

High Performing Team Development Programme



A team is a group of people who work interdependently to achieve a common goal. Many leaders assume that they will have a high performing team if they have the highest achieving individuals. Research into high performing teams, however, shows that, all other things being equal, teams with strong team cohesion outperforms teams that don't. The extent to which a team is able to develop cohesion or not, depends on the extent to which the team has committed to a shared purpose; is aligned on core values, goals and

In a Nutshell

This programme provides strategic teams, those that have significant performance requirements and with whom the organisation has much at stake, with training and coaching to step into high performing space. Such performance does not happen simply because your team is formed, or because the individuals are high performers in their own right. Additional capabilities are required to ensure that as a group there is alignment of purpose, interpersonal connection, and congruence of action.

It offers four main areas of focus: getting alignment; working as a team; developing your team; and celebrating success

The programme uses a variety of learning approaches to ensure participants have an experience that maximises their learning potential. In addition to classroom learning, there are pre- and post-workshop assignments, and team coaching sessions. Collectively they strengthen the learning experience, taking the classroom into the workplace and link learning with practical reality.

strategies and applies teaming skills. Key teaming skills include authentic communication, giving and receiving feedback, group facilitation, resolving conflict, problem solving, solution focused team reflection, peer coaching; influencing and collaborating with others outside of their team; responding to change; and celebrating success. As with all development, a team can take the slow road and achieve these outcomes by trial and error or they can take the accelerated road by, as a team, consciously focusing their attention and energy on developing the team capabilities that will accelerate and strengthen their team cohesion. In a world of intensifying competition, the teams that accelerate their development are first over the line – the early bird catching the worm, so to speak.

Who should attend and how can they benefit from this programme?

The High Performance Team Development Programme is for teams who want to optimise their performance and position themselves for success by focusing their attention and energy on developing the team capabilities that will accelerate and strengthen their team cohesion. The programme is especially useful for teams that have recently formed, teams that want to take their performance to the next level or teams that have just been through significant change.

Programme Learning Outcomes

The programme consists of 4 phases. The learning outcomes for each of the phases follows.

Getting Alignment

At the end of this phase, you will:

- Have an appreciation of what it takes to develop a high performing team
- Have an appreciation of what drives each person in your team and the strengths they bring as a person

- Be aligned on your core purpose, vision and values
- Have set and be aligned on your short, medium and long term goals; key success factors and strategies
- Have identified the roles required to achieve your goals
- Have identified the strengths and limitations of the team relative to the roles required in the team
- Have agreed a key stakeholder management plan
- Have agreed opportunities for collaborating with others outside of the team
- Have agreed actions that will deliver quick wins for the team
- Be able to apply a process for solution focused team reflection

Working as a team

At the end of this phase, you will:

- Have agreed principles and have practiced processes for:
 - authentic communication
 - giving and receiving feedback
 - group facilitation
 - resolving conflict
 - problem solving
 - solution focused team reflection
 - influencing key stakeholders
- Have identified and prioritised key actions for goals and strategies
- Have reviewed/agreed roles and responsibilities of each team member
- Have reviewed/agreed communication strategy for the team
- Have reviewed/agreed the operating rhythm for the team

Developing your team

At the end of this phase, you will:

- Have an appreciation for why and how to develop learning agility, change agility, inclusiveness and resilience
- Experienced and developed an appreciation for when and how team coaching and peer-coaching can improve your team's performance
- Have experienced and developed an appreciation for when and how to bring fresh ideas to your team

Celebrating Success

At the end of this phase, you will:

- Reflect and celebrate your successes over the course of the programme
- Acknowledge the contribution of each team member
- Review your purpose, vision, goals and strategies

How does the programme work?

As individual leaders in your team, you already have a number of great skills – you will not have got to where you are if you don't. Applying your leadership skills in the context of a team of peers can however be quite challenging, especially if you are a new team, you have just been through significant change or you want to challenge the status quo and lift your team performance to the next level. The High Performance Team Development Programme is designed to help your team gain commitment to team goals and to explore and commit to ways of working that will help you develop the team cohesion you need to be a high performing team.

