

# Leading at Manchester for Research Fellows

## Module 4: Focus on Team Performance



## Aim

The aim of this module is to support you build ever higher performing teams from and inside out and an outside in perspective – team members and stakeholders.

## Objectives:

By the end of this module you will be able to:

1. Describe a high performing culture and how it maps to your area
2. Describe the characteristics of a high performing team
3. Recognise the stages of team development and the role of manager / leader in each stage
4. Describe how your team reviews and improves performance
5. Recognise and manage the needs of your most important stakeholders
6. Develop an action plan moving your team towards high performance.

## Your objectives for this module

*Your performance depends on your people. Select the best, train them and back them. When errors occur, give sharper guidance. If errors persist or if the fit feels wrong, help them move on.*

**Donald Rumsfeld**

## High Performance Culture

### What does High Performance Culture look like?

Watch the following two videos and reflect on the questions below:

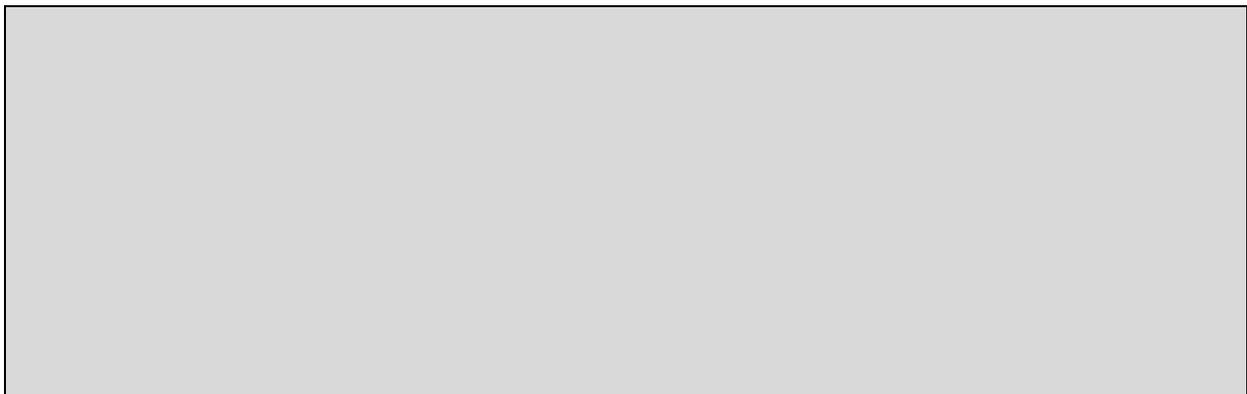
Madagascar Penguins Best and funniest Team work

<https://www.youtube.com/watch?v=DI4zp7yeuMU>

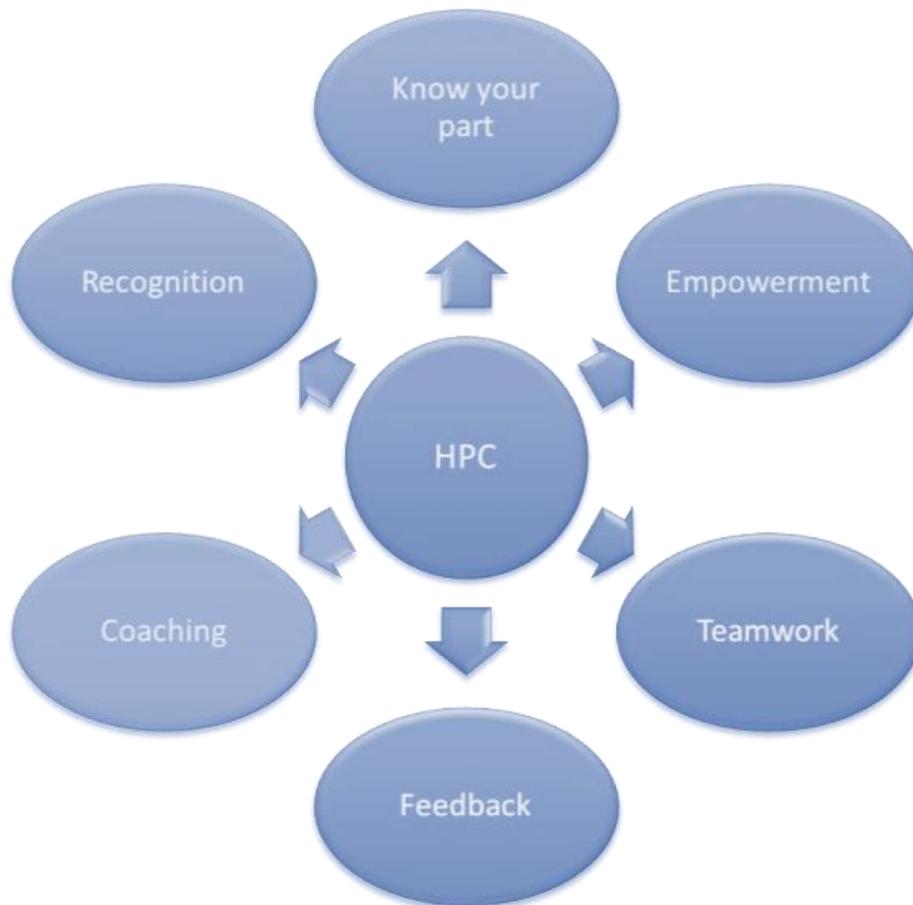
Ferrari F1 Pit Stop Perfection: 2013 Melbourne F1, poetry in motion.

