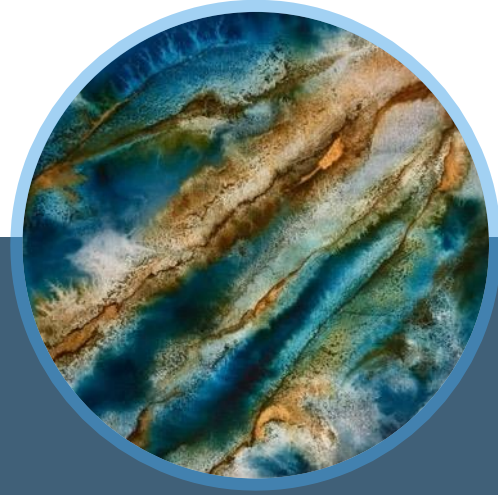


Endeavor



..... Creating and Leading High Performing Teams

www.endeavormgmt.com

Leaders become great, not because of
their power, but because of their
ability to empower others.

~John Maxwell

www.gauraw.com

Leaders and Managers....How We Lead, Not Just Manage Our Work....We Have To Do Both!

Subject	Leader	Manager
Culture/Essence	Change	Stability
Focus	Leading people	Managing work
Have	Followers	Subordinates
Horizon	Long term	Short term
Seeks	Vision	Objectives
Approach	Sets direction	Plans detail
Decision	Facilitates	Makes
Power	Personal charisma	Formal authority
Appeal to	Heart	Head
Style	Transformational	Transactional
Wants	Achievement	Results
Risk	Takes	Minimizes
Concern	What is right	Being right
Ambiguity	Interpret the world for their teams	Shut down

What Is A High Performing Team?



A High Performing Team

Task

Share a common purpose – **Statement of Purpose**
Align tasks with purpose - **Scorecarding**
Define & monitor metrics - **Scorecarding**
Know their customers – **Statement of Purpose**



Relationship

Clear roles & responsibilities – **Accountability/Scorecard**
Give & receive feedback – **Accountability/Birkman/Lencioni**
Resolve conflict – **Birkman/Lencioni work**
Let go of the past – **Birkman work (Trust)**
Mutual support – **Birkman work**

Team Processes

Equitable distribution of work – **Chartering/Scorecarding**
Decision making - **Chartering**
Finalize Decisions visibly - **Chartering**
Follow through on agreements – **Scorecarding/Birkman**
Effective meeting management - **Chartering**



