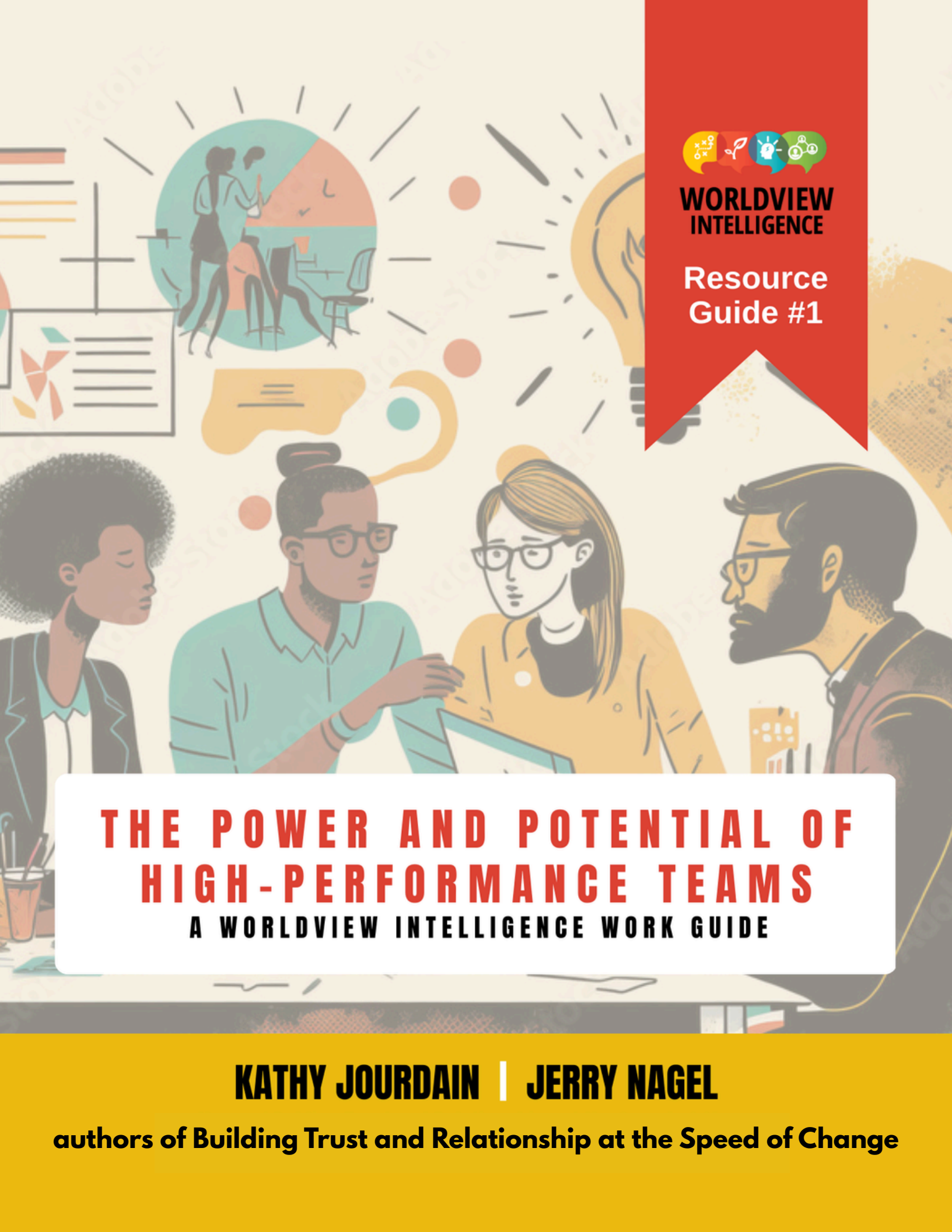




**WORLDVIEW
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**Resource
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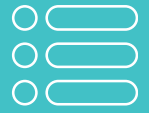
THE POWER AND POTENTIAL OF HIGH-PERFORMANCE TEAMS

A WORLDVIEW INTELLIGENCE WORK GUIDE

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> Conditions for High-Performance Teams Success

Where will people choose to work now and in the future?

The answer is, in organizations where:

- They can actively and meaningfully contribute to the organization's mandate and work.
- Leaders listen, engage, collaborate and put a priority on building trust and relationship, creating welcoming and inclusive environments, even as internal or external conditions continually evolve and change.
- They feel valued, appreciated, understood and respected.
- There is Psychological Safety, which means people can take chances without fear of being embarrassed, marginalized, or punished in some way, including when questioning the status quo.

These are the characteristics of High-Performance or Healthy Teams and Workplace Cultures. People thrive in these conditions. They have greater resilience. Customers are happier and more loyal. Collaboration and partnerships flourish. The organization achieves more of its objectives and performs better on all its indicators.



This kind of culture requires dedicated, intentional, and persistent effort, along with an organization-wide strategy that creates shared language and concepts that align people, processes, and structures. It requires a solid foundation from which everything else, all other initiatives and programs, can take root and grow. As we wrote in Building Trust and Relationship at the Speed of Change, this is a marathon, not a sprint, which is why a long-term strategy and commitment are essential.

