

Developing high performing teams

Facilitator: Debra Parsons

Domestics and Introductions



Learning Outcomes

By the end of this session, you will be able to:

- Describe the attributes of a high performing team;
- Review theories of team development – Tuckman, Lencioni and Amy Edmondson;
- Assess your own team's psychological safety;
- Identify actionable steps to improve the performance of your own team.

Working together

Interactive

Safe space

Breaks

Feedback



What is a team?

“A team is a collection of interdependent individuals who share responsibility for outcomes and fit into a larger social system”



Young, J. and Gifford, J. (2023) High-performing teams: An evidence review. Practice summary and guidance. London: Chartered Institute of Personnel and Development.

Teamwork under the microscope

Activity:

- Discuss how would you define teamwork?
- Share examples of high performing teams – why did you choose them?



Team working

“Not finance. Not strategy. Not technology. It is teamwork that remains the ultimate competitive advantage, both because it is so powerful, and so rare”

Patrick Lencioni

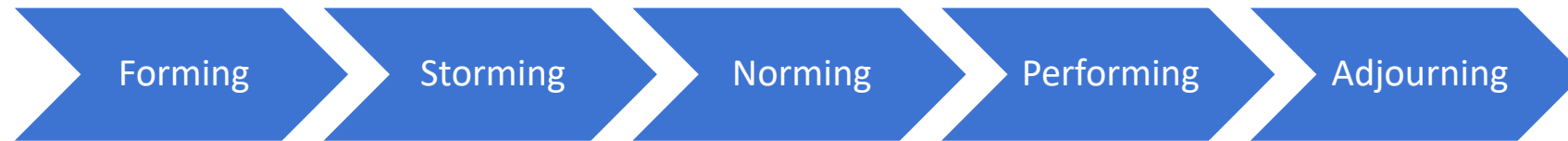


Team effectiveness

- Task performance – effectiveness in the core responsibilities of the team
- Contextual performance – helping the organisation’s goals or other teams in ways that go beyond the core responsibilities
- Adaptive performance – learning, innovating and responding to changing demands

Team efficiency goes beyond results – what are the costs of achieving those results?

Theories of team development



Bruce Tuckman

Stages of Team development

Where is your team?

Forming when people get to know each other and their roles

Storming when conflict and friction can arise as people's true characters start to emerge and they start to push against boundaries

Norming where people start to resolve their differences, appreciate one another's strengths and respect your authority as a leader

Performing when your team is in flow and performing to its full potential

Adjourning to mark the end of a team's journey

Activity: The manager's role

Activity – review the Tuckman team development stages. What do you consider to be the manager's role at each stage?



Theories of team development

Patrick Lencioni

“5 dysfunctions of a team”



Activity:

Which of the Lencioni 5 dysfunctions would be beneficial to reduce in your team?

What actions would you and your team need to take to reduce them?

How would you know this was working?

Patrick Lencioni
"5 dysfunctions of a team"



Psychological Safety

If you change the nature and quality of the conversations in your team, your outcomes will improve exponentially.

Psychological safety is the core component to unlock this.

Psychological Safety



“a belief that **one will not be punished or humiliated for speaking up** with ideas, questions, concerns, or mistakes, and that **the team is safe** for interpersonal risk-taking”

-Amy Edmondson

Psychological safety exists when you're not afraid to:

Ask questions

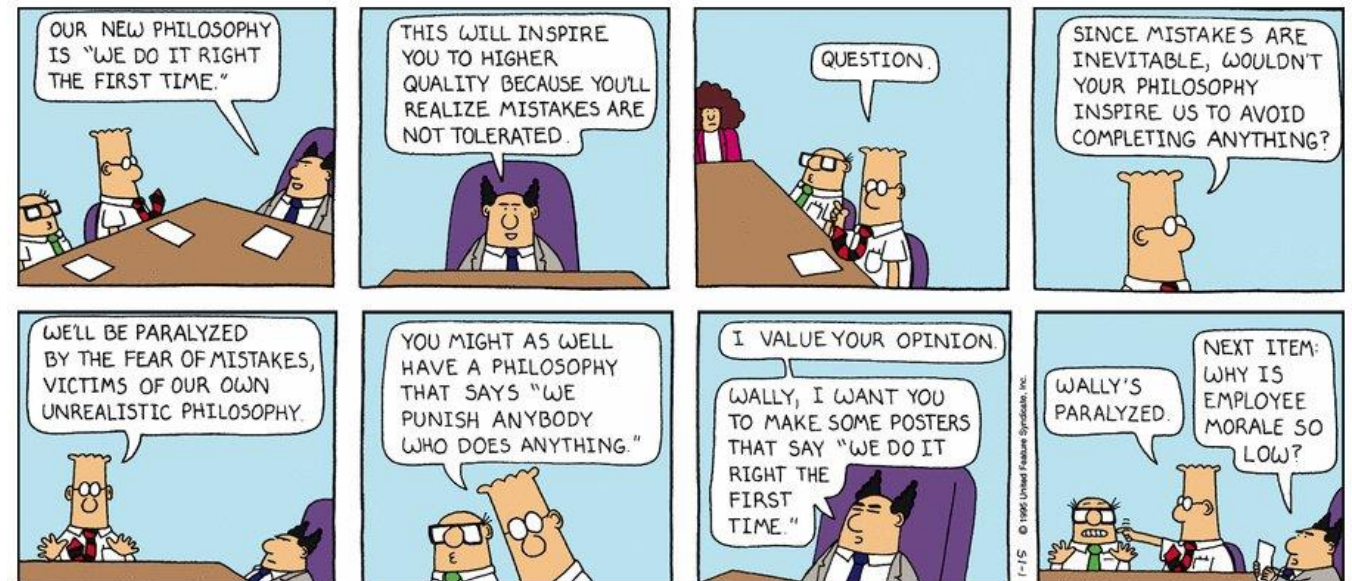
Take risks

Share ideas

Speak your mind

Admit mistakes

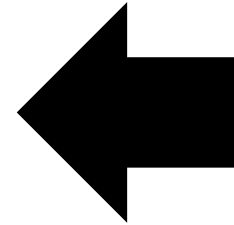
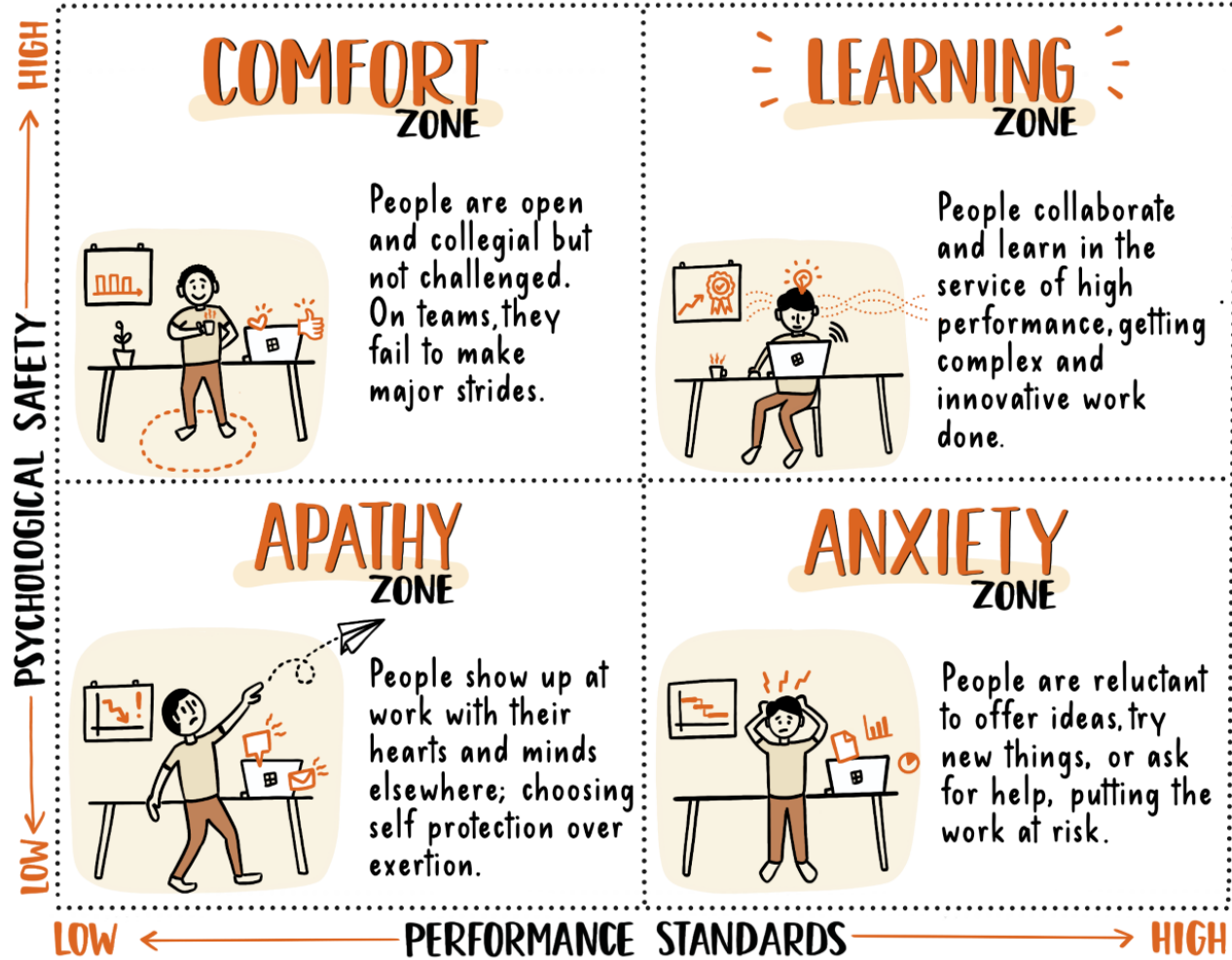
Raise concerns





