



# HIGH PERFORMANCE TEAMS

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None of us is smart as all of us – Ken Blanchard

**Teamwork** is the ability to work together towards a common vision. It is the fuel that allows common people to achieve uncommon results – Andrew Carnegie

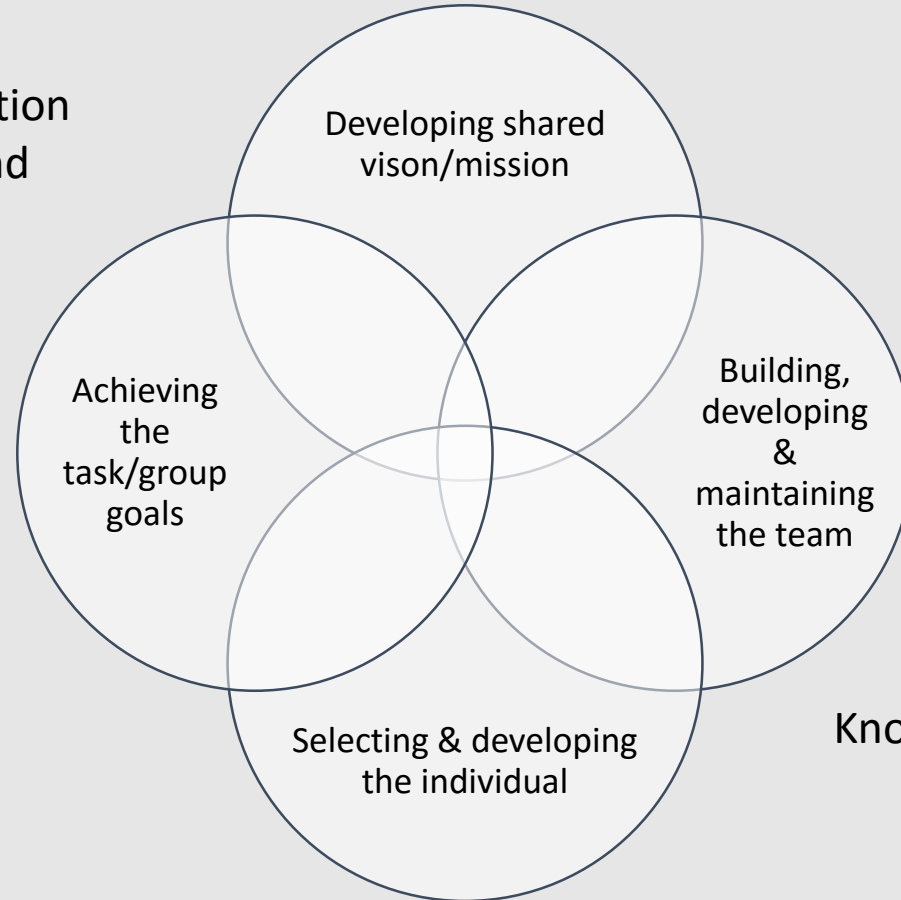
TEAM = working together everyone achieves more

# WHAT LEADS TO HIGH PERFORMANCE

- Leadership
  - Build team
  - Provide direction
  - Inspire common purpose/vision/mission
- Membership
  - Clear roles and expectation
- Methods of Working Together
  - On the same page – program and theoretical base; problem solving; decision-making; innovative thinking

# ROLES OF LEADERS

Inspire to a common purpose, provide direction by setting individual and group goals



Know your people

# MISSION

- What is our team's job?
- What organizational goals do we support?
- How do we add value?
- What would happen if we were not here?