The programme consists of 4 phases (as detailed above):

- Getting Alignment
- Working as a Team
- Developing your Team Vitality
- Celebrating Success.

Each phase consists of a workshop, followed up by 'in the moment' coaching by your facilitator.

About the workshops

The workshops are opportunities for you to familiarise yourself with the principles and tools for developing a high performing team and to discuss and make real life team based decisions with the guidance of a Team Development Facilitator. You will be required to complete assignments both in preparation for each workshop and in follow-up to the workshop. The purpose of the pre-workshop assignment is to prepare you for making the most of the workshop and the purpose of the post-workshop assignment is to help you embed your learning.

About the team coaching sessions

The purpose of the team coaching sessions is to help you transfer your learning from the workshops to your own team environment. The team coaching sessions involve your Team Development Facilitator attending agreed business as usual team meetings with the purpose of facilitating solution focused reflections at key moments in your meeting.

High Performing Team Development Programme Overview

1 Getting Alignment 2 days

Pre-Workshop Assignment

In this workshop, you will explore what it takes to be a high performing team and do the work you need to do as a team to meet the first condition: being committed and alignment. Your facilitator will lead you through a process of getting an appreciation of what drives each person in your team and the strengths they bring as a person. You will then get aligned on your core purpose, vision, values and team goals and get agreement on the key success factors and strategies to achieve your goals. Clear about what you want to achieve as a team and why, you will then bring your focus to identifying the roles required to achieve your goals and the strengths and limitations of the team relative to the roles required in the team. You will build on your insights on the strengths and limitations of your team to identify who you would need to collaborate with to achieve success. Bringing and keeping key stakeholders on board is a must for every high performing team and the focus of your next piece of work, agreeing a key stakeholder management plan. You will conclude the workshop by identifying high impact/low effort actions the team can take in the next few weeks to deliver quick wins for the team and start to practice the discipline of solution focused team reflection.

Post-Workshop Assignment

Team Coaching 2 - 3 hours

This is an opportunity for your Team Development Facilitator to observe you in action and to help you transfer your learning from the workshop to your team environment. They will observe you in one of your regular meetings and call for solution focused reflections at key moments during your meeting.

2 Working as a Team 2 days

Pre-Workshop Assignment

Teams, like individuals, need skills to maintain commitment and alignment and to get things done. In this workshop you will develop a shared understanding of the key skills that will enable your success as a team. They are authentic communication; giving and receiving feedback; group facilitation; resolving conflict; problem solving; solution focused team reflection and influencing key stakeholders. You will get the opportunity to practice these skills while you complete the team tasks that will get your team into action. These are identifying and prioritising key actions for goals and strategies and agreeing roles, responsibilities; your communication strategy and your operating rhythm.

Post-Workshop Assignment

Team Coaching 2 - 3 hours

This is an opportunity for your Team Development Facilitator to observe you in action and to help you transfer your learning from the workshop to your team environment. They will observe you in one of your regular meetings and call for solution focused reflections at key moments during your meeting.

High Performing Team Development Programme Overview

3

Developing Each Other

2 days

Pre-Workshop
Assignment

To continuously lift your performance to the next level requires you to continuously bring fresh thinking to your challenges. Fresh thinking comes from developing and unleashing the energy and creativity in your team and welcoming outside perspectives. In this workshop you will develop an appreciation for why and how to develop learning agility, change agility, inclusiveness and resilience. You will then experience the benefits of team-centred coaching and peer-coaching and identify when and how you can use this to develop your performance. You will then have an experience of the benefits of bringing fresh ideas to your team and identify when and how you might do this again in the future.

Post-Workshop
Assignment

Team Coaching

2 - 3 hours

This is an opportunity for your Team Development Facilitator to observe you in action and to help you transfer your learning from the workshop to your team environment. They will observe you in one of your regular meetings and call for solution focused reflections at key moments during your meeting.

4

Celebrating Success

1 day

Pre-Workshop
Assignment

In this final workshop, you will have opportunity to reflect on and celebrate your successes over the course of the programme, acknowledge the contribution of each other and review the potency and relevance of your purpose, values, goals and strategies to ensure they continue to create the energy and relevant action for high performance.