A High Performing Team

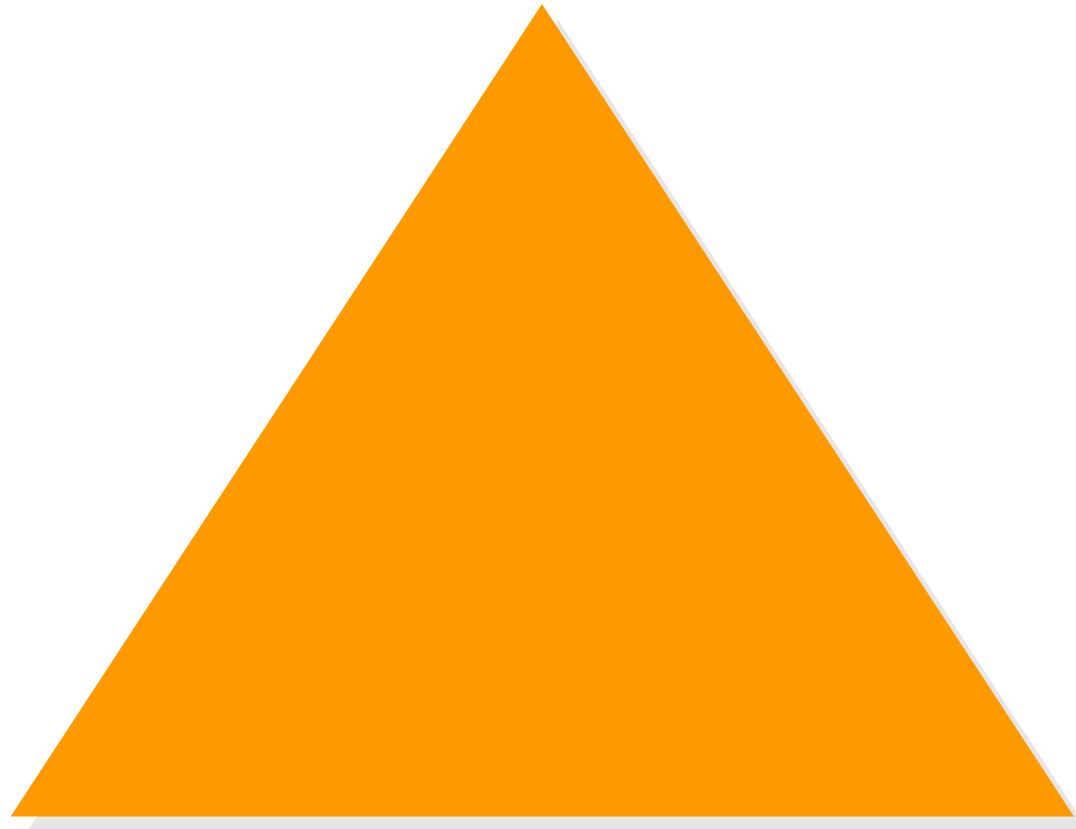
Task

Share a common purpose – Statement of Purpose

Align tasks with purpose - Scorecarding

Define & monitor metrics - Scorecarding

Know their customers – Statement of Purpose



Elements of the Team Charter

“A Document That The Team Commits To”

- Statement of Purpose/Mission
- Membership
- Organizational Linkage
- Team Leader/Sponsor
 - Governance
 - Team and Individual Responsibilities
 - Measures of Success
 - Operating Guidelines



Creating A Statement of Purpose

- The Purpose answers the questions:
 - “Why does this team exist?”
 - “Why is it formed?”
 - “What is it expected to do?”
 - What customers does it serve?