<https://www.youtube.com/watch?v=aHSUp7msCIE>

- a. What are the traits / characteristics/ behaviours of a high performing team?
- Using the videos as a light-hearted basis
  - And then drawing upon your own experience



## High Performance Culture



### What does it look like for you?

- What does high performance look like in your part of the University?

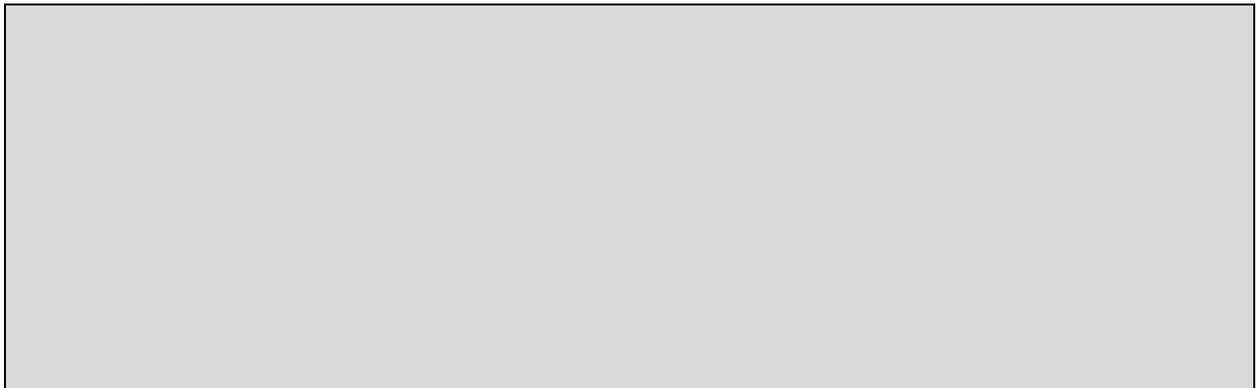
How will you know when your team is delivering high performance? What will you be seeing, hearing, doing?



What's in it for you if your team are performing well?

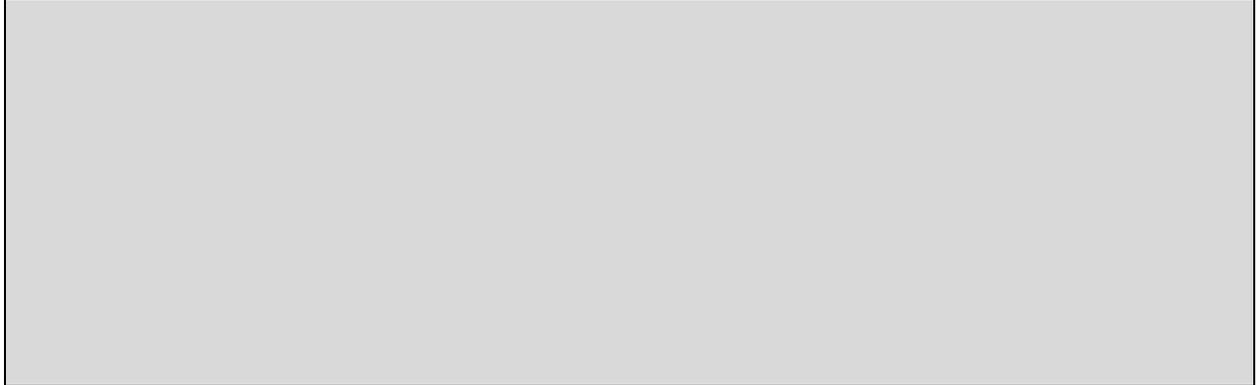


What behaviours do you need to demonstrate as a leader in order to enable a high performing team?

