

Conclusion

"Our thinking creates problems that the same type of thinking will not solve."

– Einstein

The late *Richard Hackman* devoted his whole career to examining groups that work and those that don't—from symphony orchestras to airline cockpit crews and intelligence units to basketball teams. He established five key conditions that enable teams to succeed:

A real team: There's a core group of individuals working on a task that absolutely calls for collaboration.

A compelling direction: There's a distinct vision and a motivating goal.

An enabling structure: Roles are precisely designed and defined to leverage each person's strengths.

A supportive context: The team has the rewards, education, information, and remuneration they need.

Expert coaching: Knowledgeable outsiders are accessible to teach, motivate, and consult as applicable.

I have also worked with many teams and observed varieties of traits that make the teams great teams. I also acknowledge Richard Hackman's observation on a similar line.

All these above chapters and topics explained on numerous matters we require to learn as a team members or team coaches and deliberately practice mastering those matters.

It would be magnificent progress when you received the real-time opportunity to work out all these things that we have explained in this book.

What I have discovered is that all the team leaders who are prosperous in their lives, all plunge into any initiatives or assignments whenever they come across.

They are not hesitant about accepting an assignment. The only way we can experience deeper is by performing numerous challenging works as a team leader for a High-performance team.

Any number of books, certifications, cannot benefit us to deeply know about these subjects until we encounter all these skills.

We need to share our own story from our own journey.

We need to create our own brand.

According to a Nielson survey, 59% of consumers prefer to buy new products from brands familiar to them.

Every team member is a brand ambassador for a team, they feel proud of the team they are working with. So, team branding is an important work that team members need to do.

How do you establish a Team brand?

The founder of Amazon, Jeff Bezos, says it even better: **“Your brand is what other people say about you when you’re not in the room.”**

- Every successful brand has an impressive purpose behind it. As Leaders, we should have a very distinct our purpose.
- Differentiate from the competition and generate a unique value.
- For whom you are preparing yourself. Who will consume your service and why?
- The definite benefit, the value end-user will receive, it has to be accurately called out.
- Communicate, communicate, and communicate
- Consistent with your message, do not confuse your end-users
- What are the few keywords associated with your offering that you should be known for?
- Your brand should be remarkable for something, what is it that you should be recognized for

When we brand, we also need to ensure that for the team which we are branding, how well are they performing?

Let us look into the **Team Agility Development** questions

	High Performance team Questions	Current Score
Appropriate Team Context		
	How is the team collaboration being in the set?	1-5, 5 Highest?
	How are team goals set?	1-5, 5 Highest?
	What reward systems are in place?	1-5, 5 Highest?
	How are team members taking care of numerous High-performance attributes?	1-5, 5 Highest?
	How are team members overcoming team performance barriers?	1-5, 5 Highest?
Appropriate Team Composition		
	How well are team members' competencies adjusted?	1-5, 5 Highest?
	How well are team members maintaining a healthy relationship?	1-5, 5 Highest?
	How well team facilitation is taken care of?	1-5, 5 Highest?
	How well is team member's emotional maturity developing?	1-5, 5 Highest?
	How well are team members' Passion, discipline, grit, accountability in place?	1-5, 5 Highest?

Continued...

Balanced Team Chemistry		
	How effectively is workplace positivity maintained?	1-5, 5 Highest?
	How effectively is team happiness maintained?	1-5, 5 Highest?
	How effectively are employee relations maintained?	1-5, 5 Highest?
	How effectively does customer engagement maintain itself?	1-5, 5 Highest?
	How effectively are team agreements managed?	1-5, 5 Highest?
	How effectively are team members holding of each other?	1-5, 5 Highest?
Effective Team Coaching		
	How are we coaching an underperforming team?	1-5, 5 Highest?
	How well are team members holding each other and exchanging feedback?	1-5, 5 Highest?
	How well are coaching skills established and are readily noticeable?	1-5, 5 Highest?
	How effectively is group coaching happening?	1-5, 5 Highest?
	How well are team members overcoming challenges through better coaching?	1-5, 5 Highest?