What does it take to create a healthy, thriving team culture? While there are many avenues to accomplish this goal, the Worldview Intelligence High-Performance Teams Model provides insights, strategies, and action steps to achieve this, grow a welcoming and inclusive culture, and build trust and relationship. When relationships are strong and healthy, when learning together leads to creativity and innovation, work flows, more diverse ideas are generated, better decisions are made, and all of this is sustainable over time.



Everyone in an organization or a team brings different worldviews to work. When we are equipped to recognize one another's worldviews, we understand each other better and can collaborate more effectively. A collaborative workplace leads to better business outcomes and allows your team or organization to wow your customers.

For this to happen, an understanding of what collaboration means, what leadership is called for when, and an ability to understand and foster the dynamic conditions that enable agile responses are needed. All of which is covered in this resource.

This resource for healthy, high-performing teams touches on:

- The life cycle of teams.
- The three components of High-Performance Teams and the intersections between them, what each brings and why each is essential to a results-oriented, relational culture.
- The myths of collaborative leadership and shared leadership, and why it is important to illuminate these.
- The importance of clarity of decision-making in teams.
- How Worldview Intelligence skills and knowledge form a foundation that builds and supports High-Performance Teams and a Healthy Workplace Culture.

This guide contains two assessments that you can use to reflect on your team's performance – on your own or with your team. The first is The Six Dimensions Team Worldview Exploration, which invites reflection on each component of the High-Performance Teams Model through the lenses of each Dimension. The second is a checklist of things that contribute to healthy, high-performing teams. Both assessments invite you to identify current and desired states and to plan to bridge the gap between them. Except for teams that are in deep trouble, you will likely discover you perform well on some or many of the items in the assessments, which will enable you to focus your improvement efforts.

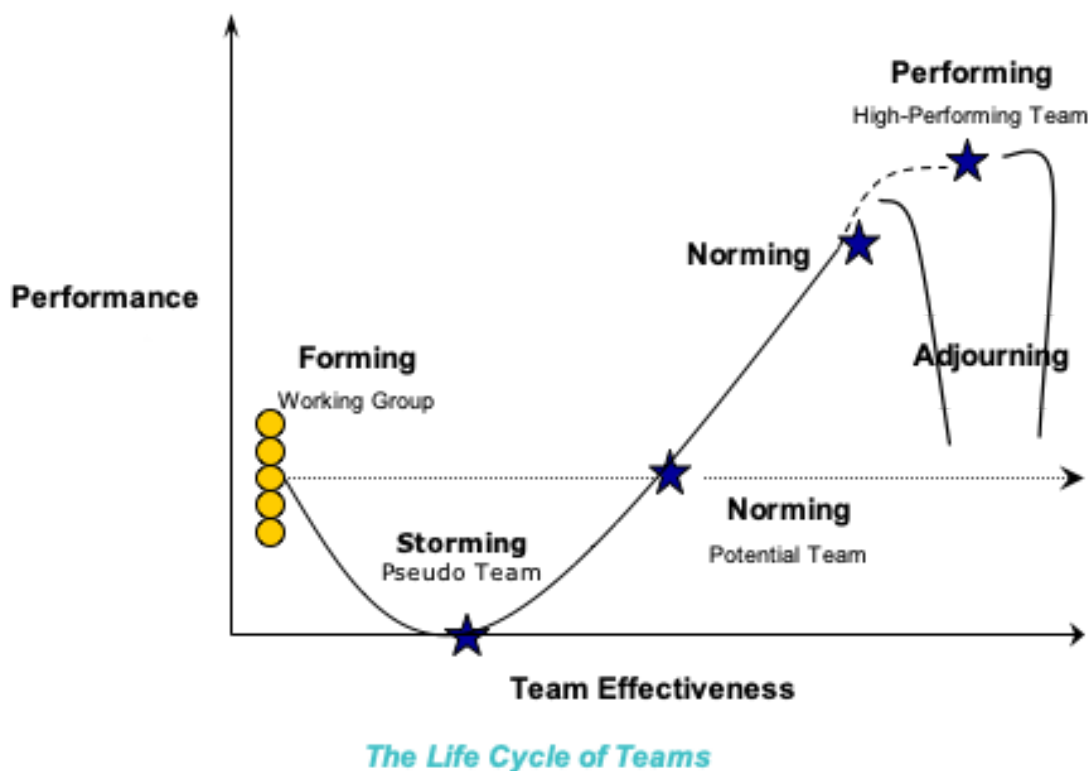
Using the resources and strategies offered in this guide and taking the time to assess where your team is will give you a competitive advantage when it comes to retaining and recruiting top talent in today's world.



> The Life-Cycle of Teams

In the beginning, a team is not a team at all; it is a group of people brought together for a purpose. They only become a team with effort and intention, and not every group is or becomes one. This graphic examines the typical life cycle of teams and their performance over time, compared with team effectiveness.