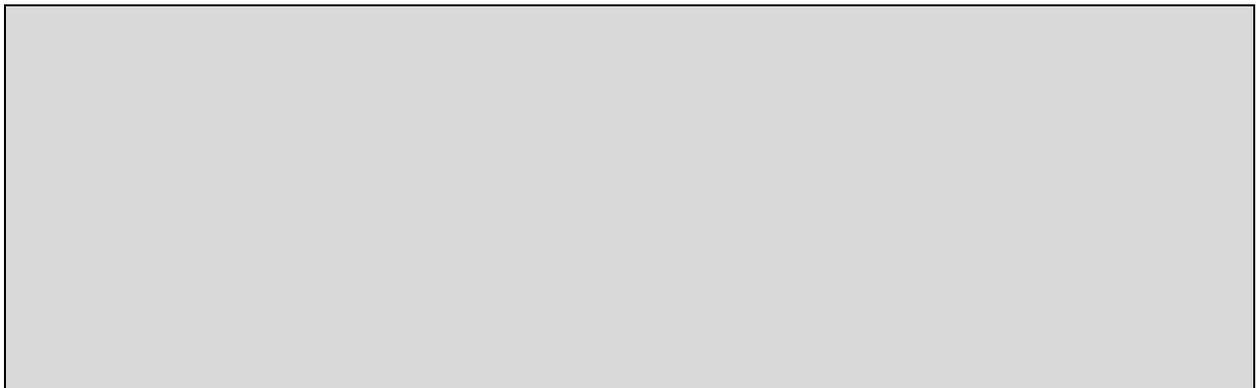


## High Performing Teams

1. Have you been part of a High Performing Team? What were (are) its attributes?



2. Have you ever been on a team that did not work so well? What caused the problems?



## Qualities of High Performing and Dysfunctional Teams

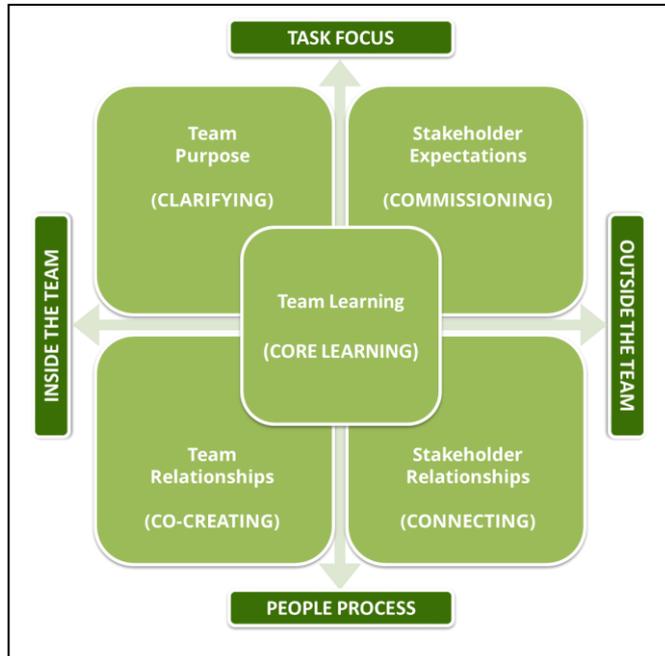
This is based on Patrick Lencioni's book, The 5 Dysfunctions of a Team (Ref Module 1)

