EverythingHR

MAXIMIZING TEAM PERFORMANCE

LEARNING FORMAT: CLASSROOM (ONSITE & PUBLIC) & VIRTUAL

Managers can misdiagnose the root causes of team, department or line conflict or less-than-optimal performance when they consider only the capabilities or character of individual team members. Often there are more systemic conditions that undermine a team's cohesiveness, collaboration, or ability to achieve results.

This course focuses on how leaders can work with their teams, lines or departments to build the infrastructure that enables maximum performance. Leaders gain experience in diagnosing and apply the five Team Success Factors -- Results, Commitment, Communication, Process and Trust.

DO YOU FACE ANY OF THESE ISSUES?

> Do leaders have a strong team that continuously underperforms?

> Are associates unsure of their team's purpose or the role they play on their team?

> Is there an underlying lack of trust amongst coworkers in your organization?

PERFORMANCE OBJECTIVES

Helps leaders:

> Avoid misdiagnosing problems that negatively impact team performance.

> Focus their team's efforts on high-priority actions that directly support the organization's goals and strategies.

> Enhance the effectiveness of their teams by addressing the conditions that prevent it from achieving higher levels of performance.

> Foster an environment of collaboration and shared responsibility (with virtual teams members, as well) to achieve team goals.

PRIMARY COMPETENCY DEVELOPED

> Guiding Team Success

SECONDARY COMPETENCIES DEVELOPED

> Influencing

COURSE OVERVIEW

> **Getting to Know the Success Factors:** Learners participate in an opening activity in which they use identified behaviors from their Course Prep. Facilitator introduces a framework for teams to work effectively together known as the five Team Success Factors -- Results, Commitment, Communication, Process and Trust. In teams, participants discuss how ineffective behaviors affect the success factors. Learners diagnose their team's performance by completing a survey. The Team Resource Guide is introduced.

> **Strengthening the Process and the Team:** The Process success factor is introduced and learners explore the Team Success Factors accelerators. A video of a leader using the Process accelerator is shown. Participants then explore a useful tool for improving process -- the Team Charter.

> **Exploring Results and Communication:** Learners work in small groups and discuss either the Results or Communication success factor, then answer questions together. Facilitator leads a debrief of the activity.

> **Building Commitment and Trust:** Facilitator introduces the Commitment success factor and accelerators. In a team activity, learners choose one Commitment accelerator that would most help build commitment on their team. A debrief follows. The Trust success factor is explored with learners completing the Trusting Others Survey and sharing insights with a partner.

> **The Challenge of Virtual Teams:** In a team activity, learners take on the role of either a leader, virtual team member, or in-person team member, then identify challenges from each role and ways to overcome them. The debrief includes a discussion on the importance of trust and communication for all teams, especially those that have virtual members.

> **Maximizing Team Performance Action Plan:** Learners identify a Team Success Factor they believe will help improve their team's performance. They begin to build a plan to use this factor, referring to tools in the Team Resource Guide. Facilitator debriefs by asking participants to share how to enhance their team's performance with the larger group.

VIDEO SEGMENT SUMMARIES

> A leader conducts an effective meeting in which she and her team agree to use the Process accelerator to improve the process of assigning work.

COURSE DETAILS

> **Target audience:** Informal, frontline and mid-level leaders.

> **State-fundable:** Yes (onsite and public only).

> **Course length:** 4 Hours (onsite); 3.5 hours (public); 3 hours (virtual).

> **Facilitator Certification:** Certified facilitator required.

> **Prerequisites:** None.

> **Optimal Group Size:** 8 to 16. 20 maximum.

> **Course Prep:** Yes. 15 minutes.

> **Notes:** Module 8 of 10 in the Leadership Academy. Suitable for all environments. Onsite training available in Spanish.

OTHER COURSES TO CONSIDER

> Building & Sustaining Trust

> Strategies for Influencing Others

TALENT DEVELOPMENT TIP: Consider providing **Working as a High Performing Team** to the employees of those leaders who are trained in this course!