Effective Team Leadership		
	How team leadership is establishing the best place to work for?	1-5, 5 Highest?
	How are team leadership establishing team member's prosperity?	1-5, 5 Highest?
	How effectively is team leadership enabling stronger engagement in the team?	1-5, 5 Highest?
	How effectively does team leadership inspiring individuals?	1-5, 5 Highest?
	How well are team leaders expanding the next leadership from the team?	1-5, 5 Highest?

Team Agility score could be = $25/25 = 100\%$; when we score maximum marks in all these areas.

Once you get the score, chalk out a plan of what to do with such a team. It is not ending with the assessment; we also need to think about the improvement plans.

Always focus on these below factors

- Team Members understand their **purpose and share their goals**
– Prepare a one with them
- Team members share their **common goal**
- team members **acknowledge** and **appreciate** each other
- Team members are **motivated** to become successful
- Team members are **committed** to becoming successful
- Team members have strong **shared values and beliefs**
- Team members are **engaged** and **satisfied** with their work
- Team ambient encourage team members are share and care
- Team ambient has **psychological safety**

- Team members are **holding** each other and supporting each other for the common mission
- Team members **complement** each other
- Team members are **learning together** and finding a way to learn from each other
- Team members **protect** each other, **support** each other, care for each other
- Team members **trust** each other
- Team members **give and take** feedback
- Team members are having **open** communication
- Team members are **open** to new **idea** and discuss all the pros and cons
- Team members are clear about roles, responsibilities,
- Team members are **accountable** for their share of work
- Team members decide with **consensus** and there is always group participation
- Team members **experiment** and learn from those
- Team members learn from each other bring those best practices and practice within the team
- Team members take **actions** to improve the situation
- Team members **retrospect** and improve upon

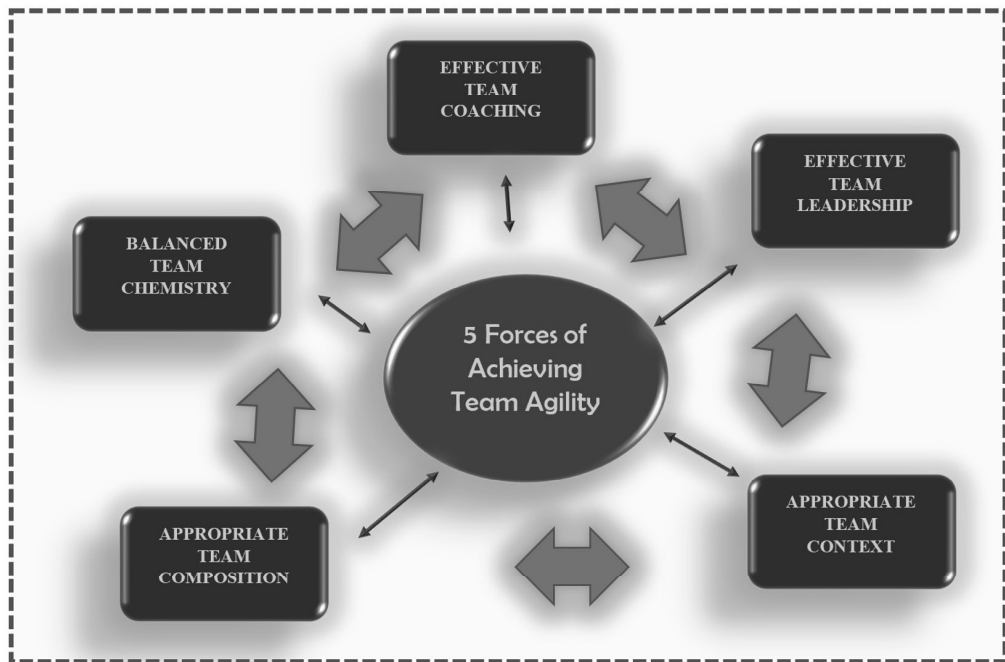
High performance formation will come automatically with the above actions.

