

# How to Create a High Performing Team

Erika Ramirez

Director of Student Accounts

University of La Verne

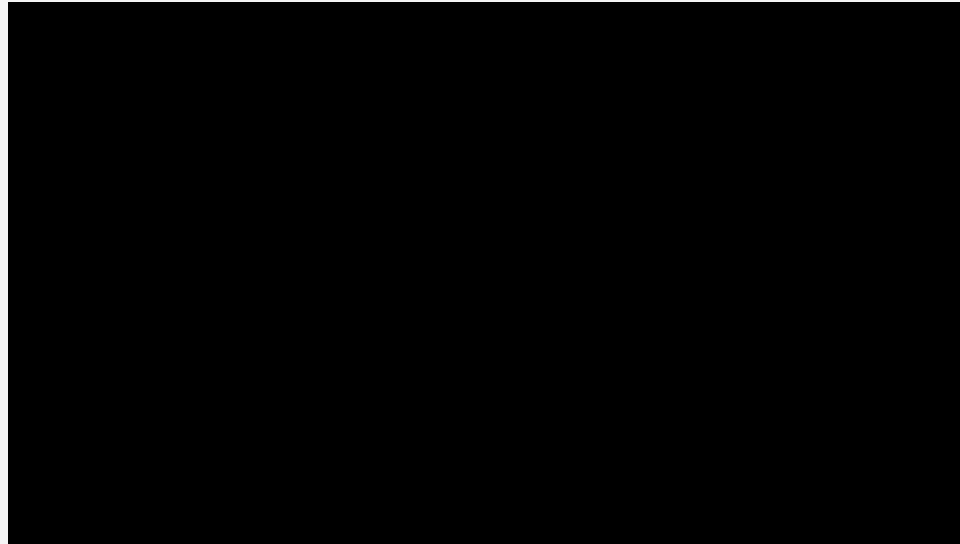
# A little bit about me

---



# A conference call in real life

---



[https://www.youtube.com/watch?v=DYu\\_bGbZiiQ](https://www.youtube.com/watch?v=DYu_bGbZiiQ)

# Are you...

---

- launching a new department/team?
- reorganizing/restructuring?
- Overseeing a virtual/hybrid team?
- Responsible for a team that is performing well, but want to take them to the next level?
- Overseeing an underperforming team?

# Going from “Good to Great”

---

In the book, *Good to Great*, Jim Collins asked the question, “Can a good company become a great company and if so, how?”

“Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice.”



The conscious and intentional choice of the decision to create change will be hard and challenging, but the rewards will be well worth it.

# Key items we will go over

---

1. Having a vision
2. Strategic planning
3. Patience
4. A team vs a high performing team
5. Forming, storming, norming, performing and adjourning
6. Trust
7. Networking

# The Importance of Having a Vision

---

**Definition of Vision: a vivid, imaginative conception or anticipation: to [envision](#), or picture mentally.**

- It is important as you map out how you want your team to move forward that you start with a vision.
- Visuals are helpful, to pin point organizationally where the team is now, compared to how you would like the team to look, new roles? Responsibilities?
- It helps you create the vision of where you want the team to go, even if it sounds down right crazy write it down, I usually start with several versions of the current organizational chart from most crazy to least.
- Also, keep in mind that you may not get everything you are asking for, the positions desired, the reorg, etc., but that is ok because maybe its not the right time, budget is not there, tweaks need to be made, etc... keep focused.



# Strategic plan

---

- Strategic planning is the art of creating specific business strategies, implementing them, and evaluating the results of executing the plan, in regard to a company's overall long-term goals or desires.
- Creates the road map to meet the vision, you have for your team.
- A two to three year strategic plan for your division is extremely important, share this with your team, no promises, but try your next to include them in the journey.
- Make sure you include your leadership with not only the vision you have, but the strategic plan as well.
- You never want to go rogue!



# Patience

---

Patience: the capacity to accept or tolerate delay, trouble, or suffering without getting angry or upset.

It is so important that you give yourself time to meet the necessary goals.



# What is the Difference Between a Team and a High Performing Team?

---

- A **team** is comprised of two or more individuals grouped together to achieve a common objective or a goal.
- On the other hand, **High-Performing Teams** are objectively more focused in approach.
- The members of a **High-Performing Team** work towards the achievement of synergies in business outcomes and attainment of measurable results by aligning all the resources.

# Building a High-Performing Team

---

- **Building a High-Performance Team** is not an easy job. The following steps are required when establishing a high-performance work culture and developing high-performance teams:
- Its important to create motivating and challenging performance related goals for the team members, especially when the members are high on achievement motivation.
- Encourage individual initiative.
- Hire the right blend of talent having the crucial mix of skills and abilities.
- Giving importance to the training and development requirements of the team members, so they may discover innovative methods and newer work approaches for achieving the goals of the team.

