Getting Started With

Level Up!

5 Quickstarts for High Performance Teams

UPDATED **10th** ANNIVERSARY EDITION

Team Guidebook

Dr Pete Stebbins PhD
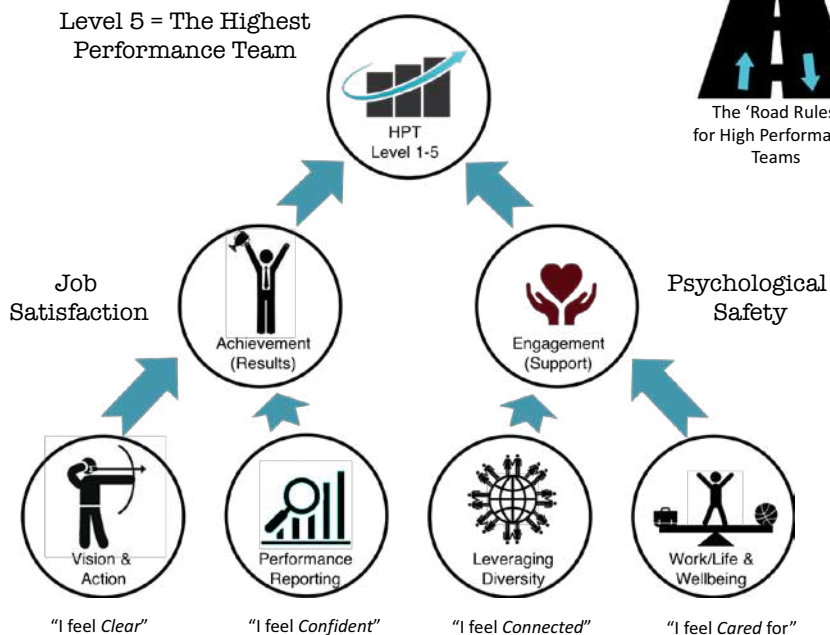
with Alistair Kerr

Level Up!

Team Guidebook

5

Quickstarts
for High
Performance
Teams

Dr Pete Stebbins PhD

with Alistair Kerr

Level 5 = The Highest Performance Team

HPT Level 1-5

The 'Road Rules' for High Performance Teams

Job Satisfaction

Achievement (Results)

Engagement (Support)

Psychological Safety

Vision & Action

Performance Reporting

Leveraging Diversity

Work/Life & Wellbeing

"I feel *Clear*"   "I feel *Confident*"   "I feel *Connected*"   "I feel *Cared* for"

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)

*Value = Total direct and indirect productivity benefit/cost

HPT Level Up
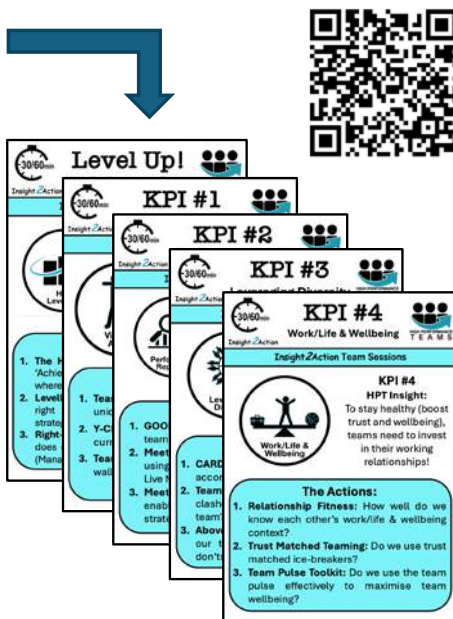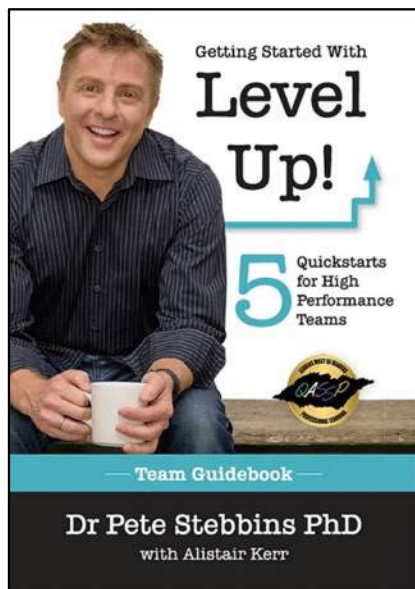QUICK-START TEAM ASSESSMENT

Level Up!
The High Performance Teams Program

The High Performance Teams Program has enabled our team to have a clear vision and set of actions for moving from good to great. I can't recommend the program highly enough.

\- Kurt Goodwin

Insight2Action™
DIY Team Sessions

Share the HPT Level Up Program with your team!

We've included 5 x Insight2Action Team Session DIY guides in this book!

☑ Ensure Equal Voice – hear from everyone!

☑ Share Experiences – understand each journey!

☑ Take Action Together In Session– don't wait 'til later!

Level Up!
The High Performance Teams Program

The High Performance Teams program was the platform for our team to collaborate and plan as well as support each other. By using the key performance indicators and action plan we were able to move to a much higher level of performance.

\- Janelle Groves

The HPT Data Wall
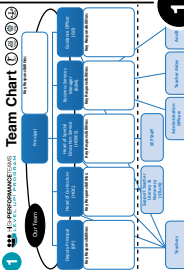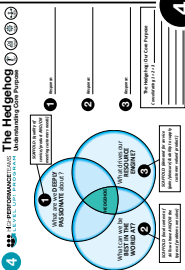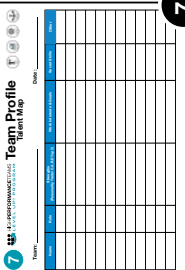
1. HIGH PERFORMANCE TEAMS LEVEL UP! PROGRAM — Team Chart
2. HIGH PERFORMANCE TEAMS LEVEL UP! PROGRAM — Activity Cycle
3. HIGH PERFORMANCE TEAMS LEVEL UP! PROGRAM — Level Up Strategy
4. HIGH PERFORMANCE TEAMS LEVEL UP! PROGRAM — The Hedgehog — Understanding Core Purpose
5. HIGH PERFORMANCE TEAMS LEVEL UP! PROGRAM — Vision & Goals
6. HIGH PERFORMANCE TEAMS LEVEL UP! PROGRAM — Action Plan
7. HIGH PERFORMANCE TEAMS LEVEL UP! PROGRAM — Team Profile — Talent Map
8. HIGH PERFORMANCE TEAMS LEVEL UP! PROGRAM — Above & Below The Line
9. HIGH PERFORMANCE TEAMS LEVEL UP! PROGRAM — Calling Behaviour Protocol
10. HIGH PERFORMANCE TEAMS LEVEL UP! PROGRAM — HPT Meeting Agenda
11. HIGH PERFORMANCE TEAMS LEVEL UP! PROGRAM — Moderator Scorecard — Team Dynamics Scorecard
12. HIGH PERFORMANCE TEAMS LEVEL UP! PROGRAM — Team Pulse — Review & Actions

HIGH PERFORMANCE TEAMS LEVEL UP! PROGRAM
HPT Level 1-5
Team Foundations & Level Up

HIGH PERFORMANCE TEAMS LEVEL UP! PROGRAM
Vision & Action
KPI 1
Team Achievement Strategy

HIGH PERFORMANCE TEAMS LEVEL UP! PROGRAM
Leveraging Diversity
KPI 3
Team Engagement Strategy

HIGH PERFORMANCE TEAMS LEVEL UP! PROGRAM
KPI 4
KPI 2
Meetings and Metrics

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The 5 Quickstarts

Foreword

It is an inescapable truth in both the public and private sector that the pace of change is increasing. It is also true that effective teamwork and collaboration sit at the heart of any successful response to change.

Dr Pete Stebbins tells us that *High Performance Teams* are the foundation of every successful organisation and I know from personal experience just how true this is. After many years working as a leader in education I have seen great initiatives rise and fall not so much based on the efficacy of the strategy itself, but rather due to the ability of teams to work together effectively.

High Performance Teams are easy to spot due to their deep and effective communication and collaboration, which helps to develop shared ownership and trusting relationships. They also ensure clear delegation of key responsibilities and a shared understanding of both team and organisational improvement priorities to enhance collaborative engagement.

What I particularly like about the *Level Up* framework to build *High Performance Teams* is the explicit focus on the varying levels of team performance and the very practical steps outlined to enable teams to progress to Level 5 - *The Highest Performance Teams.*

I also like how the *High Performance Teams* program has clear links to three key focus areas from our Working for Queensland Survey – *'fairness and trust'*, *'people and relationships'* and *'performance and development'*. Based on this feedback from our staff, I truly believe that this program will help us achieve improvements across these three focus areas.

There are clear benefits for our staff in working as *High Performance Teams.* By using the *Level Up* framework, we will all better reflect the five public service values – *customers first, ideas into action,*

unleash potential, be courageous, empower people. This will lead to a better service for our customers.

Our organisation has achieved so much over recent years yet, like all similar organisations we are responding to a rapidly changing world, and have many more challenges on the horizon. To meet these challenges we need to reframe the way we approach our work. In other words, we need to embrace the challenge of building the *Highest Performance Teams* in order to be agile and respond effectively to change, and maximise outcomes for our customers and staff.

It is for this reason that we have chosen to implement the *High Performance Teams* program and I hope you will both enjoy reading (and implementing) *Level Up! 5 Quickstarts for High Performance Teams* by Dr Pete Stebbins.

Read On!

Michael O'Leary

Assistant Director General

The 'Road Rules' for High Performance Teams

Level 5 = The Highest Performance Team

Psychological Safety

Job Satisfaction

HPT Level 1-5

Engagement (Support)

Achievement (Results)

Work/Life & Wellbeing

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Performance Reporting

Vision & Action

"I feel *Cared* for"

"I feel *Connected*"

"I feel *Confident*"

"I feel *Clear*"
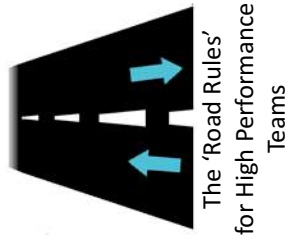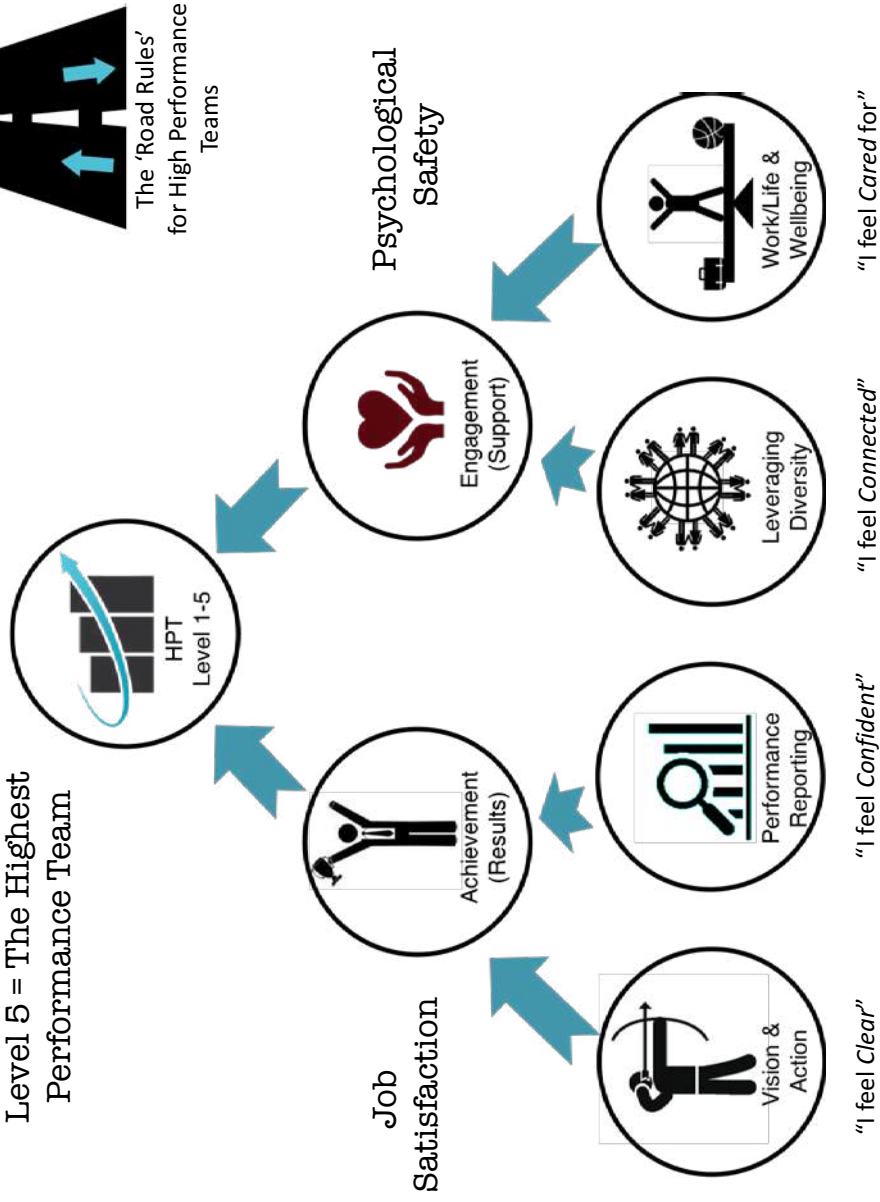
High Performance Teams: Same Effort, Bigger Reward!

"We either make ourselves miserable, or we make ourselves happy. The amount of work is the same."
– Carlos Castaneda

The more life experience I gain, the more I'm learning that some things I was 'absolutely certain about' earlier in my career are in fact mistaken. I used to believe that it took more energy to become a High Performance Team than it took to simply remain an average, or low performance team.

I used to think that low performance teams were happier in the short term because they didn't have to go through the growing pains of learning, stretching themselves, and embracing the challenge of continuous improvement in the same way High Performance Teams need to in order to realise their extraordinary potential.

I used to envy people who would 'cruise' along in their jobs - not doing too much, seemingly content with the status quo as I kept striving to improve, making the many mistakes needed on the journey to develop my skills. I used to think that, compared to people who were striving for 'great,' people who instead simply settled for 'good' had a much easier time, but I now know I was dead wrong.

My change of perspective began the day I stumbled upon the famous quote by Carlos Castaneda ("*We either make ourselves miserable, or we make ourselves happy. The amount of work is the same.*") – and when I first read it I felt my blood boil, I was really, really angry – incensed that such an untruth could be told. How could this be true? How could all the 'slackers' and 'lazy bones' be doing the same amount of work as me????

I'm sure you've already spotted the mistakes in my logic by now but it took me quite a long time to understand and accept the truth in Carlos's words – especially when it came to understanding High and Low Performance Teams – it's not so much about the fact that they are working more or less

than each other, but rather the focus of their work (and the positive or negative energy it produces) is the key difference.

High vs. Low Performance Teams: Effort & Reward

"Hard choices, easy life. Easy choices, hard life."
– Jerzy Gregorek.

Let's unpack this issue of 'similar effort – yet different rewards' a bit more looking at each of the 4 KPIs that underpin High Performance Teams and assessing whether they are actually engaging in a similar amount of effort at work (albeit with radically different productivity and job satisfaction outcomes…).

KPI 1: Vision & Action

Low Performance

Lack of clarity causes personal agendas to dominate team culture.

'I feel confused about our team's purpose and priorities'

Vision & Action

High Performance

Clarity of vision drives whole of team collaboration and innovation

'I feel clear about our team's purpose and priorities'

High Performance Teams work harder at completing tasks and solving problems aligned to their team's vision and goals, enjoying high job satisfaction as the team makes progress and milestones are achieved. The end result (while satisfying) is a tiredness due to the effort of completing clear and worthwhile tasks (think of it like the energised tiredness that

you experience after a good workout or run).

Low Performance Teams work harder at trying to understand why they have to do assigned tasks and how they fit with the wider purpose of the team and organisation. They spend more energy deflecting work they don't enjoy and coming up with their own personal vision and action agenda to fill the void caused by lack of clarity at the team level. The competing agendas and conflicting priorities generate 'politics' that require enormous effort to manage whilst persevering to complete work that is neither enjoyable nor meaningful. The end result here is also tiredness but due to the unrewarding effort of managing the politics of competing agendas whilst completing uninspiring and unengaging work.