High Performing Teams		Dysfunctional Teams
<ul style="list-style-type: none"> <li>• High performance, team based results</li> <li>• Highly motivated team</li> </ul>	<b>Results</b>	<ul style="list-style-type: none"> <li>• Poor performance &amp; results</li> <li>• High turnover</li> </ul>
<ul style="list-style-type: none"> <li>• Poor performers are managed &amp; held accountable</li> <li>• Same standards for everyone</li> </ul>	<b>Accountability</b>	<ul style="list-style-type: none"> <li>• Missed deadlines &amp; key deliverables</li> <li>• Poor performance is tolerated and creates environment of resentment</li> </ul>
<ul style="list-style-type: none"> <li>• Aligned on common objectives</li> <li>• Clarity on direction &amp; priorities</li> <li>• Highly engaged team members</li> </ul>	<b>Commitment</b>	<ul style="list-style-type: none"> <li>• Ambiguous direction &amp; priorities</li> <li>• Revisit discussions again &amp; again</li> <li>• Absenteeism</li> </ul>
<ul style="list-style-type: none"> <li>• Confront problems &amp; issues quickly</li> <li>• Develop practical solutions</li> <li>• Get input from team, minimal politics</li> </ul>	<b>Conflict</b>	<ul style="list-style-type: none"> <li>• Go around the problems</li> <li>• Do not confront tough issues</li> <li>• Lack of transparency drives confusion</li> </ul>
<ul style="list-style-type: none"> <li>• Safe environment to speak up</li> <li>• Team members help each other</li> <li>• Leverage strengths for the team</li> </ul>	<b>Trust</b>	<ul style="list-style-type: none"> <li>• Hesitate to ask for help</li> <li>• Conceal weaknesses from others</li> <li>• Dread meetings and avoid team</li> </ul>



## The 5 Disciplines of High Performing Teams

**Peter Hawkins (2014)** presents a framework to explain the key activities of high performing teams. By focusing on these Hawkins believes that a team or function can consciously raise their performance. Hawkins suggests that high performing teams do five basic things.



The 5 Disciplines are described in more detail in the following table, which shows the activities that Hawkins describes in relation to people or task focus, and whether they lie inside or outside the team / function.

Core learning is central to the concept to allow review of activities and learning from them by adapting to what has been learned

<b>TASK FOCUS</b>	<b>Team Purpose (Clarify)</b>	<p>Primary purpose to realise the deliverables</p> <ul style="list-style-type: none"> <li>- Values and vision</li> <li>- Strategy</li> <li>- Objectives</li> <li>- Delivery</li> <li>- Operations</li> <li>- Systems &amp; Roles</li> </ul>
	<b>Stakeholder Expectations (Commission)</b>	<p>Expected deliverables</p> <ul style="list-style-type: none"> <li>- Explicit and clear directive</li> <li>- Identified people or groups commissioning work</li> <li>- Provision of resources and remit</li> </ul>
<b>PEOPLE FOCUS</b>	<b>Team Relationships (Co-Create)</b>	<p>Interpersonal and Team Dynamics</p> <ul style="list-style-type: none"> <li>- Team culture</li> <li>- Team cohesion</li> <li>- Trust</li> <li>- Devolved responsibility</li> </ul>
	<b>Stakeholder Relationships (Connect)</b>	<p>Stakeholder Engagement</p> <ul style="list-style-type: none"> <li>- Whole team responsibility</li> <li>- Adapting communication method and style</li> <li>- Stakeholder insight</li> <li>- Organisational insight</li> <li>- PESTLE context</li> </ul>
<b>TASK AND PEOPLE FOCUS</b>	<b>Team Learning (Core Learning)</b>	<p>Learning from performance</p> <ul style="list-style-type: none"> <li>- Inviting feedback</li> <li>- Reflecting</li> <li>- Integrating</li> <li>- Adapting</li> </ul>

### Components of a high-performance culture

Thinking about your role as a leader in driving high performance, consider the following:

1. Where are your team's strengths across the Five Disciplines?
2. Where are the key gaps, if any?
3. Focus on one thing that resonates. What barriers do you face in closing this gap?

Capture reflections in the next pages

Strengths, gaps, and barriers faced in closing one key gap, are:



