Management Curriculum | UNIVERSITY OF BATH

Developing high performing teams

Facilitator: Debra Parsons

Workforce Development Team, 2024-25

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 and Psychological safety;
- 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

- Builds awareness of their own strengths and behaviours
- Listens carefully, and communicates openly and effectively
- Builds strong, trusting relationships
- Analyses the context and adapts their approach accordingly
- Shows commitment to their own development
- Seeks feedback from others on their own performance
- Works collaboratively, seeking advice and input from colleagues within and across organisations
- Manages their own wellbeing

- Builds a strong, cohesive and balanced team
- Encourages open discussion and contribution from all
- Delegates effectively with clear objectives and empowers decision making
- Uses coaching techniques to motivate and improve performance
- Supports the development of knowledge, skills and behaviours
- Conducts challenging conversations calmly and with confidence
- Prioritises wellbeing and a positive working environment
- Embraces equality, diversity and inclusivity

- Aligns activities to University strategy
- Sets direction and provides clarity
- Uses financial planning and budgeting to prioritise activities
- Leads through change
- Plans and manages projects to achieve outcomes
- Encourages innovation
- Delivers excellent service
- Engages stakeholders

What is a team?

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

TEAM GB

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:

- What are the attributes of high performing teams?
- 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

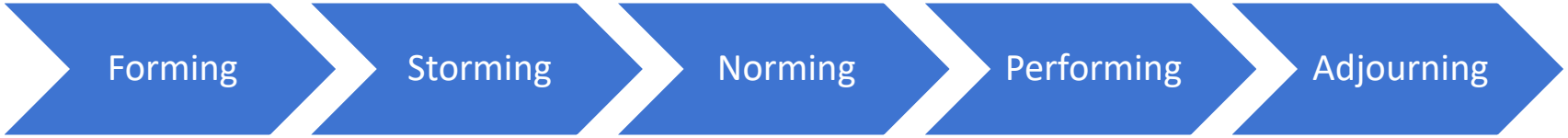
- Task performance – effectiveness in the core responsibilities of the team
- Contextual performance – helping the organisation's goals or other teams in ways that go beyond the core responsibilities
- Adaptive performance – learning, innovating and responding to changing demands

Team effectiveness - Activity

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

- What needs to be considered when teams are working in the hybrid format?

