

Team Performance Project

The Team Performance Project aims to explore quantitative links between team performance & a range of non-technical team characteristics widely linked to high achievement. Clear, predictive links to performance will provide a sound, measurable focus for investment when supporting & developing the performance of teams.

The survey & why it is different

The survey that underpins the project is based on many sources – including high-profile as well as less well-known research – & is backed by considerable experience consulting to high-performing teams. It combines the realities of working situations with social research, psychology & observation.

The contents of the survey differ from many contemporary approaches on a number of counts.

- **External focus.** Internal team dynamics & psychology are dominant threads underlying much team assessment & development. The TPP takes these into account while placing more-than-usual emphasis on the way the team handles itself externally. This follows from the recognition that team output happens as much from the way team members interact with external bodies (customers, clients, interested & influential bodies) as it does from well-balanced, internal working. The survey also polls the views of some external stakeholders as well as team members.
- **Future focus.** In a complex environment teams need to be ready to learn & adapt, sometimes on a continuous basis, as well as anticipate emerging patterns. The survey aims to explore this.
- **Collective mindset.** This general category can hold the key to team success. It is echoed in recent studies conducted by global consultancies into the impact of organisation culture.
- **Quantitative measures.** The higher the TPP survey scores, the more members - & stakeholders – believe the team displays characteristics of high performance. Quantitative assessment also means that the survey can be used to assess progress over time. It is not a neutral analysis.

Who is it for?

The TPP survey is relevant to any team working in a changing environment & charged with achieving measurable results; in general this means any team involved in executing strategy such as operational & business teams, sales & especially account relationship teams.

What the survey covers

Please see the next page for an outline summary.

What the TPP survey covers

The following 9 categories summarise the issues that are surfaced & assessed by the TPP survey.

High-performing teams share the following characteristics. They...

...have a CLEAR, COMPELLING DIRECTION

They are clear not only about the team's direction but also how they intend to get there. The way it is articulated has a 'head & heart' appeal & involves a broad consensus.

...EXECUTE EFFECTIVELY

They have an 'action focus' & each person has clear, individual goals. Members depend on each other & their actions line up with the team's overall direction of travel.

...ACTIVELY MANAGE OPERATIONS

'Operations' range from ensuring standards & ground rules are understood & performance is managed proactively to carrying out housekeeping effectively. High achieving teams are responsive; their members understand & evolve a common approach when working together.

...have the RIGHT PEOPLE with the RIGHT SKILLS

They have the right mix for the job in hand as well as for the future. High performing teams develop their own people & engage additional resource when needed.

...ENSURE ENGAGEMENT

From appropriate reward & recognition to setting the stage for personal fulfilment, high performing teams build-in ways of working that ensure motivation. Membership is clear & relatively stable.

...MAINTAIN QUALITY OF INTERACTIONS inside & outside the team

Communication is vital as is the right balance of leadership. Healthy competition is a feature, as is active support & coaching.

...UPHOLD VALUES, ATTITUDE & MINDSET

High performing teams naturally reinforce the values that underpin behaviour & take actions to maintain an appropriately strong culture. One consistent feature is a strong sense of accountability & ownership directed towards the team's achievements.

...have a CONSISTENT EXTERNAL FOCUS

They make sure to understand all strategically important contacts & their needs. Team members enjoy high quality interactions, something that is recognised by the contacts themselves.

...LEARN, ADAPT & ANTICIPATE

They learn from past events, & ensure that ideas & innovations are encouraged & considered.