

# How can we create high-performance teams?

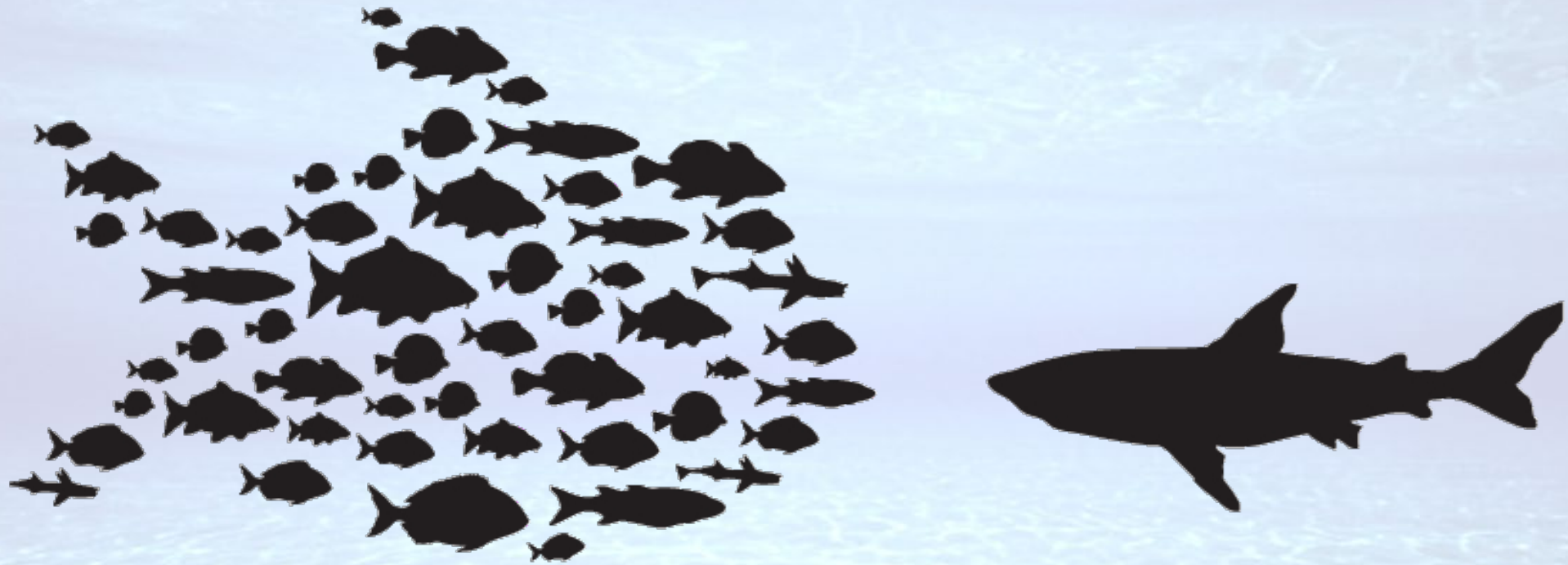


## **Team:**

A group of interdependent people who are accountable for specific outcomes

## **High-performance team:**

A team that performs well and is made up of satisfied members



**1. Decide whether a team is necessary**



## 2. Identify the team's basic needs



**Teams that do  
things need  
performance  
objectives.**

**Teams that  
oversee things  
need a clear  
reason for existing.**

**Teams that  
recommend things  
need the right  
people.**



### 3. Build a team with high potential



**Keep the  
team  
small  
