

HEALTHY HIGH PERFORMING TEAMS

Adapted from Tony Gambill

All teams face a universal tension that will drive their success or become the primary reason they fail. This ongoing tension is the need for the team to be focused on accomplishing its most important goals and creating a culture of trust, safety, and inclusion. In other words, teams must continuously achieve results *and* develop relationships. For teams to achieve and maintain healthy high performance, they must be deliberate about creating an environment and practicing behaviors that enable team members to feel heard, connected, and capable of doing great work.



TEAM / ORGANISATION: _____



A team's results are a function of its behaviors and environment. Below are 5 behavioral and 5 environmental characteristics that enable teams to build strong professional relationships and deliver excellent results. Provide an honest assessment of where your team or organisation holds up for each of these.

Behavioural

Members are credible

Team members must demonstrate the necessary expertise, experience, knowledge, and abilities for others to trust them. A team's most important first task is to build a team of people who are capable of advancing the team's goals.



Members are accountable

Are your team members reliable, and do they do what they say they will do? Do they consistently deliver on their commitments? Accountability builds team trust by enabling clear expectations, an environment where team members deliver on commitments, and a sense of accomplishment through delivering on goals.



Establish psychological safety

Psychologically safe teams trust each other to experiment without judgment, voice opinions without being shamed, and fail without being labeled a failure. The best teams invest in creating a trusting work environment and take the necessary steps so that teammates feel safe to take risks. They are confident that no team member will embarrass or punish anyone else for admitting a mistake, asking a question, or offering a new idea.

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Demonstrate a "we" perspective

Do team members believe others care about their best interests or is there a perception that everyone is seeking to further their own positions?

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Live the values

A team's shared values are one of the most underutilised but essential tools for creating a culture of meaning and community for its members. Establishing, communicating, and practicing shared values provides motivation and meaning, establishes community, and encourages behavioural consistency in teams.

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Environmental

Clear and meaningful goals

Goals provide direction to a team, allowing them to understand where they are now and where they want to go, uniting each person's effort in getting there. Common goals are what makes a team a team. Goal clarity includes purpose, values and team and individual goals.

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Agile team priorities

Creating clear expectations for team members has become a growing challenge for leaders. Teams must develop the capacity to continually assess and reset, when necessary, their priorities to meet new challenges and remain on track for success.

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Role clarity

Clear and synergistic roles and responsibilities are essential for team success. Everyone should clearly understand their role and how it fits into the team's goals and purpose. A team member's role is not the same as their position; the *position* is a job title, the *role* is the story of their contribution to the team.

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Effective and efficient core processes

Effective processes for decision-making, problem-solving, communication, resource allocations, learning, etc., all support team goals by defining the important interactions critical to the team's success.

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Adequate resources

All teams rely on resources outside the group to sustain them. A scarcity of resources directly reduces the ability of the team to perform its job effectively. Adequate support from management and the larger organisation is necessary for them to succeed in achieving their goals.

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