- Purpose should be stated in a single sentence or short paragraph
- Purpose is closely linked to the Mission of this Organization



Key Questions about our Statement of Purpose

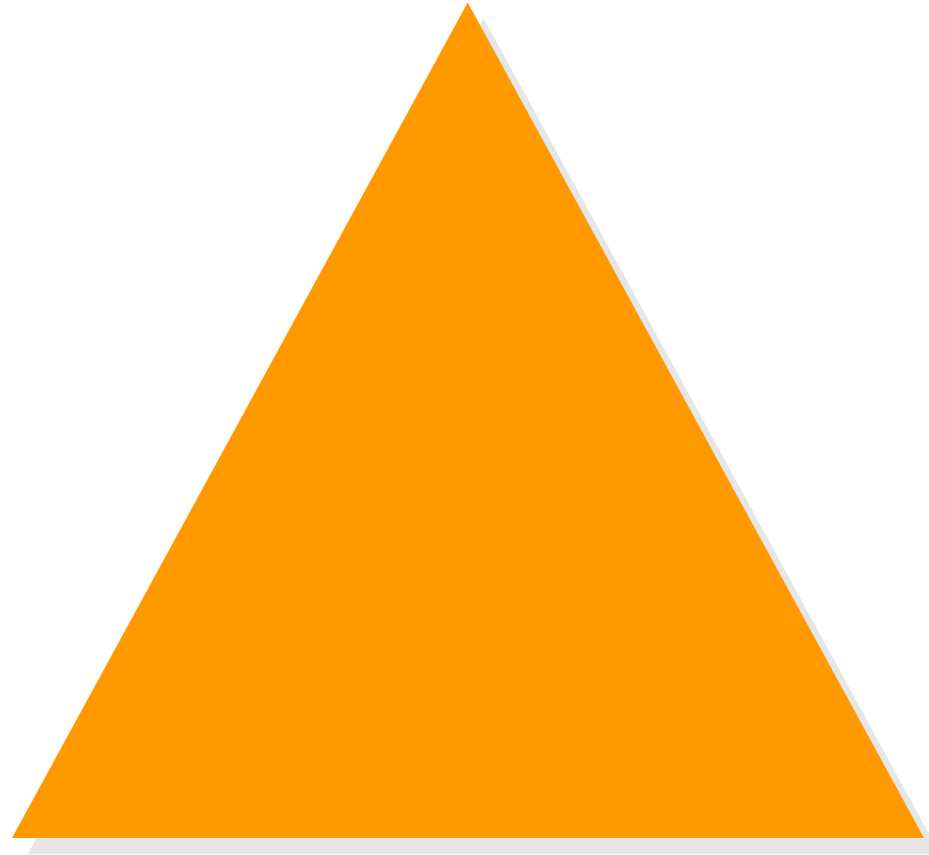
- What capability or people resources do we need to address in order to support our Statement of Purpose?
- What processes are critically important to support our Statement of Purpose (need to improved or created)?
- What systems need to be in place to support our Statement of Purpose?
- What organizational structure will work best to support our Statement of Purpose?
- How will key and critical decision be made?
- What leadership culture and behavior are we going to promote?
- What is our strategy for supporting our Statement of Purpose?

