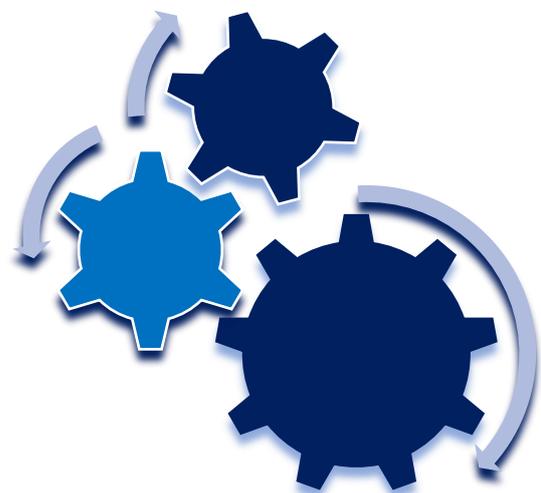


11 Essential Components of a High Performance Culture

A Synergen Group Workshop



Introduction

Welcome to the 11 Essential Components of a High Performance Culture

The ability to establish a high performance culture in their team is one of the most important skills a leader can have. Effective leaders understand how the *culture* of a team directly influences the *performance* of a team.

High Performance Culture = High Performing Team

The term "high performance" gets thrown around a lot. But what is it really? Well it is not one simple thing but rather a number of components you put together and embed into your team. Regardless of size, an integral part of developing the team culture is your commitment as a leader to understand and demonstrate the actions and behaviours that shape and build the culture.

Ask yourself this question, right now:

"If someone external spoke to, reviewed and investigated my team, would they consider my team as high performance?"

When we ask leaders this question, most times we get the same answer. "No!"

So today is all about providing you with a framework, you can begin to implement immediately with your team as you take them on the journey of becoming a high performing team.

11 Essential Components of a High Performance Culture

No.1: Defined Purpose	No.2: Shared Values
No.3: An Agreed Plan	No.4: Clear Roles and Responsibilities
No.5: Effective Measures	No.6: Regular, Quality Two Way Communication
No.7: Situational Leadership	No.8: Adaptability and Creativity
No.9: Effective Tools and Processes	No.10: Efficient Problem Solving & Dispute Resolution
No.11: Shared Rewards	

No.1 - Defined Purpose

The entire team are working to achieve the same ends

Shared vision, collaboration and support are foundations of a high performance culture.

As the leader of the team you are responsible for ensuring that every person in the team understands the purpose of the team as a whole and respects the contributions of every member of the team.

Be clear about what the end goal is – whether for a project that lasts a day, meeting specific customer needs, or the ultimate long term goals for the business. For the team to pull together in the same direction, they need to know what that direction is! And each person needs to know they are valued in the journey.

Working towards a common purpose builds a bond within the team and allows them to self-identify where the team can improve their performance. This in turns clearly leads to the team meeting more of their specific performance measures and a greater sense of belonging within the team.

Where leaders frequently go wrong is in their communication. Not just in what they communicate, but when they communicate and whether the message is consistent and planned. In today's business world review and change is inevitable but that doesn't mean it's without thought.

Set aside specific times in the year (at least 4 times a year in line with financial quarters is good) to communicate what the team is working towards. If change is necessary, you can clarify what the change is and why it is necessary. That helps to avoid the old cliché, "the goalposts keep changing".

A powerful point to consider as a leader is the idea of whether or not your team members want to actually be in your team or are they just there because they have to be?

3 Implementation Ideas

1. Clearly identify and understand the purpose of your team
2. In line with financial quarters, clearly articulate and communicate the teams common purpose
3. On a regular basis, check with your team members and reinforce the common purpose.

No.2 - Shared Values

There is a shared understanding of what is really important to the team and what is peripheral. Not only is everyone focused on the same goal, but they are directed by the same compass

For your team to be truly defined as high performance, they need to have a set of values which are shared by all in the team. Shared values do not dictate what the team is trying to achieve, but what is important to them in how they go about their daily tasks.

The values set the standard of behaviour for the team. They enable you as the leader and the individual team members to “call out” each other if they are not demonstrating the values which are important to the team.

As the leader, you must accept responsibility for ensuring that the organisational values are understood and accepted by the team. Failure to do this can lead to a team that is disconnected both internally and from the organisational values. Without the alignment to organisational values, there is no clear direction and without clear direction achieving your goals becomes a hit-and-miss affair.