with  
about 5-8  
members**





**Use objective  
measures**

**Select the right  
KSAOs**



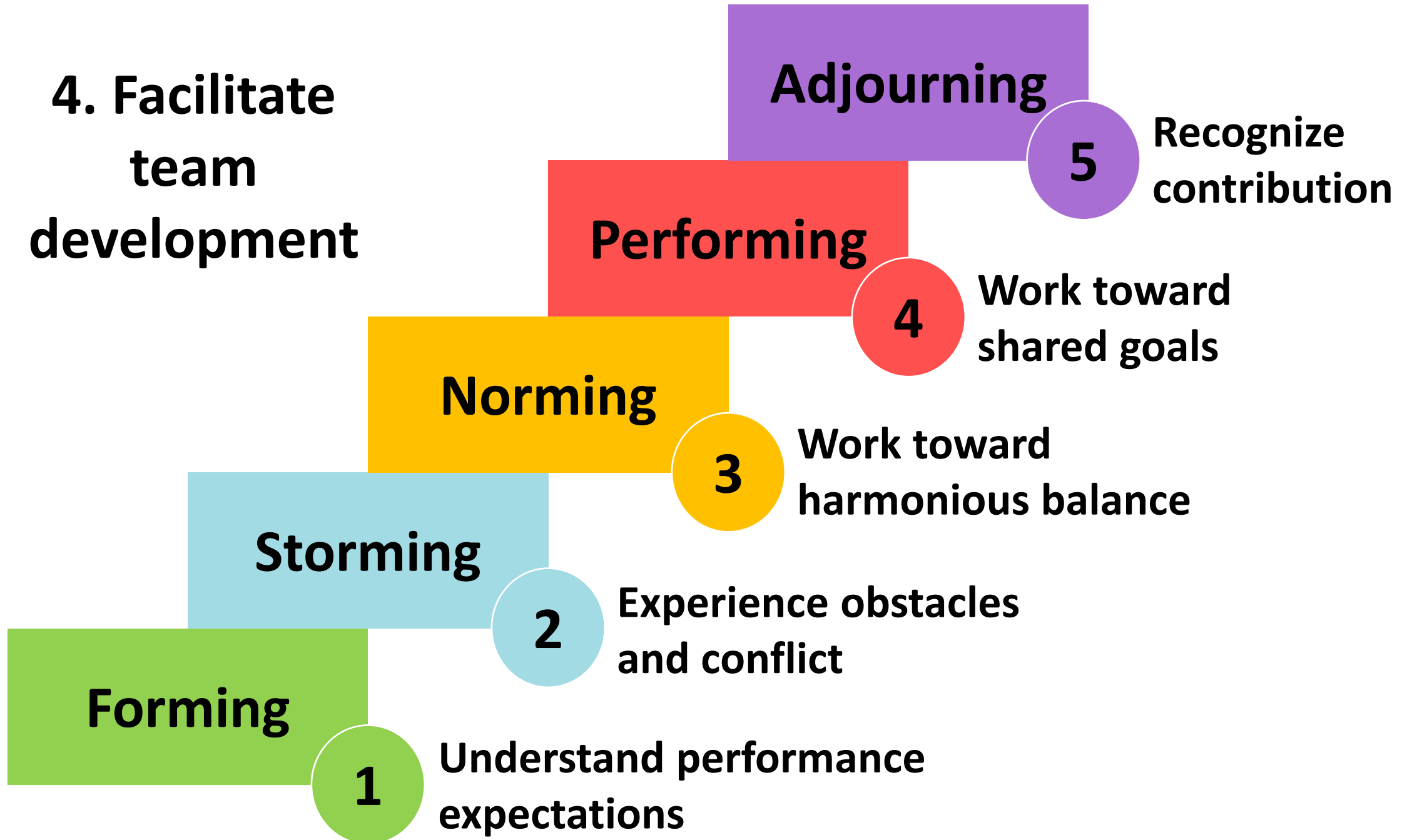
**Communicate  
performance  
expectations**

**Identify  
outcome-  
based goals**





## 4. Facilitate team development



A close-up, low-angle shot of several rowers in a boat, viewed from the side. They are wearing blue long-sleeved shirts and white tank tops with red accents. Their hands are gripping yellow handles of black oars. The oars are connected to a complex mechanical system with yellow and blue components. The boat is on water, and the background is a bright, overcast sky.