Teams can deliver results at any stage of the team life cycle – even during the storming stage – and they deliver better results the more they become an actual team. Teams can norm in any kind of relationship dynamics, including dysfunctional dynamics. Norming well means paying attention to all the components of a team described in the next section: work, learning and relationship – the intersecting points between the components.



Each stage of the life cycle of teams is described below, noting typical behaviors and the role that team leaders can play at each stage to best support teams and team members.

Forming

Forming is the first stage of the team life cycle when potential new team members initially come together. At this stage, they are a group. Some may bring pre-existing relationships into the group, but the group as a whole has not yet established the relationships that make it a team. To note, there are some groups brought together for specific tasks or roles that may never need to become an actual team and they will still deliver results. This could be people who are not working together regularly or who are only connected through a chain of tasks or action steps.

For groups where becoming a team is advantageous to the task or work, at the forming stage, knowledge of the task, project, or work is likely minimal. Team members may have only had an introduction to what they are meant to do. Role clarity might be missing without the experience of sorting out who does what and who is responsible for what.

People are often polite and friendly with each other as the team forms, even superficially, and may be deferential to others in the group, particularly the team lead. Conversation is often light. People are likely curious, and most are ready to acquire new knowledge and skills specific to the task or project at hand.



The leadership role at this point is more directive, telling people what the next steps will be and creating the conditions that build trust and relationship within the team. This can include relationship-building activities and conversations. As we often say, the shortest distance between two people – or team members – is a story. Stories of best experiences in a team, experiences related to the task, and hopes and dreams for participating in the team can be invited. And, a very real way to build team cohesion is to get the team right to work on team objectives, goals, outcomes and roles.

A discussion about any new or emergent external factors or technologies in the early stage of team formation can make a difference. For example, a conversation about the use of AI within the team and the project is helpful in several ways. It invites transparency and learning around AI adoption and use and it provides clarity on the terms and conditions for AI use. Worldview Intelligence has a few free resources available at WorldviewPrograms.com related to AI including: The Human Side of AI Adoption: What Leaders Across All Sectors Revealed to Us about How They are Handling AI Adoption and Workplace Culture and AI Adoption: What to Know which, includes references to acceptable usage, risk frameworks and governance policies.

Storming

In the storming stage of the team life cycle, relationships are beginning to develop, although knowledge of the work of the team and clarity of roles may still be weak. This can lead to confusion, frustration, and differences of opinion. Sometimes during the storming stage, disputes emerge and cliques form. There can be competitiveness and combativeness amongst team members who are no longer superficially polite as they begin to reveal different aspects of themselves, including their ambitions, motivators, communication styles, or task preferences.

There can be a number of different, and even opposing, behaviors that show up at this stage of the team life cycle, including risk aversion, resistance, dissatisfaction, vying for key roles, and frustration with people and processes. Dealing with these dynamics tends to reduce performance, because it requires time and attention to address them.

This is all great energy to harness for team performance and relationship building. Team leadership primarily involves coaching team members and the team as a whole. Leaders work with the team to establish role clarity, navigate disruptions, define principles for working together, and introduce language and concepts, such as those offered by Worldview Intelligence and the Six Dimensions Framework, to support those conversations.

Disruption is a normal part of team functioning during the storming stage, but disruptive behaviors are generally not healthy for team cohesion. When team members learn they can work through storming constructively, including how to address disruptive behaviors, it establishes confidence in the team's ability to handle differences of opinion and invites the animated conversations essential to creativity, innovation and better decision-making.



Groups formed for specific tasks that do not cohere as a team may not experience a storming stage, and they are likely to shallower relationships.

Norming

In the norming stage of the team life cycle, team performance is becoming more efficient and consistent. Members have gained an understanding of their tasks and the project, as well as how to work with each other. The team becomes more cohesive as knowledge and clarity grow. Personal and task relationships become known within the team, and a more social atmosphere may prevail. Team members can disagree openly and create and collaborate with each other. Progress on goals and objectives is apparent.

Team member behaviors feed cohesion and rapport. There is mutual support, trust, and harmony within the team. The team leader's role is now much more facilitative. They will want to ensure that a healthy team culture continues to be fostered and supported.

