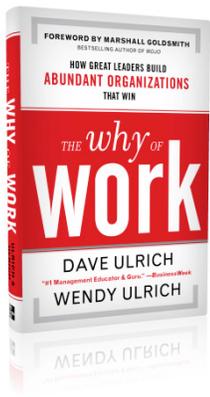


THE why OF
work
by DAVE & WENDY ULRICH



TOOL 5.2



High Performing Teams

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[5.2] HIGH PERFORMING TEAMS

Building High Performing Teams:

Are we focused? (Purpose)

Effective teams have an aspirational and energizing **Purpose**. They motivate and energize by focusing on why the task is important, rather than just detailing what the task entails. They ensure that the team purpose is not so high that it can't be achieved, and not so low that it won't be meaningful. They monitor tasks to make sure that the team is not stretch too thin, nor focused too narrowly.

Are we clear? (Governance)

Effective teams have clear **Governance** processes. This means that team members understand how the team will be run, including who leads the team, when they will meet, what will happen if expectations are not met, and what will happen if expectations are met. Each member of the team understands his or her role within the team and what is expected of him or her. Each is clear about what types of decisions need to be made and who can and should make them.

Are we strong? (Relationships)

Effective teams manage care and conflict through strong **Relationships**. This means that team members care about each other's success. They engage in formal and informal social activities to strengthen the team so that when problems arise, team members feel confident going to other team members for help. Having strong relationships also means that team members have processes and methods for dealing with conflict when it arises.

Are we smart? (Learning)

Effective teams assess, reflect, and **Learn**. They institute formal learning processes like holding key learning meetings at the end of projects. They are not afraid of experimentation and create a culture that focuses on learning from failures rather than punishing those involved. They seek new knowledge and skills by attending needed training as a team. They explore books and articles and other resources both in and out of their organizations to find new approaches to persistent problems.

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