**Establish productive norms**



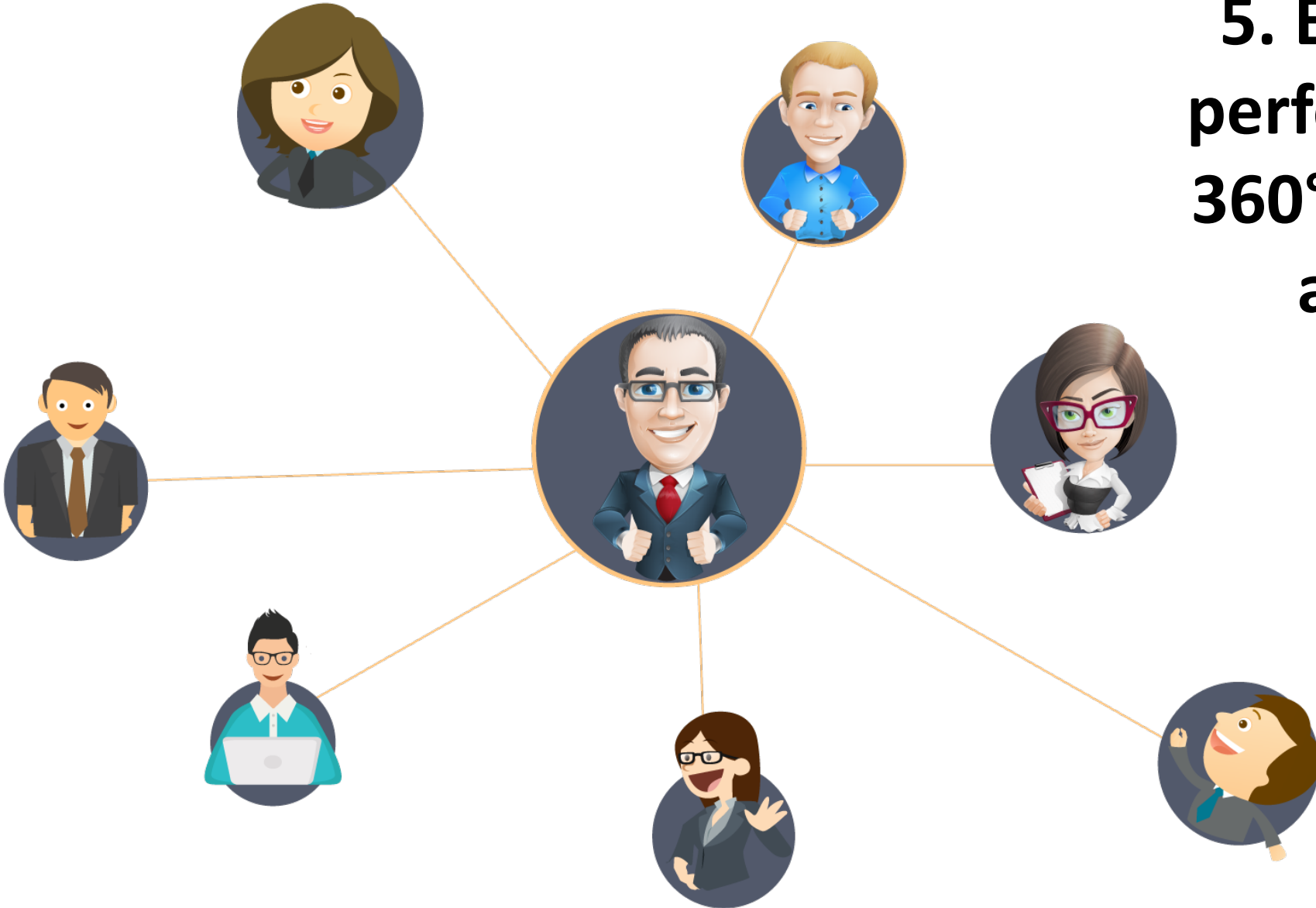
**Build cohesion through interaction, goals, and rewards**





**Use team-based  
rewards to  
encourage  
cooperation**

## **5. Evaluate team performance using 360° feedback and after action reviews**










# How can we overcome common threats to team performance?







**Unproductive meetings**  
**Cognitive biases**  
**Social conformity**  
**Social loafing**  
**Virtual environment**









- **Prepare an agenda**
- **Focus on a few topics**
- **Choose the right format**
- **Use decision-making tools**
- **End on time**



- **Discuss new information**
- **Use problem-solving frameworks**
- **Encourage frequent interaction**
- **Encourage open dialogue**









- **Encourage critical thinking**
- **Talk with outsiders to learn new information**
- **Use technology to enable anonymous sharing**