Analysis: When it comes to KPI 1 I think Carlos was right about both High and Low Performance Teams both putting in a lot of effort and if anything, I think the low performance teams may actually be working harder to cope with their jobs (and becoming more miserable at the same time!).

KPI 2: Performance Reporting

Low Performance

Lack of objective data causes group think decision bias, uncertainty and wasted resources

'I'm unsure about how we're going and what we need to improve'

High Performance

Rigorous objective processes create confidence in team decisions

'I feel confident about how we're going and what we need to improve'

High Performance Teams work harder at ensuring that there are rigorous objective processes in place, ensuring that the team can be 110% confident in the decisions that they make. The end result is tiredness from continually tweaking and improving processes and seeing possibility (AKA stretch

goals) just over the horizon (and having the optimism and conviction that these lofty goals are possibly within reach).

Low Performance Teams work harder at putting forward and defending their own individual hunches and opinions (and excuses and blaming for lack of progress on key team goals). The result is a lack of forward momentum on individual and team goals, wasted resources, and no ability to get consensus on whether or not the team is on or off track overall (however with a strong feeling that the team is definitely off track) nor any unified agreement about how to move forwards.

Analysis: Looking at KPI 2 I think that Carlos was on the money again. While both High and Low Performance Teams might both be dedicating a lot of effort, the effort that High Performance Teams exert in refining systems for accountability and improvement pushes them forward as they gain confidence in their course (or at least understand the corrections that they need to make). On the flip side, the effort that low performance teams put into defending murky assumptions and personal opinions at best stops their momentum and at worst sends them backwards.

KPI 3: Leveraging Diversity

Low Performance
Lack of awareness of diversity within the team leads to avoidance and silos.
'I feel like I don't fit in and I'm out on my own'

Leveraging Diversity

High Performance
Awareness of diversity promotes inclusion and becomes a strategic advantage.
'I feel like I'm part of a team and that I am valued'

High Performance Teams work harder at understanding the diversity within their team in order to leverage its strategic advantage. The end

result is deeper insight and awareness of the strengths and differences among team members because they took the time to understand each other, and the increased empathy and emotional investment that ensues.

Low Performance Teams work harder at selectively and actively avoiding those that they don't like, or simply don't understand. The end result is emotional exhaustion and a fractured team where everyone works in ever shrinking silos – and at worst competing against each other rather than working as a team.

Analysis: Yet again when I think of Carlos's quote I'm aware that while High Performance Teams are expending a lot of emotional energy to get to know each other, the end result of understanding everyone's unique qualities is uplifting when compared to the toxicity that results from the way that Low Performance Teams expend their emotional energy avoiding and silently (or loudly) disliking each other.

KPI 4: Work/Life & Wellbeing

Low Performance

Team members don't share needs and become self-isolated & increasingly stressed.
'I feel like I'm alone and there is no one I can turn to for help'

High Performance

Awareness & support of each other's work/life needs and wellbeing is a stress buffer.
'I feel like I'm supported & my team really cares about me'

High Performance Teams work harder at sharing (appropriate) personal information in order to understand and empathise with each other's work/life and wellbeing needs. The end result is that working in the team becomes a buffer against other life stressors, the team flexibly responds to temporary poor performance due to personal stressors, and everyone's sense of belonging and mutual care increases.

Low Performance Teams do not share (appropriate) personal information (they are 'private' people keeping work and life very separate) but this lack of disclosure means they have to work harder at solving stressful work and life situations by themselves – unnecessarily becoming exhausted and lonely when other team members would gladly lend a hand if they knew what was going on. The end result is that one by one team members fall in a heap, which increases both the sense of isolation and workloads carried by their team mates.

Analysis: In this final domain, Carlos's wise words are on point once again. It seems that both High and Low Performance Teams expend a lot of energy related to work/life and wellbeing, with High Performance Teams expending energy outwardly (taking the leap of faith to trust and open up), and Low Performance Teams expending energy inwardly (going through the wringer of personal and work stress alone).

Why strive for Great when there is nothing wrong with Good?

"Good is the enemy of great. And that is one of the key reasons why we have so little that becomes great. "
– Jim Collins

Having done the math all along the way it seems clear that there is a similar amount of effort needed to be in a Low or High Performance Team yet far greater rewards for High Performance Teams in terms of job satisfaction, productivity, and personal wellbeing. Yet, far too often people resist the notion of striving for improvement (AKA higher performance) and instead defend the status quo (lower performance). A quick story I heard recently from a friend who is working in leadership development in schools makes the point nicely...

He was coaching a Deputy Principal and discussing the concept of 'Good to Great' when all of a sudden, the DP put up his hand to stop the conversation and angrily said: *Why go for 'great'? What is wrong with 'good'?* My friend deftly defused the situation by exploring the impact of Good vs Great staff on children in the school and the longer-term impact on society. As he shared the story I also started to think more about the personal impacts of making the choice between Good and Great…

Going for Great means you are challenged to grow. Going for Great means you need to learn, need to change, need to become better - more self-disciplined, organised, fitter and healthier to accommodate for the additional learning and changes required to pursue your goals. Going for Great has a number of side-effects – all of them positive for your mental and physical health. Most importantly going for Great means you are improving the positive effects you leave on others as they benefit from your learning, growth, and increased skills and capability…

Going for Good on the other hand means you get to chill out, be comfortable with your capability and skill, and you free up your mental energy for other important pursuits (like watching TV, surfing the net, catching up on Facebook or playing candy crush, bejewelled or tetris). Going for Good means you don't need to change any of your routines or habits nor increase your self-discipline (turbo charging your procrastination, preference for comfort foods and dislike of rigorous exercise). Going for Good has a number of side-effects – all of them negative for your mental and physical health. Most importantly, going for 'Good' means you have maxed out your ability to help others and the slide into cognitive and physical laziness (however gradual) becomes an inevitability, leaving an imprint of 'why bother trying' on the important people in your life…

In Summary: Same Effort Bigger Reward

It is true that we all get 24 hours in the day which, after accounting for sleep, we fill up with 'work' of some sort or another. Thus the amount of time we get to 'work' is the same – but the choices we make about what we 'focus' on while we work have radically different outcomes on both ourselves and our teams. It was through realising this that I finally came to believe in the power of Carlos Castaneda's quote: "*We either make ourselves miserable, or we make ourselves happy. The amount of work is the same.*"

Since I have accepted this I no longer sit angrily feeling like a martyr frustrated at the slackers in the office while I strive for perfection because I see with new eyes their silent frustration, dissatisfaction and the enormous effort it takes for them to stay calm and focused, and the negative energy that this produces in their lives and the fatigue and exhaustion they experience.
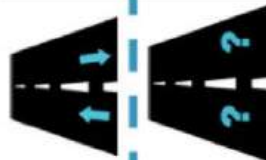
I am gradually letting go of all my previous judgements and biases and am getting increasingly comfortable with my own lot in life. I am editing my self-talk to stop using the word 'difficult' when comparing my life with theirs and simply starting to use the word 'different' with a smile on my face as I experience the positive energy that comes from the enormous effort I put into improving my skills and getting the job done better!

What about you? How do you fill in the 'work' hours within your 24 hours each day? Which side of the 'Good' vs 'Great' line are you on at the moment? Are you exhausted each day from expending positive energy in striving to improve your skills and do your job better OR are you exhausted each day from expending negative energy coping with frustration and dissatisfaction?

What about the other members of your team – how are they filling up their 'work' hours each day? Is everyone in the team experiencing more positive energy and less negative energy at work right now? Do things need to change?

I believe that any team, despite the obstacles of life or work factors outside their control, can become a High Performance Team by collectively engaging in 5 simple yet profound team development activities which you are about to discover…

Read on!

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)

*Value = Total direct and indirect productivity benefit/cost

HPT Level Up
QUICK-START TEAM ASSESSMENT

Level Up! What Is Your Team's Current Level AND Next Steps?

HPT Insight: *All High Performance Teams are on a journey – one that requires the right approach at the right time!*

High Performance Teams: The Unanswered Questions...

During the early stages of our research on High Performance Teams we learned that for the same amount of effort, the rewards were much bigger for High Performance Teams than their comparison teams. However there remained another mystery to solve - and it related to the very core of what it means to be human. You see, there is one truly unique quality that the human race possess that relates to performance. No, it's not opposable thumbs (although these certainly help!) – it's human potential which is defined as *"having or showing the capacity to develop into something more in the future."*

"Developing into something more in the future" was easy to understand when applying it to newly forming teams or teams managing conflict as

the potential for something bigger and better was obvious. However, for teams already performing very well – what was their next step? As we continued our journey working with High Performance Teams we became obsessed with answering these two perfectly reasonable questions:

1. *"What are the highest levels of performance that teams can aspire to?"*
2. *"When it comes to improving team performance, how do we know where we are at and what is next?*

Many initial promising answers to these questions turned out to be false starts or dead ends, however after much data analysis and trial and error, I believe that the pieces are now falling into place and we have finally begun to grasp the answers. In the Education Sector, we have been working with hundreds of school leadership teams in cluster programs over the last three years which has given us a treasure trove of case studies showcasing the strategies teams have implemented (inputs) and the outcomes they have achieved along the way (outputs). These case studies demonstrate the power of the High Performance Teams Framework as an enabler for genuine transformation of school cultures for both staff and students inside of a single school year (which is quite a feat)! More instructively, taking a helicopter view of case study outcomes has enabled us to compare the various teams that took part and (most importantly), identify the positive outlier teams and unpack their successes in a way that we can all learn from.

High Performance Teams: Levels 1 to 5

Reviewing the enormous amount of outcome data we had collected gave us some powerful insights into the various levels of team performance, which formed the basis of the HPT Level Up Table. (see below)

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)

*Value = Total direct and indirect productivity benefit/cost

HPT Level Up
QUICK-START TEAM ASSESSMENT

10x – What Are We Talking About?

The term '10x' is very trendy right now (therefore something we would normally avoid using) AND justifiably so as the concept cuts straight through to the heart of 'value creation' – something every High Performance Team needs to both understand and regularly measure. The origins of 10x began in attempting to describe the difference between the 'best' and 'worst' engineers, where the 'best' engineers were 10 times as 'productive' as the worst. As the concept was applied into other fields the outcome measure of 'Productivity' (producing the most outputs per input) was refocused towards 'Value Creation' (producing the most valuable outputs per input).

When we think about 10x and High Performance Teams, value creation can take two forms: (1) Efficiency of Inputs (i.e., finding new ways to complete a process faster or with less inputs – think about solving a Rubik's cube puzzle with the minimum number of movements and fastest possible time) OR (2) Reach of Outputs (finding new ways to share useful information with others who can leverage this to benefit a much wider audience). Often in 10x situations both (1) and (2) are operating together leading to exponentially higher 'Value Creation' such as in the teaching team examples described later.

As you can see, teams can be classified according to both the VALUE of the outputs they produce (a combination of direct and indirect productivity benefits) through achieving their targets and goals over the short- and long-term, and the CONFIDENCE they create as a team to share information with each other and provide frank and fearless feedback to achieve their goals. They can also be classified by the main team CHALLENGE they face in order to Level Up as well as the relevant leadership approach that is needed to help the team advance to the next level (for more on leadership implications read the *Level Up Leaders Toolkit*).
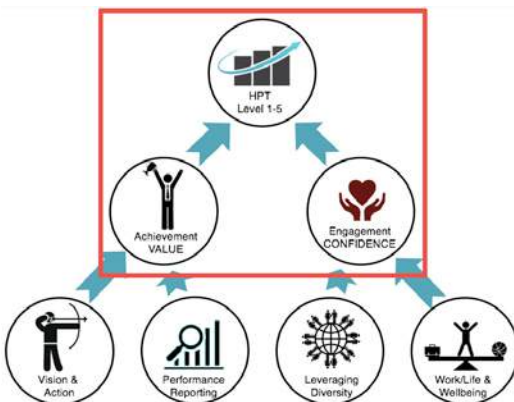
Unpacking the outputs of 'VALUE' and 'CONFIDENCE' into the HPT Domains of ACHIEVEMENT and ENGAGEMENT gave us a framework to deepen our understanding of the input strategies, motivations and behaviours that teams utilise to increase the outputs of Value and Confidence across the various levels of team performance.

First let's look at Team ACHIEVEMENT. As you can see in the expanded Table on Page 19, the VALUE that a team creates is rooted in the team's

FOCUS. This FOCUS then results in the way that team members behave in relation to the CLARITY OF (the team's) VISION and the team's GOALS & TARGETS.

	Focus ➡	Behavior	➡	Value*
		Clarity of Vision	Goals & Targets	
Level 5 Elite	Leverage	Long range with total clarity	Exceed Team Stretch Goals & Targets	10x
Level 4 Advanced	Strategic	Medium range with total clarity	Achieve Team Stretch Goals & Targets	5x
Level 3 High Performance	Collaborative	Short range with total clarity	Achieve all Team Goals & Targets	2x
Level 2 Functional	Constructive	Short range with partial clarity	Partially Achieve Team Goals & Targets	1x
Level 1 Dysfunctional	Destructive	No clarity at team level	No Team Achievement (Individual focus)	-2x

Highest → Lowest

Achievement

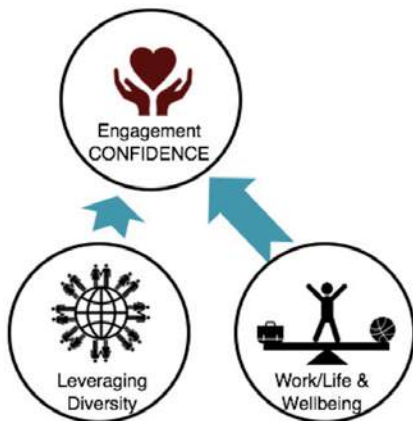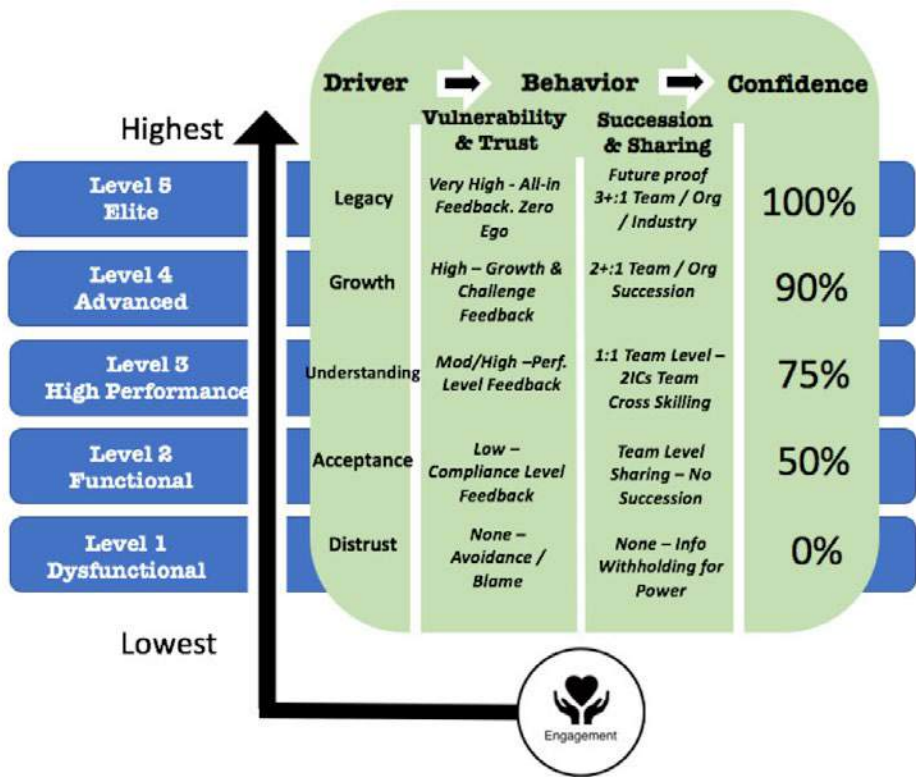Achievement VALUE

Vision & Action

Performance Reporting

When we consider how the High Performance Teams Framework assists teams to create the outputs of higher levels of Clarity of Vision and achieve increasingly ambitious Goals and Targets, the input strategies from KPI 1 (Vision & Action) and KPI 2 (Performance Reporting) provide the necessary strategies for teams to Level Up their Achievement.