HOW
psychological safety
RELATES TO PERFORMANCE STANDARDS

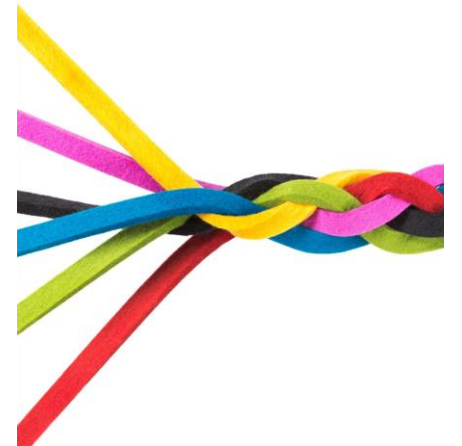
AMY EDMONDSON





7 questions to assess psychological safety in a team

- If you make a mistake on this team, it is often held against you
- Members of this team are able to bring up problems and tough issues
- People on this team sometimes reject others for being different
- It is safe to take a risk on this team
- It is difficult to ask other members of this team for help
- No one on this team would deliberately act in a way that undermines my efforts
- Working with members of this team, my unique skills and talents are valued and utilized



High performing teams: an evidence review

Key recommendations

To build high-performing teams, people managers and leaders should focus on:

- **Team dynamics:** colleagues need to trust each other and feel psychologically safe to speak up or take risks.
- **Team cohesion:** stemming from familiarity and shared norms and behaviours.
- **Shared thinking:** look at how team members interpret issues and communicate.
- **Information sharing:** making the best use of each members' expertise is vital.
- **Team reflection:** working on shared goals, collaboration and communication.
- **Well-planned interventions:** including teambuilding, teamwork training, debriefing sessions and goal setting.

Action planning

- Share one thing you are going to do differently after this session.
- Share one thing you'd like to know more about.



Management development CPD

- Management curriculum e-learning and workshops
- Management toolkit plus weekly email
- Access to [LinkedIn Learning](#)
- Leadership conversations – 3 times per year
- Leadership development programmes
- One to one coaching

| Thank you

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