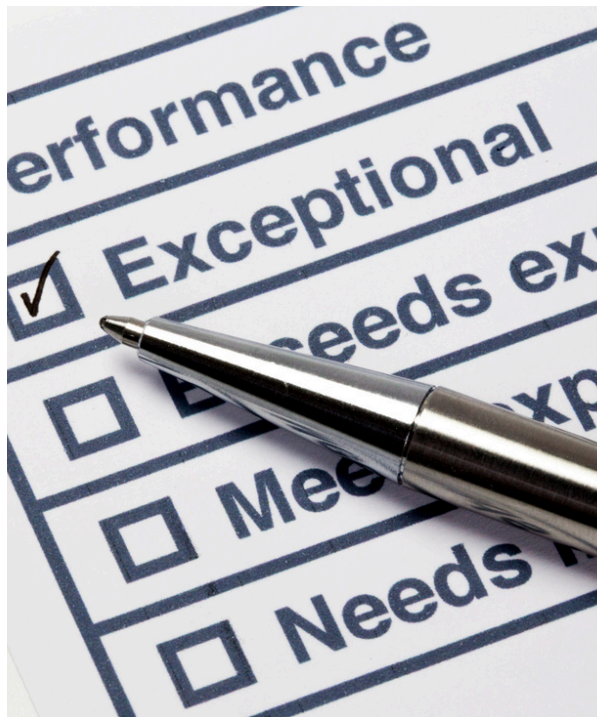


You will note that the graphic shows norming appearing twice, indicating that it can occur in almost any dynamic or at any level of team effectiveness. It happens that some teams norm in a dysfunctional way, which is not conducive to healthy relationships or efficiency. You may also notice there is a drop-off curve after the second norming, as not every team becomes a High-Performance Team.

Performing

As already mentioned, not every team will reach this level of performance, nor do they necessarily need to in order to deliver results, as is apparent by now. At this stage of the team life cycle, performance peaks due to team efficiency and cohesion; the team has learned how to work together for optimum performance. Synergy exists. Tasks are easily executed. Milestones are reached. There are a few errors within the team as trust is high, leadership and responsibility are shared. There is no blame for errors, mistakes or presumed failures; they constitute a learning experience and environment for the team.

Team members trust each other to carry their own weight and to make decisions within their areas of responsibility. They will know what they can do on their own and what they need to bring to the team for input, shared decision-making or approval.



Motivation is high, and team synergy is strong. High-Performance Teams focus on results, solutions, tools, and productivity while maintaining healthy, constructive relationships. The team learns together about the work they are in and how their relationships work. When team members are asked about their experiences, they are just as likely to talk about how it feels to be part of such a team as to talk about the work they did.

The role of the official team leader is often to step back and let high-performing teams do their jobs, providing support as needed. This could include accessing needed resources, championing the team or its members, or providing coaching or mentoring when helpful.

Adjourning

The adjourning stage of the team life cycle is rarely discussed. Not all teams adjourn. Some are ongoing teams, like an executive team or a departmental team. However, if it is a project team, this is when the project is completed, or nears completion, and the team wraps up its operations.

As team members turn their attention to what's next, performance can decline slightly, even as they are excited about project completion and their accomplishments. There can be some sadness as the team prepares to disperse. Some team members may have already left for the next project.

At this point, it is helpful to assess the team's accomplishments and provide positive reinforcement for all that has been achieved. Also – celebrate! Sometimes the team disperses before people remember that a celebration is warranted. Recognize individual team member accomplishments, too, and ensure people know how much they and their efforts are appreciated.



Team members can experience post-project letdown. It is a normal reaction to endings, especially if the team has been high-performing. The role of the team leader, beyond celebration, recognition and acknowledgement, could be to ensure team members are well placed in new roles.

Ongoing Teams

Not all teams are formed around specific projects. Some teams are ongoing and establish a team culture. This can include teams within departments and senior leadership teams in an organization.

There are a few things to remember and consider with ongoing teams. How does the team deal with conflict? How healthy are the relationships? Does the team take time to learn together?

In the next section, we explain why addressing these questions is important for healthy, cohesive teams. When relationships are not healthy on a team, it undermines the ability to deliver results, regardless of the team's nature. Senior leadership teams that are not aligned have a detrimental impact throughout the organization, as people sense conflicts and may align with the views of the person responsible for their department or functional area. This is often when we are asked to bring our Worldview Intelligence approach to rebuilding trust and relationship.