Research by psychoanalysts, neuroscientists and neurologists suggests people learn best when they are stretched outside their comfort zones.

What actions are you taking where you see your Team's performance is poor?

Evaluate your "Scorecard" and see how often you are following a good process.

- What did you do that got you your success?
- What caused your failures?
- Look at the problems from another person's point of view and then develop a plan from that perspective.



How can we grow into a Better Assessor?

My companion throws this conversation into one of our chats. She wants to assess a couple of high-performance teams.

How can I do that in the shortest span of time? What is the focus area I should have so that I can thoroughly identify various gaps, if any, the team is having?

What we have discussed....

It is invariably suggested that if you are structured, detail-oriented, and organized, you will receive benefits as an assessor's role!

You, as an assessor, should be able to influence and persuade others easily. So, all the traits which will make you a better influencer will prepare you successfully in extracting out the intelligence covering inside the carpet!

As an assessor, the biggest question is, how swift the assessor can establish trust and relationship with the team? So that resistance during assessment can be lessened. Increased information inflow can be fetched.

Any agile coach before they commence the journey, conduct an introductory assessment, where they gaze at the present condition at the trench! To create a “to be” state.

As an assessor, we have to pick up an independent view, not biased with anything.

As an assessor, we should be able to examine original ideas or things. During the discussion, distinct types of information will inflow, the assessor should not get confused with the ambiguity. Need to fetch more and more information to get rid of uncertainty.

Assessors should be able to retrieve intelligence as many diversified origins as feasible. This facilitates to inhibit the Assessors from encountering prejudices in their understanding such as tunnel vision.

The credibility of the assessor plays a significant role in dealing with the assessment. People read with whom they are interacting. People will admit quickly if any comment and recommendation come from a well-reputed expert in that domain if he/she is an assessor.

Assessors ask the appropriate question; Assessors are excellent at articulating the questions which can bring out the appropriate information. Through the questioning skill, the assessor will challenge the individuals for reflection and receive insight.

Assessors have good emotional balance. They can rapidly establish rapport with the team. The team automatically feels part of the assessment. The assessor creates an environment that is safe, and information could be utilized positively for improvement.

Assessors are having a growth mindset where they are ready to learn and transform if it is essential for the assignment. They have an eye for observation. They can record all the happening and note it down.

The assessor is full of confidence, as an assessor, he/she is deep into the subject which he/she is assessing. The higher and better team's assessor is assessing with a learning attitude he/she will be able to drive the assessment meeting in a better manner.

As an assessor, one of the finest skills is the intelligence to connect with individuals in a better way. They are remarkably thorough in communication, an absolute skill to develop into an awesome assessor. As an assessor, they have to be an excellent listener. As a result of that, they could be able to catch even the minutest of detail shared by the team members and use them for their benefit.

The ability to decide is one of the key skills of the assessor. They can rapidly come out with action items. The team will find confidence as the assessor can immediately conclude what to be performed and action items.

An assessor is a great leader. They exhibit all outstanding leadership skills. As a result, that, they can run the assessment meeting better.

The articulating report also is an art which every assessor should have, conveying vital message which can be conveying factual information, the tone should inspire trust and credibility, as well as express a service orientation.

I am certain all of us have received benefits from this discussion.

Let us grow into a better assessor so that we can come up with a better plan for those high-performance teams.

Forces can help us to build High-Performance Team:

We have examined all these forces to develop a **High-performance team**.

In all these chapters, we have considered practical tips to build up all these Forces.

Force no 1-> APPROPRIATE TEAM COMPOSITION:

In this force, we reviewed all finding out various team compositions which influence the High-performance team. A few issues have been pointed out in this force that can benefit the readers in figuring out the team **compositions** and the relevance of all these aspects. As team coaches, all of us have to recognize all these aspects when we start any team coaching. Team composition characteristics have to improve. Let

us do a plan-do-check-act on team composition. Apply 80-20 rule, what are the 20% “cause” which can offer us 80% “outcome”?