Defining Membership

- Membership is not just providing expertise
- Membership carries with it defined responsibilities and a degree of commitment to the team and to the team members
- Membership must be clear:
 - An individual must know when they are on a team
 - What the scope of their membership is in terms of roles, responsibilities, and length of commitment
 - How will members act?



A High Performing Team – Team Processes



Team Processes

Equitable distribution of work – Chartering/Scorecarding

Decision making - Chartering

Finalize Decisions visibly - Chartering

Follow through on agreements – Scorecarding/Birkman

Effective meeting management - Chartering



Operating Guidelines

- Describe how the team will govern itself
- Created an answer to these questions:
 - How will the team make decisions?
 - How will the team communicate internally and externally?
 - How will it resolve conflict?
 - How will it make change?
 - How often will it meet?
 - What will it work on together?



Team & Individual Responsibilities

- Define the scope of primary responsibility
 - Responsibilities held by the entire team
 - Each team member is equally responsible for their attainment
- Each member also has responsibilities
- Overall responsibilities are reviewed and measured by individuals who can represent the owner
- Individual team responsibilities are typically reviewed and measured internally by their leaders and other team members

The Need for a Scoreboard – Measures of Success



- Limited to relatively small number of critical factors
- Mostly quantitative, but also with some qualitative aspects
- Consists of on-going metrics (leading measures) and lagging measures that form the team's over-arching goal.

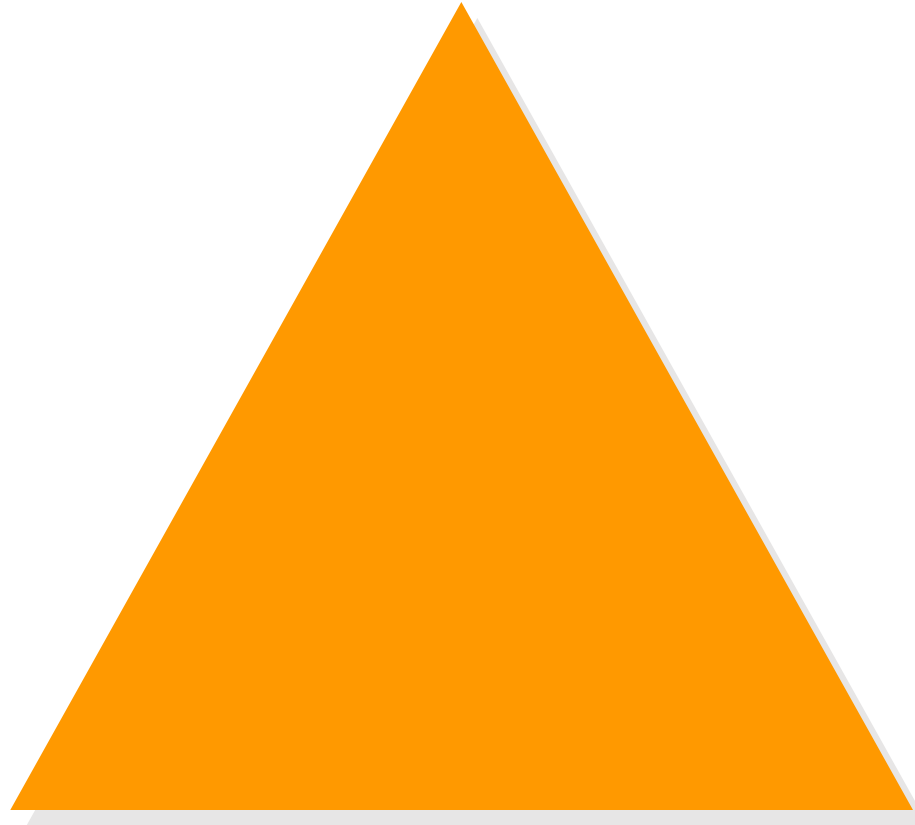
What Happens When a Team Fails to Pay Attention to Results?