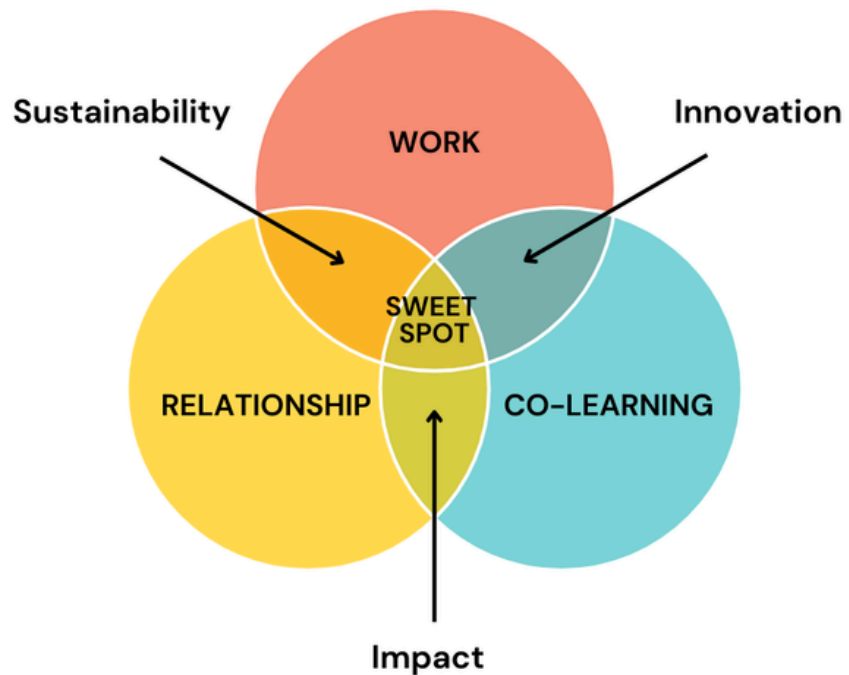


One more note. No matter where a team is in the life cycle, if new members join, it is entirely possible that the whole team goes back to the forming stage. Particular attention paid to relationships and how to bring new team members in, and whether new tensions or conflicts are introduced, can ensure the team re-forms rapidly, and new team members are welcomed in for the skills, knowledge and value they bring to the team. Having an onboarding process in place that speaks to the team's values or principles and assigns a "buddy" to the new team members can make a big difference.



> Healthy, High-Performance Teams

High-Performance Team Model



Healthy, High-Performing Teams are highly valued and often difficult to cultivate. And, to be clear, as mentioned above, not every team needs to be a High-Performance Team to deliver results. However, forward-thinking, innovative organizations interested in attracting and retaining highly motivated employees encourage and support High-Performance Teams and the leadership and relationships that grow and sustain them, as a competitive advantage. Many leaders and organizations have identified this as a key factor in retention and in recruitment.

In its well-known Aristotle Project[1] studying High-Performing Teams, Google discovered that the most successful teams provided opportunities for all members to have a voice or make contributions and that these teams had higher levels of social sensitivity than other teams that did not perform as well. This contributes to a culture of psychological safety.

Our model for cultivating high performance in teams has three components – work, (co-) learning, and relationship. At the intersection of these three components is the sweet spot of healthy, high-performing teams. These teams have mastered applying learning concepts in practice, fostering greater creativity and innovation. They can sustain results or impact over time thanks to effective relationship skills.

Success comes from an appropriate emphasis on each component of team development and performance. In healthy, high-performing teams, members seamlessly adjust the emphasis on each of these aspects in response to changing circumstances, never ignoring any of them for long. Tuning in to what is needed most at any given time and stepping outside the pressures of time when needed means these teams are dynamic, responsive, flexible, and impactful.

In healthy, high-performing teams, leadership and responsibility are shared based on what each member brings to the team, including work-related knowledge, skills or abilities and the relational skills that support team member connection. We note the importance of taking care around the concept and practice of shared or collaborative leadership, even as we advocate for it. This is addressed in a later section on the Myths of Collaborative Leadership.

In this section, each component of the High-Performance Teams Model and its intersection points are examined in some detail, highlighting how Worldview Intelligence can be impactful through the many benefits it brings to healthy, high-performing teams and their work.



Work

Work is the most obvious component. It has always been and will always be the focus of organizations and teams. It is key to accomplishing the Mission. There are tasks that need doing, either in the moment, on a regular basis or on a timeline populated with action steps. The work is never going away. Ultimately, high-performing teams are tasked with getting things done and producing results.

In the last few decades, organizational leaders and managers have focused on work, often at the expense of everything else. When budgets are cut, conferences, workshops, and other learning programs are typically the first to go. Activities that build relationships among co-workers, across teams, or within departments become almost nonexistent. This was even more challenging during the coronavirus pandemic, when many companies resorted to more virtual environments and/or followed public health guidelines on physical distancing.

Incidentally, we have spoken with leaders across sectors in all types of work environments – fully on-site, fully remote, hybrid and flexible. They identified ways to build trust and relationship, with intentionality, no matter the environment – which includes fully remote. The recommendations and strategies that emerged from those conversations are in our report, freely available at WorldviewPrograms.com: The New Geography of Work: Culture, Trust and Connection in Every Type of Work Environment.



A commonly heard phrase is, “You don’t have to like someone, you just have to work with them.” Yet, if you have worked on teams where people enjoyed each other, valued and respected each other and the various viewpoints, you know that the flow of work is easier, more enjoyable and more generative. People who have to work together but don’t get along use a lot of time and energy avoiding each other, disagreeing, and often not cooperating well, to the detriment of work goals or outcomes. This takes time and energy, and not just from those directly involved. It can affect everyone around them. Everyone benefits from strong relationships and high trust. Everyone and the work are impacted when it is not.

Using the Worldview Intelligence approach to focus attention and directly fuel the team's creativity and energy impacts the work. The work flows more efficiently and effectively, knowing:

- Trust is in place.
- The team’s relationships have been attended to.
- The team's goals are clearly understood and shared.
- The specific roles of team members are clear.
- The importance of keeping what is being learned on the table is recognized.
- It matters how knowledge is approached and how information is used.

Then members of the team and the team as a whole have a sharper focus on the tasks they have been charged with and the outcomes they are aiming to achieve.



Work and Values

Other considerations affecting work include: Does the approach to the work align with the organization's values, and will the work's outcomes also align with the company's values? Are the practices used during the work aligned with company values? Are these practices attentive to learning, and are they relational?