As teams embrace the organisational values they can further define the values that are specific to their team. Their team values should be aligned to the organisational values and importantly agreed to and implemented by the team themselves.

3 Implementation Ideas

1. Share the organisational values with the team, make them visible.
2. Ask the team to identify a set of values that they believe are relevant to them as a team and reflect their commitment to each other
3. Make the team values visible and monitor how the values are demonstrated by the team members on a day to day basis

No.3 - An Agreed Plan

The team understands not only what to do but how to do it. The plan has enough detail to guide them, and enough flexibility to enable them to cope with changes and incorporate new skills and capabilities

Your team will work best when you have given them a clear plan. Every organisation has a different approach to planning and scheduling which is often unique to the organisation. What is truly important is that a plan of some form exists for the team to work towards and you have communicated that plan.

There are many planning / scheduling tools available and these can be used in conjunction with established business processes to provide a visible plan for the team to work towards.

Any plan by its very nature needs to have an element of flexibility so that it can deal with unforeseen circumstances and successfully navigate through problem solving of either complex or simple nature.

Ideally, any plan that is implemented should have a level of agreement between the leadership and the workforce to ensure that it is the best way forward.

Leaders beware if you think that your way is always the right way, quite often we see the best ideas and approaches coming from the workforce.

3 Implementation Ideas

1. Review the way the planning is done and ensure it is effective
2. Engage your team in the planning process and encourage them to contribute ideas and contingency plans
3. Ensure every team member understands the plan and how it is going to be implemented and review team capability as an indicator of success

Rapid Fire Challenge Activity 1

Look at the summary of the 3 Implementation Ideas below and answer the two challenge questions.

No.1: Defined Purpose

1. Clearly identify and understand the purpose of your team
2. In line with financial quarters, clearly articulate and communicate the teams common purpose
3. On a regular basis, check with your team members and reinforce the common purpose.

No.2: Shared Values

1. Share the organisational values with the team, make them visible.
2. Ask the team to identify a set of values that they believe are relevant to them as a team and reflect their commitment to each other
3. Make the team values visible and monitor how the values are demonstrated by the team members on a day to day basis

No.3: An Agreed Plan

1. Review the way the planning is done and ensure it is effective
2. Engage your team in the planning process and encourage them to contribute ideas and contingency plans
3. Ensure every team member understands the plan and how it is going to be implemented and review team capability as an indicator of success

BIGGEST CHALLENGE?

HOW WILL I OVERCOME THIS CHALLENGE?

Insights and Reflections

No.1: Defined Purpose

No.2: Shared Values

No.3: An Agreed Plan

No.4 - Clear Roles and Responsibilities

Everyone knows what they should be doing. They understand their strengths and weaknesses and compensate accordingly. They value and use their differences and build on them

Ask yourself this question. "Does everyone in my team understand their role and responsibilities?" This should be followed by another question. "Do I recognise the strengths and weaknesses of those in my team and leverage them accordingly?"

For your team to perform at its best, everyone must be aware of not only the role they themselves play, but also the roles of others in the team. Your succession planning will be far more effective when each person also looks at how their *individual* capability helps to build *team* capability.

By providing greater clarity of roles for each person, you will have greater ability to focus on the performance levels of each team member. Driving performance by focusing on each person's strengths is the best way to ensure that the team is meeting its performance measures.

3 Implementation Ideas

1. Review the position description of every team member to ensure it reflects their role
2. Engage each team member in a SWOT analysis and ask them how they would like to further develop their strengths
3. Conduct a SWOT Analysis on your entire team and look to build capability by focusing on the strengths whilst mitigating weaknesses

No.5 - Effective Measures

Team and individual measures are agreed and they know when they are on track and when they need to do something different

Performance measure for both the individual and the team are essential if you wish to evaluate whether the team is meeting the stated goals. In some cases, you will need to use the performance measures to address a performance deficit.

In an ideal scenario, team performance measures are made visible in a scorecard so that the team understands exactly how they are performing.

You will need to be clear about how your team and team members will be measured. Without this clarity, the individual will not be in a position to self-assess their performance and make changes if necessary.

Ensure that each person has a clear and current job description that accurately reflects their current role and the tasks that they perform. Position descriptions should be a standard document used when establishing individual performance measures as they provide everyone with clear expectations.