# Types of Team Members in a High-Performing Team

---

The key to the success of the High-Performing Teams is determined by the composition of the members of the team. The team members represent diverse functional, cultural and social backgrounds, who collaborate to achieve specific goals under pre-defined deadlines and resource limitations. The team members can be categorized into five types by the variations in the personalities:

**1 The Creative Spark**

**2 The Productive Dynamo**

**3 The Team Driver**

**4 The Intellectual Powerhouse.**

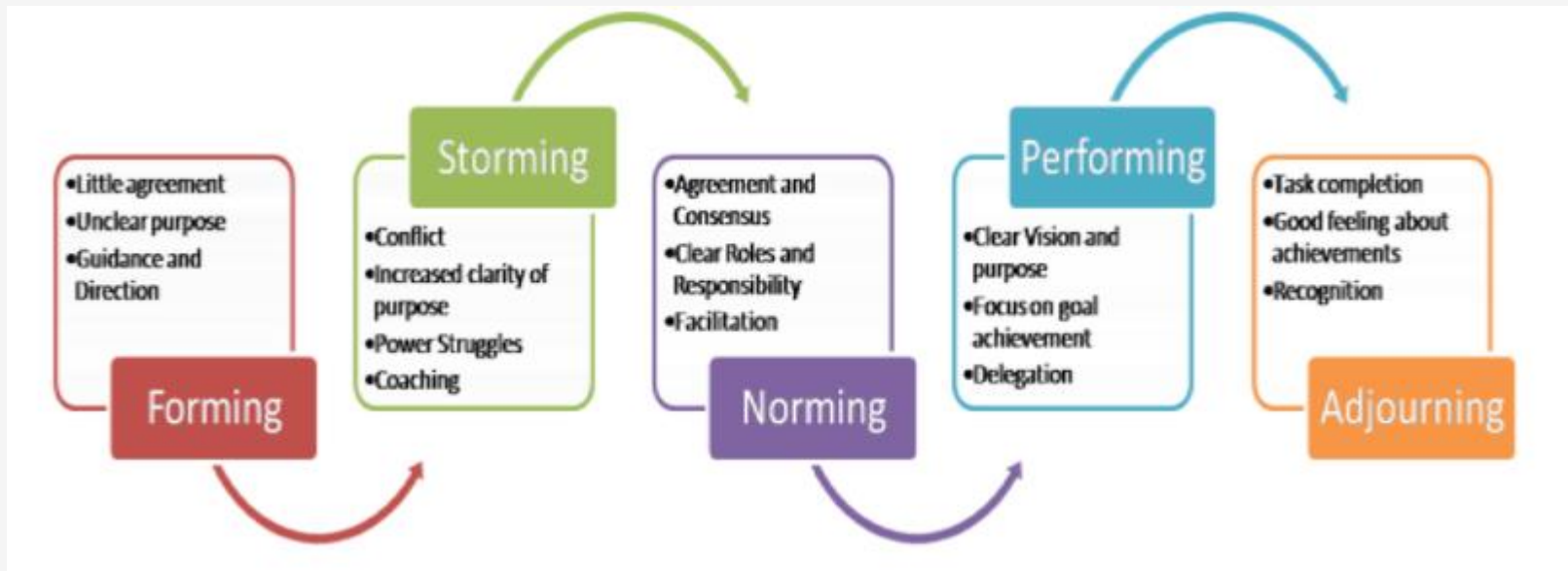
**5 The Maven Influencer**



# Forming, Storming, Norming, Performing and Adjourning

---

- Developed by psychologist Bruce Tuckman in 1977, came up with the memorable phrase "forming, storming, norming, performing and adjourning." It describes the path that teams follow on their way to high performance.



# Forming

---

In the beginning, when a new team forms, individuals will be unsure of the team's purpose, how they fit in, and whether they'll work well with one another. They may be anxious, curious, or excited to get going...

- This may take some time to develop, so patience is key!