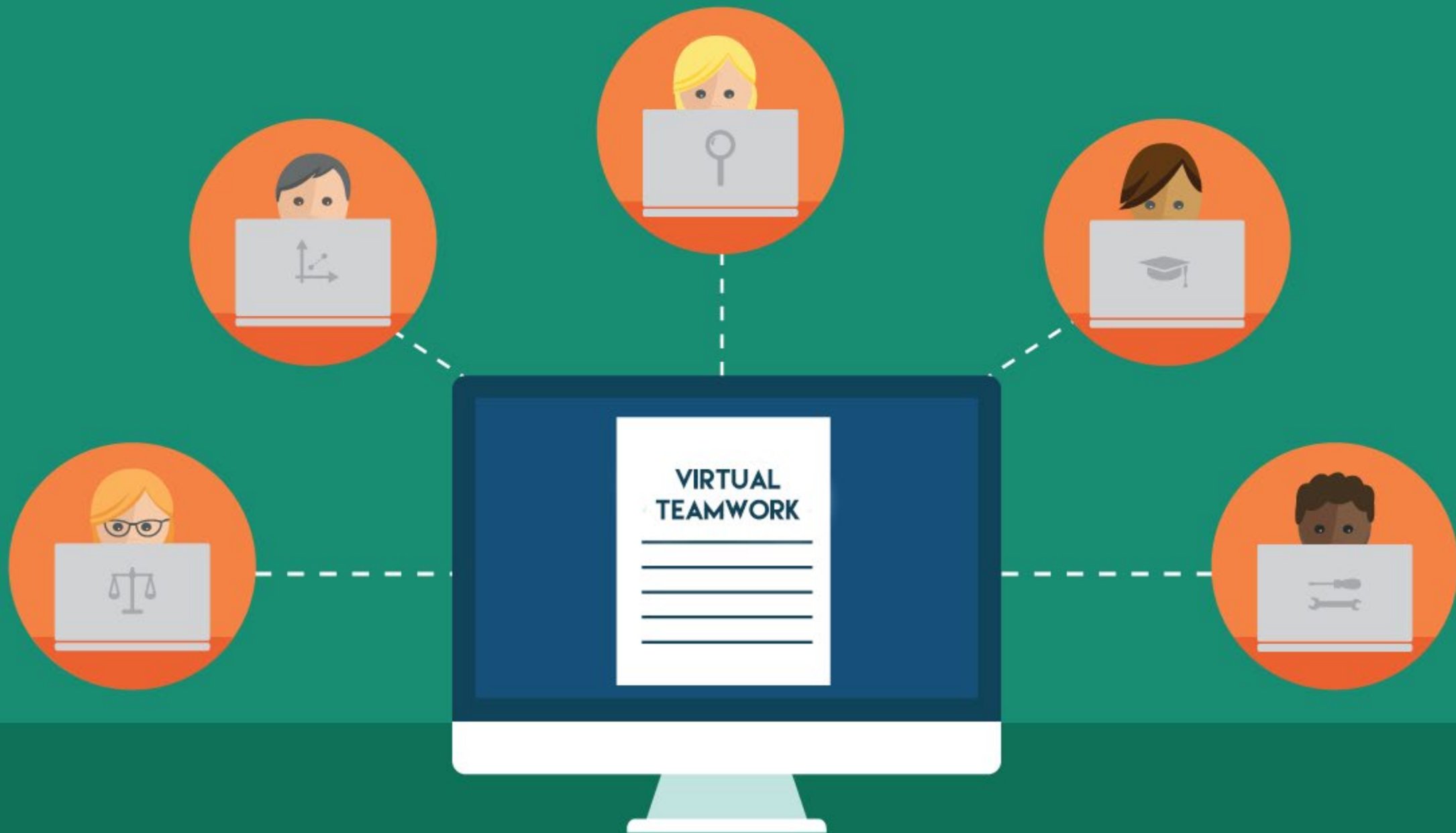


**Social loafing: Occurs when people exert less effort when working in a group than when working alone**

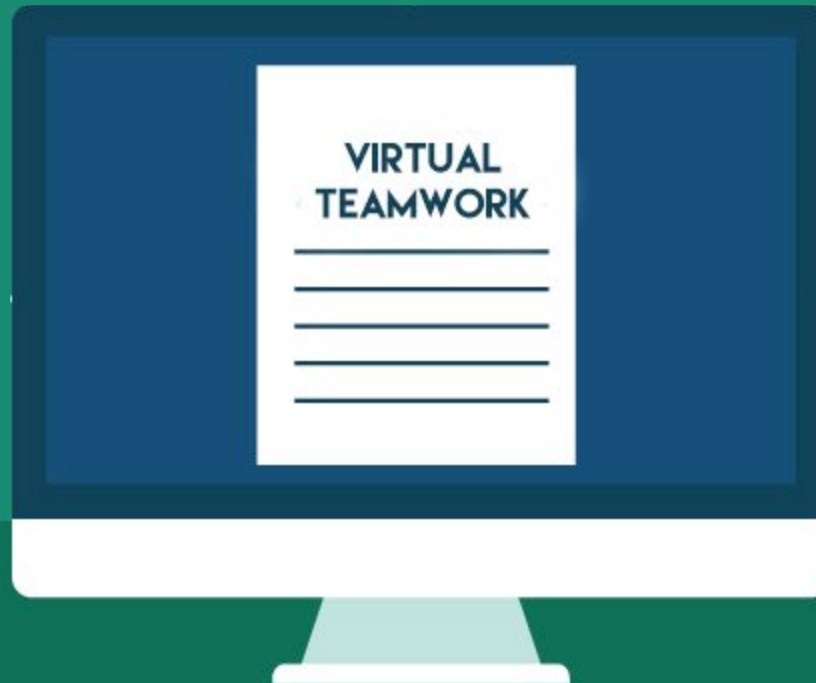




- Outline the consequences with team contracts
- Identify individual contributions with peer evaluations
- Correct violations swiftly



- Identify performance expectations
- Establish team norms
- Encourage face-to-face interactions



- Train members to use technology
- Identify individual contributions with peer evaluations