## Building and Leading Teams

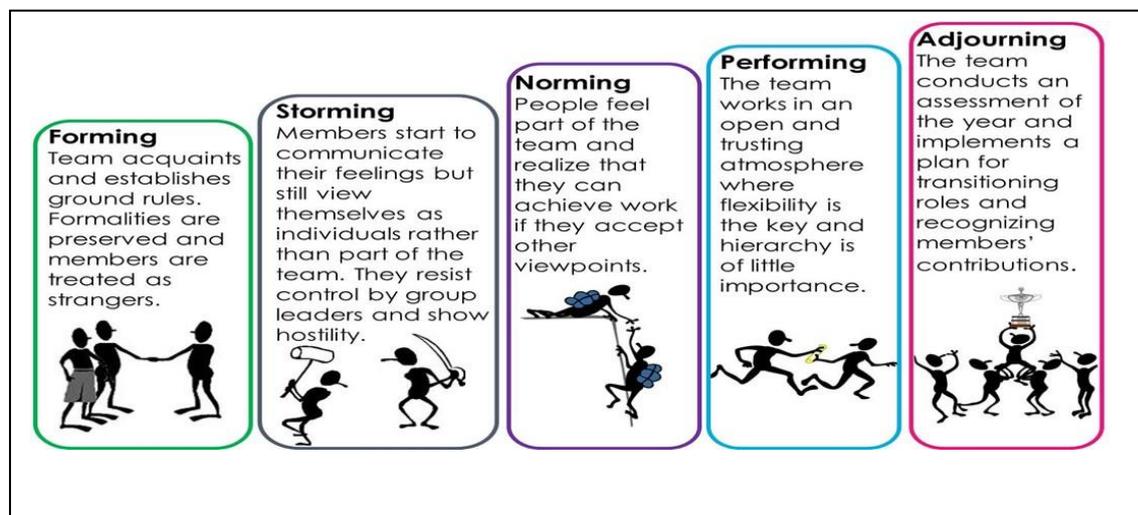
Many challenges of managing projects are really to do with the 'people issues' we experience in every-day life. As we have seen, allocating clear roles and responsibilities at the start of a project is the first step to ensure you begin with. Creating a team environment where one doesn't exist can also make the most of peoples' individual contributions and expertise.

Jon Katzenbach and Douglas Smith define a team as:

*"a small group of people with complementary skills who are committed to a common purpose, performance goals and approach for which they are mutually accountable".*

This simple definition brings together a few different models of teamwork and presents them according to their level of performance.

**Tuckman's Team Development Model** describes the stages that teams go through as they mature over time. Performance often dips as teams come together – a necessary part of forming – and builds over time as they move from left to right. The value here is being able to recognise where your team is at and to ask the questions (1) What do they need from me as a project manager in the stage that they are now in, and (2) What do they need from me to help them to progress to the next stage.



Tuckman's Stages of Group Development – Developmental Sequence in Small Groups (1965)

Consider the following two questions for each stage:

- a. Identify the role of the leader / manager in that stage
- b. How can a leader / manager can move a team to the next stage

---

---

---

---

---

---

### Developing yourself as a Team Leader

**What makes a good team leader? Think about skill sets and behaviours**

**Which of these behaviours do you consider as personal strengths (for you)?**

**How might these personal strengths help you to guide your team through the team stages of development and / or foster trust in your team?**

## Communicating with Your Team

Some key points of good practice:

- Communicate x3 – you will probably need to communicate a message about three times as much as you may think you need, especially if it is of significance for the team. This should probably involve different channels of communication too – face-to-face (group and one-to-one), and written. Patience will be required from you!
- Intention vs. impact of your messages
  - Test for understanding that what you intended to convey is the impression others have taken from your communication, by asking your team what they are taking from the communication
- Formal & informal processes
  - A formal input at a team meeting, followed by a one-to-one meetings with individual members – this allows them to test their understanding, ask questions or voice concerns

**How do you typically communicate with your team now? What new methods will you commit to experiment with?**

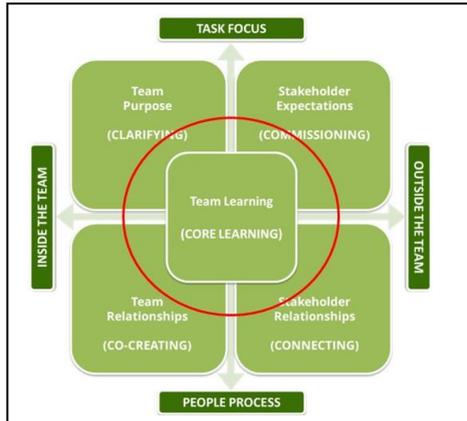
## Delivering an Effective Team Meeting

Do you know how (or how do you think) your team meetings are currently received (valued/enjoyed/stimulate discussion)? How do you want your team meetings to be received?

How might you seek to improve on this? What help might you need?

## Team Learning

Core learning is central to the concept to allow review of activities and learning from them by adapting to what has been learned



<b>TASK AND PEOPLE FOCUS</b>	<b>Team Learning (Core Learning)</b>	Learning from performance
		<ul style="list-style-type: none"> <li>- Inviting feedback</li> <li>- Reflecting</li> <li>- Integrating</li> <li>- Adapting</li> </ul>

Reflect on your team / function and how it can learn from its performance:

1. How does your *whole* team review, learn and improve, not just the individuals within it?
2. How does your team take time out to reflect on its development?