When looking at your team's performance, consider also the interactions with other teams and the overall process of delivery of service to the customer.

Importantly, make the team performance measures visible so that corrective action can be implemented if needed. The ability to recognise when corrective action is needed, determine a new course of action and implement a solution is a crucial skill every leader needs to have.

3 Implementation Ideas

1. Review the position description of every team member to ensure it reflects their role
2. Review team performance measures and make them visible through a scorecard or other visual means
3. Review how both individual and team measures are aligned to the broader strategy and organisational goals

Rapid Fire Challenge Activity 2

Look at the summary of the 2 Implementation Ideas below and answer the two challenge questions.

No.4: Clear Roles and Responsibilities

- 1. Review every team members position description and ensure it reflects their role
- 2. Engage each team member in a SWOT analysis and ask them how they would like to further develop their strengths
- 3. Conduct a SWOT Analysis on your entire team and look to build capability by focusing on the strengths whilst mitigating weaknesses

No.5: Effective Measures

- 1. Review individual performance measures and adjust if necessary
- 2. Review team performance measures and make them visible through a scorecard or other visual means
- 3. Review how both individual and team measures are aligned to the broader strategy and organisational goals

BIGGEST CHALLENGE?

HOW WILL I OVERCOME THIS CHALLENGE?

Insights and Reflections

No.4: Clear Roles and Responsibilities

No.5: Effective Measures

No.6 - Regular, Quality Two Way Communication

The team speak out honestly and listen attentively in order to support, encourage, question, challenge, direct and bond

The biggest complaint we hear from both the general workforce and the leaders we work with is the challenge of poor communication. It transcends industry, business type and would have to be the number one reason that leaders and teams do not perform at their best.

To combat this challenge, the most effective leaders have a two-pronged approach to communication.

They have a formal approach which includes their shift meeting, team toolboxes and executive presentations. They also have an informal approach which covers off all the day to day conversations they may have with their team members.

Having a clear approach to communicating effectively with your team will allow you to engage them in a way which promotes honesty and two-way feedback which are essential ingredients in any successful relationship, at any level.

Your ability to navigate through change, develop team members and lead a high-performance team is predicated on the fact that they have an inherent skill in communicating effectively with not only their teams, but their managers, peers, customers and suppliers.

3 Implementation Ideas

1. Evaluate how you communicate in a formal context and look for areas of improvement
2. Reflect on the way you informally communicate with team members and consider how you might improve your ability to influence them
3. Review how the organisation communicates and ensure that your communications are aligned to the organisations messaging

No.7 - Situational Leadership

The leader knows the group in terms of knowledge, ability, desire and willingness, and is ready to adapt their style to suit the occasion

Effective leaders, through their knowledge of those in their team, and their own ability to self-reflect, demonstrate a high degree of emotional intelligence. Having a good understanding yourself and others, improves your ability to adapt your approach when necessary to achieve the outcome you are seeking.

If you have only a fixed approach to dealing with people, you will lose the ability to influence in a positive way. Essentially, you are potentially disengaging every team member that doesn't fit the mould you created.

Leaders of high performance teams consistently demonstrate the ability to adapt, depending on who in their team they are dealing with. In many cases this requires the leader to be "switched on" to their own behaviours and adjust where necessary.

The concept of creating a "Psychologically Safe" working environment is one which should be considered when reflecting on your leadership style. A "Psychologically Safe" environment is one where team members feel safe to express their thoughts and views in a public setting and that team members have the ability to recognise when something is not quite right with their colleagues, and importantly, seek to address the point of concern.

In any high-performance culture, it is evident that team members respect one another's contribution and that the leader can extract the maximum amount of performance from each individual in the group.

3 Implementation Ideas

1. Review the levels of emotional intelligence within your team
2. Consider how you might be able to build the levels of emotional intelligence in yourself and in your team members
3. Introduce the idea of "Psychological Safety" at your next team meeting and monitor how those in your team respond

No.8 - Adaptability and Creativity

The team respond to change in a creative and appropriate manner

Change is the new constant in business. To remain competitive and to flourish in the current economic climate, organisations and their employees will need to embrace change. Technology is dictating that organisations be able to operate at a lightning fast pace and those who are not adaptable and creative will perish.

Leaders are the mechanism through which organisations can skill and prepare their workforce to embrace change and develop a sense of resilience in the face of constant change.

