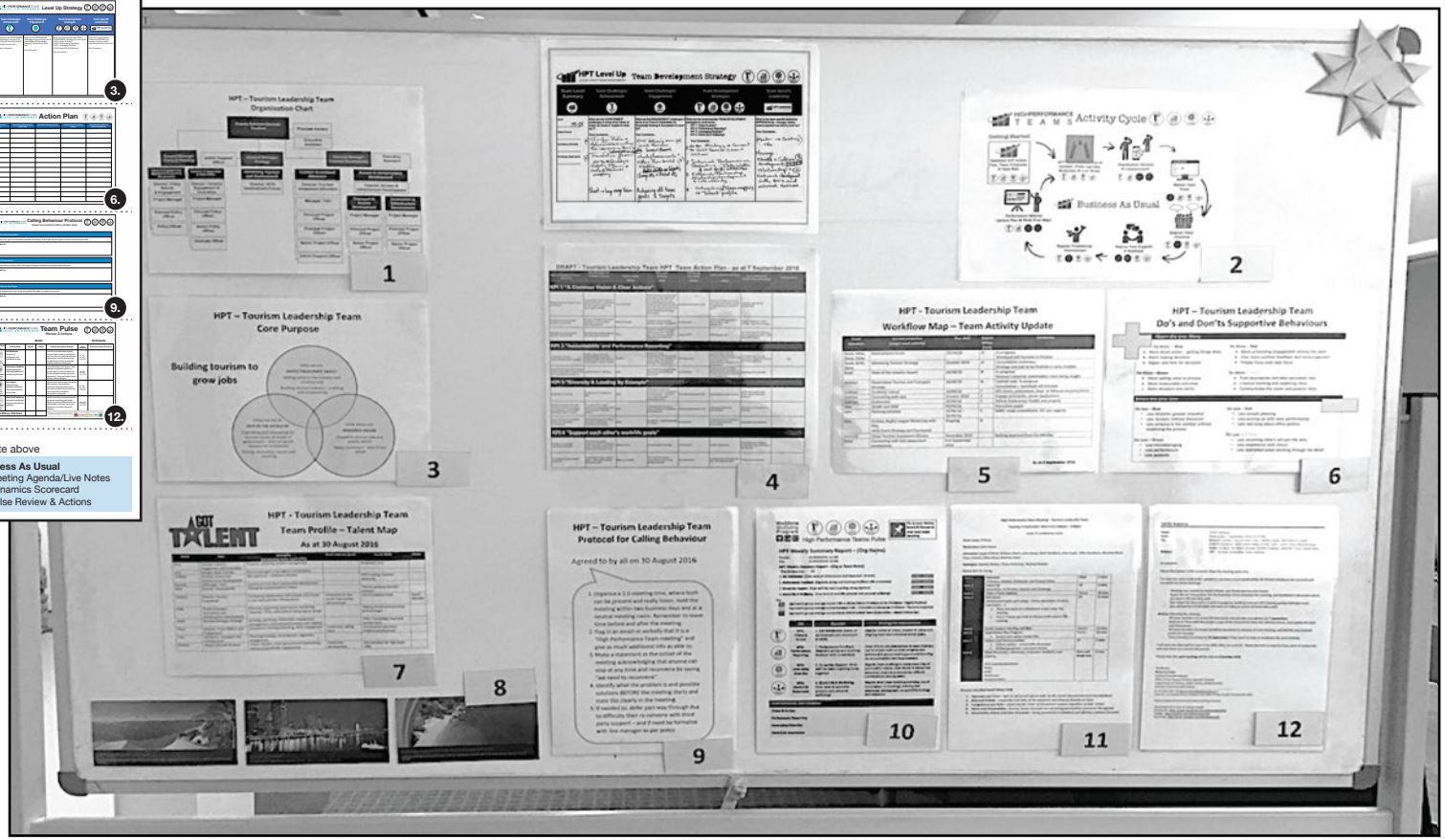
Data Walls are powerful tools to fuel evidence-based decisions about team performance. Data Walls are a simply designed bulletin board displayed in a place that is easily accessible to all team members. A well-designed Data Wall provides an objective snapshot of the team's efforts to align with its key goals, allowing any member of staff to see how both the team and organisation is performing at a glance.