For example, Level 3 strategies for KPI 1 (Vision & Action) enable teams to have strong 'buy in' to purpose, vision and goals with Level 4 strategies enabling the alignment of all strategic and operational plans and Level 5 strategies comprehensively mapping the management and governance activities of the team to ensure strong collaboration across the wider organisation. The outcome of these strategies is inevitably higher clarity of vision for the team.

HPT Level	KPI1: Vision & Action*	KPI2: Performance Reporting*	KPI3: Leveraging Diversity#	KPI4: Work/Life & Wellbeing
Level 5 HPT Elite Teams	Collaboration & Governance Map	Lead Indicator Dashboards	Feedback Dynamics: Skills Drills	Work / Life Strategy Shares
Level 4 HPT Advanced Teams	Vision Aligned Strategic & Operational Plans	Team Specific Data Walls	Above & Below the Line Team Protocols	Resilience & Wellbeing Plan
Level 3 High Performance Teams	'Buy In' Team Purpose, Vision, Goals & Actions	Effective Meeting Protocols	Team Profile & Talent Map	Trust Matched Teaming & Pulse Conversations
HPT Foundation Modules	Why Teams Fail	10 Insights	Level 5 Teams	Sustainable Culture Change

Similarly, for KPI 2 (Performance Reporting) the Level 3 strategies around High Performance Team Meeting Protocols ensure a very goal focused agenda is maintained which is then reinforced through Level 4 strategies around comprehensive team data walls with real time metrics on key team activities and actions and finally Level 5 strategies which focus on the development of Lead Indicator Dashboards turning data into a sharp and narrow analytic tool to achieve vision-focused stretch goals and super-stretch goals.

Turning to Team ENGAGEMENT the CONFIDNECE that team members hold in the team is rooted in the team's DRIVE. This DRIVE then results in the way that team members behave in relation to their level of VULNERABILITY & TRUST and knowledge SHARING & SUCCESSION planning.

	Driver →	Behavior →		Confidence
		Vulnerability & Trust	Succession & Sharing	
Level 5 Elite	Legacy	Very High - All-in Feedback. Zero Ego	Future proof 3+:1 Team / Org / Industry	100%
Level 4 Advanced	Growth	High – Growth & Challenge Feedback	2+:1 Team / Org Succession	90%
Level 3 High Performance	Understanding	Mod/High –Perf. Level Feedback	1:1 Team Level – 2ICs Team Cross Skilling	75%
Level 2 Functional	Acceptance	Low – Compliance Level Feedback	Team Level Sharing – No Succession	50%
Level 1 Dysfunctional	Distrust	None – Avoidance / Blame	None – Info Withholding for Power	0%

Highest

Lowest

Engagement

When we consider how the High Performance Teams Framework assists teams to create the outputs of higher levels of Trust and Vulnerability as well as increase the amount of Sharing and Succession Planning, the input strategies from KPI 3 (Leveraging Diversity) and KPI 4 (Work/Life & Wellbeing) provide the necessary foundations for teams to Level Up their Engagement.

For example, Level 3 strategies for KPI 3 (Leveraging Diversity) focus on team profiling and talent maps which create a deeper understanding of the individual differences and varying career focuses among the team with Level 4 strategies focused on identifying the key Above & Below the Line Behaviours that optimise team performance along with the 'insurance policy' of a protocol for 'Calling Behaviour' to guide difficult conversations when they arise. Level 5 strategies revolve around skills drills and role plays about 'high risk' feedback conversations both within the team and with stakeholders and customers.

Similarly, for KPI 4 (Work/Life & Wellbeing) the Level 3 strategies around Trust Matched Teaming and Pulse Conversations ensure an appropriate level of disclosure is established and a holistic focus to team wellbeing is maintained with Level 4 strategies getting deeper into the personal resilience and wellbeing needs of team members. Further, Level 5 strategies are focused on sharing work/life strategies to enable team members to understand the future goals of their peers and how these goals may predicate succession and change in the team. The outcome of these strategies is inevitably higher vulnerability and trust along with a deeper understanding of succession needs within the team.

HPT Team Development Strategies

HPT Level	KPI1: Vision & Action*	KPI2: Performance Reporting	KPI3: Leveraging Diversity#	KPI4: Work/Life & Wellbeing
Level 5 HPT Elite Teams	Collaboration & Governance Map	Lead Indicator Dashboards	Feedback Dynamics: Skills Drills	Work / Life Strategy Shares
Level 4 HPT Advanced Teams	Vision Aligned Strategic & Operational Plans	Team Specific Data Walls	Above & Below the Line Team Protocols	Resilience & Wellbeing Plan
Level 3 High Performance Teams	'Buy In' Team Purpose, Vision, Goals & Actions	Effective Meeting Protocols	Team Profile & Talent Map	Trust Matched Teaming & Pulse Conversations
HPT Foundation Modules	Why Teams Fail	10 Insights	Level 5 Teams	Sustainable Culture Change

Level 5 Exemplars: High Performance Teaching Teams

"A teacher affects eternity; they can never tell where their influence stops."
– Henry Adams

Crossing the bridge back from theory to practice, let's take a practical look at some examples of Level 5 Value and Confidence we have seen from the Highest Performance Teaching Teams we have worked with.

Level 5 Value: Leverage (10x) at West Key State School

Leveraging to Level 5 (10x Value) can occur when teams have absolute clarity about their long-range Vision & Action AND are able to set and exceed team stretch Goals & Targets. For the teaching teams at West Key State School, every member of staff is crystal clear about their vision of "enabling every teacher to positively impact every student to grow and live a successful life", and every member of staff is crystal clear about the school's stretch targets for student academic achievement (i.e., reading). This level of clarity is critical for 10x success as it creates a series of strategic questions about positive problems they need to solve around continuous professional development for teachers and information sharing and feedback among staff in order to achieve such lofty vision and stretch targets...

As you can see in the Table on Page 24, the 10x solution for West Key State School lies in the implementation of their PLC and information

sharing strategies such as the use of Lyn Sharratt's 'Faces on the Data' whole of school data wall. By using this strategy teachers from across the school (who wouldn't normally get to meet together in teaching teams) can identify similar reading level students (i.e., over-achieving younger students and under-achieving older students) and informally swap ideas and collaborate to fast-track student growth – this occurs without needing any additional funding or support and significantly improves the child's performance and thus longer-term social and economic contribution – hence 10x Value.

Value (Focus)	Teaching Team Example: PLC Reading Strategy
10x (Leverage)	Learn It, Differentiate It, Practice It, Use It, Share In Team & Organisation & Leverage Skills & Relationships
5x (Strategic)	Learn It, Differentiate It (U2B, Av, Below), Practice It, Use It, Share Differentiation In Team
2x (Collaborative)	Learn It, Practice It, Use It, Share It In Team
1x (Constructive)	Learn It, Practice It, Use It
-2x (Destructive)	Learn It, Agree To Use It (But Don't)

Level 5 Confidence: Legacy (100%) at West Key State School

HPT ELITE TEAMS: ENGAGEMENT

100% CONFIDENT

ZERO EGO ALL IN!

FUTURE PROOF SUCCESSION

"LEGACY" LV. 5

Level 5 Legacy strategy is a natural outcome of teams that are entirely 'Confident' in each other's commitment to their core purpose (vision and mission) and preparedness to give and receive frank and fearless feedback. For the teaching teams at West Key State School they have been able to reach this level of Team Engagement through the consistent and supportive use of Peer Coaching strategies for Peer Observation and Feedback.

By having a simple and explicit protocol for peer observation and feedback processes which harnesses the power of evidence-based coaching conversation techniques, the teachers at West Key were empowered, enabled and ultimately became fierce advocates of continuous feedback and development both within PLC groups and among less formalised networks of peer teachers that shared common interests and professional development goals.(see table below)

Confidence (Driver)	Teaching Team Example: Peer Coaching - Observation & Feedback
100% (Legacy)	*Pursuit of Excellence - extra deep dives, role plays, multiple mentors & cross-team/ whole of school shares & training others in feedback skills*
90% (Growth)	*Continuous Improvement - Skilled Use of Framework, Full Team Level Participation, Reciprocal Feedback & Follow Up Support*
75% (Understanding)	*Open & Interested – Consistent Use of Framework Full Participation & Reciprocal Feedback – Individual & Team*
50% (Acceptance)	*Cooperative & Compliant Individual Level – Inconsistent Use, Passive Participation & Minimal Input*
0% (Distrust)	*Avoidant & Cynical – Don't Participate & Discourage Others*

You Can't Skip A Level...

West Key State School didn't just jump to Level 5 Leverage without building a strong performance base and readiness through consolidating teaching teams and Level 3 and Level 4 performance as part of the journey. We have discovered that Level 5 10x Value strategies in teaching teams, such as a 'Whole of School Faces on the Data' strategy, cannot be rushed or introduced on teams performing at lower levels without first consolidating and Levelling Up their capability and readiness for higher levels of value creation.

Equally, like other schools on the journey, West Key did not simply flick a switch to get to Level 5 Legacy but rather built up confidence over time – making mistakes along the way that they openly shared with their peer schools to help fast-track each other. When the focus of observations

was not made clear at the outset, feedback was rushed or the coaching framework was not applied to the discussion, a loss of confidence in the process was an inevitable outcome and it became a case of 'two steps forwards, one step back' as the teaching teams gradually moved up through the layers of confidence. However, once at Level 5, there was such a rigour and commitment to feedback and development that teams barely even thought about their 'within team trust' and were far more focused on sharing and learning with the wider group of teachers in the school and collaborating with other schools in the community to lift the standards of teaching and leave a powerful positive legacy for future teachers to follow...

It's often said that 'culture eats strategy for breakfast', however working with teams from across the spectrum I've come to understand this quote differently. Yes, culture will eat mis-matched strategy for breakfast, but the right strategy in the right culture creates an unstoppable force for positive change.

Level Up Team Assessment Case Study: Susan, DP, Jefferson State High School

Understanding the differences between teams of varying levels was one of the most powerful discoveries we've made to date within the High Performance Teams Project. With this new found knowledge, we've been able to create an assessment that allows teams to self-diagnose their current Level and highlight the next steps for them to Level Up - overall fast-tracking their success!

One of our early adopters was Susan, an ambitious yet frustrated Deputy Principal (DP) at Jefferson State High School. As DP of Middle School (supporting the HoDs of English, Maths, Science & HPE) Susan had been struggling with the fact that her leadership teams and faculty staff were putting in the hard work to improve team performance but just seemed to be spinning their wheels – they wanted to Level Up but just didn't know

where to start. To help Susan, we invited her to complete the Level Up Quick-Start Team Assessment.

Step 1: Complete The Quick-Start Team Assessment

In completing the Level Up Assessment, Step 1 for Susan was to consider her team's current status in relation to the items in the Level Up questionnaire. (see below)

Step 2: Calculate Your Level Up Scores

Step 2 for Susan was to calculate her team's Achievement and Engagement scores by averaging the points from question 1 and 2 (4+4/2=4), and 3 and 4 (2+2/2=2) respectively. As you can see it is becoming apparent that the Team Achievement Scores are much higher than the Team Engagement Scores. Finally, Susan calculated her team's overall HPT Level, by averaging Questions 1 to 4 (4+4+2+2/4=3). (see below)

HPT Level Up
QUICK-START TEAM ASSESSMENT
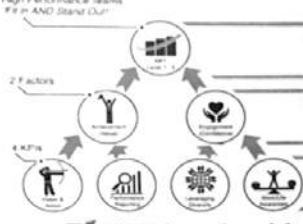
High Performance Teams Fit in AND Stand Out	Table 1
2 Factors	Table 2
4 KPIs	Table 3
HPT Leadership MANAGE, MENTOR & COACH	Table 4

Your Team's HPT Score, Level Up Profile & Team Strategy

Step 1: Complete the table below using scores from the previous page.
Step 2: Circle or highlight the applicable HPT Level in each of the 4 Tables.
Step 3: Complete the Team Strategy based on HPT level & local needs.

Achievement Score (Avg Q1,2)	4
Engagement Score (Avg Q3,4)	2
HPT Level (Avg Q1,2,3,4)	3

Table 1: Your Team's HPT Level – What's Next?

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

Step 3: Highlight Your 'At Level' Ratings in Report Tables

Once Susan identified her team's overall HPT Level score (Level 3), she highlighted the sections relevant to that level in Tables 1 to 4 of the assessment. (see below)

Table 1 (see previous page) shows the Value, Confidence and Challenge ratings for Susan's current Team Level and allows her to see the next steps by looking at the Next Level above.

Table 2 shows the 'at level' ratings for Achievement outputs (Clarity of Vision & Goals and Targets) and Engagement outputs (Trust & Vulnerability and Sharing & Succession) and enables Susan to identify the next Level Up outputs to aspire to.

Table 3 shows the various HPT input strategies across the 4 KPIs matched to Team Level so Susan can see where the focus of team development needs to be to either consolidate at Level or begin developing at the next Level above. As you can see in Susan's case she needed to prioritise completing Level 3 team development around the Engagement Strategies of KPI 3 and 4 as these were relative weaknesses within the overall profile whilst moving up to Level 4 strategies on KPIs 1 and 2 were more appropriate for the team given the relative strength in Achievement overall.

Table 4 highlighted the most useful leadership approach to match Team Level with Susan needing to mainly use mentoring strategies with an ongoing need for regular use of Managing and Coaching techniques – fading the use of Managing further as more Level 4 behaviour was evidenced in business as usual team behaviour.

Step 4: Complete Your Team Development Strategy

Finally, to bring everything together, Susan used the information from the assessment and her own knowledge about the team to complete the Team Development Strategy on the final page. The big takeaways for Susan were (a) was that while her team were doing well on the Achievement side, they had a lot of work to do on Team Engagement; (b) as discussed above, Team Development Strategies needed to be 'at level' for Engagement but 'next level' for Achievement; (c) Susan needed to adopt an 'all rounder' leadership approach using Managing, Mentoring and Coaching strategies – albeit prioritising Mentoring with a view to increase Coaching and decreasing Managing as more Level 4 team behaviour was apparent.

Team Level Summary

Level: 3

Value (Focus): 2x

Confidence (Driver): 75%

Challenge (Approach): Improving

Team Challenges: Achievement

What are the ACHIEVEMENT challenges in terms of (a) Clarity of Vision (b) Goals & Targets to Level Up??

Your Comments...

→ New members up to Speed.

→ Some "high flyers" who want to go faster than the team is ready for.

Team Challenges: Engagement

What are the ENGAGEMENT challenges in terms of (a) Trust & Vulnerability (b) Knowledge Sharing & Succession to Level Up?

Your Comments...

→ Virtual Team (Dispersed Locations)

→ Trust poor

→ Difficult to get to "Non-work" issues.

Team Development Strategies

What are the recommended TEAM DEVELOPMENT strategies to Level Up for:
- KPI 1: Vision & action?
- KPI 2: Performance Reporting?
- KPI 3: Leveraging Diversity?
- KPI 4: Work/Life & Wellbeing?

Your Comments...

→ Review & then utilise involving real time numbers.

→ Mentorig provide own "virtual team meetings" → Eludrate Dashboard.

→ Clarity on "role" to get to have F2F contact / Talent map & team profile updates.

→ Ice breaks (level 1) & on board benefits in meetings

Team Specific Leadership

What is the team specific leadership APPROACH (ie. manage, mentor, coach) required now and to Level Up?

Your Comments...

→ mentor

Share stories for similar past statutes.

→ Channel "high flyer" to take positive in offering leadership roles & the team.

→ Enable new team members.

Quick-Start: What Is Your Team Level?

What Level is your team at right now? Would you like to know? I'm sure you've already started to guess based on the range of indicators we have discussed already! Now we want to give you an opportunity to complete the Level Up Quick-Start Team Assessment to confirm (or change) your thinking and prepare you for the articles that follow where we deep dive into each of the 4 KPIs of High Performance Teams to develop strong foundations to Level Up!

Let's Do It Now!

Try the Level Up Quick-Start Assessment on the pages that follow or complete the Level Up Assessment online at www.hptschools.com and click on the yellow Level Up Team Assessment button. Once you've completed the assessment read the articles that follow to make sure your team has solid foundations across all 4 of the KPIs so that they can Level Up!

HPT Level Up Team Assessment

(Pen & Paper Version)

Instructions: Circle the items below that best describe your team's current status

Focus of Team Achievement

Q1. Clarity of Vision: Our team's current level of clarity is...