- The team is easily distracted by “whirlwind” issues (urgent vs. Important).
- The team stagnates, and fails to grow
- Rarely overcomes challenges or unanticipated changes
- Loses achievement-oriented employees
- Encourages team members to focus on their own careers and goals
- Defines success differently by individual

The Team Scorecard- Keeps the Team On Track

Strategic Initiative	Action Items	Leader/team	Milestones	Target
What do we want to accomplish?	What are we working on together and what will they do?	Who will work on this?	What is the first deliverable and when will it be delivered?	When will we be done?

A High Performing Team



Relationship

Clear roles & responsibilities – Accountability/Scorecard
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Mutual support – Birkman work



Lencioni's Model of the 5 Dysfunctions of a Team



***“ The key ingredient to
building trust is not time.
It is courage.”***

P.M. Lencioni

Vulnerability and Trust

“When it comes to teams, trust is all about vulnerability. Team members who trust one another learn to be comfortable being open, even exposed, to one another around their failures, weaknesses, even fears.”

People who aren't afraid to be vulnerable:

- Lay the foundation for reciprocal behavior
- Won't engage in political behavior that wastes everyone's time and energy
- Are more willing to speak up and talk about uncomfortable situations
- Build collaboration in a team



Importance of Psychological Safety

Google studied the dynamics of effective teams.

Findings:

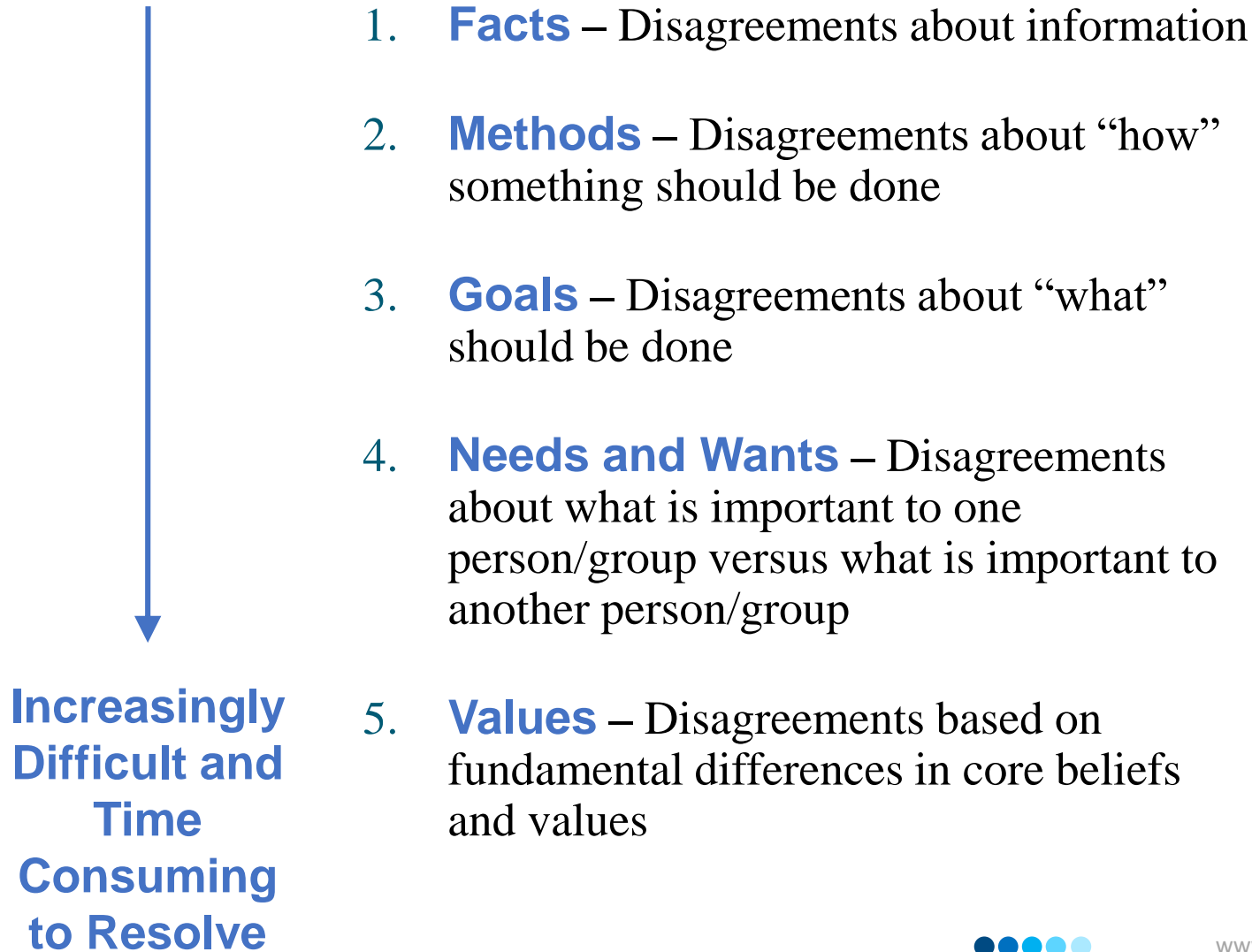
- Who was on the team mattered less than the *dynamics* of the team.
- By far the most important determinant to effective teams is that team members feel safe to speak up and talk about difficult things.