Best Practice: The HPT Data Wall

As you can see below, the HPT Data Wall contains all of the important information the team needs to maximise team performance in both Achievement and Engagement as well as space for the regular updates, meeting notes and performance reports that are part of the team's cycle of accountability. The HPT Data Wall is a 'must have' for any high performance team and is actually quite straightforward to develop – simply requiring some dedicated time during an extended team meeting to complete it. All the worksheets and diagrams you need are in the following pages so you can get started now!





Real life example on a mobile whiteboard

The HPT Data Wall

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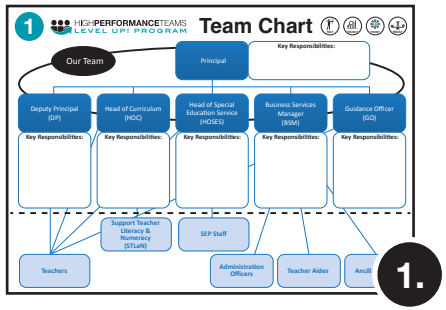
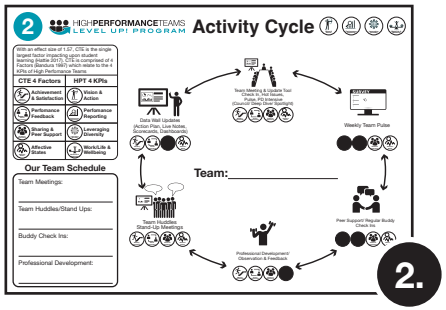
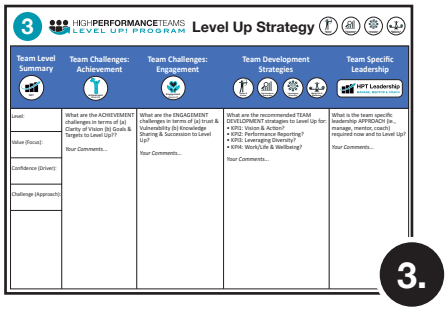
HPT Level 1-5

Team Foundations & Level Up







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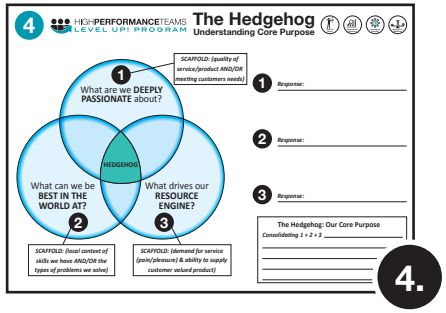
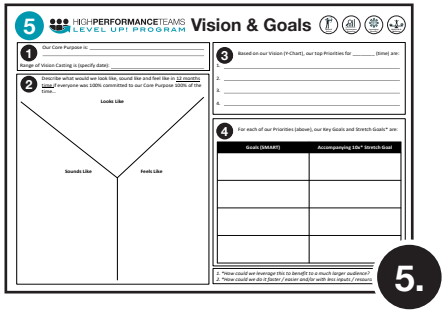
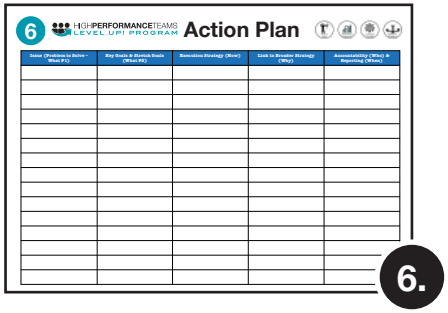
Vision & Action

KPI 1

Team Achievement Strategy







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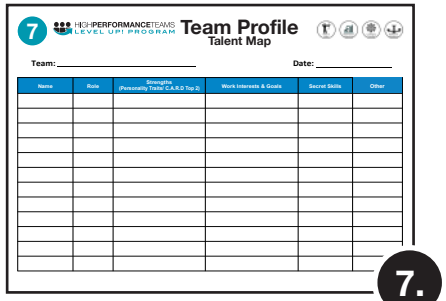
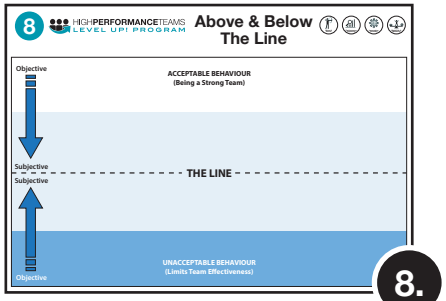
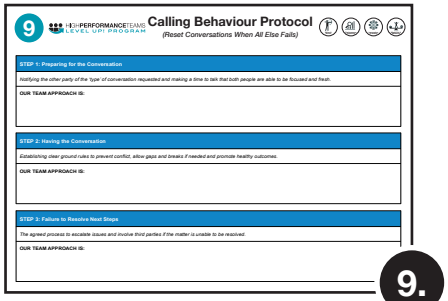
Leveraging Diversity