		Points
a)	Long range with total clarity of our team's vision & action	5
b)	Medium range with total clarity of our team's vision & action	4
c)	Short range with total clarity of our team's vision & action	3
d)	Short range with partial clarity of our team's vision & action	2
e)	No clarity of our team's vision & action	1

Q2. Goals & Targets: Our team's approach is to...

		Points
a)	Set and exceed our team's stretch goals & targets	5
b)	Set and achieve our team's stretch goals & targets	4
c)	Set and achieve our team's goals & targets	3
d)	Set and partially achieve our team's goals & targets	2
e)	Not set or achieve any team goals & targets – we focus on individual goals only	1

Drivers of Team Engagement

Q3. Trust & Vulnerability: Our Team's current status is best described as...

		Points
a)	Very high trust with mission focused and fearless feedback	5
b)	High trust with growth focused and challenging feedback	4
c)	Moderate trust with performance focused professional feedback	3
d)	Low trust with polite and superficial feedback	2
e)	No trust with avoidance of feedback	1

Q4. Knowledge Sharing & Succession Planning: Our team's current status is best described as...

		Points
a)	Team, organisation and industry level sharing and succession	5
b)	Team and organisation level sharing and succession	4
c)	Team level sharing and succession	3
d)	Team level sharing but limited focus on succession	2
e)	No team level sharing or succession	1

HPT Level Up
QUICK-START TEAM ASSESSMENT

High Performance Teams
'Fit in AND Stand Out!'

HPT Level 1 - 5	Table 1
2 Factors — Achievement (Value), Engagement (Confidence)	Table 2
4 KPIs — Vision & Action, Performance Reporting, Leveraging Diversity, Work/Life Awareness	Table 3
HPT Leadership MANAGE, MENTOR & COACH	Table 4

Your Team's HPT Score, Level Up Profile & Team Strategy
Size: Team Type:
Your Raw Scores

Step 1: Complete the table below using scores from the previous page.
Vision & Action: Trust & Vulnerability:
Step 2: Circle or Highlight the applicable HPT Level in each of the 4 Tables.
Role and Engagement: Connection & Success:
Step 3: Complete the Team Strategy based on HPT level & local needs.

Table 1: Your Team's HPT Level – What's Next?

Achievement Score (Avg Q1,2) Average Achievement Score =	
Engagement Score (Avg Q3,4) Average Engagement Score =	
HPT Level (Avg Q1,2,3,4) Combined Average Team Level Score =	

5x (Strategic)   90% (Growth)   Stretching (& Coach)

Table 1: Your Team's HPT Level – What's Next?

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

Table 2: Team Achievement & Engagement - What's Next?

HPT Level	Achievement		Engagement	
	Team Vision: Range & Clarity	Team Goals & Targets	Team Trust & Vulnerability	Team Sharing & Succession
Level 5 HPT Elite Teams	Long range vision with total clarity	Exceeding team stretch goals & targets	Very high trust - mission focused fearless feedback	Team, organisation & industry level sharing and succession
Level 4 HPT Advanced Teams	Medium range vision with total clarity	Achieving team stretch goals & targets	High trust - growth focused challenging feedback	Team and organisation level sharing and succession
Level 3 High Performance Teams	Short range vision with total clarity	Achieving all team goals & targets	Moderate trust with performance focused professional feedback	Team level sharing and succession
Level 2 Functional Teams	Short range vision with partial clarity	Partially achieving team goals & targets	Low trust - polite and superficial feedback	Team level sharing but no succession
Level 1 Dysfunctional Teams	No clarity of vision at team level	Not achieving any team level goals & targets	No trust with avoidance of feedback	No team level sharing or succession

Table 3: HPT Team Development Strategies - What's Next?

HPT Level	KPI1: Vision & Action*	KPI2: Performance Reporting^	KPI3: Leveraging Diversity#	KPI4: Work/Life & Wellbeing
Level 5 HPT Elite Teams	Collaboration & Governance Map	Lead Indicator Dashboards	Feedback Dynamics: Skills Drills	Work / Life Strategy Shares
Level 4 HPT Advanced Teams	Vision Aligned Strategic & Operational Plans	Team Specific Data Walls	Above & Below the Line Team Protocols	Resilience & Wellbeing Plan
Level 3 High Performance Teams	'Buy In' Team Purpose, Vision, Goals & Actions	Effective Meeting Protocols	Team Profile & Talent Map	Trust Matched Teaming & Pulse Conversations
HPT Foundation Modules	Why Teams Fail	10 Insights	Level 5 Teams	Sustainable Culture Change

Table 4: 'Right Sizing' Team Leadership - What's Next?

HPT Leadership MANAGE, MENTOR & COACH	Level 1 Structures (Manage)	Level 2 Systems (Manage)	Level 3 Improving (Mentor)	Level 4 Stretching (Coach)	Level 5 Super-Stretch (Coach)
Level Up Leadership Strategy Suggestions...	Clarify Roles & Behaviours Set clear expectations around roles & behaviours, and manage consequences. Manage – Most Often Mentor – Infrequently Coach – Infrequently	Lead by Example Implement team systems & role model High Performance Teams 4 KPI disciplines. Manage – Often Mentor – Regularly Coach – Intermittently	Reward & Encourage Data Wall Conversations on KPIs for innovation & invest in professional development. Manage – Regularly Mentor – Most Often Coach – Regularly	Sustainable Stretch Jointly set Stretch Goals & resource accordingly. Seek frank & fearless feedback, & model growth mindset. Manage – Intermittently Mentor – Often Coach – Often	Clear a Path Challenge & unleash team on biggest corporate challenges (BHAGs), & give frank & fearless feedback. Manage – Infrequently Mentor – Intermittently Coach – Most Often

Find out more at: www.HPTschools.com

HPT Level Up QUICK-START TEAM ASSESSMENT — **Team Development Strategy**

Team Level Summary

HPT Level 1-5

Level: _____

Value (Focus): _____

Confidence (Driver): _____

Challenge (Approach): _____

Team Challenges: Achievement

Achievement (Value)

What are the ACHIEVEMENT challenges in terms of (a) Clarity of Vision (b) Goals & Targets to Level Up??

Your Comments...

Team Challenges: Engagement

Engagement (Confidence)

What are the ENGAGEMENT challenges in terms of (a) Trust & Vulnerability (b) Knowledge Sharing & Succession to Level Up?

Your Comments...

Team Development Strategies

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

What are the recommended TEAM DEVELOPMENT strategies to Level Up for:
- KPI 1: Vision & action?
- KPI 2: Performance Reporting?
- KPI 3: Leveraging Diversity?
- KPI 4: Work/Life & Wellbeing?

Your Comments...

Team Specific Leadership

HPT Leadership MANAGE, MENTOR & COACH

What is the team specific leadership APPROACH (ie., manage, mentor, coach) required now and to Level Up?

Your Comments...

In Summary: Levelling Up Team Performance

There are 5 HPT Levels in the Level Up Framework for High Performance Teams. These levls are determined by 3 factors: a) VALUE they produce (a combination of direct and indirect productivity benefits) through achieving their targets and goals over the short- and long-term, and the b) CONFIDENCE they have as a team to share information with each other and provide frank and fearless feedback to achieve their goals. They can also be classified by the main team c) CHALLENGE they face to level up and the relevant leadership approach that is needed.

Levelling Up is a great way for teams to boost their performance without causing any toxic politics or silos within the team! The Level Up Team Assessment allows (1.) every team member to come to their own individual view about the Value, Confidence and Challenge level they collectively belong to at the present moment and; (2.) participate in a collaborative conversation to find consensus together about the overall team level and next steps.

To get the conversation started with your team about Levelling Up, here are three questions to consider: 1. The HPT Framework: How is our team's 'Achievement' and 'Engagement' going and where could we improve? 2. Levelling Up: What is our team's HPT Level right now & what are our Level Up strategies? 3. Right-Sizing: What leadership approach does our team collectively need right now (Manage, Mentor or Coach)?

HPT Team Development Strategies

HPT Level	KPI1: Vision & Action*	KPI2: Performance Reporting^	KPI3: Leveraging Diversity#	KPI4: Work/Life & Wellbeing
Level 5 HPT Elite Teams	Collaboration & Governance Map	Lead Indicator Dashboards	Feedback Dynamics: Skills Drills	Work / Life Strategy Shares
Level 4 HPT Advanced Teams	Vision Aligned Strategic & Operational Plans	Team Specific Data Walls	Above & Below the Line Team Protocols	Resilience & Wellbeing Plan
Level 3 High Performance Teams	'Buy In' Team Purpose, Vision, Goals & Actions	Effective Meeting Protocols	Team Profile & Talent Map	Trust Matched Teaming & Pulse Conversations
HPT Foundation Modules	Why Teams Fail	10 Insights	Level 5 Teams	Sustainable Culture Change

You Are Here!

HPT Team Data Wall

KPI1: Vision Inspired Action to Turbo Charge Job Satisfaction

HPT Insight: *Create vision together by taking the team's purpose and imagining it into the future!*

Inspiration: Torn Between Two Loves…

My coaching client was in turmoil. As an Executive Director in a large regional health and hospital service he was facing increasing pressure on all sides. His boss requiring him to travel more to have 'face time' with staff across all the different clinics. His wife recently diagnosed with chronic health problems limiting her ability to care for their young children and requiring him to be home more often…

"If you do what you love,
you'll never work a day in your life." – Marc Anthony

As we worked through the available options I asked the obvious question: *'So if, in the end, you are forced to make a choice between your career and your family what would you choose?'* Typically most responses are the same

– *'I would put my family first…'* but this time the answer was different… *'Gee that's a tough one and I hope I never really have to choose. You see there's no doubt I love my wife and family very much but I also really love my job. I work for a really visionary and inspiring boss, I am part of a great leadership team who are working together to achieve extraordinary goals and I get a lot of satisfaction out of working with my direct reports who are just as inspired and motivated to help the community as I am…'*

My client seemed genuinely torn between two loves - the love for his wife and family which I knew to be deep and genuine - and the love for his work which I had underestimated in terms of the satisfaction and happiness it had brought to his life. After he said this I began to reflect on my own career and silently wished that my job could be even more satisfying than it was…

Counterpoint: Groundhog Day

"Work would be terribly boring if one did not play the game all out passionately" – Simone De Beauvoir

What do you think of when I say '*It's Groundhog Day*'? Most people that I know think about being stuck in a boring and purposeless job. The term 'Groundhog Day' has been synonymous with boring and seemingly purposeless work since the 1993 film of the same name about a man who finds himself caught in a time loop, repeating the same boring day over and over again.

High Performance Teams never suffer from feeling like it's Groundhog Day – even when their work is repetitive and tedious they still manage to smile and give it all they have got! In contrast Low Performance Teams almost never escape the feeling of Groundhog Day feeling frustrated, disengaged and under-appreciated no matter how interesting and varied their work is.

Therefore, the big question is: *When it comes to being stuck in Groundhog Day or 'loving your job so much that you never work a day in your life', what is the 'secret sauce' that separates High and Low Performance Teams?*

The answer is "Vision Inspired Action" or what we refer to in HPT as 'KPI 1: Vision & Action'. High Performance Teams have 3 big advantages over Low Performance Teams because they are (1) Genuinely invested in the organisation and have strong 'buy-in' to the role of their team in making a contribution, (2) Have a team specific adaption of the organisation's vision and mission for both the short- and long-term which enables them to set meaningful goals and stretch goals, and (3) Turn their goals and stretch goals into locally driven action plans to make things happen!
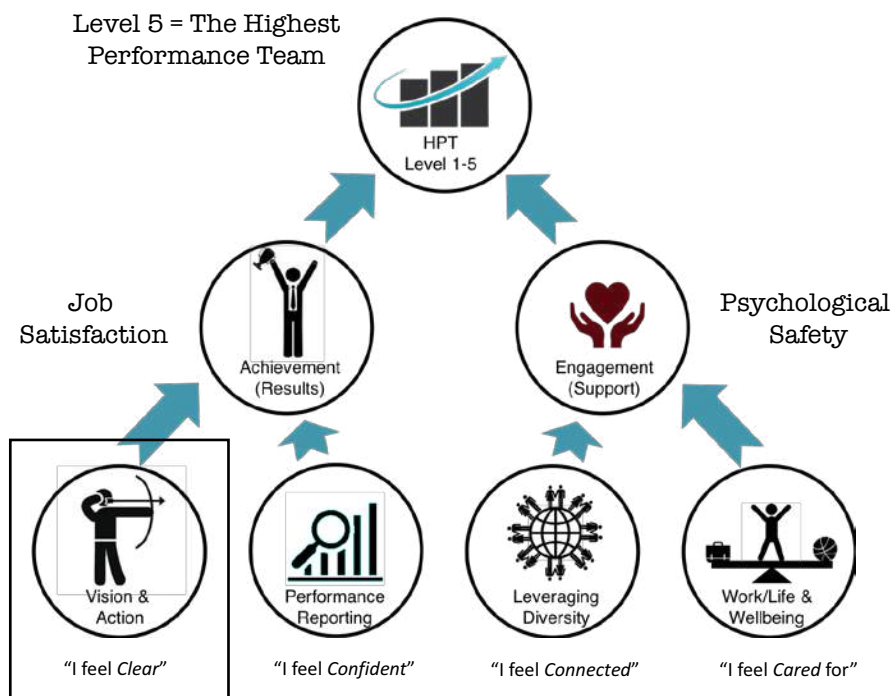
High Performance Teams achieve these three critical advantages, not by attending expensive strategic planning retreats, nor by engaging in high intensity team building and trust falls, nor by participating in employee engagement and values exploration focus groups. High Performance Teams simply complete three very specific targeted exercises which yield important insights that become part of their 'business-as-usual' ways of working on the journey up to even higher performance. Let's unpack these three exercise now so your team can do them too!

Vision & Action: Getting Started With Your Team…

To illustrate the power of Vision Inspired Action within High Performance organisations I'd like to relay a story I have heard about a man who took a trip with his family to Disneyland. As many parents before him have done, the weary man sat down for a coffee in a food court while his kids lined up to ride the "It's A Small World" ride for the fourth time that day. As the man was sitting, a Disneyland staff member was working nearby. As they made eye contact the man started up a friendly conversation by asking "So, what do you do here?" Without missing a beat or even a hint of sarcasm, the Disney staff member replied "Sir, I make people happy!" and continued to cheerfully clean the tables and chairs surrounding the man in the food court. As the man took a sip of his coffee and surveyed his spotless surroundings, he smiled to himself as he was indeed very happy. The first time I heard this story I thought that it was unbelievable - so did my friend who initially told the story to me as it had been told to him. So, when my friend later went to Disneyland himself, he asked the same question to a random staff member and incredibly got the same reply – this was not a one off!

What's your Team's Reason for Being? Connecting with Your Core Purpose...

Simply by virtue of its very existence, every organisation already has a core purpose – a reason for being which, if understood by all staff in its most honest and simple form, could create the foundations to build a powerful vision of future success. However, without such clarity about the true core purpose of an organisation, any subsequent vision statements are at risk of becoming meaningless 'motherhood' statements inadvertently decreasing instead of increasing inspiration and motivation among staff.

Our favourite method to establish a clear, no BS understanding of the team's core purpose is to have the team answer the three questions of the 'hedgehog' concept first discovered by management guru Jim Collins in

his research on Good versus Great Companies. We've been playing with the Hedgehog concept with teams in Education and Health for many years and have refined and scaffolded the process further (see worksheet below).
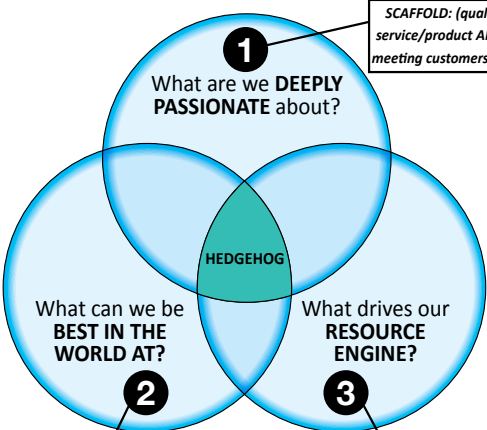
Question 1 asks: "*What are we deeply passionate about?*" – In answering this question, we encourage teams to think about the extent to which they are passionate about either (1) the quality of what they do – services and products they provide and/or (2) the needs they fulfill for the customers they serve. In the case of Disneyland, the founder Walt Disney was deeply passionate about creating 'happy' experiences for people – especially children and families and he infused this passion into everyone he hired and everything he did.

