

ASSTEAD PERFORMANCE GROUP

High Performing Teams

The APG High Performing Teams Model

Ashtead Performance Group's High Performing Teams model can be applied to newly formed teams in order to develop them into high performing ones and it can be used to help existing teams reach their full potential.

It works on the principle that team effectiveness is achieved through the building up of trust across team members. Trust is achieved by building a strong team purpose and equipping the team to achieve its goals by establishing a robust set of processes and a team climate that supports experimentation and growth.

Research background

Recent research carried out by Verax International, (APG is one of a small group of companies globally awarded Verax International Associate status) has identified what outstanding performing teams do that differentiates them from the merely average. Criteria defining high performing teams in the research were:

- ▶ Significantly exceeded their commercial goals for three consecutive years or more
- ▶ Seen by others to be effective, cohesive, etc.

The research identified 8 key processes (4 task, 4 relationship) as critical to success. One characteristic of effective teams, not shared by others, was unanimous agreement among team members about the team's purpose, role and goals. They also universally enjoyed good relationships with other groups.

The eight processes are:

- ▶ *Vision and Goals*
- ▶ *Communications*
- ▶ *Performance Management*
- ▶ *Leadership*
- ▶ *Decision Making*
- ▶ *Team Climate*
- ▶ *Resource Management*
- ▶ *Relationships with other Teams*

This research led to the creation of the *Team Effectiveness Inventory* (TEI).

How the research is applied in the APG High Performing Teams model

Using the TEI survey, teams are measured and analysed to see how well they operate against the eight processes. Teams are benchmarked against thousands of other teams in the database in order to provide robust diagnostic information.

TEI high performing team analysis first gives the team precise information about what it is doing well and should not change, but more important specifies precisely what the team needs to do differently to perform even better.

The TEI analysis provides quantitative and qualitative information to enable the team to operate at its optimum, taking into account the purpose of the team, its role in the organisation, what it has to achieve within defined timescales.

The TEI reports show the level of consensus among team members about the team's purpose and goals, strengths and weaknesses. It also shows the effectiveness of team members, indicating how they can make an even more effective contribution.

APG High Performing Teams model

The APG High Performing Teams model is based on the need to establish a platform of trust throughout the team. Each stage is informed by the results from the TEI measure and the focus of attention is guided by what factors will impact most decisively on the team at that particular moment.

The initial stage of the model is to engage the team members and this is achieved by uniting the team behind a purpose. The purpose needs to be clear, complete and mutual. It has to be compelling and meaningful. The team needs to feel that the sacrifices they will make are worth the effort.

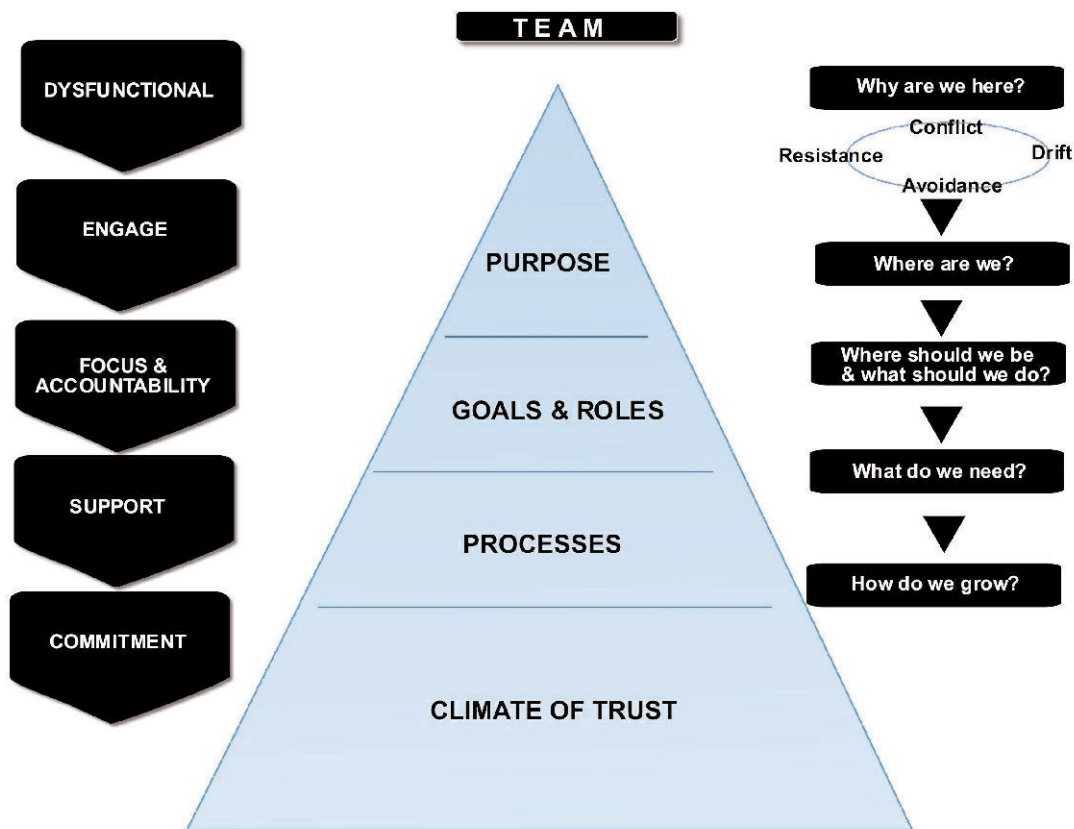
Building on the purpose, the team then establishes its specific goals and team member roles. Establishing clear goals and milestones ensures that the team has a strong direction. Defining specific team member roles gives individuals a focus and begins to establish accountability within the team.

Stage three involves building effective team processes to ensure that the team is equipped to get the tasks done. This stage provides the tangible support, resources, and the way of doing things to deliver high performance.

The final stage is crucial because it focuses on building sustainable commitment from each team member. This stage is all about creating the team's climate of trust. In this stage, the team members unpack the team's core values and behaviours and agree on how they are going to work together, treat each other etc. in order to sustain a sense of trust and commitment to the cause.

If you find the high performing teams process and TEI measure of interest and would like further information, please contact Simon Alldrige on 01372 275444 or email simon@asbteadgroup.org

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