KPI 3

Team Engagement Strategy







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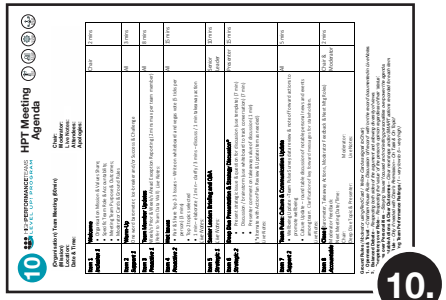
Performance Reporting

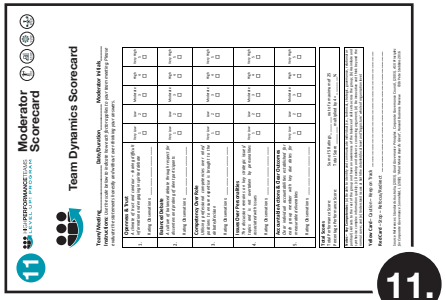
KPI 2

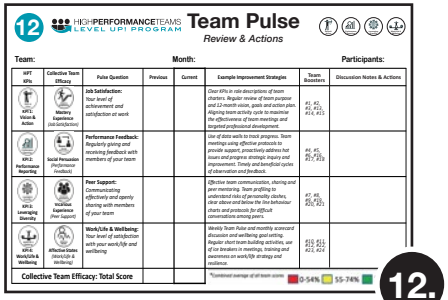
Work/Life & Wellbeing

KPI 4

Meetings and Metrics







Data Wall Quick Start Instructions

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

Team Foundations & Level Up
1. Team Structure
2. Activity Cycle
3. Level Up Strategy

Team Achievement Strategy
4. Understanding Core Purpose
5. Vision and Goals
6. Action Plan

Team Engagement Strategy
7. Team Profile - Talent Map
8. Above & Below The Line
9. Calling Behaviour Protocol

Team Business As Usual
10. Team Meeting Agenda/Live Notes
11. Team Dynamics Scorecard
12. Team Pulse Review & Actions

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Team Foundations & Level Up

1

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Team Chart

Our Team

Principal

Key Responsibilities:

Deputy Principal (DP)

Key Responsibilities:

Head of Curriculum (HOC)

Key Responsibilities:

Head of Special Education Service (HOSES)

Key Responsibilities:

Business Services Manager (BSM)

Key Responsibilities:

Guidance Officer (GO)

Key Responsibilities:

Support Teacher Literacy & Numeracy (STLaN)

SEP Staff

Teachers

Administration Officers

Teacher Aides

Ancillary Staff

2

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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 Perfomance Teams