# BELBIN'S TEAM ROLES

	Team Role	Strengths	Allowable Weaknesses
Action Oriented Roles	Shaper	Challenges team to improve Challenging, dynamic, thrives on pressure. Has the drive & courage to overcome obstacles.	they're argumentative, & that they may offend people's feelings. Prone to provocation.
	Implementer	Puts ideas into action	may be inflexible & can be somewhat resistant to change.
	Completer/Finisher	Ensures thorough, timely completion	may worry unnecessarily, & may find it hard to delegate.
People Oriented Roles	Coordinator	Acts as chairperson, Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	they may delegate away too much personal responsibility, & may tend to be manipulative, Offloads own share of the work.
	Team worker	Encourages outside cooperation	tendency to be indecisive, & to maintain uncommitted positions during discussions & decision-making
	Resource investigator	Explores outside opportunities, Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	may lose enthusiasm quickly, & are often overly optimistic,
Cerebral Roles	Plant	Presents new ideas & approaches, Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	they can be impractical at times. They may also be poor communicators & can tend to ignore given parameters & constraints, ignore incidentals
	Monitor evaluator	Analyzes the option	are often perceived as detached or unemotional. Sometimes they are poor motivators who react to events rather than instigating them
Source Belbin, 2011	Specialist	Provides specialized skills	This may limit their contribution, and lead to a preoccupation with technicalities at the expense of the

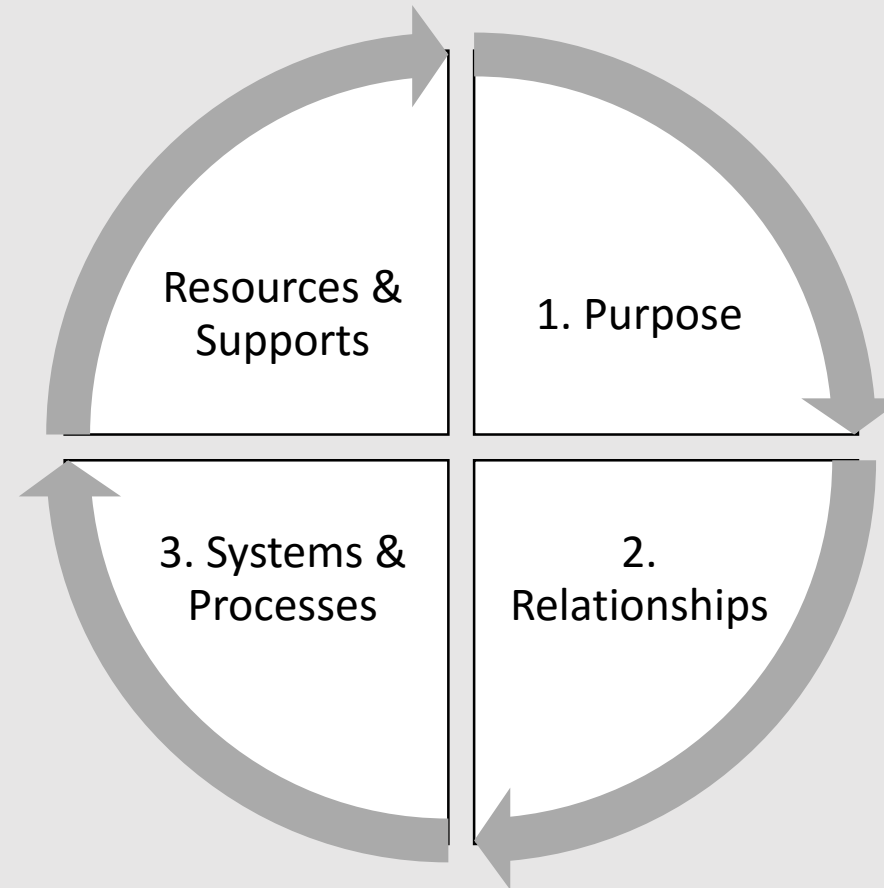
# TEAM ASSESSMENT

## Do you have what you need to get the job done?

- Skills & knowledge
- Information
- Tools & equipment
- Feedback
- Empowered

## How do you use & organize your resources?

- Workload & efficiency
- Planning & monitoring
- Processes & procedures
- New ideas & improvement



## Are you all headed in the same direction?

- Vision & goals
- Roles & responsibilities
- Objectives & performance
- Commitment

## How do you work together?

- Open communication
- Teamwork & accountability
- Recognition for contribution
- Positive inter-team relationships

# ELEMENTS OF HIGH PERFORMANCE TEAMS

- Defined Goals
- Committed Actions
- True Transparency
- Frequent Feedback
- Unabashed Accountability
- Celebrated Success



# EMOTIONAL INTELLIGENCE

- The term emotional intelligence was introduced in a 1990 article by Peter Salovey and John D. Mayer.
  - They described emotional intelligence as a set of skills that involve the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and action
  - “leading effectively is less about mastering situations-or even mastering social skill sets, than about developing a genuine interest in and talent for fostering positive feelings in the people whose cooperation and support you need
- Daniel Goleman built on their work in the 1990s & in 2002 produced the classic EI framework.
  - “The capacity for recognizing our own feelings and those of others, for motivating ourselves, for managing emotions well in ourselves and in our relationships.”