Question 2 asks: "*What can we be the best in the world at?*" – As a stand-alone question this can sometimes be difficult for teams to answer, so we focus them on the application of their products or skills to their local/specific context. In the case of Disneyland, the amusement park was the specific context in which they could apply their product and skills at a

world's best (i.e., 'happiest') standard. Without narrowing the 'context' it is easy to fall into the 'motherhood' trap on this question and claim to want to be the world's best 'generally speaking' which causes obvious problems down the track when developing detailed strategy (i.e., if we are to be the 'world's best' are we investing in better amusement parks or investing in happier people?).

Question 3 asks: "*What drives our resource engine?*" – Sometimes teams can find this question a bit ambiguous so we prompt further thinking and clarity by asking the confronting obsolescence question – "what would need to change in the world where there would be no more need for our organisation?" we then drill down into why we exist and the resources that sustain us - such as the 'pain' people experience that the service relieves in the most convenient and affordable ways, or the 'pleasure' and benefits that people derive from the goods or services.

Staying with the Disneyland example, if people (specifically children and families) were 100% happy all the time then there would be no need for Disneyland – thus one of the drivers of the resource engine of Disneyland is the fact that people aspire to greater happiness experiences with their family and friends. At its core, Disneyland removes the pain of 'sub-optimal' happiness and provides the 'pleasure' of 'optimal' happiness. To do this they need (1) the most fun and entertaining rides and services, (2) consistently polite, helpful, and happy staff, (3) a clean, safe and enjoyable environment, and (4) entry prices people can afford and are willing to pay.

The Hedgehog: Consolidating The 3 Building Blocks of Core Purpose

Once the answers of the three building blocks of purpose are clear we can see the overlapping elements that lead us to our ultimate core purpose. When we consider the elements discussed in the Disneyland case study the common thread (AKA golden thread) is clearly related to 'making people happy': 1. *Passion* - for creating happy experiences; 2. *Expertise* - in creating 'happy' experiences via amusement parks; and 3. *A Resource Engine* - powered by people willing to pay money to spend time in a fun, entertaining, safe and clean amusement park which would make them feel 'happier'.

It comes as no surprise then that staff at Disneyland see the 'core purpose' of their work, regardless of whether they are a cleaner, ride technician, street actor, or cashier as first and foremost 'to make people happy' which aligns completely with the wider vision of the Disney corporation!

Vision Casting, Goals & Stretch Goals: Short & Long Term

In order to be the change you wish to see you must first see the change you wish to be….

Vision Casting: Setting Your Direction Into The Future...

In 1961 US President John F Kennedy sent his country boldly into the space race when he declared, "Before the end of this decade we will have put a man on the moon". Then just 6 months prior to the end of the decade Neil Armstrong walked upon the surface of the moon! Perhaps the coolest example of the power of setting an audacious long-term vision (and also focusing the core purpose of an organisation). But, let's face it, not all long-term visions become a reality – many people make outrageous statements predicting amazing results in the future which rarely, if ever, come to fruition. The difference between those teams that succeed and those that fail is not just in understanding core purpose and long-term vision but also casting vision through various time horizons - short-, medium-, and longer-term. Having clarity over these time horizons is the missing link because once clarity is obtained, plans can be made to turn vision into reality – to move from Vision to Action.

One of our favourite ways of tackling the challenge of vision casting across multiple timeframes is to take your 'core purpose' and then imagine what the future state would Look like, Feel like and Sound like in the short-, medium-, and long-term if everyone was 100% committed 100% of the

Vision & Goals

LEVEL UP! PROGRAM

5

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?

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time. At the completion of each interval of vision casting teams then write up a summary statement of what the vision will look like by the time point (i.e., today, 1 and 5 years into the future) and also identify the key goals and stretch goals required to fulfill the vision (see example worksheet on Page 46). By looking into the future at various intervals, teams start to open their minds to a whole new world of possibilities and also begin to differentiate 'ideal states' they are striving for along the timeline towards achieving the long-term vision. Without breaking down long-term vision into short and medium horizons people can either 'sprint' too far too soon and burnout or 'give up' before starting, and become increasingly cynical and resistant to change over the longer-term.

Action Planning For Success:
The Devil's In The Details

Failing to plan is planning to fail'
– Winston Churchill

It may seem basic, but creating a clear action plan by breaking down grand visions into the 5 W's (and the 1 H) of Who, What, When, Why and How can be the difference between real success and abject failure. Remember failing to plan is planning to fail.

A Best Practice Approach to Team Action Plans

After many years of research working with multiple high performance teams across a range of industries, we believe there is a best practice template that will suit most teams requiring very little, if any customisation and overcome the common pitfalls of having insufficient levels of detail, being unrealistic and not being easily updated and accessible. As you can

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

see in the diagram, the HPT Action Plan (see example on Page 47) uses a series of well known elements to capture the essentials of what is needed for a strategy to be effectively developed, implemented and followed-up.

The first heading in our best practice Action Plan is 'Issue' – specifically describing 'What' the issue or problem is that you wish to address. In order for any strategy to be worth the time and energy of team members it is critical to ensure it is a 'high value' issue to begin with, as well as being a clearly defined problem to be solved. For example in a hospital corporate services team, the issue of needing to 'increase patient recovery rates' would not be directly in scope, and therefore a lower value issue, given the corporate services team has no ability to directly control patient recovery. Similarly, an issue that is not clearly defined – such as 'improve patient care' – needs further refinement to identify what the key issue or problem actually is. For example, if we were to ask a clinical team to define this issue further using the question "What is the problem that needs to be solved?" we may find that the issue is to "ensure care planning conversations between medical staff occur with the patient present" rather than simply 'improve patient care'.

By defining the issue clearly and describing it as a problem to be solved the second element of our Action Plan comes easily into focus – the key strategies and forward actions needed to solve the problem, which is the second part of 'What'. Staying with the patient care example, it becomes quite straightforward to start to generate actions to improve care such as 'training in handover meeting protocols, empathy and micro-skills for patient communication, provision of handover notes and planning tools in each patient room, etc.'

Once we have a clear understanding of the problem we are trying to solve and the key actions we wish to take, we then move to the third element which is the "How" – the detailed execution strategy needed for success. Without this third element our Action Plan may lack the necessary detail to enable all team members to participate in the various steps needed for success or we may not properly plan for the overlapping or competing aspects of the strategy that need to be managed nor identify gaps in the execution process. We then recommend re-connecting the proposed action to the wider strategic plan ('Why') to ensure both operational and

strategic alignment. This is essential to prevent mistakes of strategy where a short-term opportunity may end up de-railing the wider strategy (AKA 'the tail wagging the dog').

Finally we use the elements of 'Who' and 'When'. For example, 'Who' is accountable within the team and 'When' are the critical completion dates. It is important that within the performance reporting cycle any milestones and completion dates are noted to ensure team members are clear on the individual roles within the strategy and critical timelines, milestones and report back dates and outputs are clearly understood to limit the risk of misunderstandings or performance problems.

In Summary:
Vision Inspired Action.

No one wants to live in 'Groundhog Day' at work – feeling bored and frustrated. Rather most people would love to love their job (almost) as much as their family and friends – fulfilling the often said quotes of *'love what you do and you will never work a day in your life'*.

The 'secret sauce' that separates High Performance Teams (who love what they do and never work a day in their lives) Low Performance Teams (who are stuck in Groundhog Day) is 'Vision Inspired Action'. High Performance Teams have 3 big advantages over Low Performance Teams because they are (1) Genuinely invested in the organisation and have strong 'buy-in' to the role of their team in making a contribution, (2) Have a team specific adaption of the organisation's vision and mission for both the short- and long-term which enables them to set meaningful goals and stretch goals, and (3) Turn their goals and stretch goals into locally driven action plans to make things happen!

To get the conversation started with your team about KPI 1, here are three questions to consider: 1. Team Purpose: What is our team's unique core purpose? 2. Y-Charts: Have we mapped both current and ideal future state? 3. Team Action Plan: Is it 'living wallpaper' or just a 'compliance task'?

HPT Team Development Strategies

HPT Team Data Wall

Performance Reporting

KPI2: HPT Team Meetings & The Power Of Collective Genius!

HPT Insight: *Meetings are more effective when they are both more efficient AND more engaging!*

Meetings have been beaten up and blamed for all sorts of workplace productivity and engagement problems. From the comic satire of Dilbert and other funny memes to the more serious and analytical research discussed in TED talks, it seems like everyone hates meetings. I don't hate meetings. I only hate BAD meetings. BAD meetings make me feel like I'm being slowly and cruelly tortured as the minutes slip by. I like GOOD meetings. GOOD meetings are a joy to attend and contribute to and l leave feeling motivated and positively fired up to get on with the job!

Like it or not Meetings are important in the world of work. Meetings (if done well) create a unique opportunity for us to apply our individual intelligence and idiosyncratic life experiences into a powerful and unreplaceable group intelligence to solve problems and innovate our products and services ahead of the competition. In the future world of work High Performance Team Meetings that channel our unique individual and collective genius will be one of our only competitive advantages over

artificial intelligence and the automation of our jobs. Thus the despised meeting may well turn out to be our saving grace!

But how do we prevent BAD meetings from happening and ensure every meeting is a GOOD meeting? This is a question we have been researching for a number of years now as part of the High Performance Teams in Education Project and we are increasingly confident that we have a solution to offer when it comes to team meetings.

Making Team Meetings Matter

"The hard truth is, bad meetings almost always lead to bad decisions, which is the best recipe for mediocrity."
– Patrick Lencioni

Team Meeting Anatomy: 4 Parts Context, 1 Part Process

Of all the different organisations we have worked with over the years schools are by far the most meeting centric - with a range of different meetings held across and down the organisation. Having worked with over to 200 schools on meeting strategy, we have begun to see patterns in the key elements of effective team meetings. We have used these patterns to create a recipe for High Performance Team Meetings. The recipe consists of 4 parts context, 1 part process. Let's look at the four context factors first:

1. Purpose and Membership The key question to ask before setting any meeting is: Is your meeting strategy based on (1) a whole-of-organisation scope or (2) team-specific/ project specific scope? Answering this question will help to define topics on the agenda as well as who should be in the room. Having clarity of purpose and only essential members present at the outset assists in overcoming the common meeting risks of role ambiguity, competing agendas and scope creep.

2. Reporting Structures and Responsibilities Once purpose and membership are defined the key question becomes: Are reporting structures and responsibilities aligned to governance or management functions? Most team meetings are part of management functions however working parties and project groups may sit more within a governance function. Thus clarifying these core structural reporting issues allows us to manage common risks of boundary crossing and diffusion of responsibility.

3. Up-To-Date Lead Indicators and Targets To ensure that meetings are productive the key question is: Do all staff know the group level lead indicators of success, as well as their individual targets AND is all the reporting data up-to-date and distributed? Having clarity on key metrics helps to avoid the key risks of collecting data for data's sake with no link back to strategy, and ensures that the level of complexity of discussion is appropriate to the data presented.

4. Appropriate Activity Cycles When we think about schools specifically, one of the unique challenges they face are that there are many different types of meetings that are usually quite necessary. There are specific meetings needed for teaching and non-teaching staff and also meetings needed for leadership teams and project teams working on various aspects of school improvement and curriculum. Given this complexity the key question is: How does your school context influence the meeting cycle in terms of frequency and length?

The 60 Minute Window...

From our experience, schools adopt a wide range of different approaches. However, 60-minutes is often deemed the ideal length for a team meeting in terms of both attention, concentration and energy levels of participants as well as (in some cases) industrially mandated times allowed for such interactions. Ensuring that meeting cycles fit to local school context will eliminate the common risks associated with over/under meeting, staff availability, schedule clashes, and mandated work hours.

HIGHPERFORMANCETEAMS
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HPT Meeting Agenda

(Organisation) Team Meeting (60min)		**Chair:**	
(Mission)		**Moderator:**	
Location:		**Live Notes:**	
Date & Time:		**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)*

The HPT Team Meeting: An Hour of Power!

Moving onto the nuts and bolts of what happens inside the meeting once the context is considered, the team meeting template on Page 54 covers off on the process of a High Performance Team Meeting. Specifically, ground rules, key roles and responsibilities, and agenda items that provide a mixture of briefings, updates, discussions on hot issues and opportunities. As you can see we pack a lot of interaction and engagement in 60 minutes! Let's unpack each of the agenda items from a 60-minute HPT Meeting.

Item 1. & Item 2: Welcome & Warm Up

The organisation's Mission & Values, Meeting Purpose, Moderator, Ground Rules & Warm-Up are critical aspects of a meeting, however they needn't take a long time to cover. In a mere 5-minutes you can: (1) confirm the school and team-specific mission and values; (2) appoint a meeting moderator and confirm agendas and outcomes; (3) do a one-word barometer to gauge readiness and mood; and (4) complete a quick icebreaker to get to know team members better.

Team Dynamics – The Role of The Moderator

We advocate setting ground rules and behaviours for meetings around: (1) openness and trust; (2) balanced debate; (3) competency over role; (4) issues over personalities; (5) accountable actions; and (6) devices. Setting these ground rules up front ensures that everyone is focused, and that it is expected that 'bad behaviour' will be called out. You can also see the roles in staff meetings. These roles rotate between meetings in order to upskill all staff and allow all team members to take ownership of the success of their meetings.

The role of meeting Chair should be familiar as it is common in most meetings. The Chair has the final say on matters of contention and keeps the group focused on content and outcomes. The meeting Moderator however is a key role not always understood or used effectively in team meetings. The moderator supports the chair (AKA Robin and Batman) by monitoring the dynamics, managing time, and using red/yellow cards to keep dynamics and time healthy. They also evaluate the meeting at the end, providing feedback to the group and recording this within their minutes to aid accountability and continuous improvement. It is especially important to rotate the moderator amongst team members to share the responsibility for team dynamics and to ensure everyone is engaged and committed to healthy dynamics, as well as reduce the risk of group think disasters.

Item 3. Team Member Updates

Once the warm-up process is completed we move straight into individual updates from each team member. These updates are in the form of 'exception reporting' whereby only new or changed information that the team is not already aware of is reported by each individual using a 'round the room' format. Information from updates may drive subsequent hot issues discussions as well as individual follow-up conversations after the meeting has concluded.

Item 4. Hot Issues

Hot Issues is an important agenda item that ensures a consensus driven approach to selecting and addressing the hot topics staff wish to discuss. In order to make efficient use of time and to focus on issues truly relevant to the wider team (as opposed to those issues raised by staff with the loudest voices) get staff to complete a quick pair and share, then write two or three hot issues (per pair) on the whiteboard. Then allow each person to place 5 x ticks on the whiteboard to vote for the topics they wish to focus on – democracy at its finest.

To complete the process select the issue that garnered the most votes, allow the individual who raised the issue to give a brief outline (1 minute), the group to ask brief questions to clarify understanding of the issue (1 minute), discuss the issue in a solutions focused way (5 minutes), and finally, allow the individual who initially raised the issue to address the

group with their summary of the discussion and key takeaways (1 minute) – repeat for as many issues as the meeting time allows.

Item 5. Senior Leaders Briefing and Q&A

Putting the Senior Leaders Briefing after Hot Issues enables a flexible approach to the subsequent briefing to address any outstanding hot issues as well as preventing any risk of bias caused by opening the meeting with this item and also avoids repetition of issues if they have already been covered within Hot Issues or other preceding sections.

Item 6. Deep Dive Presentation/Strategy Discussion

Deep Dive Strategy Discussions are vital to keep the big picture strategy in focus which is just as important as discussing the hot issues of the day. Keeping organisational strategy firmly on the agenda allows staff to "see the forest from the trees," and work towards longer-term improvement. However, unlike 'Hot Issues' which are spontaneous, 'Deep Dives' need to be planned for as they should focus on the organisation's most important strategic issues or the "5% questions" – "how do we solve the unsolvable?" OR "how do we do the impossible and change the world?"

The first job of preparing a Deep Dive is to devise a probing question that is worthy of the group's time and consideration. Too often questions that are raised within meetings are too vague/general or of low strategic importance. These questions don't meet the standard of question required to conduct a deep dive and are better asked in other forums.