Lencioni's Model of the 5 Dysfunctions of a Team



5 Common Causes of Conflict – How To Diagnose It



Emotional Intelligence – Conflict Management

Definition

The ability to de-escalate disagreements and orchestrate resolutions that benefit all involved

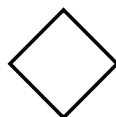


Birkman Map



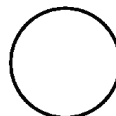
INTERESTS

- What you like
- Activities you prefer



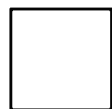
USUAL BEHAVIOR

- What others observe
- Socialized behavior



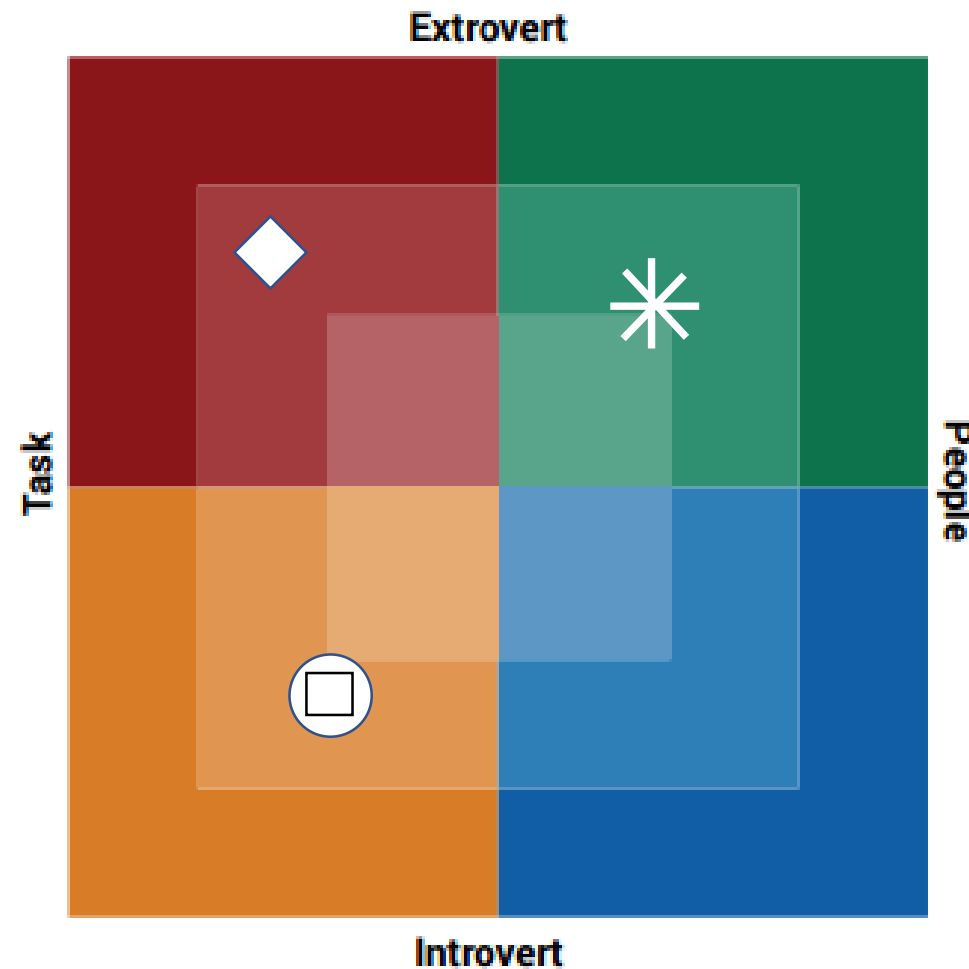
NEEDS

- Invisible to others
- Motivates you
- Ideal environment

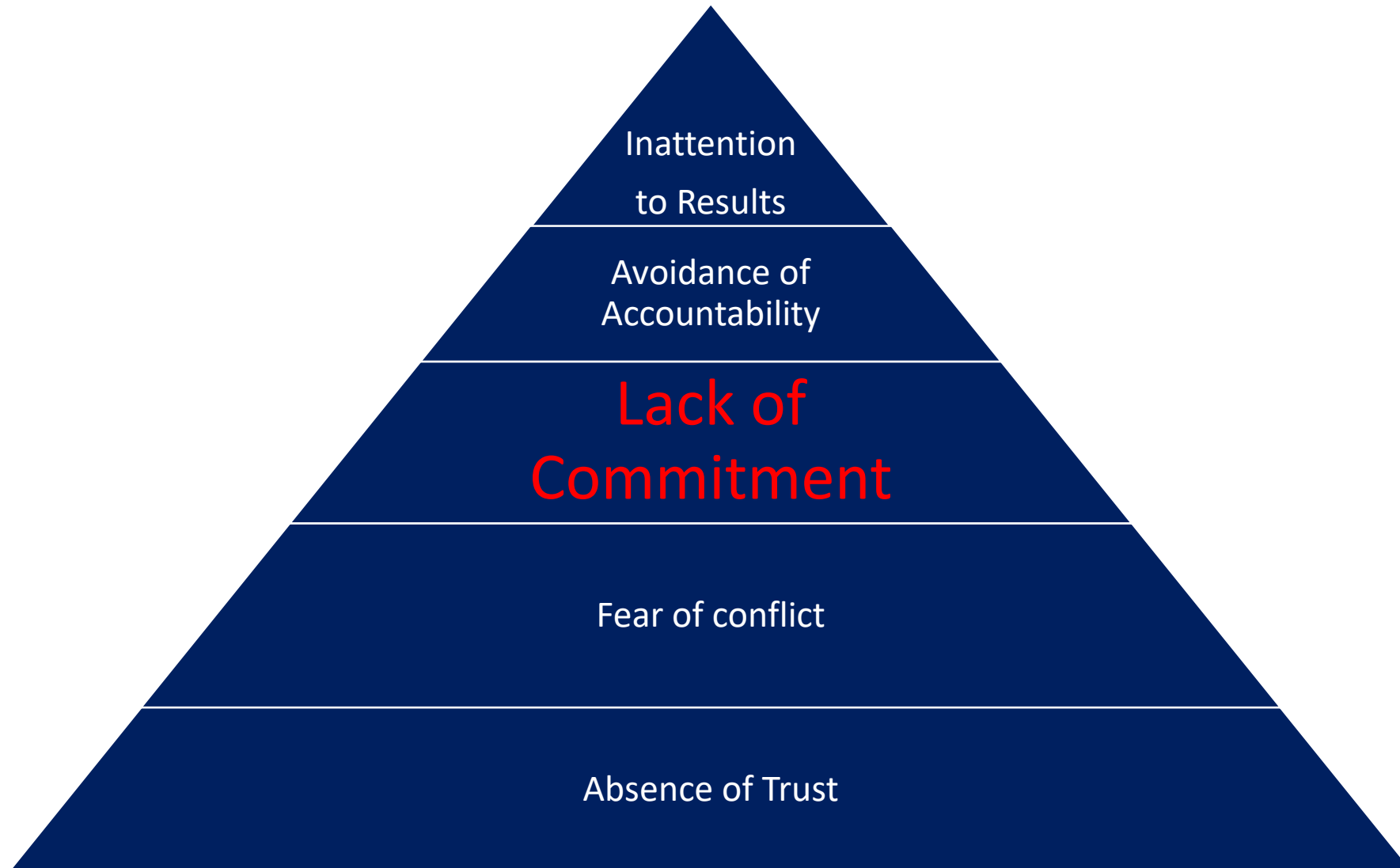


STRESS BEHAVIOR

- Seen by others
- Reactive, unproductive behavior
- Occurs when our needs are not met over time



Lencioni's Model of the 5 Dysfunctions of a Team



Lencioni's Model of the 5 Dysfunctions of a Team



Avoidance of Accountability

When it's not working well

- People avoid uncomfortable situations
- If there is no buy-in there is no accountability