Relationship

For sure, the project plan is essential to successful outcomes, but even the best plans break down when communication is poor and relationships are strained. The Project Management Institute (PMI) says this is the number 1 cause of project failure. This is one reason why the Worldview Intelligence High-Performance Teams Model identifies relationship as a key component.

Sustainability of high performance and desired outcomes is supported through relationships. High-Performing Team members are vested in each other's success. They have a high degree of trust, shared commitment and a sense of belonging and inclusion. The degree of psychological safety in these teams supports innovation, creativity, and connection, all of which are solid outcomes of relationship practices.

Our book, *Building Trust and Relationship at the Speed of Change*, describes how to do this and offers a plan for using the Worldview Intelligence approach to build trust and relationship skills that increase an organization's ability to:

- Find connections through a genuine interest in others.
- Cultivate belonging and long-term, productive relationships.
- Be inclusive and collaborative.
- Engage value-added exchanges.
- Create environments that are generative and responsive to emergence.

In this section of the resource guide, we offer a few more ideas and strategies that you can use to build relationship and trust in your team or department.

Stories and Points of Connection



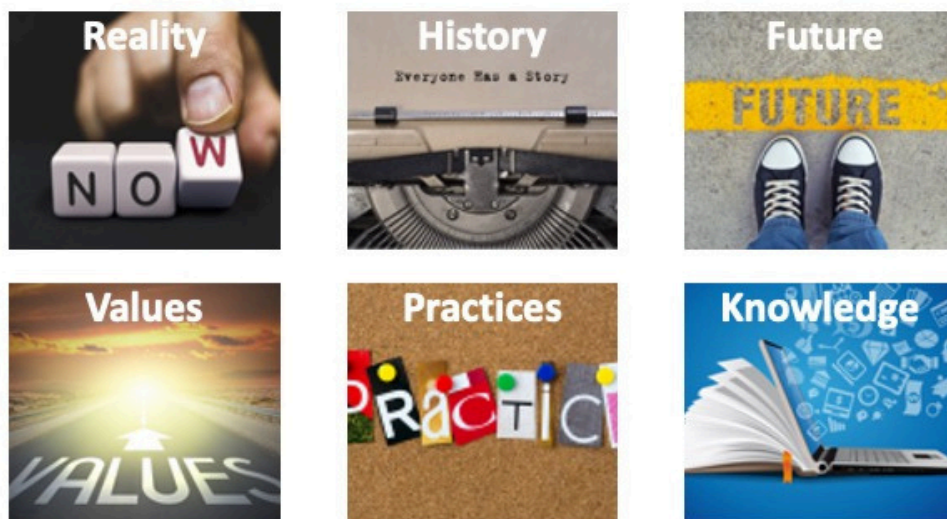
The shortest distance between two people is a story.

Psychological and brain science research supports this. We think in stories, not in bullet points. Stories offer vivid imagery. They create points of connection and allow us to move beyond the assumptions we carry about another person, group, team or department we interact with.

Our brains want to simplify complex ideas or the complexity that makes us human. Because of this, the brain reverts very quickly to patterns and stereotypes, filling in gaps in information with blinders on: our worldviews at work. This sometimes serves to dehumanize another person or group, which means we bring less empathy and compassion to the relationship – or potential relationship. Learning more about what makes team members tick, what they are passionate about, how they process information, and where their challenges lie helps discern possible points of connection, access the strengths of each person on the team, and support each other in delivering results.

Using the Worldview Intelligence Six Dimensions to Make Connections

The Worldview Intelligence Six Dimensions Framework



Any of the Worldview Intelligence Six Dimensions can be used to make connections and to appreciate differences.

- What is your **reality** or **daily experience** at work or at home? What might be the daily experience of someone else on your team? How similar or dissimilar is it to your own? Does this influence the quality of the relationship you have and in what ways?