Preparing a Deep Dive is challenging. Because of this we recommend using a template such as the one shown in the example on Page 58 and working in pairs so that the 'presenter' can be coached by their partner to fast-track and quality assure the process. Through preparing a probing question, outlining what is known about the issue, and what has already been tried to resolve it, a Deep Dive focuses the group to move beyond the obvious and greatly improves the relevance to team purpose and scope, the team's comprehension of the issue and specific needs, the quality of ideas and solutions shared among the team, and the extent to which next steps and new pathways are now evident for the presenter.

Deep Dive Preparation Worksheet EXAMPLE

The Issue in Focus:	Example: 10 Year Strategy - Exec Team Successful Execution of Inter Agency Partnerships *NON EXAMPLE: Successful Partnerships & 10 Year Strategy*

The 5% Strategic Question:
 	
	Example: How do we ensure appropriate Exec Engagement in each partnership so that:
	  (1) All relevant execs are (a) always up-to-date, (b) able to input where needed (c) able to proactively support.
	  (2) Maximise the benefits to whole of org. both during and after partnership
	
	NON EXAMPLE: How does exec ensure strategic partnerships are delivered successfully?

Link to Wider Purpose/ Scope:	Exec Team – Key Responsibility for Delivery of 10 Year Strategy

The Backstory Behind The Issue/ Idea (Right Brain)	The Relevant Data & Analysis that Supports the Backstory (Left Brain)
- History of info not communicated effectively at exec level - Regional Services not growing - Service disruption/ decline unable to recruit	- Exec Turnover & Performance Data - Client Travel to other services increasing - Specialist recruitment data

Solutions	Related Risks
Single exec per partnership – full autonomy	- Low confidence in clarity of delegations and triage of info flow - Low confidence in accuracy, reliability and user-friendly info systems
Collective group (1 EMT rep (chair) plus cross dept Tier 2s) per Partnership	- Off-line Opportunity Cost and Operational Work Pressure on Peers - Team Morale – perceptions of favoritism and bias

Restate The 5% Question:
How do we ensure appropriate Exec Engagement in each partnership so that:
1 All relevant execs are (a) always up-to-date, (b) able to input where needed (c) able to proactively support.
2 Maximise the benefits to whole of org. both during and after partnership?

With proper preparation, the presentation of even the most complex issues can usually be done within the 7-minute allocation (with pre-reading also appropriate for this item) and the subsequent 7-minute brainstorming session (noting key points on a whiteboard as discussion progresses) and can create powerful insights and solutions that can be quite astounding. A great Deep Dive gets the team buzzing with excitement about new possibilities to solve previously impossible problems or change the world in new and better ways!

Item 7. Team Pulse & Communication

As part of promoting wellbeing and support, each team meeting has a brief agenda item towards the conclusion of the meeting to discuss: (1) wellbeing and support based on the results of the HPT Pulse Survey to develop forward strategies to maintain or improve wellbeing at work(see worksheet below) and (2) any notable personal news and events that may be sources of celebration or matters of concern where team members can provide any additional support (We'll explain this more in the chapter on KPI4 - See Page 83).

Item 8. Wrapping Up with Purpose

Ending the meeting with all staff sharing their barometer and takeaways enables clarity across the team about (1) how effective the meeting has been as well as (2) highlighting any issues or themes that may require further follow- up or clarification. The meeting is finalised by noting the moderator feedback, appointment of key roles and the deep dive topic and presenter scheduled for the next meeting.

In Summary: Team Meetings & Your Next Steps...

Like it or not Team Meetings are important and if done well create a unique opportunity for us to create a powerful and unreplaceable group intelligence to solve problems, innovate and improve. The HPT Team Meeting recipe we showcased in this chapter is our current 'best practice' template after working with over 200 schools on their meeting strategies. While the HPT Team Meeting recipe might be a little different to how your meetings currently run, there is a fantastic method in the madness of this approach! Every element of the High Performance Team Meeting Agenda is designed to encourage the positive outcomes of Inclusivity, Support, Proactivity, Strategic Thinking and Accountability.

- Inclusive → Chair / Moderator / Agenda/ Live Notes
- Supportive → Barometers / Ice Breakers / Successes & Challenges
- Proactive → Activity Update / Hot Issues / Dashboard Discussions
- Strategic → Leader's Updates / Action Plan Reviews / Deep Dives & Inquiry Cycles
- Accountable → Takeaway Actions, / Live Notes Review + Send / Team Dynamics Scorecard
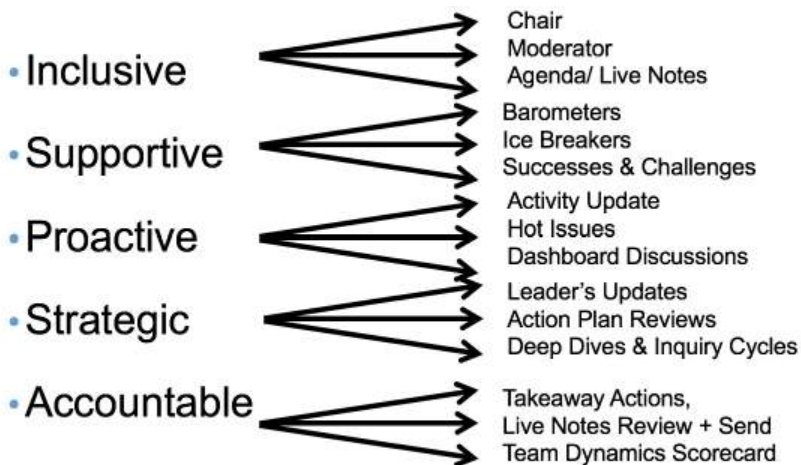
To get the conversation started with your team about KPI 2, here are three questions to consider: 1. GOOD vs BAD Meetings: What are our team's signs of Good vs Bad meetings? 2. Meeting Roles: Are we effective in using the roles of Chair, Moderator, & Live Notetaker? 3. Meeting Agendas: Do our agendas enable inclusive, supportive, proactive, strategic & accountable behaviour?

Notes:

HPT Team Development Strategies

HPT Level	KPI1: Vision & Action^	KPI2: Performance Reporting^	KPI3: Leveraging Diversity#	KPI4: Work/Life & Wellbeing
Level 5 HPT Elite Teams	Collaboration & Governance Map	Lead Indicator Dashboards	Feedback Dynamics: Skills Drills	Work / Life Strategy Shares
Level 4 HPT Advanced Teams	Vision Aligned Strategic & Operational Plans	Team Specific Data Walls	Above & Below the Line Team Protocols	Resilience & Wellbeing Plan
Level 3 High Performance Teams	'Buy In' Team Purpose, Vision, Goals & Actions	Effective Meeting Protocols	Team Profile & Talent Map	Trust Matched Teaming & Pulse Conversations
HPT Foundation Modules	Why Teams Fail	10 Insights	Level 5 Teams	Sustainable Culture Change

You Are Here!

HPT Team Data Wall

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

Team Achievement Strategy — 4.
The Hedgehog — 5.
Vision & Goals — 6.
Action Plan

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

Meetings and Metrics — 10.
11.
Team Pulse Review & Actions — 12.

KPI3: Team Profiling To Leverage Diversity

<u>HPT Insight:</u> *Matching communication FAST-TRACKS personall connection!*

Leveraging Diversity: When The Curse Becomes A Blessing…

One of my guilty pleasures is to sit down and watch a good Romantic Comedy – the plot lines are all the same but I love them nonetheless. Usually the two main characters meet and get off on the wrong foot. Moving into Act 2, miscommunications are compounded which leads to a war between the characters, and great hilarity. By Act 3 the plot twists and the miscommunications are revealed and resolved to the point where the characters sheepishly admit that there was fault on both sides and by the close of the movie the characters are closer than ever.

To me, it seems as though life imitates art, but only up to a point. In most workplaces and teams, miscommunications abound. However, unlike romantic comedies, the main players in the workplace usually go to war without the hilarity, and the plot twist that offers swift resolution rarely if ever comes. In fact, prolonged workplace conflict is one of the most stressful life events, resulting in great cost to staff and organisations in the form of poor health (both mental and physical), lack of productivity, and

expensive interventions (stress claims). Yet, taking a helicopter view, it's clear to see that just like in rom coms, generally the characters on all sides of workplace conflict are good people, with conflicts beginning due to seemingly minor misunderstandings that could have easily been avoided. All High Performance Teams are acutely aware of the serious issues that can develop because of failing to understand each other. Because of this they invest time and energy in helping individual team members to get to know each other to ensure that team diversity becomes a blessing rather than a curse.

Personalities & Team Profiling: Keeping It Real…

"The essence of synergy is to value differences - to respect them, to build on strengths, to compensate for weaknesses."
– Stephen Covey

At the foundational level, Leveraging Diversity in a High Performance Team begins with establishing a basic understanding of the personalities, communication style, work interests and career goals of each member of the team and mapping these onto a Talent Map document that can become a ready reference on the Data Wall to remind people of key individual differences at times when personality clashes may be occurring.

One of the best ways for team members to understand each other better is to do a team profiling activity with the group. There are a range of excellent free and paid team profiling tools that can be used as the basis for better understanding the different personalities in the team. However, each profiling tool is typically packed with a range of extra features to guide career development, recruitment and selection, and leadership skills. Whilst these features are fantastic for their specific purposes, when it comes to 'leveraging diversity' in teams we find that sometimes these additional features and benefits can get some team members distracted from the main point so it is important to keep the process as simple and team focused as possible.

The C.A.R.D. Model:
(Helping Teams Working With Different Profiling Tools)

Concept:
- AUS ID = EAGLE
- MBTI= NP
- HBDI = EXPERIMENTAL
- DISC = I
- 16 PF: EXPLORERS

(entrepreneur, entertainer etc.)

C — Conceptual, Imaginative, Experimental, Creative — **Yellow**

A — Action, Rational, Factual, Logic — **Blue**

Action:
AUS ID = WOMBAT
MBTI= TJ
HBDI = RATIONAL
DISC = D
16 PF = ANALYST

(architect, debater etc.)

Relational:
- AUS ID = DOLPHIN
- MBTI = FJ
- HBDI: RELATIONAL
- DISC = S
- 16 PF = DIPLOMAT

(advocate, mediator etc.)

R — Relational, Feeling, Co-operation, Sensitive — **Red**

D — Detailed, Step-by-step, Thorough, Check-List — **Green**

Detail:
AUS ID = KANGAROO
MBTI = SP
HBDI: PRACTICAL
DISC = C
16 PF = SENTINAL

(logistician, executive etc.)

In order to keep it simple and real, we typically consolidate and simplify all the various theories down into 4 important workplace personality types reflected in the acronym C.A.R.D and link them to basic colours. This simplification process (whilst clearly only being an approximation of each theory) enables staff to have a common language to use in integrating their understanding of individual differences as a team when they may have previously completed different profile tools and avoids the 'which tool is best' argument – leaving that for the researchers and scientists.

The simple acronym C.A.R.D. stands for Concept, Action, Relational and Detail which, from our experience over the years, tends to be the most useful descriptors when helping teams understand individual differences and personality clashes. 'C' stands for Concept – the 'Why' people who perform at their best when they understand the vision and purpose behind the tasks they do. 'A' stands for Action – the 'What' people who perform at their best when they have immediately attainable 'next step' goals with the tasks they have to do. 'R' stands for Relational – the 'Who' people who perform at their best when they feel validated and connected with others in completing their tasks. 'D' stands for Detail – the 'How' people who perform at their best when they understand the steps, processes and quality indicators associated with completing their tasks.

It is important to note (and make sure all team members understand) that when teams are under pressure, clashes are most common between the Concept and Detail types who have opposing biases and between the Relational and Action people who also have opposing biases.

To get started on team profiling simply select the personality profiling tool that will best suit your team's preferences, budget and time constraints. Have team members complete their individual profile and align their results to the C.A.R.D. model. Then, physically break the group into their different primary personality types and facilitate three specific conversations: (1) The possible secondary type they also identify with (as most people can strongly identify with two personality types) followed by (2) A much longer conversation about (a) the significant benefits that each type brings to the team and the possible negative impacts that may also occur and (b) the potential clashes that could occur between the types, and then (3) The proactive ways and specific protocols the team could use to resolve personality clashes instead of avoiding and back-stabbing (passive aggressive) OR becoming openly hostile (aggressive).

Regarding the first of these three conversations (1. The possible secondary personality type people may identify with), the most common types of secondary pairings are up and down (i.e., C and R or A and D) or horizontal (C and A or D and R) with a much rarer likelihood of diagonal pairings (C and D or A and R) given the polar opposites in characteristics. It is also possible for people to identify with three or even all four types quite strongly however for the purpose of understanding the team getting the top two will be most useful.

The second conversation has two separate discussions within it (a) the significant benefits that each type brings to the team and the possible negative impacts that may also occur and (b) the potential clashes that could occur between the types. Complete Step (a) as a stepwise discussion with the 'Bad News/Good News' (challenges and strengths) feedback driven by team members from the other perspectives first before allowing team members from the nominated type to round out the discussion (white boarding the headline strengths and challenges for each type can help keep track of the discussion). NOTE: It is important to keep these

conversations humorous as well as reinforce confidentiality and safety as sometimes a lot of elephants in the room can be unearthed!

Once all 4 types have been analysed, step (b) can be completed as a whole group discussion using the contrasting strengths and challenges to draw out real-life examples of previous tension points within team and operational circumstances which create the most risk of personality clashes. Again, it is crucial to make sure confidentiality and psychological safety is strong among group members as this can be a time of great insight and motivation to strengthen and harmonise previously difficult and strained working relationships.

The last of the three conversations (3) the proactive ways and specific protocols the team could use to resolve personality clashes instead of avoiding and back-stabbing (passive aggressive) OR becoming openly hostile (aggressive), is a gateway into the next Level Up activity (Above & Below The Line Team Protocols).Depending on the energy levels of the group you either get some general discussion and verbal agreement around risk management strategies the team will use in future or complete the more comprehensive Above & Below The Line Chart and Calling on Behaviours team training activities from the HPT training program.

Team Profiling: Building A Talent Map

To round out the activity and to ensure the key learnings are used in the business-as-usual environment (and not just forgotten after the fun training day is over), capture everyone's personality type into a simple 'Talent Map' (see example on Page 68) which is then placed on the Team Data Wall. In addition to team profiling, a good talent map should also include work interests (i.e., team members describe the tasks within their roles that they enjoy or prefer) and career goals (i.e., team members describe their career goals – "5 years from now I want to..."). Housing the team Talent Map on the data wall allows for a readily accessible map of the diversity and interests within the team. This can be harnessed to 'best match' people to projects and opportunities as well as allow for deeper conversations on common interests. A team Talent Map can also be one

Team Profile - EXAMPLE

What do I share?

		...CILITATION ...RITING SPEAKING	COOKING WITH RECIPES	WANNABE JaL SURFER
GREEN/BLUE	ANALYSIS/Action	POLICY, PROCEDURE COMMUNITY MANAGEMENT	COMMERCIAL FLORIST	BRISBANE BRONCOS.
RED -	Engage EMOTIONAL	Procedures Public speaking	LOVES TO Crochet	GO THE COWBOYS.
Yellow/Green -	Think about the big picture	Creative/Change	Loves Jewelery making	Travel
Yellow: Strategy, organisational change, Programme Management		Ed. Policy, Inclusion Youth transitions, VET	Diving, Sailing Plants/grow food	Nanna ☺
Yellow/Green/Blue	Big Picture → Operational	Processes, Data, Cricket	Good people skills	Travel
GOOD LISTENER RED - COOPERATIVE,		PROCEDURE, PROCESSES	MUSIC Love camping	Travel
BLUE, CAN BE RELIED UPON.		Supporting PR's need to Manage Situations.	KARAOKE SINGING	SUPPORT MANLY
BLUE		E, T & L CURRICULUM TEACHING & LEARNING	camping, bushwalking	Travel
Yellow/Red		Communications, media & graphic design	Sport.	Adventure holidays

of the best 'short cuts' for helping new staff to 'get to know' their new team mates. At a team-wide level, the only result possible from understanding ourselves and others better is the strengthening of trust across the team.

Case Study: Personality Types at Jefferson State School

Conducting a team profile was eye opening for the leadership team of Jefferson State School. Once the team got their individual profile back the discussion began. Joan, the Principal, was identified as being a 'big picture thinker' and 'people person' (Concept/Relational), and the team wholeheartedly acknowledged that they appreciated her creative 'out of the box' thinking and uncanny ability to see the future needs of the

school before anyone else. However, on the down side, it was noted that sometimes Joan became overly excited by change to the point where it seemed like some changes the school was embarking on were too rushed and/or too risky.