Teams that have a change focus culture very quickly start to outshine teams that are stagnant and change adverse. It is up to you as the leader to set the change agenda and provide the framework for implementing change.

When we talk to teams and leaders about change, every person can think of an example where change was handled poorly. High performance cultures seek to embed a model for change management. One of the most recognised models is Kotter's 8 Steps which provides an excellent approach for managing and implementing change.

Consider how you might foster creativity within your team. Creative thinking will often lead to innovative ideas which can solve problems and increase performance. Innovation is very much becoming the domain of successful businesses.

Leaders who successfully build a culture of change acceptance and innovation will see their capabilities improve as they are better able to deal with the outcomes of change and innovation.

3 Implementation Ideas

1. Review and familiarise yourself with Kotter's 8 Steps Model
2. Look for a small change project and trial the approach. If it works well for you, identify a bigger change project and repeat
3. At your next team meeting, introduce a creative thinking game and monitor how the team responds and what the outcome is

Rapid Fire Challenge Activity 3

Look at the summary of the 3 Implementation Ideas below and answer the two challenge questions.

No.6: Regular, Quality Two Way Communication

1. Evaluate how you communicate in a formal context and look for areas of improvement
2. Reflect on the way you informally communicate with team members and consider how you might improve your ability to influence them
3. Review how the organisation communicates and ensure that your communications are aligned to the organisations messaging

No.7: Situational Leadership

1. Review the levels of emotional intelligence within your team
2. Consider how you might be able to build the levels of emotional intelligence in yourself and in your team members
3. Introduce the idea of "Psychological Safety" at your next team meeting and monitor how those in your team respond

No.8: Adaptability and Creativity

1. Review and familiarise yourself with Kotter's 8 Steps
2. Look for a small change project and trial the approach. If it works well for you, identify a bigger change project and repeat
3. At your next team meeting, introduce a creative thinking game and monitor how the team responds and what the outcome is

BIGGEST CHALLENGE?

HOW WILL I OVERCOME THIS CHALLENGE?

Insights and Reflections

No.6: Regular, Quality Two-way Communication

No.7: Situational Leadership

No.8: Adaptability and Creativity

No.9 - Effective Tools and Processes

The team have the tools, equipment, support and processes to deliver exceptional results

If you want your team to perform at its best, you will need to ensure they feel supported. Providing your team with the necessary tools and equipment will allow them to effectively work within the defined processes and deliver the results you and the organisation are looking to achieve.

Every team has different needs. It is important to understand exactly what the needs of your team are. If they need a specific tool to perform their role effectively then it is important to provide them with those tools. If they need support provided in a specific way, then make sure that you give them that support.

It is also worth taking the time to fully map out the processes that the team are expected to follow as part of their job function. Process mapping provides clarity to the team members and encourages consistency of result.

Essentially, this component is looking for anything that could get in the way of your team performing at their peak. It looks to identify contributing factors to poor performance and provide you with solutions for rectification. A team that is well supported and feels that they have everything they need to win, will, ultimately perform at a higher level.

Your team is a reflection of your leadership. High performing teams generally have excellent leadership.

3 Implementation Ideas

1. Conduct a review of the processes that apply to your team. Are they effective?
2. Engage your team and ask them what support do they need from you for them to perform at their best. Then, support them.
3. Review the results your team have been able to achieve historically. Are there patterns of excellence you can replicate with more support?

No.10 - Efficient Problem Solving & Dispute Resolution

The team is empowered to find solutions and know when to escalate issues

The team's ability to efficiently solve problems as they arise can have a significant impact on the team's level of performance. A team that does not proactively look to solve problems, very quickly becomes complacent.

Problems will occur in any team. They might be personnel problems, equipment problems, customer problems, supplier problems, financial problems, industrial relations problems, the list goes on. Teams with a high performance culture can work through any problem that arises, by taking the time to understand the problem and develop a solution.

Your role is to empower the team to identify problems and take ownership of the solution. It is highly likely that in many cases the best solution will come from a team member. If they feel appreciated and valued they will take ownership and implement the solution.

What we find time and time again, is that problems are very easily identified, but the solution is the challenge. Either in implementing the solution, gaining consensus on the solution or having models to develop a solution.

Problems are often the origin of disputes and the team need to know when to escalate issues that they feel ill equipped to successfully manage.