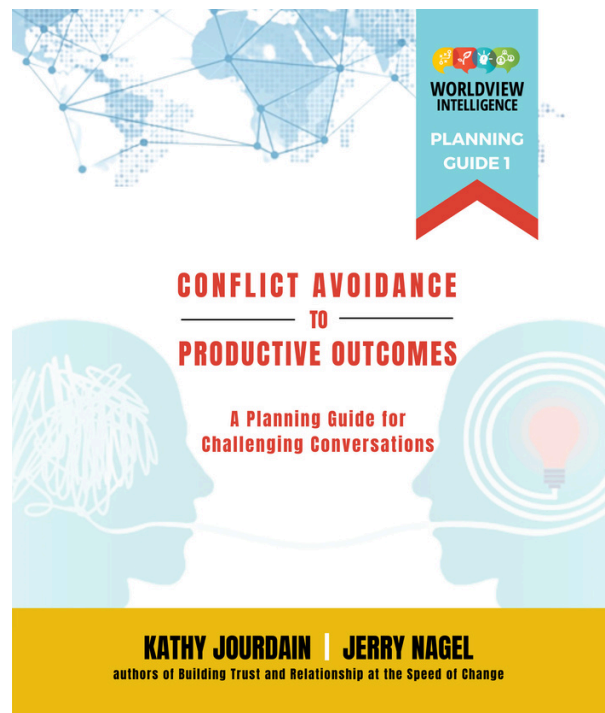
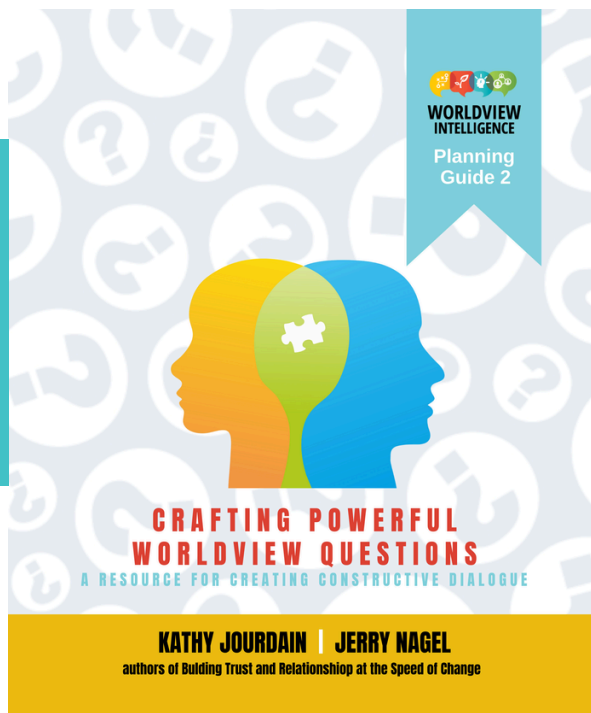
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- What has been your **career and personal history**? Your experience in your organization? With this particular team? How does this influence how you have come to see or experience this team, the goals, your assumptions about leadership or how the team should work together? How do you imagine the history of other team members in their careers, with the organization or team or in their personal lives, might affect their views or experience of working as a team or toward goals?
 - Are your team members aligned on the **future** you aim to achieve and on how to get there? Do team members know, and are they aligned with the future your organization is aiming for? How do you know? What conversations can you have within your team or department to support alignment?
 - Have you taken the time to discuss the **values or principles** that your team operates by? Do you know how these values translate into behaviors? Do you have a course of action for when team members or the team as a whole wander away from these values?
 - What are your **team practices**, or how do you get work done? Did you discuss or develop them as a team, or have you fallen into patterns of behavior and action, some of which can negatively impact performance? Do team practices support the team's growth and the pursuit of high performance? Do they cover all components of High-Performance Teams? Are there rewards for team performance in addition to individual performance? Do individual rewards detract from team effort or collaboration?
 - What **sources of knowledge** do your team or your team members draw on? There are best practices for project management, leading change and engaging stakeholders. Do you utilize them? The knowledge, wisdom, and experience of stakeholders or others affected by your project or your work can be just as important, and sometimes more important, than best practices. Do you have practices that draw out this wisdom and knowledge?



Contrary to conventional thinking, it doesn't take much time to make connections and build relationships. Shared laughter can contribute to a more enjoyable atmosphere, provided it is not at the expense of any one individual. A casual conversation, a good question, and curiosity can go a long way toward this. We have also written two Worldview Intelligence Planning Guides that are effective resources to use when looking to build connections and trust:

- Crafting Powerful Worldview Questions: A Resource for Creating Constructive Dialogue.
- Conflict Avoidance to Productive Outcomes: A Planning Guide For Challenging Conversations

Both Guides are available on our website at WorldviewPrograms.com. For each Guide, we offer an online course which might also be useful for you or your team.



Working with Conflict

Also, contrary to conventional thinking, conflict is not necessarily bad, especially when we are referring to the conflict of ideas. As healthy, high-performing teams work through the conflict of ideas, team members learn they can navigate other kinds of tension. They gain skills in addressing real or perceived conflicts and in welcoming people who bring different perspectives and ideas into a conversation. Team members are willing to accept these challenges, knowing they will test the strength of the ideas being offered and make them stronger. They begin to trust their ability to do so in healthy, constructive ways, and it strengthens their relationships.

Conflict can be a free-form discussion that results in the expression of ideas/concepts, if we separate the person from the problem and identify a closure or process for closure of the issue or item under discussion. We also refer to this as animated discussions.



(Co-) Learning

Learning in a team often means that some or all of the team's members, including the team leader, learn new skills, attend conferences or educational seminars, or share common reading lists. What is learned is then shared and put into practice in the work environment. This is where and how strong relationships help implement and sustain what is learned.



A one-time learning event or presentation may be informative, but turning information into results requires ongoing practice. Without practice or implementation, much of the learning is lost. Research on how we learn indicates that “within 20 minutes, you remember only 60% of what you just learned, and within 24 hours, you remember only 30%. But if you practice within 24 hours and then practice again later, you remember 80%. Practice at regular intervals, with intensity and deliberateness, is essential for long-term retention and building understanding. The very process of reviewing newly learned content, practicing new skills, or applying knowledge stimulates dendrite growth (in the brain), leading to greater intellectual capacity.” [2]

Learning might involve a teaching component to share new knowledge with the rest of the team. Learning also applies to a team's learning over time, including its work and relationships. Many teams do not take the time to make visible what they are learning about the work they are tasked with, how they are working together, and what past learnings might impact current work tasks. Taking time to do this regularly improves team performance.