Note your considerations below

## Stakeholder Engagement

Stephen Covey, in his book 'The 7 Habits of Highly Effective People', talks about managers diligently working deep in the forest, hacking away at trees. One leader climbs a tree, surveys the canopy of the forest, spots the error, and shouts to his colleagues below, 'Wrong forest!'. Very efficient, just not particularly effective. Stepping back, making time to truly know who your most important stakeholders and customers are and what they value, and aligning yourself to your most important stakeholders, will ensure you don't waste time doing the wrong thing, perfectly.

**Stakeholders** include anyone who has an interest in or will be impacted by your work. Assess this level of interest and level of authority using a Stakeholder analysis and develop a Communications Plan or Stakeholder Engagement plan from this.

### Steps to Stakeholder Engagement:

1. Identify
2. Analyse
3. Plan
4. Engage
5. Monitor

### Identify

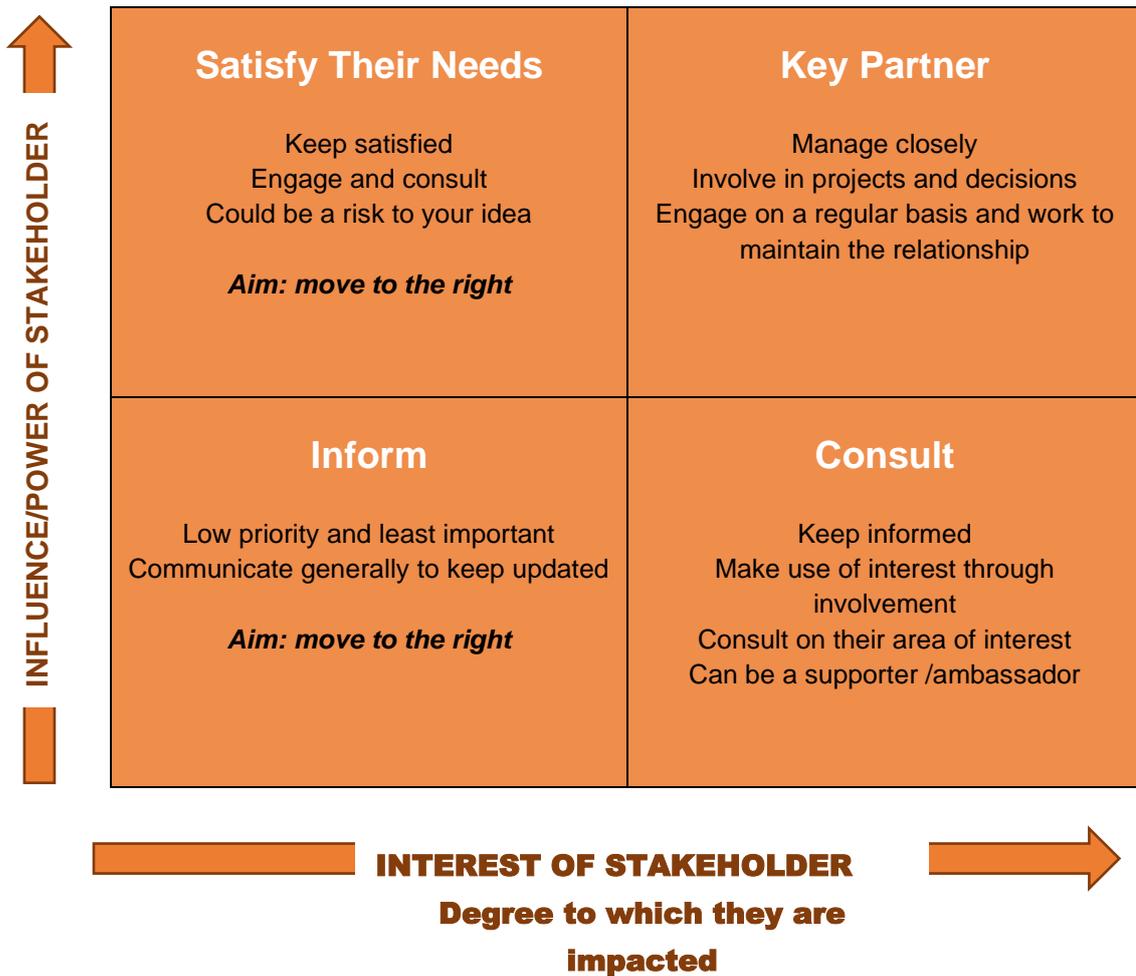
List all stakeholders. Use the following to help generate a list:

Possible Prompt Questions	Typical stakeholders include
Who is responsible? Who is accountable? Who has decision authority? Who is impacted by your activity? Who can support us? Who can block / obstruct us?	Customer   User   Beneficiary   Team   Function   Who holds the budget   Who provides resource   Project manager(s) Project Sponsors   Influential Others

**Categorise and Analyse**

The level of influence / power of our stakeholders and their interest in the issue can help to identify the most appropriate strategy for achieving the most effective outcome. The possibilities for influencing are always affected by power and politics. Only rarely do people have enough power to do exactly what they want. The rest of the time people need to be influenced.

Using the power / impact matrix can help to identify options to improve stakeholder relationships.



Use a framework (like the simple illustration below) to consider what each group has a particular interest in.

Stakeholder group	Interested in the Impact on:				
	Finance (gain/loss)	Environment (e.g. noise, pollution, traffic)	Legislation (e.g. employment laws)	Business as Usual	Reputation
Visitors/users of the campus grounds		✓			
Local residents		✓			
Academic departments				✓	✓
Students				✓	

Next, analyse stakeholders according to the level of support they need. For example, those identified as key partners and who have a significant gap in the table below suggest high effort needed to close the gap. For other key partner stakeholders who are already at the enthusiastic support end, limited maintain activities may prove sufficient. Those stakeholders who have low interest and influence may need no further action – even if they are at the opposed end of the spectrum.

Hostile	Opposed	Reluctant	Neutral	Hesitant	Help it work	Enthusiastic support
Will block at all costs	Will openly act on and state opposition	Will have to be prodded	Won't help, won't hurt	Holds some reservations, won't volunteer	Will lend appropriate support	Will work hard to make it happen

Combining the two sets of analysis can give a first indication of level of effort needed and possible actions:

Stakeholder	Influence / Interest	Current status	Desired status	Support/Action Needed
<b>Eg. Jo</b>	High / High	Hostile	Enthusiastic	High activity – describe next steps
<b>Eg. Mark</b>	Low / Low	Reluctant	Neutral	Limited activity – describe next steps

Finally, build a simple communications plan as below.

Stakeholder	Comms Objective	Message	Channel	Timing

The important thing is to continually monitor how successful you are in engaging your stakeholders. Be prepared to change your plans if necessary.

**How will you monitor the success of your stakeholder engagement?**

## Your Action Plan:

Use this page to record your notes on Action Plan from this Module.

What are 2 or 3 things that you're doing well right now in focusing on results and managing for performance?

What are 2 or 3 things you would like to improve in your ability to manage your team?

List one specific thing that you will apply from this module.

### Follow-up tips:

1. Discuss your learning with your manager and team members
2. Identify your strengths
3. Identify areas for development
4. Use the "Rule of 2" - Review your progress in 2 days, 2 weeks and 2 months
5. Choose one or two specific actions
6. Ask your manager for support and guidance
7. Find a mentor or coach