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

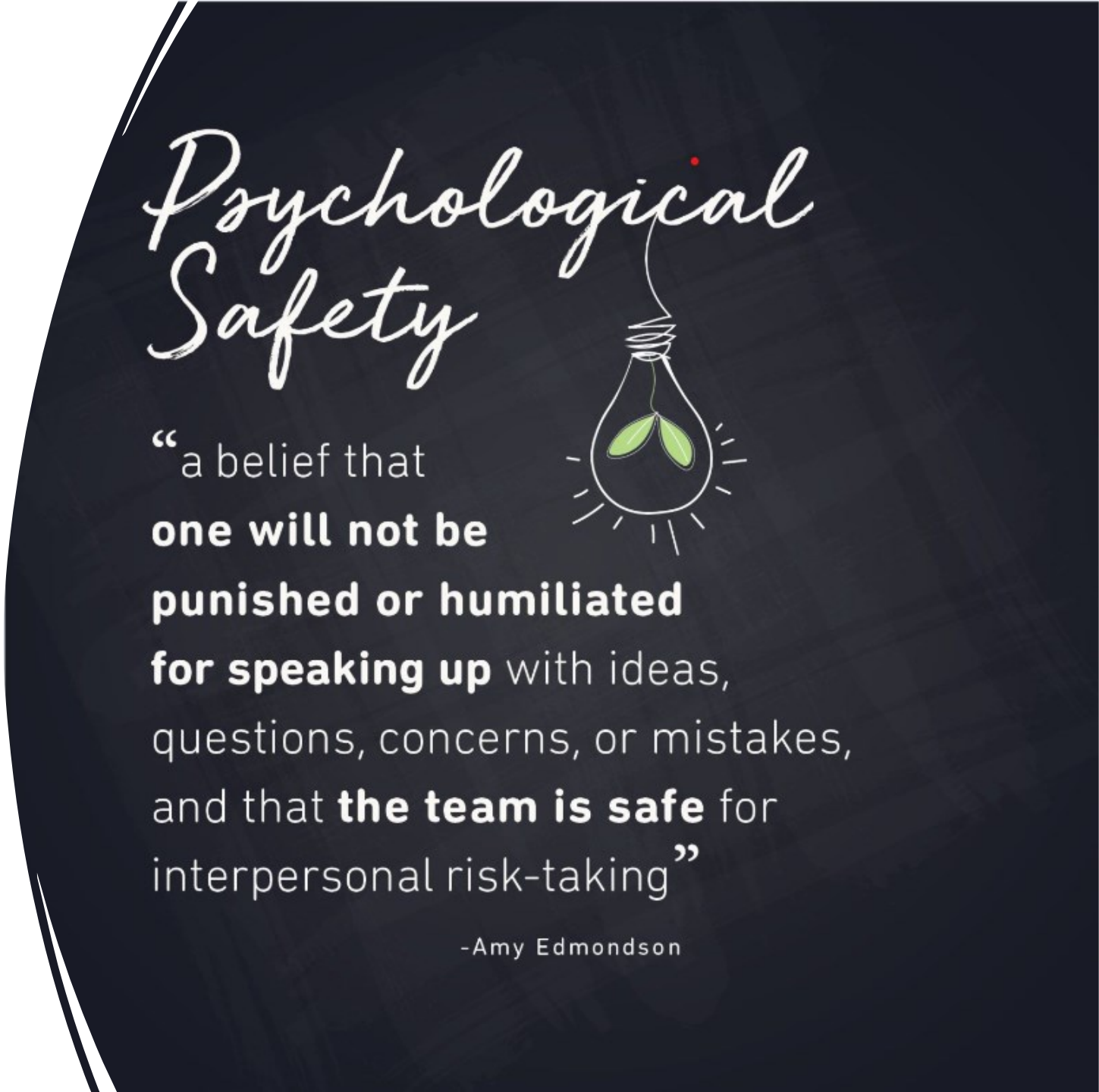
Activity: The manager's role

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

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 exists when you're not afraid to:

Ask questions

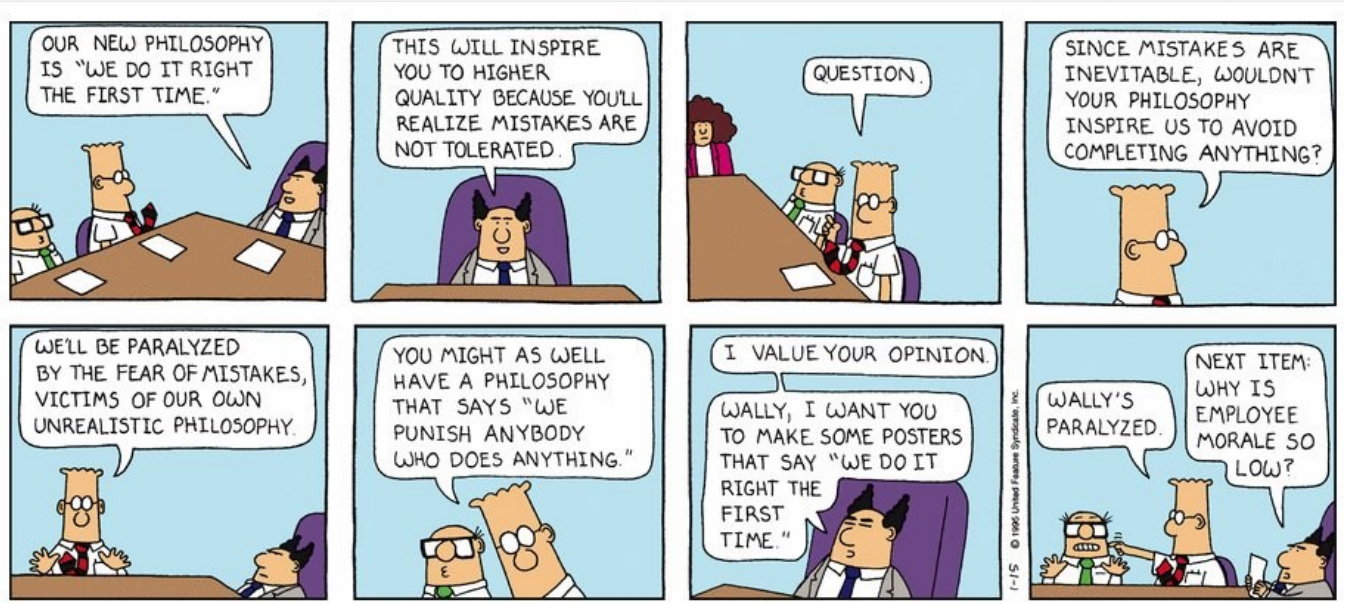
Take risks

Share ideas

Speak your mind

Admit mistakes

Raise concerns



HOW psychological safety RELATES TO PERFORMANCE STANDARDS

AMY EDMONDSON

COMFORT ZONE

People are open and collegial but not challenged. On teams, they fail to make major strides.

LEARNING ZONE

People collaborate and learn in the service of high performance, getting complex and innovative work done.

APATHY ZONE

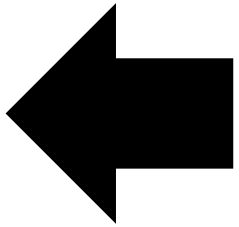
People show up at work with their hearts and minds elsewhere; choosing self protection over exertion.

ANXIETY ZONE

People are reluctant to offer ideas, try new things, or ask for help, putting the work at risk.

PSYCHOLOGICAL SAFETY: LOW ↓ HIGH

PERFORMANCE STANDARDS: LOW ← → HIGH



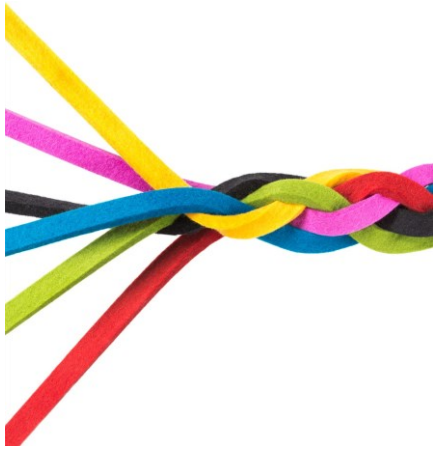
Sketchnote: Tanmay Vora, QAspire.com

www.amycedmondson.com

a state in which people are not hindered by INTERPERSONAL FEAR which INHIBITS LEARNING & COOPERATION
CANDOR IS ALLOWED AND EXPECTED
PSYCHOLOGICAL SAFETY
HOW MUCH PEOPLE GIVE OTHERS THE BENEFIT OF THE DOUBT WHEN ASKING FOR HELP/ADMITTING MISTAKES
CAN YOU SPEAK UP; SHARE CONCERNS; ASK QUESTIONS?
the JOB of LEADERS IS TO MAKE the ENVIRONMENT SAFE
↑LEARNING
↑ENGAGEMENT
↑PERFORMANCE
A LACK CAN CREATE THE ILLUSION OF SUCCESS, but EVENTUALLY SERIOUS BUSINESS FAILURES RESULT.
talent is not ENOUGH.
EARLY INFORMATION IS BETTER
CANDOR
"I DON'T KNOW" ENGAGES
leaders need to show this VULNERABILITY.
A CULTURE OF SILENCE IS A DANGEROUS CULTURE.
the fearless ORGANIZATION
AMY C. EDMONDSON
SET THE STAGE
• FRAME THE WORK
• EMPHASIZE PURPOSE
INVITE PARTICIPATION
• SITUATIONAL HUMILITY
• PROACTIVE INQUIRY
• SYSTEMS & STRUCTURES
RESPOND PRODUCTIVELY
• 'THANK YOU'
DESTIGMATIZE FAILURE
• SANCTION VIOLATIONS
CLEAR, DIRECT, CANDID COMMUNICATION ↓'s ACCIDENTS.
the golden circle
WHY → PURPOSE + CARING LEADERSHIP ↑'s SAFETY FOR STAFF
IDEA EXCHANGE
essential in
VUCA
STANDARDS LOW
HIGH LEARNING & HIGH PERFORMANCE ANXIETY
HIGH COMFORT
LOW APATHY
'No passion so effectively robs the mind of ALL ITS POWERS ... as fear.'
EDMUND BURKE
IT'S NOT "Being Nice"
Kumbaya... or
THERE CAN BE PRODUCTIVE DISAGREEMENT
OR ABOUT
"LOWERING STANDARDS"
.. NOT AN "ANYTHING GOES" ENVIRONMENT
AND IT'S NOT "TRUST"
BUT ↑SAFETY = GROUP LEVEL
↳ INDIVIDUAL LEVEL
@crabtree_amelia