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

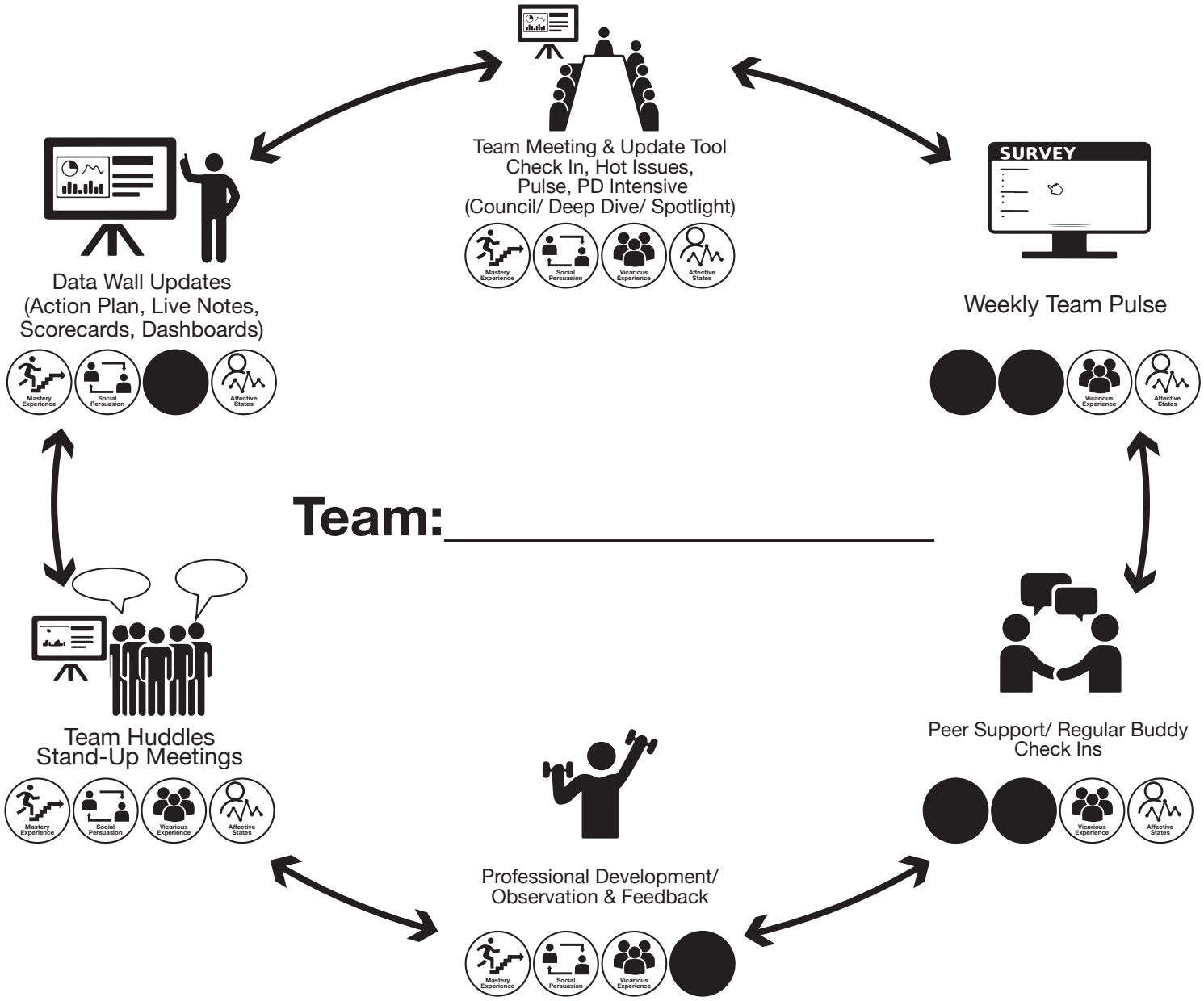
Our Team Schedule

Team Meetings:

Team Huddles/Stand Ups:

Buddy Check Ins:

Professional Development:



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Level Up Strategy

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

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KPI 1

Team Achievement Strategy

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The Hedgehog
Understanding Core Purpose

Vision & Action | Performance Reporting | Leveraging Diversity | Work/Life & Wellbeing

SCAFFOLD: (quality of service/product AND/OR meeting customers needs)

SCAFFOLD: (local context of skills we have AND/OR the types of problems we solve)

SCAFFOLD: (demand for service (pain/pleasure) & ability to supply customer valued product)

1 ***Response:*** _____

2 ***Response:*** _____

3 ***Response:*** _____

The Hedgehog: Our Core Purpose

Consolidating 1 + 2 + 3 _____

_____

_____

_____

_____

5 HIGHPERFORMANCETEAMS LEVEL UP! PROGRAM Vision & Goals

Vision & Action | Performance Reporting | Leveraging Diversity | Work/Life & Wellbeing