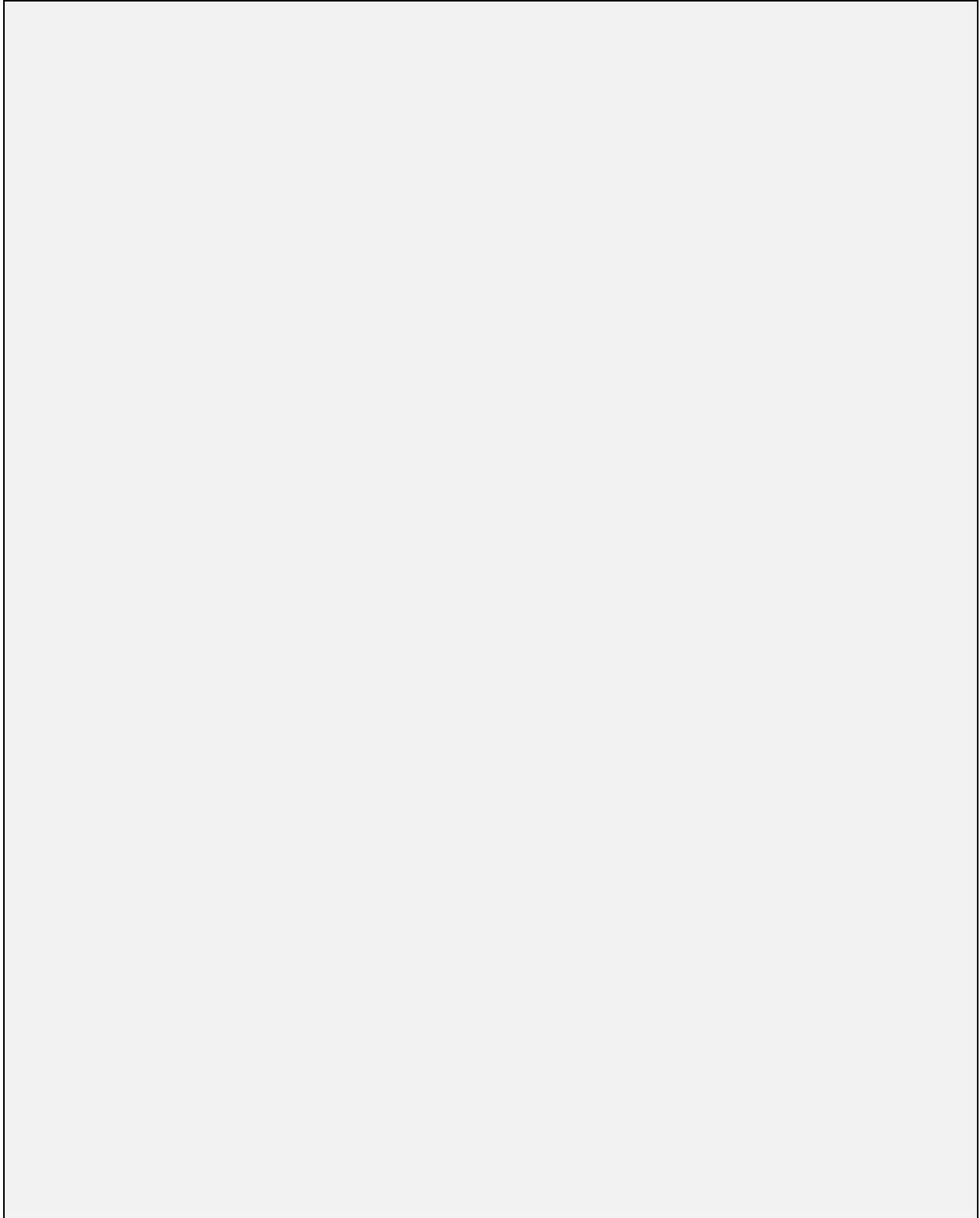
## Your continuing development

---

1. Run a team meeting with new ideas or format. Reflect here on how it went and what changes you will make going forward with your team meetings.

## Notes

---



## Resources – Focus on Team Performance

---

Mapping customer experience and satisfaction

<https://www.designabetterbusiness.tools/tools/customer-journey-canvas/>

Madagascar Penguins Best and funniest Teamwork

<https://www.youtube.com/watch?v=DI4zp7yeuMU>

Ferrari F1 Pit Stop Perfection: 2013 Melbourne F1, poetry in motion.

<https://www.youtube.com/watch?v=aHSUp7msCIE>

Sir Matthew Pinsent on High-Performing Teams: Sir Matthew Pinsent explains what lessons business leaders can learn from the sporting arena when it comes to developing their own performance and that of their teams. <https://www.youtube.com/watch?v=QKdcuOnEdyo>

The Wisdom of Teams: Creating the High-performance Organisation (Katzenbach, J. R. and Smith, D.K. (1993) – Publisher: Harvard Business School, Boston)

Patrick Lencioni's, The 5 Dysfunctions of a Team

[https://www.librarysearch.manchester.ac.uk/discovery/fulldisplay?docid=alma992976659720201631&context=L&vid=44MAN\\_INST:MU\\_NUI&search\\_scope=MyInst\\_and\\_CI&tab=Everything&lang=en](https://www.librarysearch.manchester.ac.uk/discovery/fulldisplay?docid=alma992976659720201631&context=L&vid=44MAN_INST:MU_NUI&search_scope=MyInst_and_CI&tab=Everything&lang=en)

Mapping customer experience and satisfaction

<https://www.designabetterbusiness.tools/tools/customer-journey-canvas/>

10 Principles of Stakeholder Engagement – The Association for Project Management

<https://www.apm.org.uk/resources/find-a-resource/stakeholder-engagement/stakeholder-engagement-key-principles/>

### Other resources

---

---

---

---

---

---

---

---