# **Corporate entrepreneurship:**

The process of creating new ideas and  
turning them into profits





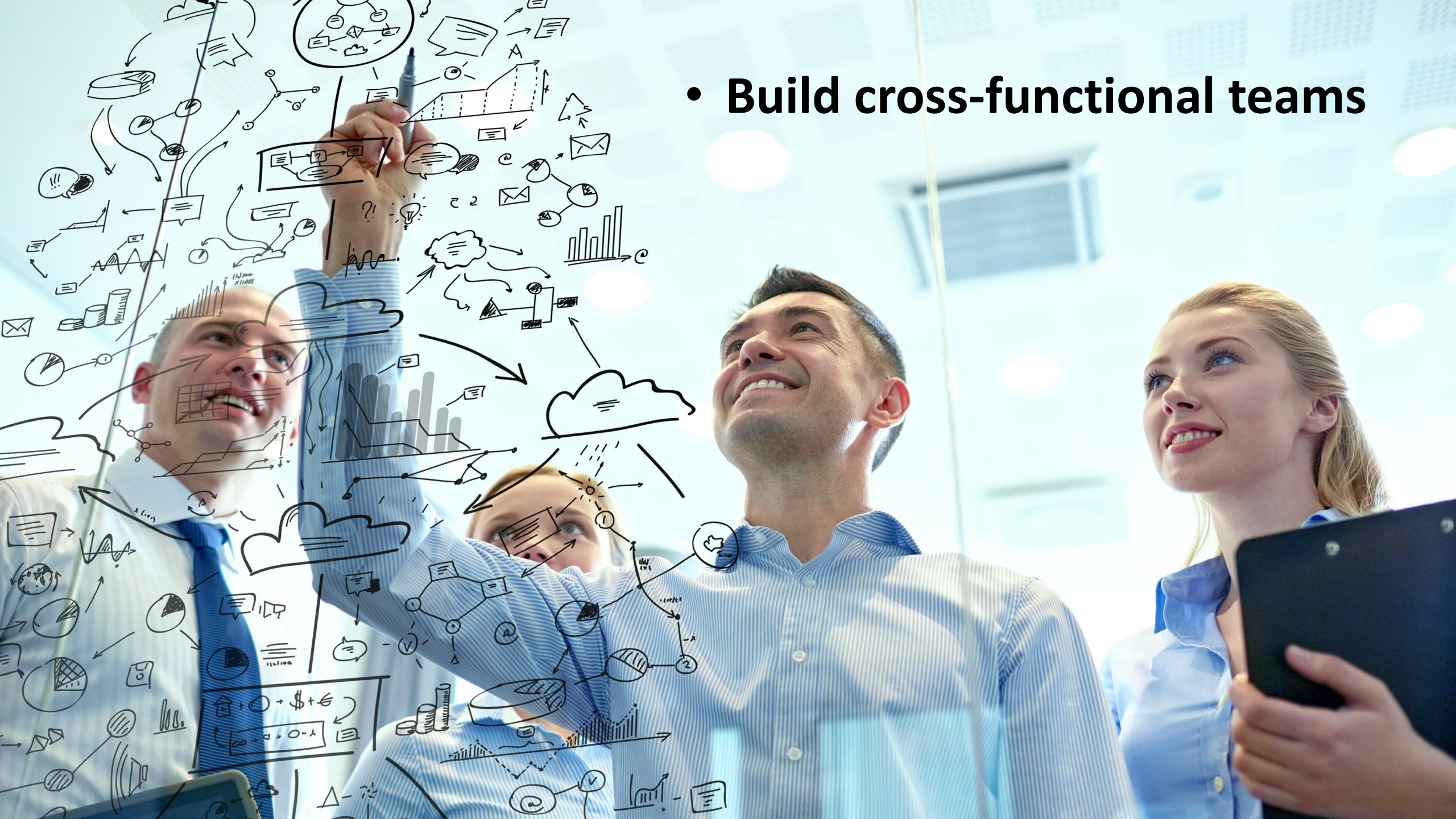


- **Challenge assumptions**
- **Ask questions**
- **Be an idea champion**





- **Build cross-functional teams**







- Create an idea incubator
- Upgrade the physical work space

-

