



High Performance Teams

When $1 + 1 = 3$

Leigh Coutie PMP MPD

Agenda

- High Performing Teams
- Why do we want them?
- Attributes
- Developing the Team
- Case Study
- Why not?

High Performance Teams (HPT)

- Fully Automated High Rise Warehouse – 1984 – Petrochemical Industry
- Genesis Project – 1999 – Insurance (SOE Rollout)
- Middleware Implementation – 2000 to 2002 – Banking and Finance
- Insourcing Project – 2003 to 2005 – Insurance
- Middleware Implementation – 2006 – Retail
- Data Centre relocation – 2008 – Health

- Sport – 1989 – D Grade Squash
- Sport – 2008 – Women's 4 x 200 freestyle relay
- Sport – 2008 – AFL - Geelong

Why Do We Want a High Performance Team (HPT)?

- Project environment – newly formed team
- Unfamiliar people – or in new roles
- Diverse backgrounds and skills
- Task oriented situation
- Effective outcomes required quickly
- Efficiency through teamwork

HPT Attributes

- Team members must have the right attitude (EQ) and complimentary abilities (IQ)
- Common and clear alignment (purpose, goals and approach) within the team
- Small number of key team members
- Good leadership from all team members (behaviour)
- External and internal trust – accountable (behaviour)
- Tight deadlines or requirements
- Probably enjoyable and fun – definitely memorable

Development of a HPT

- Attitude – the right people from the start
- Complimentary abilities (Team Management Profiles)
– use team development techniques
- Alignment and clear and common understanding of objectives
- Difficult or tight deadlines or objectives
- Small team (key members 5 to 10 max.)
- Good leadership and maturity
- TRUST – internal and external
- Enjoyable environment – FUN?

Case Study - Genesis

- Challenge – 3 months to rollout network upgrade Australia wide (50+ sites, 2000+ users) – data cabling to site; new router; upgrade servers; upgrade hubs; upgrade desktops; rewire office with CAT5 cabling
- Aligned objectives, approach and goals & team building – offsite session with project managers from 5 partners agreed on single site format and program format & COMMITTED TO PROJECT
- Right attitude – all committed to assist and positive in approach
- Trust – Commitment to project meant each team was committed to positive outcomes and assisted other team with issues
- Small Numbers - Only Project Managers and key people (around 10) made up the core team
- Good Leadership from all members – Senior Project Managers able to leave their egos out and contributed positively
- Complementary skills – each team had the right skills for their tasks

Why don't we have a HPT?

1. Traditional incentive systems reward hard results – time, cost, etc. so it is easy to focus on these items
2. Project Managers are usually “drivers” and not “influencers”.
3. Trust is really important – internal and external
4. The objectives and goals are not difficult enough
5. One or more leaders want to be dominant
6. Not everyone has the right attitude – want their team/themselves to win or be successful without regard for the overall team
7. Too many people on the team
8. Skills not meeting the team and project requirements
9. Team building not done – there is a need to establish trust
10. No respect for other team members
11. External pressure to deliver without trusting team
12. Micro management from outside team

Summary

1. Attitude (with capability) – Leave your Ego at the door
2. Alignment (goals, approach, purpose)
3. Trust and Respect
4. Shared Leadership
5. Team Building & Fun

Further Information

Leigh Coutie MPD PMP

e: leigh@ingenuity.com.au

im: +61 408 557728

lm: 0408 557728