Force no 2-> EFFECTIVE TEAM LEADERSHIP:

In this force, we examined all finding out various team **leadership** topics which influence the High-performance team. A few issues have been pointed out in this force that can benefit the readers in figuring out team leadership and the relevance of all these aspects. As team coaches, all of us have to recognize all these aspects when we start any team coaching. Team Leadership characteristics have to improve. Let us do a plan-do-check-act on team composition. Apply 80-20 rule, what are the 20% “cause” which can offer us 80% “outcome”?

Force no 3-> BALANCED TEAM CHEMISTRY:

In this force, we reviewed all finding out various team chemistry which influences the High-performance team. A few issues have been pointed out in this force that can benefit the readers in figuring out the team chemistry and the relevance of all these aspects. As team coaches, all of us have to recognize all these aspects when we start any team coaching. Team Chemistry characteristics have to improve. Let us do a plan-do-check-act on team composition. Apply 80-20 rule, what are the 20% cause which can offer us 80% outcome?

Force no 4-> APPROPRIATE TEAM CONTEXT:

In this force, we discussed finding out various team contexts which influence the High-performance team. A few issues have been pointed out in this force that can benefit the readers in figuring out the team context and the relevance of all these aspects. As team coaches, all of us have to recognize all these aspects when we start any team coaching. Team context characteristics have to improve. Let us do a plan-do-check-act on team composition. Apply 80-20 rule, what are the 20% cause which can offer us 80% outcome?

Force no 5-> EFFECTIVE TEAM COACHING:

In this force, we discussed finding out various team coaching which influences the High-performance team. A few issues have been pointed out in this force that can benefit the readers in figuring out team

coaching and the relevance of all these aspects. As team coaches, all of us have to recognize all these aspects when we start any team coaching. Team coaching characteristics have to improve. Let us do a plan-do-check-act on team composition. Apply 80-20 rule, what are the 20% cause which can offer us 80% outcome?

A story to share with you:

One of my favourite movies is “300” which I have watched 7-8 times and every interaction with the team members I mentioned about this movie here.

What did I admire about this movie?

300 is a 2006 American epic fantasy war film based on the 1998 comic series of the same name by Frank Miller and Lynn Varley.

The plot revolves around King Leonidas (Gerard Butler), who leads 300 Spartans into battle against the Persian “God-King” Xerxes (Rodrigo Santoro) and his invading army of more than 300,000 soldiers.

Few dialogues:

“King Leonidas: SPARTANS! Prepare for battle! Tonight, we dine in Hell.

Messenger: This is madness!

King Leonidas: Madness? This is Sparta!”

That is the confidence!

Few committed team members for common purpose and mission, like Agile team. They are well-trained, highly energetic, committed, passionate team members. Self-organized, self-driven, motivated individuals.

They had Purpose, Autonomy, and Mastery.

Daily ceremonies and practice bring team members’ skills up to the mark. Sparta team members are trained since childhood. They prepared themselves for the future.

Inspect and adapt and constantly improve.

What is the use of such large team members like shown in the Persian army? They are not organized, motivated, not engaged, and confused about their mission.

Well-built strategy, techniques, enough safety net built around the team for survival.

As resources were limited, they had adapted based on the emergence.

One team member is competent enough to manage the situation. He is a generalist, not a specialist.

Awesome competency demonstrated by the spartan army in every moment.

Powerful Dialogue:

Dilios: There's no room for softness... not in Sparta. No place for weakness. Only the hard and strong may call themselves Spartans. Only the hard, only the strong!

Select the best talent for the team and remove non-performers from the team

Strong output and outcome from the team, delivered value, and feel proud of the Impact

The team faces the challenges head-on and overcomes all the challenges without fear.

Perfect self-organized, self-driven, Agile team!

Think about the **Team Composition**, think about the **Team Chemistry**, think about the **Team Context**, think about the **Team coaching**, think about **Team Leadership**.

All these aspects have been perfectly aligned with the **Sparta** team.

In my first book, **The Agilist's Guidebook – A Reference for Organizational Agile Transformation**, I discussed the **Pancha Bhoota Model, Achieving Organizational Agility through Pancha Bhoota Model**.