Building & Maintaining High Performance Teams
The Science behind Teams
Summer - July 2020 Newsletter

The importance and value of **High Performing teams** has and continues to be a **critical factor in organizational success**. As you think about your business, are your teams operating at maximum capacity? Do you know **what is needed for your Teams to function today, tomorrow, in 2 years**?

Given the challenges of the past 6 months, how easily have your teams adapted to a VUCA (see our VUCA Newsletter) environment and working virtually? **Do you have high performing teams or are your teams struggling to adapt and drive results**?

As you think about your business and your teams, **ask yourself the following** questions:

♦ How do you identify and develop team members?

♦ How are your teams currently performing?

♦ What do you need them to continue doing or do differently in the next 6 – 18 months?

♦ As you transition out of COVID:

– Will you stay remote?

– Will you transition back to the office?

– Will you do both?

> "The whole is greater than the sum of it's parts"
> Aristotle

Regardless of how you will manage the work moving forward, building and maintaining high performance teams will continue to be critical for success. It is anticipated that this will become more critical post-COVID as we will be dealing with the impact far into the future.

We all know the importance of High Performing Teams. Work is constantly changing and businesses look to cross functional teams to solve complex issues quicker and more effectively.

High performing teams create a synergy that enables **greater productivity** and a more **empowered work force**. High performing team **foster flexibility**, **responsiveness**, and the ability to **adapt to change**. **Teams** that are **not performing impact** not just the team but **the entire organization**.

In 2012, Google established "Project Aristotle" to research teams and understand group dynamics, skills, personality traits and emotional intelligence. In essence, looking to better understand what it takes to build high performing teams.

The team of **researchers found** the following **5 findings, ranked in order of importance**, that was critical to having successful teams:

1. Psychological safety

2. Dependability

3. Structure and clarity

4. Meaning
5. Impact

Psychological Safety was identified as the #1 factor that sets teams apart. According to the Aristotle Project, **Teams need to be in an environment that fosters ideas, experimentation, risk taking, feedback and learning from mistakes**. Teams also **need to be able to depend on each other**.

TALENTTELLIGENT KSAT (Knowledge, Skills and Attributes of a Team)

Based on decades of experience and research, TalentTelligent LLC has created an **evidenced-based library of Team Performance Drivers and Team Practices**. These Drivers and Practices are based on 60 years of team and group performance. The library allows for **maximum flexibility in prioritizing those elements that are mission critical** for Team effectiveness in an enterprise.

TalentTelligent LLC also looked at Project Aristotle and created a mapping of the KSAT Drivers and Practices to Project Aristotle's 5 components of High Performing Teams.

DRIVERS AND PRACTICES OF KSAT

Similar to the KSA Suite, KSAT is broken down into **4 components**: Drivers, Domains, Practices and Maladies.

The **10 Drivers** provides a clear framework to understand what Teams need to maximize the talent that allow them to accelerate performance. The **26 Practices** are the specific Knowledge, Skills and Attributes needed for the team to be successful

The Practices are **organized under 4 DOMAINS**

♦ Positioning for Success
♦ Optimizing Teamwork
♦ Leveraging Relationships
♦ Assuring Future Team Success

The **9 Maladies** outline what gets teams in trouble, e.g., Unproductive Conflict.

With the identified Drivers and Practices in hand, you will be armed with **evidenced based** and **experience tested tools** to **guide the creation, assessment and development of teams** as well as the **knowledge to increase their capabilities**.

WHAT DIFFERENTIATES KSAT FROM OTHER TEAM TOOLS

♦ Based on most recent research and **best practices** on **team dynamics**
♦ Incorporates the most up to date **Brain [Mind] research and science**
♦ Incorporates the research that reveals **team troubles** (9 Maladies of a Team).
♦ Aligned with the full KSA Library to enable **development by level,** (i.e., Leaders, Managers/Supervisors and Individual Contributors).

KSAT KNOWLEDGE, SKILLS, AND ATTRIBUTES OF TEAMS™

ORV Operating Remotely/ Virtually 14

Practice 14 Operating Remotely/Virtually

Teams operating in remote and virtual conditions require special skills and focus. Multiple communication technologies are essential. The creation of rules of remote engagement are vital, such as agreement on shared language, standards of communication and meeting engagement, and management of pre- and post-meeting conversations. Monitoring and tracking commitments are also vital. Attention to different time zones is important. There are best practice protocols established for remote and virtual teams. It takes more effort, flexibility and adaptability for effective virtual communication and team performance.

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KSAT KNOWLEDGE, SKILLS, AND ATTRIBUTES OF TEAMS™

ORV Operating Remotely/ Virtually 14

Practice 14 Operating Remotely/Virtually

Observable Behaviors:

a. Uses multiple communication channels for all levels of teamwork
b. Makes certain to use a web and web cam-based platform for all team meetings, and pre- or post- conversations
c. Creates and mutually agrees to common rules of team engagement such as a shared language, meeting procedures, and feedback expectations
d. Monitors engagement and commitment of all team members continuously
e. Demonstrates respect for and adaptability to different team member needs through shared scheduling, time overlaps, and work schedules
f. Keeps meeting documentation circulating for accuracy, clarity, and mutual understanding

Domain B: Optimizing Teamwork

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KEY FEATURES OF KSAT

♦ **Sort Cards** puts the science and research in an easy to use, hands-on format to determine what is most important for a team.

♦ **Placemats** provides easy access to the KSAT information by providing an overview of the library of Drivers and Practices

♦ **KSAT Codex** provides the linkage between the Performance Drivers and Roles of all of the KSA libraries and the connection between all of the KSAT Practices

♦ **Virtual Card Sorting Technology** enables you to identify the critical Drivers and Practices through virtual working sessions

♦ **360 assessment** enables you to get in depth knowledge and feedback that drives higher levels of performance
  – Option 1: Complete a 360 assessment on a **Team** to gain perspective on the entire Group
  – Option 2: Complete a 360 on an **Individual Team** member to gain perspective on their contribution to the team.

> "Coming together is a beginning. Keeping together is progress. Working together is success."
>
> Henry Ford

ALIGNING KSAT WITH THE KSA LIBRARIES

Sample KSAT Practices linked to the KSA Libraries		
	Operating Remotely/Virtually	**Building Capacities for Flourishing in a VUCA Environment**
KSAL	– Reading and Understanding People – Engagement Management – Information Management	– Achievement Drive – Uncertainty and Ambiguity Management – Developing Others – Information Management – Global and Broad Perspective
KSAM	– Managing Individuals Differently	– Having a Growth Mindset – Managing Individual Differently – Creating Learning Agile Teams
KSAI	– Collaborating – Managing Conflict	– Building Uncertainty and Ambiguity Management Skills – Building and Applying a Personal and Enterprise Growth Mindset

With the identified Drivers and Practices you will be armed with the information necessary to **guide**, s**elect** and **develop** team members and the knowledge **to increase team capabilities** using this fresh and up to date framework.

TALENTTELLIGENT™
Pearman Eichinger

TO DISCUSS FURTHER OR ADDITIONAL INFORMATION PLEASE CONTACT US AT:

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