3 Implementation Ideas

1. Compile a register of ongoing problems. What are the determining factors? What solutions could be implemented?
2. Empower your team to take ownership of idea creation to solve a specific problem. Engage them at your next team meeting and ask for input
3. Review the issue resolution procedure and ensure that every team member understands the process and when to implement the process

No.11 - Shared Rewards

Team success is celebrated and rewarded

Teams that celebrate success, however that looks, become focused on replicating the feeling that comes with being successful. They look for ways they can repeat and refine so that they can be part of the success again.

People do not want to lose. Whether it be in their personal or professional lives, people like to win. To be associated with winners. Think about people's relationship with their sporting teams. When they win they say, "We won". When their team loses, they say, "They lost". This subtle shift in language provides a clear insight into the psychology behind winning and losing.

Your team wants to be considered a high performance team because it represents winning. So, to leverage this aspect of human nature, make sure that you reward the team when they are successful.

People often think reward means financial. In many cases, it doesn't. Recognition is often more important if done in the right way. Understanding those in your team will give you the insight into how best to recognise their individual successes and the success of the team.

Teams with a high performance culture are driven by more than just reward. It is about being a part of something which fulfils them, either in a professional level or a personal level. By understanding this, the effective leader has a clear approach for reward and recognition. Sometimes the simple thank you, done at exactly the right time in the right forum, can mean a lot to a team member.

It is important to recognise that team success should be celebrated and promoted which in turn, leads to a repeat of the behaviours that ultimately led to the success in the first place.

3 Implementation Ideas

1. Consider how you could reward your team the next time they meet a specific goal
2. Identify the key personal success drivers for different team members so you can leverage them for the benefit of the entire team
3. Implement a cycle of feedback to ensure you are recognising the efforts of individuals and promote the successes of your team to senior management

Rapid Fire Challenge Activity 4

Look at the summary of the 3 Implementation Ideas below and answer the two challenge questions.

No.9: Effective Tools and Processes

- 1. Conduct a review of the processes that apply to your team. Are they effective?
- 2. Engage your team and ask them what support do they need from you for them to perform at their best. Then, support them.
- 3. Review the results your team have been able to achieve historically. Are there patterns of excellence you can replicate with more support?

No 10: Efficient Problem Solving & Dispute Resolution

- 1. Compile a register of ongoing problems. What are the determining factors? What solutions could be implemented?
- 2. Empower your team to take ownership of idea creation to solve a specific problem. Engage them at your next team meeting and ask for input
- 3. Review the issue resolution procedure and ensure that every team member understands the process and when to implement the process

No.11: Shared Rewards

- 1. Consider how you could reward your team the next time they meet a specific goal
- 2. Identify the key personal success drivers for different team members so you can leverage them for the benefit of the entire team
- 3. Implement a cycle of feedback, to ensure you are recognising the efforts of individuals and promote the successes of your team to senior management

BIGGEST CHALLENGE?

HOW WILL I OVERCOME THIS CHALLENGE?

Insights and Reflections

No.9: Effective Tools and Processes

No.10: Efficient Problem Solving and Dispute Resolution

No.11: Shared Rewards

Wrap Up

11 Essential Components of a High Performance Culture

So now it is up to you!

The 11 Essential Components of a High Performance Culture provides you with a framework on which you can build the culture of your team. It equips you with a set of 11 focus points which can be addressed one by one.

Importantly, you also now have 33 Implementation Ideas for building a High Performance Culture within your team. These should also be approached as a step by step guide to achieving the level of success your team is truly capable of.

With any plan to influence culture, it is important to engage the relevant stakeholders and ensure their commitment level is equal to yours. This includes your peers, your manager, your team and other teams and individuals within the organisation.

Engaging key stakeholders will allow you to proceed with certainty and consensus, leading to the successful creation of a high performance culture.

On the next page is a simple checklist that you can use to track your progress against the 11 Components framework as you work towards building a high performance team.