1

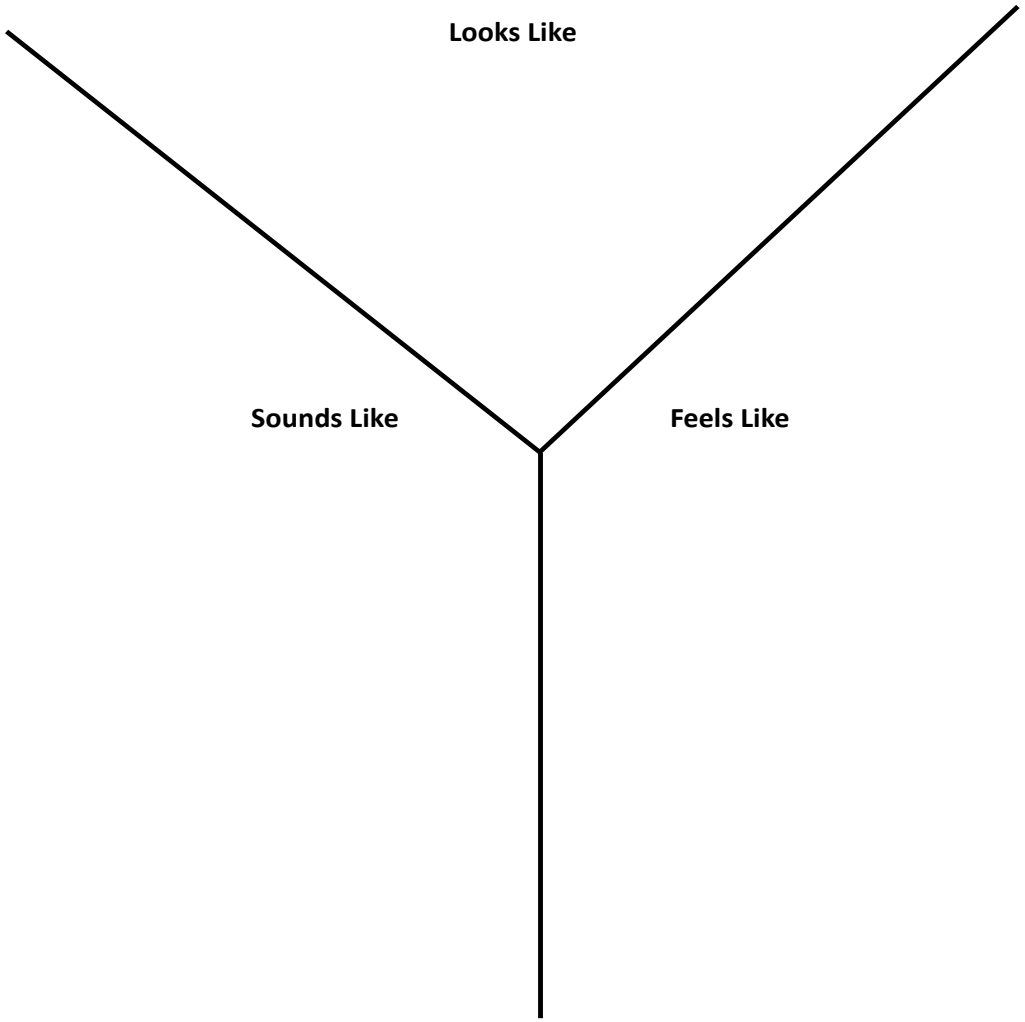
Our Core Purpose is: _____

_____

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…



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?*

6

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Action Plan

Issue (Problem to Solve – What P1)	Key Goals & Stretch Goals (What P2)	Execution Strategy (How)	Link to Broader Strategy (Why)	Accountability (Who) & Reporting (When)

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KPI 3

Team Engagement Strategy

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Team Profile
Talent Map

Team: _____ **Date:** _____

Name	Role	Strengths (Personality Traits/ C.A.R.D Top 2)	Work Interests & Goals	Secret Skills	Other