- This is difficult in peer-to-peer situations
 - Team members must be willing to call their peers on performance or behaviors that might hurt the team
 - The closer the team member, the greater the challenge and potential danger



Accountability

It is not only what we do,
but also what we do not do,
for which we are accountable...

(Moliere)

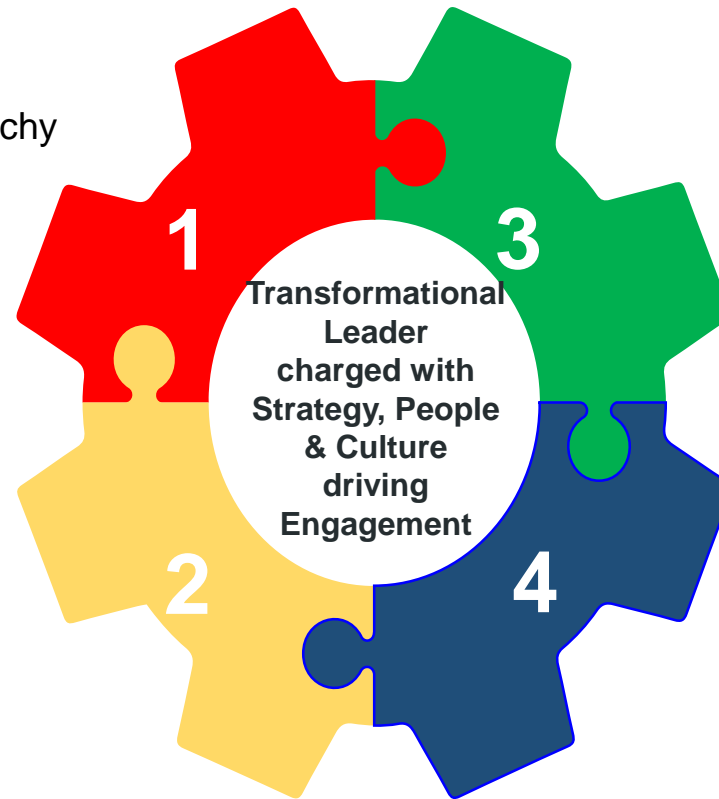
Endeavor's Organizational Performance

1 Organizational Strategy

- Structure (Internal)
- Communication & Decision hierarchy
- Business go-to-market (External)
- Financial & Risk Management

2 Operational Excellence

- Quality & Safety
- Digital Transformation
- Cost Management
- Operational Modeling



3 Culture Development

- Assessment
- Design & Implementation
- Values, Ethics & Feedback
- Integration Coaching

4 People Management

- Assessment & Coaching
- Performance Management & Succession
- Leadership Competency Building
- High Performing Teams

Endeavor THANK YOU

We look forward to working with you

Contact



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