Checklist

No.1: Defined Purpose	1. Clearly identify and understand the purpose of your team	<input type="checkbox"/>
	2. In line with financial quarters, clearly articulate and communicate the teams common purpose	<input type="checkbox"/>
	3. On a regular basis, check with your team members and reinforce the common purpose	<input type="checkbox"/>
No.2: Shared Values	4. Share the organisational values with the team, make them visible	<input type="checkbox"/>
	5. Ask the team to identify a set of values that they believe are relevant to them as a team and reflect their commitment to each other	<input type="checkbox"/>
	6. Make the team values visible and monitor how the values are demonstrated by the team members on a day to day basis	<input type="checkbox"/>
No.3: An Agreed Plan	7. Review the way the planning is done and ensure it is effective	<input type="checkbox"/>
	8. Engage your team in the planning process and encourage them to contribute ideas and contingency plans	<input type="checkbox"/>
	9. Ensure every team member understands the plan and how it is going to be implemented and review team capability as an indicator of success	<input type="checkbox"/>
No.4: Clear Roles & Responsibilities	10. Review every team members position description and ensure it reflects their role	<input type="checkbox"/>
	11. Engage each team member in a SWOT Analysis and ask them how they would like to further develop their strengths	<input type="checkbox"/>
	12. Conduct a SWOT Analysis on your entire team and look to build capability by focusing on the strengths whilst mitigating weaknesses	<input type="checkbox"/>
No.5: Effective Measures	13. Review individual performance measures and adjust if necessary	<input type="checkbox"/>
	14. Review team performance measures and make them visible through a scorecard or other visual means	<input type="checkbox"/>
	15. Review how both individual and team measures are aligned to the broader strategy and organisational goals	<input type="checkbox"/>
No.6: Regular, Quality Two Way Communication	16. Evaluate how you communicate in a formal context and look for areas of improvement	<input type="checkbox"/>
	17. Reflect on the way you informally communicate with team members and consider how you might improve your ability to influence them	<input type="checkbox"/>
	18. Review how the organisation communicates and ensure that your communications are aligned to the organisations message	<input type="checkbox"/>
No.7: Situational Leadership	19. Review the levels of emotional intelligence within your team	<input type="checkbox"/>
	20. Consider how you might be able to build the levels of emotional intelligence in yourself and in your team members	<input type="checkbox"/>
	21. Introduce the idea of "Psychological Safety" at your next team meeting and monitor how those in your team respond	<input type="checkbox"/>
No.8: Adaptability and Creativity	22. Review and familiarise yourself with Kotter's 8 Steps Model	<input type="checkbox"/>
	23. Look for a small change project and trial the approach. If it works well for you, identify a bigger change project and repeat	<input type="checkbox"/>
	24. At your next team meeting, introduce a creative thinking game and monitor how the team responds and what the outcome is	<input type="checkbox"/>
No.9: Effective Tools and Processes	25. Conduct a review of the processes that apply to your team. Are they effective?	<input type="checkbox"/>
	26. Engage your team and ask them what support do they need from you for them to perform at their best. Then, support them.	<input type="checkbox"/>
	27. Review the results your team have been able to achieve historically. Are there patterns of excellence you can replicate with more support?	<input type="checkbox"/>
No.10: Efficient Problem Solving & Dispute Resolution	28. Compile a register of ongoing problems. What are the determining factors? What solutions could be implemented?	<input type="checkbox"/>
	29. Empower your team to take ownership of 1 idea creation to solve a specific problem. Engage them at your next team meeting and ask for input	<input type="checkbox"/>
	30. Review the issue resolution procedure and ensure that every team member understands the process and when to implement the process	<input type="checkbox"/>
No.11: Shared Rewards	31. Consider how you could reward your team the next time they meet a specific goal	<input type="checkbox"/>
	32. Identify the key personal success drivers for different team members so you can leverage them for the benefit of the entire team	<input type="checkbox"/>
	33. Implement a cycle of feedback to ensure you are recognising the efforts of individuals and promote the successes of your team to senior management	<input type="checkbox"/>

About Synergen Group

Building Leadership Capability

We aim to be the first and only choice for organisations who want to engage their employees, drive performance improvement and increase profitability through building the capability of their leaders.

Our personalised programs are tailored to each client and are developed from an analysis of their unique needs along with mutually agreed milestones and outcomes. Each program features complete transparency and tracking.

Our solutions broadly fit into three distinct categories:

1. Leadership Development Programs
2. Leadership Capability Programs
3. Leadership Transformation Programs

The feedback from our clients – both businesses and individuals – is that we deliver a significant, positive and lasting impact on their performance and ultimately increase their competitive advantage.

We are your true partner for all of your training, learning and development and advisory needs.

If you would like to learn more, have a confidential and no obligation conversation with our CEO and Co-Founder, Julian Carle, he is happy to take your call on **0408 359 452**. Alternatively, if email suits you better, please email to **julian@synergengroup.com.au**

synergen.
group