- EQ is about Self-Mastery,
- SQ is about your ability to lead and inspire other people through your ability to influence, empathize and care

# EMOTIONAL & SOCIAL INTELLIGENCE

EI Skill	Definition	Hallmarks
<b>Self-awareness</b>	<ul style="list-style-type: none"> <li>Ability to recognize &amp; understand your moods, emotions &amp; drives, as well as their effects on others</li> </ul>	<ul style="list-style-type: none"> <li>Self-confidence</li> <li>Realistic self-assessment</li> <li>Self-depreciation sense of humor</li> <li>Thirst for constructive criticism</li> </ul>
<b>Self-regulation</b>	<ul style="list-style-type: none"> <li>Ability to control and redirect disruptive impulses &amp; moods</li> <li>Propensity to suspend judgment – to think/reflect before acting</li> </ul>	<ul style="list-style-type: none"> <li>Trustworthiness</li> <li>Integrity</li> <li>Comfort with ambiguity &amp; change</li> </ul>
<b>Motivation</b>	<ul style="list-style-type: none"> <li>Passion for work for reasons that go beyond money and status</li> </ul>	<ul style="list-style-type: none"> <li>Strong desire to achieve</li> <li>Passion for the work &amp; new challenges</li> <li>Optimism in the face of challenges even failure</li> <li>Organizational commitment</li> <li>Unflagging energy to improve</li> </ul>
<b>Empathy</b>	<ul style="list-style-type: none"> <li>Ability to understand the emotional makeup of others</li> <li>Skill in treating people according to their emotional reactions</li> </ul>	<ul style="list-style-type: none"> <li>Expertise in building &amp; retaining talent</li> <li>Ability to develop others</li> <li>Sensitivity to cross-cultural differences</li> <li>Service to clients &amp; customers</li> </ul>
<b>Social Skill</b>	<ul style="list-style-type: none"> <li>Proficiency in managing relationships &amp; building networks</li> <li>Ability to find common ground &amp; build rapport</li> </ul>	<ul style="list-style-type: none"> <li>Effectiveness in leading change</li> <li>Persuasiveness</li> <li>Expertise in building &amp; leading teams</li> </ul>

# The Twenty EQ Competencies

## Self-Awareness

- Emotional Self-Awareness
- Accurate Self-Assessment
- Self-Confidence

## Social Awareness

- Empathy
- Organizational Awareness
- Service Orientation

## Self-Management

- Emotional Self-Control
- Transparency
- Optimism
- Adaptability
- Achievement Orientation
- Initiative

## Relationship Management

- Developing Others
- Inspirational Leadership
- Influence
- Change Catalyst
- Conflict Management
- Teamwork & Collaboration



# EMOTIONAL & SOCIAL INTELLIGENCE

	What I see	What I Do
Personal Competence	<b>Self Awareness</b> Understanding Yourself	<b>Self Management</b> Managing Yourself
Social Competence	<b>Social Awareness</b> Understanding Other People	<b>Relationship Management</b> Managing Intercommunications

# SIX FREQUENT EI-RELATED COMPETENCIES NECESSARY FOR LEADERSHIP SUCCESS

- Results Orientation
- Customer Impact
- Collaboration & Influencing
- Developing Organizational Capability
- Team Leadership
- Change Leadership

# RELATIONAL INTELLIGENCE

The ability to learn, understand, and comprehend knowledge as it relates to interpersonal dynamics. A hybrid of social skills and relational health.

Being smart about how we love and influence others, intelligent in how we engage our relationships.

# ETHNOCENTRIC INTELLIGENCE

- Awareness of Cultural Relativity and the ability to effectively communicate the intended message despite differences in cultural standards....



# THE SKILLS LEADERS NEED AT EVERY LEVEL

## WHAT LEADERSHIP SKILLS DO YOU NEED MOST?

These competencies were voted the most important for all management positions.



# DO YOU REALLY NEED TO SCHEDULE A MEETING?