In contrast John, the school's Business Manager was identified as being very 'thorough/procedural' and 'rational/factual' (Detail/Action). Again, the team was quick to acknowledge the value that John's attention to detail had brought to the school (particularly during the recent school review), however some staff identified that John's behaviour can sometimes come across as 'micro-managing'.

Lisa, the school's Deputy Principal in charge of behaviour management was identified as being 'realistic and logical' and at times 'perfectionistic' (Action/Detail), and while many staff appreciated Lisa's blunt 'straight shooting' talk, some staff noted that she can sometimes come across as lacking care, rude and offensive. Finally, James, the lead teacher for the school's Music program was identified as a 'people person' and 'creative' (Relational/Concept). While everyone agreed that James's sociability and outgoing nature made the school a friendlier place overall, some staff commented that James sometimes comes across as being overly intrusive.

On reflection, the leadership team agreed with all comments put forward and appreciated the better understanding of the strengths that they brought to the team, as well as how they may have been unintentionally sending the wrong signals at times. Following the activity, the team revisited their 'Above and Below the Line' behaviours (see example on following page) and expanded this based on their new insights. Now previous points of contention are easily navigated and the team has reached a new level of trust and respect for each other's differences.

HIGHPERFORMANCETEAMS LEVEL UP! PROGRAM

8

Above & Below The Line

Team Name: SLT

Acceptable Behaviour

Objective
- Be on time
- Celebrate others' success & hard work
- Actively contribute and participate
- Honor commitments and be accountable
- Operate with integrity
- Be Prepared and organised
- Objectively Evaluate Everything

- Lock the shields – alignment vs agreement
- Communicate in all 4 colours
- Put your oxygen mask on first
- Vulnerability
- Say what you mean and mean what you say
- The standard you walk past is the standard you accept

Subjective

···················· The Line ·····················

Subjective
- Dismissing Ideas without Explanation (Shutting Down)
- Not giving full attention (using devices in mtgs)
- Taking things personally

- Unexpected incompletion of tasks
- No surprises
- Not checking for understanding or concerns
- No "carpark" conversations
- Avoiding tough conversations

- Not supporting umpires view/final decision
- Side conversations in mtgs

Unacceptable Behaviour

Objective

8

HIGHPERFORMANCETEAMS LEVEL UP! PROGRAM

Above & Below The Line

Objective

ACCEPTABLE BEHAVIOUR

- - - THE LINE - - -

Subjective
Subjective

UNACCEPTABLE BEHAVIOUR

Objective
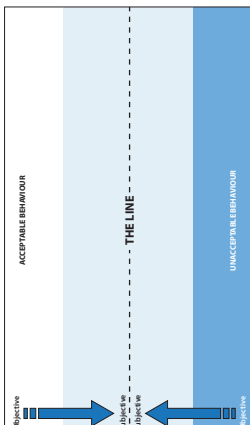
Team Profiles in Action: A Note of Caution

As you can see from the Case Study, activities that allow team members to better understand each other's personalities can unlock powerful learnings, thereby ensuring that future misunderstandings are 'cut off at the pass'. Having said that, there are a few key points that all staff should understand in relation to team profiling:

- **Types Don't Excuse Behaviour:** Just because someone has been identified as a certain profile type, it doesn't give them permission to act in the extreme, and then excuse their behaviour by hiding behind their type ("oh it's ok I'm so blunt with everyone, after all I am 100% Action!"). Quite the opposite, better understanding of your own personality type comes with the responsibility to moderate the extremes of your behaviour.

- **Acceptance of Difference is a Two-Way Street:** Just as we wish others to accept our personality type, so do we need to accept theirs.

- **Types Don't Box Us In:** Just because someone has been identified as a certain type doesn't mean that they should be typecast (e.g., given work only highly related to that type). Everyone is capable, and must demonstrate competence in all types, regardless of preference.

In Summary: Team Profiling To Leverage Diversity

Whilst Stephen Covey was absolutely right when he said that *'the essence of synergy is to value differences - to respect them, to build on strengths, to compensate for weaknesses'*, we would take this one step further in saying that 'leveraging diversity creates the synergy needed to fast-track the journey to higher team performance.' To get the conversation started with your team about KPI 3, here are three questions to consider: 1. My CARD Profile: Do I know my Top 2 and accompanying strengths & challenges? 2. Team Profile: Have we mapped the clashes and comfort zones within our team? 3. Above & Below Line: Can we describe our team specific behavioural do's & don'ts?

HPT Team Development Strategies

HPT Team Data Wall

Work/Life & Wellbeing

KPI4: Trust Matched Teaming & Team Pulse Conversations

HPT Insight: *To stay healthy (boost trust and wellbeing), teams need to invest in their working relationships!*

Most of us spend more time at work than we do with our significant others. But how much do we really know about the people we work with? It's not necessarily simply about taking the time to get to know people you have not known for very long (which is always a great idea!). Often it's the people we have worked with the longest, whom we think we know quite well, where the unexpected 'gaps' in our understanding occur due to assumptions we make about each other which remain un-checked due to our over-familiarity. In the same way a married couple can end up divorced due to 'growing apart' (despite continuously living together) many teams can end up in unexpected conflict and tension when they don't persist with ongoing communication to maintain an updated awareness of people's work/life circumstances and their wellbeing.

Getting to know people at work, in particular building work/life awareness, is perhaps one of the most important parts of building and maintaining trust in High Performance Teams. Understanding the work/life situation, communication preferences, interests, goals and aspirations of your colleagues is vital to promote both high Team Engagement and high Team Achievement. Genuinely understanding others promotes high Team Engagement by demonstrating that you value their individual differences. It also provides the necessary context for you to tailor your communication approach to meet their needs in relation to their work/life challenges and goals. This also enables you to better support them should difficulties occur.

Genuinely understanding others also promotes high Team Achievement because a key by-product of getting to know people is increasing their sense of belonging within the team. This feeling leads to increased emotional investment and motivation that helps team members to contribute their best performance at work. A further benefit of getting to genuinely know and understand people is that it reduces the false (often negative) assumptions that we are all prone to making.

Getting to Know People: A Journey Not a Destination

Small talk is never small...

Getting to know people can be challenging at times – be it related to personal values and privacy, the limited contact of virtual teams, or project teams working under extreme pressure and deadlines with little time for anything else. However, if we don't make getting to know and understand others a priority, we can end up with all sorts of short- and longer-term career disasters. Consider the following examples...

Scene 1: Wanting to Lend a Helping Hand

"Where is Sharon? I haven't seen her around the office recently..."

"Don't you know? Didn't they tell you? Sharon's husband was admitted to hospital over a month ago and she's looking after their kids full-time and also by his bedside hoping he'll recover – but it doesn't look good..."

"What? Really? Why didn't she tell me? I wish I could have been there for her. She was always so private I didn't even know she was married and had kids. Is anyone sending her flowers or a card from all of us–I feel awful I haven't been able to help - I wish I had known and could have been more supportive..."

Scene 2: Jumping to Conclusions

"Did you see John, he was yawning throughout my entire presentation, I'm sure he hated the concept."

"Actually no, John pulled me aside after your presentation and said he loved it and that the funding will be approved by the end of the week. I really admire how he is still managing to keep on top of things despite the lack of sleep. Since his wife gave birth to twins two weeks ago he's been running on 4 hours sleep a night."

"Oh, that puts things in perspective, I'm so relieved that the yawning wasn't related to the presentation..."

One of the keys to 'getting to know each other better' is having a strategy that is matched to current levels of trust so that everyone feels 'safe' to participate fully in getting to know each other within the normal work routines of a team. When we are talking about 'teaming strategy' we are referring to the 'organised' activities teams undertake to socialise together as part of a balanced approach to building working relationships. This does not necessarily need to involve special social events out of work hours but ALWAYS involves the use of ice-breakers, barometers and check-ins

at the start of every formal and informal meeting that are 'matched' to the team's current level of trust. By having a matched level of trust and disclosure 'comfort' levels increase making information sharing about important work-related tasks easier and enabling conversations about cross-training and succession to occur without threatening people's job security or status within the team.

Also getting to know people is not just a one-off event during team establishment or when a new staff member arrives. Scheduling regular times for time-limited team building activities is essential – even for well-established teams as people's lives often change more then we realise. Even the discipline of using simple icebreakers or conversation starters at every meeting can incrementally widen our awareness of our co-workers' wider lives, increasing our ability to empathise and support each other.

Individual Strategies for Getting to Know Others

OK, 'individual strategies' is a fancy way to describe 'small talk', the informal one-on-one conversations we routinely have with co-workers. As the saying goes '*small talk is never small*' and there are some important 'Do's' and 'Don'ts' to maximise the value of small talk in building a High Performance Team:

Do's
- Do make time for small talk but be honest about the time available and don't be afraid to cut-off conversations with an apology about having limited time but also re-convene on the same topic when you next get a chance.

- Do ask people questions but only when you mean it... "How are you?" is a wonderful question when sincerely asked, but a poison chalice when used as a dysfunctional form of greeting. If you are time poor or not that interested, then don't ask people

how they are but instead make a positive statement that doesn't require conversation - "It's great to see you!"

- Do share some short relevant personal information to increase trust before asking about the other's life. The law of reciprocity (you disclose first then I'll disclose) is a very important concept for effective leaders but this creates a vulnerability you need to be aware of and comfortable with first.

Don'ts

- Don't jump in too far, too deep or too fast regarding personal questions and disclosures. Remember people operate at different levels of depth and trust in workplaces with some people enjoying deep and meaningful conversations and others preferring to keep the conversation superficial, light and cheery.

- Further to the point above, don't make people uncomfortable in conversations about personal issues. Delving into inappropriate territory may give rise to claims of bullying and harassment.

- Don't gossip or repeat information to others that may be told in confidence. Don't speak negatively of anyone especially other work colleagues and never share personal information shared by a co-worker with someone else without their express permission. Speak kindly and sensitively towards others and you will build a harmonious and happy team dynamic.

A Note on Shyness, Introversion and Private People

When it comes to getting to know people who are very private, introverted or shy it can be a little difficult to get them to open up. Begin by simply keeping the conversation work focused and strengths focused (i.e., asking their opinion or advice on matters they are already expert at) and gradually shift the conversation towards work history, current family status, future

holidays etc. Always lead with sharing an appropriate disclosure from your own life first and never expect too much. Group lunches, morning teas and social events are also a great space to get to know very shy co-workers who may initially feel intimidated by one-on-one conversations.

If you are a very private, shy or introverted person yourself then you are going to have to push out of your comfort zone if you want to be a part of a High Performance Team. Whilst we're not telling you that you need to disclose all of your dirty laundry and skeletons in the closet nor become a raving extrovert, we are telling you that you have to open up and disclose enough of your life to allow people to understand who you are, your personality, sense of humour and hobbies, interests and aspirations, as this is the minimum data set needed to enable others to understand you and build the trust needed for higher levels of team performance.

Team Building: Low Trust vs. High Trust Activities

When it comes to getting to know others in a group setting there is an enormous range of activities you can choose from depending on the time available and level of trust currently within the team.

Getting To Know Others – Team Building Quickstart

1. Low Trust (5-7min*)	2. Mod Trust (7-15min*)	3. High Trust (15-30min*)
• Ice Breakers - Level 1 & 2 • Who Am I? • Photo Share • Dream Destinations	• (Addtional to List 1) • Ice Breakers Level 3 • Life Line (Career) • Team Profiling • Bucket Lists	• (Additional to 1 & 2) • Life Line (Personal or Combined) • Letter to Younger/ Older Self • Dreams & Regrets • Life Strategy Map

* Team Size = 5-6 (Adjust Time Proportionally For Larger Teams)

The Table above shows you some very simple group based team building activities that can be done almost anywhere with minimal materials and minimal time input. We tend to stick with these in most of our work as consultants as most teams we work with are time poor and want to use the strategies without further training or facilitation once learned.

Category 1 - Icebreakers (Low Trust)	Category 2 - Icebreakers (Mod Trust)	Category 3 - Icebreakers (High Trust)
•As a child, my favorite game was. •My favorite movie of all time is. •Today, I have the most fun when. • I will eat anything put in front of me except. •I can explain my life as an animal & that animal is.	•What could you stop doing now to improve your growth & well-being. • If, by magic, you could change one thing in your life, what would it be? • What keeps you up at night –business, personal or family related? •My most prized possession is & why. • If I could throw caution to the wind and really take a risk, I would.	•The most important decision in my life was/is •If I suddenly found out that I had 24 hours to live, I would spend them • What has been the most difficult period in your life? • What is your most treasured memory? • What would you like your legacy to be? • Describe your greatest success & greatest failure.

Low Trust Team Activities

"Ice Breakers – Low Trust" (AKA Warm-Ups or Conversation Starters) are a brilliant, fast and easy way to get to know other team members better without making people feel uncomfortable by delving too deep into each other's lives. As you can see in the Table above icebreaker questions can range from simple superficial items (Category 1) to more in-depth items (Category 3).

"Who am I?" (AKA Celebrity Heads) is another great getting to know you activity where people can have a bit of fun as well as solve the riddle of the name of the mystery person placed on their head using only 'yes' and 'no' questions.

"Photo Shares" of proudest moments, holiday moments, family snaps etc. are also a popular fast activity that can be done with low-trust teams, as are conversations about dream holidays which can also lead to a photo/picture wall with each person putting an image up of their dream destination.

Moderate Trust Team Activities

- "Learning Pit" growth activities such as learning to juggle or completing abstract puzzles under time pressure (which can be both fun and frustrating) enable people to reflect on how they cope with challenge, and their tendencies to withdraw from the team or become critical of others when under pressure.

- "Team Profiling Activities" are a great way to extend the depth of understanding and awareness of the various individuals within the team. There are a multitude of personality profiles and instruments that teams can use which provide group reports and activities to further develop team awareness and capability.

- "Bucket Lists" are also great exercises to do in moderate trust teams where people are able to reveal more about their hopes and dreams for the future and the stretch goals they hope one day to achieve.

High Trust Team Activities

- "The Letter to Older or Younger Self" is another great team activity for high trust teams either done as a written exercise and shared or done verbally as an interview in a hot seat. Getting people to speak to their younger or older selves can reveal some powerful insights into their values and behaviours.

- "Tombstone/Eulogy" is a very powerful exercise where people write and then read aloud their own Eulogy – the speech they would 'like' to have read at their funeral followed by sharing some 'changes' they need to make to align their life closer to their ideal legacy.

Team Wellbeing:
Taking Your Pulse...

"An apple a day keeps the doctor away..."
– English Proverb

In health, prevention is always easier than cure. The reason that we should go to regular 6-monthly GP check-ups is to monitor how our health is tracking. Those who adhere to this schedule will most often be healthier than their peers as they can take preventative measures to ensure that their health does not decline. Put another way, people who don't prioritise regular check-ups are at greater risk of being surprised by a heart attack! Team health is like personal health, and High Performance Teams prioritise theirs.

How do you know how healthy your team is? One of the most effective team-wide strategies that we have seen for engaging teams in 'check-ups' around overall team wellbeing is the implementation of a weekly Pulse Survey. The HPT Pulse Survey is a short (10 second) confidential survey (see Page 82) that is emailed to staff in order to prompt self-reflection on their own level of workplace wellbeing. If you don't use an email pulse survey system you can create a simple pen and paper version that can be completed anonymously prior to commencing the Team Pulse Discussion.

1. Job Satisfaction
Your level of achievement and satisfaction at work in the past week.

| 0% Very Low | 25% Low | 50% Moderate | 75% High | 100% Very High |

2. Performance Feedback
Regularly giving and receiving feedback with co-workers in the past week.

| 0% Very Low | 25% Low | 50% Moderate | 75% High | 100% Very High |
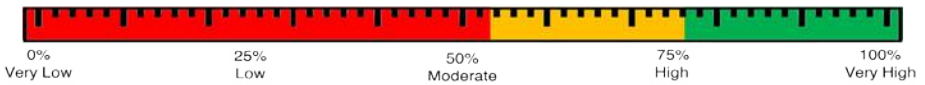
3. Peer Support
Communicating effectively and openly sharing with co-workers in the past week.

| 0% Very Low | 25% Low | 50% Moderate | 75% High | 100% Very High |

4. Work/Life & Wellbeing
Your level of satisfaction with your work/life and wellbeing in the past week.

| 0% Very Low | 25% Low | 50% Moderate | 75% High | 100% Very High |

Once completed, the individual results are collated to create a group average data for each item. This combined team data is then used as part of a team pulse discussion to work towards solutions that benefit the overall wellbeing of the team. Importantly, High Performance Teams know that the data itself is neither good nor bad – it's just data. They are most interested in the conversation that occurs as a result of sharing the data and the actions that follow to either maintain high wellbeing or boost low wellbeing. This process allows the entire group to take responsibility for wellbeing, rather than just expecting team leaders to 'fix it'. Regularly checking in on team health through pulse surveys also normalises a culture of caring for each other, and significantly deepens team trust because all of the highs and lows are out in the open.