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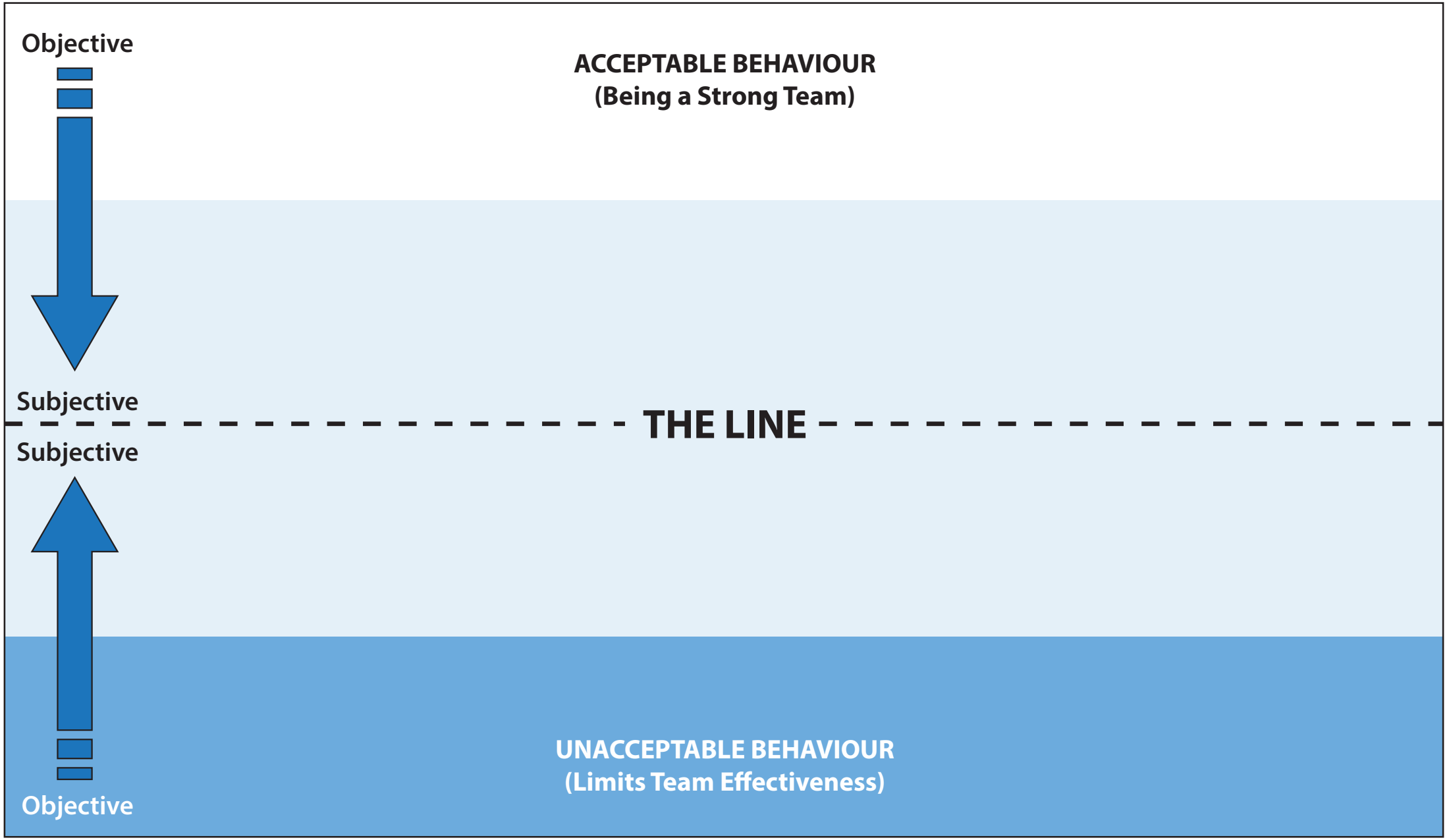
Above & Below The Line

Vision & Action | Performance Reporting | Leveraging Diversity | Work/Life & Wellbeing



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Calling Behaviour Protocol

(Reset Conversations When All Else Fails)

Vision & Action | Performance Reporting | Leveraging Diversity | Work/Life & Wellbeing

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:

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KPI 2

KPI 4

Meetings and Metrics

HPT Meeting Agenda

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

Chair:
Moderator:
Live Notes:
Attendees:
Apologies:

Item 1 *Inclusion 1*	Welcome • Organisation Mission & Values Share; • Specific Team Role & Accountability; • Meeting Team Purpose & Outcomes; • Moderator Cards & Ground Rules	Chair	2 mins
Item 2 *Support 1*	Warm-Up One word barometer; Ice-breaker and/or Success & Challenge	All	3 mins
Item 3 *Proactive 1*	Team Member Updates Week/s Prior & Week/s Ahead Exception Reporting (2 mins max per team member) (Refer to Team Data Wall) *Live Notes:*	All	8 mins
Item 4 *Proactive 2*	Hot Issues • Pair & Share Top 2-3 Issues – Write on whiteboard and vegas vote (5 ticks per person) (3 mins) • Top 2 topics selected • 1 min – elaborate / 1 min – clarify / 3 mins – discuss / 1 min takeaway action *Live Notes:*	All	15 mins
Item 5 *Strategic 1*	Senior Leaders Briefing and Q&A *Live Notes:*	Senior Leader	10 mins
Item 6 *Strategic 2*	Deep Dive Presentation & Strategy Discussion* • Present strategic issue & question for discussion (use template) (7 min) • Discussion / brainstorm (use whiteboard to track conversation) (7 min) • Presenter comment on takeaway value of discussion (1 min) (*alternate with Action Plan Review & Update item as needed) *Live Notes:*	Presenter	15 mins
Item 7 *Support 2*	Team Pulse: Culture & Communication Update • Wellbeing Update –Team Pulse Survey data review & note of forward actions to promote wellbeing • Culture Update – round table discussion of notable personal news and events among team. Clarification of key forward messages for stakeholders. *Live Notes:*	All	5 mins
Item 8 *Accountable*	Close (Barometer, Takeaway Actions, Moderator Feedback & Next Mtg Roles) Moderator Feedback: Next Meeting Date/Time: Chair: Moderator: Deep Dive Topic & Presenter: Live Notes:	Chair & Moderator	2 mins

Ground Rules *(Moderator using Red Card / Yellow Card as signal to Chair)*
1. **Openness & Trust** – *Chatham House Rule – Discussion 'off record' with 'on the record' documented in Live Notes.*
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** – *Clear next steps and/or SMART actions recorded for each item.*
6. **Device Rule** – *Only if needed with Chair's Permission – On Task & On Topic!*

End of Meeting Team Performance Ratings *(1 – very low to 5 – very high)*

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

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 _____

Source References: Standards Australia, (2003). *Good Governance Principles*. Corporate Governance Council, (2003). *ASX Principles for Corporate Governance*. Sonnefeld, J. (2002). *'What Makes Board's Great'*, Harvard Business Review. ©Dr Pete Stebbins 2016

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Team Pulse

Review & Actions

Team: **Month:** **Participants:**

HPT KPIs	Collective Team Efficacy	Pulse Question	Previous	Current	Example Improvement Strategies	Team Boosters	Discussion Notes & Actions
KPI 1: Vision & Action	**Mastery Experience** *(Job Satisfaction)*	**Job Satisfaction:** *Your level of achievement and satisfaction at work*			*Clear KPIs in role descriptions of team charters. Regular review of team purpose and 12-month vision, goals and action plan. Aligning team activity cycle to maximise the effectiveness of team meetings and targeted professional development.*	*#1, #2, #3, #13, #14, #15*	
KPI 2: Performance Reporting	**Social Persuasion** *(Performance Feedback)*	**Performance Feedback:** *Regularly giving and receiving feedback with members of your team*			*Use of data walls to track progress. Team meetings using effective protocols to provide support, proactively address hot issues and progress strategic inquiry and improvement. Timely and beneficial cycles of observation and feedback.*	*#4, #5, #6, #16, #17, #18*	
KPI 3: Leveraging Diversity	**Vicarious Experience** *(Peer Support)*	**Peer Support:** *Communicating effectively and openly sharing with members of your team*			*Effective team communication, sharing and peer mentoring. Team profiling to understand risks of personality clashes, clear above and below the line behaviour charts and protocols for difficult conversations among peers.*	*#7, #8, #9, #19, #20, #21*	
KPI 4: Work/Life & Wellbeing	**Affective States** *(Work/Life & Wellbeing)*	**Work/Life & Wellbeing:** *Your level of satisfaction with your work/life and wellbeing*			*Weekly Team Pulse and monthly scorecard discussion and wellbeing goal setting. Regular short team building activities, use of ice breakers in meetings, training and awareness on work/life strategy and resilience.*	*#10, #11, #12, #22, #23, #24*	
Collective Team Efficacy: Total Score					**Combined average of all team scores*	0-54% 55-74% 75-100%	