# Storming

---

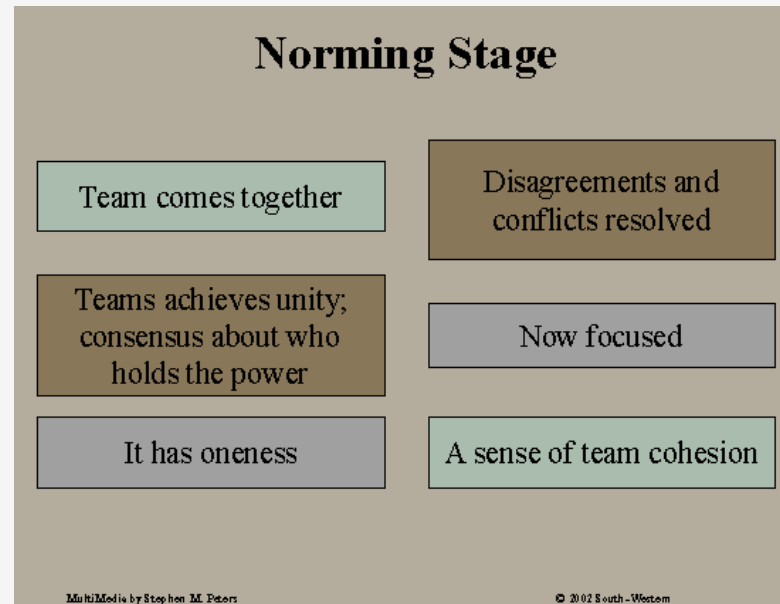
- In the storming stage, people start to push against the established boundaries.
- Conflict or friction can also arise between team members as their true characters – and their preferred ways of working – surface and clash with other people's.



# Norming

---

- Gradually, the team moves into this stage. People start to resolve their differences, appreciate one another's strengths.
- Now that they know one another better, your team members will feel more comfortable asking for help and offering constructive feedback. They'll share a stronger commitment to the team's goals, and they should make good progress toward it.





# Performing

---

- Now the team is in flow and performing to its full potential. With hard work and structured processes, the team is likely to achieve its goals efficiently.
- Roles on the team may have become more defined, with members taking on various roles and responsibilities as needed.
- Differences among members are appreciated and used to enhance the team's performance.



# Adjourning

---

- This is **the fifth, and final, stage of group development that occurs when a group wraps up its work and then dissolves.** At this time, it is important for members of the team to get appropriate closure as well as recognition for the work they accomplished.
- I have seen this process come about on short term team assignments and as a continual process for change as you meet targets from your strategic plan.
- It's a time to celebrate the wins and/or accomplishments you have had with the team!
- By no means does it mean the job as done, we will need to always be on the look out for improvements.



# Trust

---

- Trust: firm belief in the reliability, ability, or strength of someone or something.
- At the end of the journey and process you will find an increase in trust, building trust is vital in creating a high performing team.



# Network

---

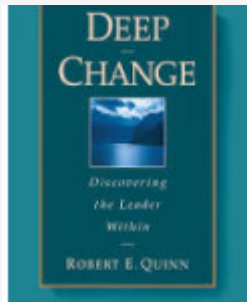
- Another item that is critical as you work towards the vision you have for your team, is that of remembering that you may not have all the answers and that's ok.
- Therefore having a strong group of trusted colleagues is important. Reach out to them pick their brains
- Conferences are always great, ask if a list of contacts is available to share
- If you do not have the network available at this time that is ok, seeking counsel with a trusted third party advisor or consulting service.
- Resources: such as books, articles, webinars



# Deep Change

---

In the book, *Deep Change* by Robert E. Quinn, he shares how, "each of us have the potential to change the world. Because the price of change is so high, we seldom take the on the challenge. Our fears blind us to the possibilities of excellence..." pg. 11



**1** Change is necessary

**2** Change will not be easy

**3** Keep focused on your vision!

# In Summary

---

- Once you have completed the process of building your team, you will notice high levels of trust and motivation, proactive attitude, open communication and knowledge sharing.
- Ensure you keep focused on your vision.
- Keep a growth mindset during the process
- Growth mindset: Individuals who believe their talents can be developed (through hard work, good strategies, and input from others).



# Video-high performing team

---



<https://www.youtube.com/watch?v=mCEob8Jyecw>

# Thank You All So Much!

---

## Contact information

- Erika Ramirez
- 909-448-4061
- [eramirez@laverne.edu](mailto:eramirez@laverne.edu)



Questions?

---



# References

---

[https://www.youtube.com/watch?v=d7yBKN\\_OrEU](https://www.youtube.com/watch?v=d7yBKN_OrEU)

[https://www.youtube.com/watch?v=DYu\\_bGbZiiQ](https://www.youtube.com/watch?v=DYu_bGbZiiQ)

<https://www.managementstudyguide.com/types-of-team-members-in-high-performance-team.htm>

<https://corporatefinanceinstitute.com/resources/knowledge/strategy/strategic-planning/>

<https://hbr.org/2016/01/what-having-a-growth-mindset-actually-means>