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



More Theories of team development

Patrick Lencioni

“5 dysfunctions of a team”

High performing teams: an evidence review

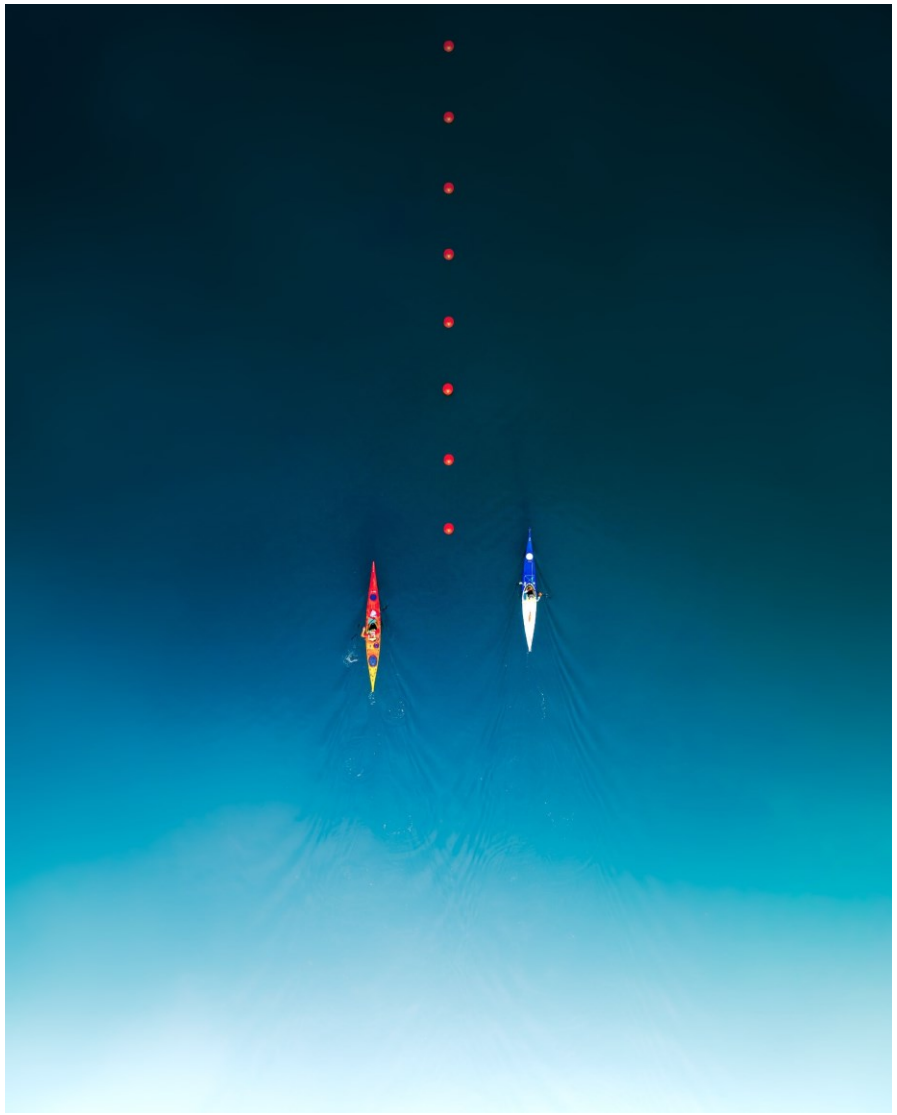
Key recommendations

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.



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

staffdev@bath.ac.uk