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%

Team Pulse Discussions: The Right Way

High Performance Teams that have used the pulse strategy to great effect have followed a simple 3-step recipe:

1. Make sure that each team member has a copy of the team's HPT Pulse Scorecard.
2. Appoint a Chair, Moderator, and a Live Note Taker.
3. Allow the Chair to guide a discussion on the data noting:

   - What does the data tell us?
   - What are the trends we see?
   - What can we do to maintain positive trends, or reverse negative trends?
   - What specific actions do we all agree that we will take together as a result of this data?

And when it comes to specific actions, you may have noticed on the actual scorecard example there are 'Team Boosters' with individual numbers linked to each of the team wellbeing indicators. We've developed 24 x 10min Team Boosters suitable for all teams so they can always take some positive actions that are within their control and fit these into their existing meeting times. Download the free guidebook from our website!

In Summary: Work/Life & Wellbeing

Low performance teams leave team building and getting to know each other to luck or chance. High Performance Teams realise that luck won't last forever – instead they create structures and systems like weekly pulse surveys and always use one word barometers and conversation starters during formal meetings to ensure that team members get to know each other (and their needs) in a safe and time efficient way.

To get the conversation started with your team about KPI 4, here are three questions to consider: 1. Relationship Fitness: How well do we know each other's work/life & wellbeing context? 2. Trust Matched Teaming: Do we use trust matched ice-breakers? 3. Team Pulse Toolkit: Do we use the team pulse effectively to maximise team wellbeing?

Appendix 1
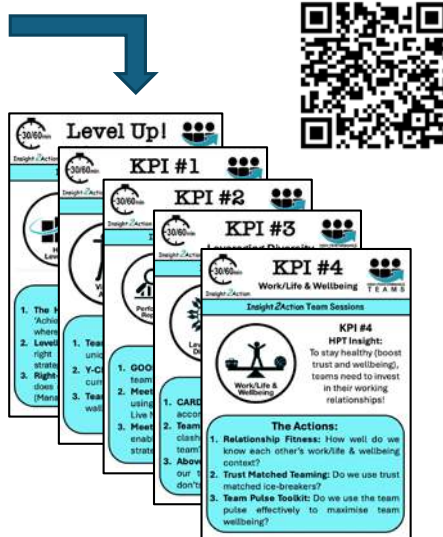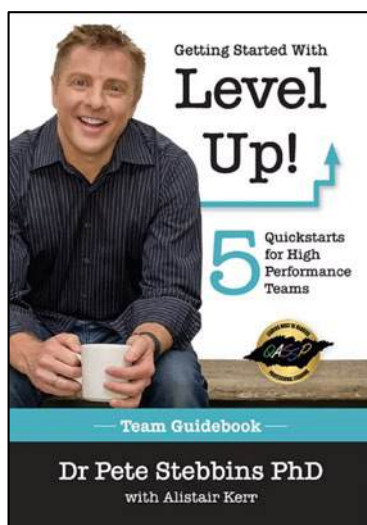
Share the HPT Level Up Program with your team!

☑ Ensure Equal Voice – hear from everyone!

☑ Share Experiences – understand each journey!

☑ Take Action Together In Session– don't wait 'til later!

Level Up! — High Performance Teams

~30/60min · Insight 2Action

Insight 2Action Team Session*

P1: Insights (Learning)   16 min

- Read / reflect / journal based on chapter summary (4 min)
- Round Room Discussion (1-2min p'p. both 1A & 1B) (12 min) *(1A) My previous experiences with this HPT Insight across my career, both good and bad have been… AND (1B): My current experiences with this HPT Insight in my role are…*

P2: Personal Action (Growth)   14 min

- Reflect / journal on points (2A) and (2B) below (2 min)
- Round Room Discussion (1-2min p'p. both 2A & 2B) (12 min) *(2A) My key learnings from this HPT Insight are… AND (2B) My personal growth challenges from this HPT Insight are…*

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(second session if running 2 x 30min)

P3: Collective Action (Team Improvement)   30 min

- Round Room Discussion (1 min p'p) (5 min) *How could we use this HPT Insight to improve our team? OR Get team to review relevant HPT Team Systems.*
- Teamwork: Begin completing Team System activities related to the HPT Insight (i.e., Level Up Team Assessment) (25 min)

NEXT STEPS: Plan any next steps & follow up actions

Level Up! — High Performance Teams

~30/60min · Insight 2Action

Insight 2Action Team Sessions

Level Up

HPT Insight:

All High Performance Teams are on a journey – one that requires the right approach at the right time!

HPT Level 1-5

The Actions:

1. **The HPT Framework:** How is our team's 'Achievement' and 'Engagement' going and where could we improve?

2. **Levelling Up:** What is our team's HPT Level right now & what are our Level Up strategies?

3. **Right-Sizing:** What leadership approach does our team collectively need right now (Manage, Mentor or Coach)?

KPI #1
Vision & Action

HIGH PERFORMANCE TEAMS

-30/60min Insight *2*Action

Insight *2*Action Team Session*

P1: Insights (Learning) — **16 min**

- Read / reflect / journal based on chapter summary (4 min)
- Round Room Discussion (1-2min p'p. both 1A & 1B) (12 min) *(1A) My previous experiences with this HPT Insight across my career, both good and bad have been… AND (1B): My current experiences with this HPT Insight in my role are…*

P2: Personal Action (Growth) — **14 min**

- Reflect / journal on points (2A) and (2B) below (2 min)
- Round Room Discussion (1-2min p'p. both 2A & 2B) (12 min) *(2A) My key learnings from this HPT Insight are… AND (2B) My personal growth challenges from this HPT Insight are…*

(second session if running 2 x 30min)

P3: Collective Action (Team Improvement) — **30 min**

- Round Room Discussion (1 min p'p) (5 min) *How could we use this HPT Insight to improve our team? OR Get team to review relevant HPT Team Systems.*
- Teamwork: Begin completing Team System activities related to the HPT Insight (i.e., Hedgehog / Y-Charts / Action Plan) (25 min)

NEXT STEPS: Plan any next steps & follow up actions

* Based on teams of 4-6px – larger teams break into smaller groups

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KPI #1
Vision & Action

HIGH PERFORMANCE TEAMS

-30/60min Insight *2*Action

Insight *2*Action Team Sessions

KPI #1

HPT Insight: Create vision *together* by taking the team's purpose and imagining it into the future!

Vision & Action

The Actions:

1. **Team Purpose:** What is our team's unique core purpose?

2. **Y-Charts:** Have we mapped both current and ideal future state?

3. **Team Action Plan:** Is it 'living wallpaper' or just a 'compliance task'?

KPI #2

Performance Reporting

Insight 2Action ‑30/60min

Insight 2Action Team Session*

P1: Insights (Learning) — **16 min**

- Read / reflect / journal based on chapter summary (4 min)
- Round Room Discussion (1-2min p'p. both 1A & 1B) (12 min) *(1A) My previous experiences with this HPT Insight across my career, both good and bad have been… AND (1B): My current experiences with this HPT Insight in my role are…*

P2: Personal Action (Growth) — **14 min**

- Reflect / journal on points (2A) and (2B) below (2 min)
- Round Room Discussion (1-2min p'p. both 2A & 2B) (12 min) *(2A) My key learnings from this HPT Insight are… AND (2B) My personal growth challenges from this HPT Insight are…*

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(second session if running 2 x 30min)

P3: Collective Action (Team Improvement) — **30 min**

- Round Room Discussion (1 min p'p) (5 min) *How could we use this HPT Insight to improve our team? OR Get team to review relevant HPT Team Systems.*
- Teamwork: Begin completing Team System activities related to the HPT Insight (i.e., Team Meeting Toolkit Training P1) (25 min)

NEXT STEPS: Plan any next steps & follow up actions

* Based on teams of 4-6px – larger teams break into smaller groups

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KPI #2

Performance Reporting

Insight 2Action ‑30/60min

Insight 2Action Team Sessions

KPI #2

HPT Insight:

Meetings are more effective when they are both more efficient *AND* more engaging!

Performance Reporting

The Actions:

1. **GOOD vs BAD Meetings:** What are our team's signs of Good vs Bad meetings?

2. **Meeting Roles:** Are we effective in using the roles of Chair, Moderator, & Live Notetaker?

3. **Meeting Agendas:** Do our agendas enable inclusive, supportive, proactive, strategic & accountable behaviour?

KPI #3

Leveraging Diversity

Insight 2Action

-30/60min

Insight 2Action Team Session*

P1: Insights (Learning) — 16 min

- Read / reflect / journal based on chapter summary (4 min)
- Round Room Discussion (1-2min p'p. both 1A & 1B) (12 min) *(1A) My previous experiences with this HPT Insight across my career, both good and bad have been... AND (1B): My current experiences with this HPT Insight in my role are...*

P2: Personal Action (Growth) — 14 min

- Reflect / journal on points (2A) and (2B) below (2 min)
- Round Room Discussion (1-2min p'p. both 2A & 2B) (12 min) *(2A) My key learnings from this HPT Insight are... AND (2B) My personal growth challenges from this HPT Insight are...*

(second session if running 2 x 30min)

P3: Collective Action (Team Improvement) — 30 min

- Round Room Discussion (1 min p'p) (5 min) *How could we use this HPT Insight to improve our team? OR Get team to review relevant HPT Team Systems.*
- Teamwork: Begin completing Team System activities related to the HPT Insight (i.e., CARD Team Profile / Above & Below Line / Reset Conversations) (25 min)

NEXT STEPS: Plan any next steps & follow up actions

* Based on teams of 4-6px – larger teams break into smaller groups

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KPI #3

Leveraging Diversity

Insight 2Action

-30/60min

Insight 2Action Team Sessions

KPI #3

HPT Insight: Matching communication *FAST-TRACKS* personal connection!

Leveraging Diversity

The Actions:

1. **CARD Profile:** Do I know my Top 2 and accompanying strengths & challenges?
2. **Team Profile:** Have we mapped the clashes and comfort zones within our team?
3. **Above & Below Line:** Can we describe our team specific behavioural do's & don'ts?

KPI #4
Work/Life & Wellbeing — Insight2Action

Insight2Action Team Session*

P1: Insights (Learning) 16 min
- Read / reflect / journal based on chapter summary (4 min)
- Round Room Discussion (1-2min p'p. both 1A & 1B) (12 min)

(1A) My previous experiences with this HPT Insight across my career, both good and bad have been... AND (1B): My current experiences with this HPT Insight in my role are...

P2: Personal Action (Growth) 14 min
- Reflect / journal on points (2A) and (2B) below (2 min)
- Round Room Discussion (1-2min p'p. both 2A & 2B) (12 min)

(2A) My key learnings from this HPT Insight are... AND (2B) My personal growth challenges from this HPT Insight are...

- -

(second session if running 2 x 30min)
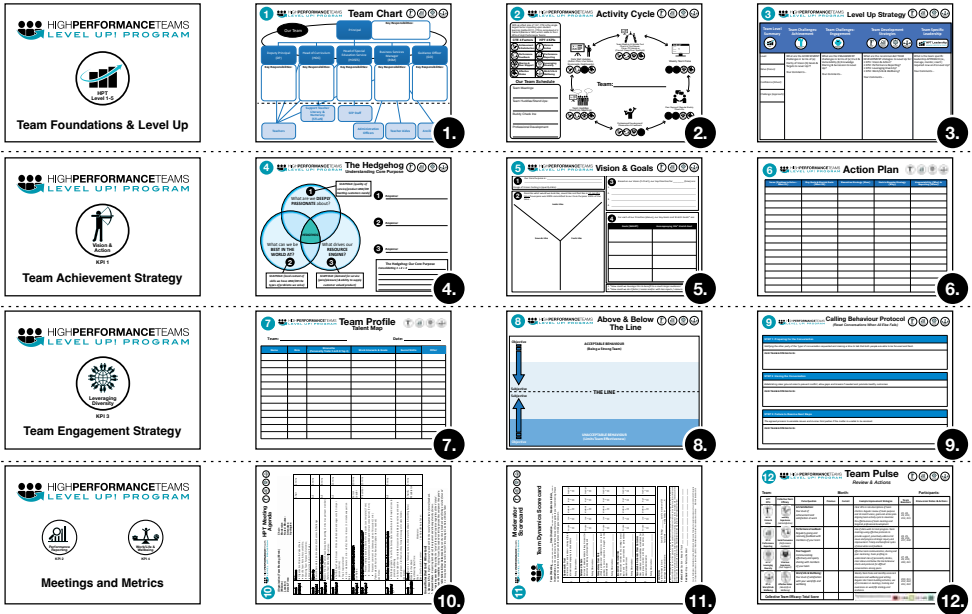
P3: Collective Action (Team Improvement) 30 min
- Round Room Discussion (1 min p'p) (5 min)

How could we use this HPT Insight to improve our team? OR Get team to review relevant HPT Team Systems.

- Teamwork: Begin completing Team System activities related to the HPT Insight (i.e., Team Pulse Onboarding Session) (25 min)

NEXT STEPS: Plan any next steps & follow up actions

* Based on teams of 4-6px – larger teams break into smaller groups

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KPI #4
Work/Life & Wellbeing — Insight2Action

Insight2Action Team Sessions

KPI #4
HPT Insight:
To stay healthy (boost trust and wellbeing), teams need to invest in their working relationships!

Work/Life & Wellbeing

The Actions:
1. **Relationship Fitness:** How well do we know each other's work/life & wellbeing context?
2. **Trust Matched Teaming:** Do we use trust matched ice-breakers?
3. **Team Pulse Toolkit:** Do we use the team pulse effectively to maximise team wellbeing?

The HPT Team Data Wall

Team Foundations & Level Up	**1.** Team Chart	**2.** Activity Cycle	**3.** Level Up Strategy
Team Achievement Strategy	**4.** The Hedgehog	**5.** Vision & Goals	**6.** Action Plan
Team Engagement Strategy	**7.** Team Profile / Talent Map	**8.** Above & Below The Line	**9.** Calling Behaviour Protocol
Meetings and Metrics	**10.** HPT Meeting Agenda	**11.** Team Dynamics Scorecard	**12.** Team Pulse Review & Actions

HOW TO USE:

REFER TO AS A MANUAL & DISPLAY ON DATA WALL

USER MANUAL

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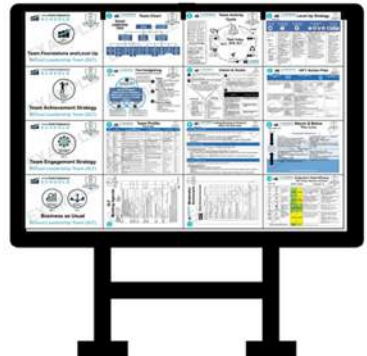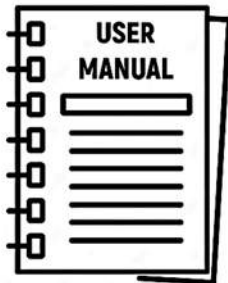
.... AND UPDATE IT REGULARLY!

Getting Started With

Level Up!

5 Quickstarts For High Performance Teams

'In today's world of work, where teams and resources are leaner than ever, now is the time to read and apply 'Level Up' to enable every team to become a High Performance Team.
Jane Anderson

'The High Performance Teams Program has enabled our team to have a clear vision and set of actions for moving from good to great. I can't recommend the program highly enough.'
Kurt Goodwin

Dr Pete Stebbins, PhD, is Australia's leading expert on High Performance Teams. Pete is seriously passionate about helping leaders and teams develop higher levels of performance. With many years of professional practice and research behind him, Pete is an enthusiastic keynote speaker, facilitator and coach. You can find out more about Pete at **www.drpetestebbins.com**