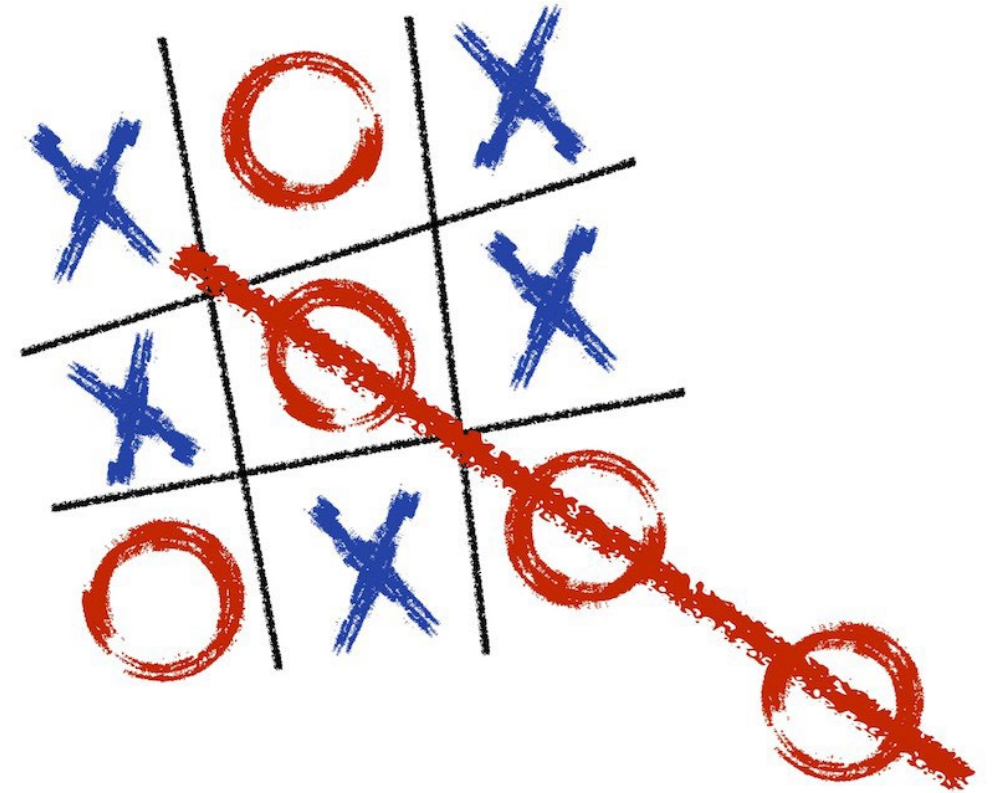






- 
- **Use brainwriting**

- **Use divergent thinking**



- **Use lateral thinking**

- **Use analogies**

**“Being creative is like going fishing. Only a few ideas are worth keeping, but the process of creating them is a lot of fun!”**





- **Examine each part  
of the system in  
new ways**