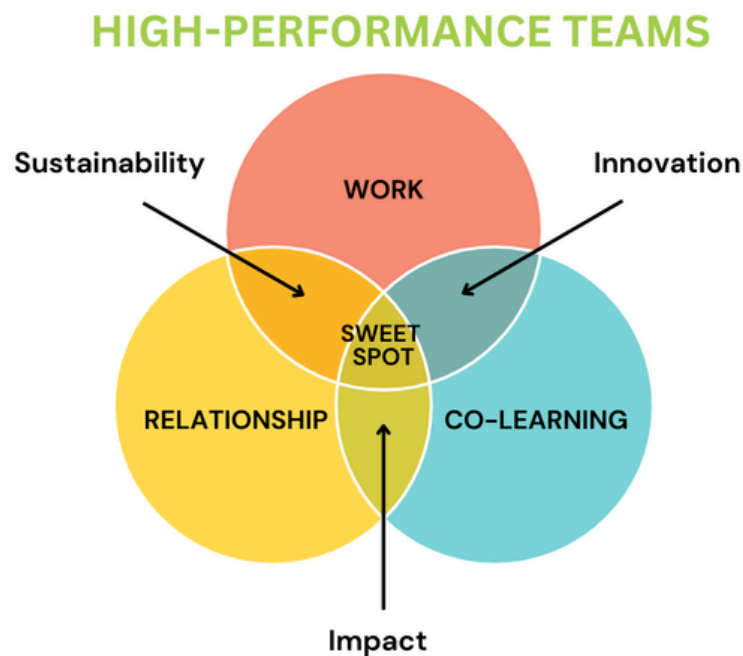
Teams commonly assume all members share similar knowledge. These assumptions are often wrong. People bring their own worldviews to the tasks at hand. Taking time to learn about each team member's perspective on the work and the processes being used, and continually checking in on what is being learned, can keep a team focused, innovative, and productive, with greater connectivity and fewer diversions.

Individuals and teams describe acquiring Worldview Intelligence knowledge as not a “one and done” but a process that deepens and adds nuance the longer they engage in the practices and use the Six Dimensions Framework.



Innovation, Sustainability and Impact

Healthy, high-performing teams are created and developed by cultivating the right conditions for the team and its members to flourish. Attending to relationship, work, and (co)learning is a game-changer over time. Why does it matter that there are three components to pay attention to for High-Performance Teams? Because innovation increases, the impact is greater and the results are sustainable over time.



As teams apply what they learn together, they increase their creative and innovative output on their tasks. They imagine better ways to complete their tasks or work, to work together or to solve issues or challenges they encounter along the way. They can anticipate and plan for the unintended consequences of their project implementation and consider additional ways to engage key stakeholders earlier in the process.

However, creativity can just be ideas that die out at that stage, unless relationships turn them into innovation, enabling implementation and sustainability over time. It is not just the relationships within the team that matter. It is also the team's ability to build relationship with others they interact with who have some influence or control over the team's work. This could include other project members, senior leaders in the organization, outside stakeholders or people in the organization impacted by the project a team is working on.

Unintended consequences occur if resistance to change is underestimated, which is commonplace. Taking the worldviews of individuals, teams, departments or geographically dispersed locations into consideration can offer powerful insights into potential resistance points and support successful project implementation.

Worldview Intelligence can be useful across all components of High-Performing Teams. As team members learn about Worldview Intelligence and its planning models, including the Six Dimensions Framework and neuroscience, they acquire new knowledge, language, and concepts together, gaining a shared, aligned understanding. This supports building trust and relationship as the Six Dimensions are explored and as neuroscience informs how attached we all are to our worldviews and what happens when they are challenged.

Using Worldview Intelligence strategically improves work outcomes, reduces unintended consequences and offers a roadmap to leading change.



Psychological Safety

While the output of healthy, high-performing teams is a good indicator of their performance, it is possible to measure psychological safety in teams across an organization. Based on those measures, teams and team leaders can be coached and supported to improve or sustain their performance in ways that cultivate inclusivity and belonging.

Psychological safety involves creating conditions in which people in organizations, communities or families can take chances without fear of embarrassment, marginalization or punishment. There is sufficient shared protection for people to speak up and take risks. When a workplace is psychologically safe, the people who work there feel included, everyone learns, contributes and has permission to challenge the status quo. For inclusion to be a core value and practice within your team or organization, psychological safety and inclusion are not just nice-to-haves in your team, they are imperative, and they can be fundamental to its success.

The Role of Neuroscience



As we continue to draw on neuroscience research, we have learned that the brain continuously emits neurochemicals. There are pleasure-inducing neurochemicals that reinforce existing perceptions, views, opinions, assumptions and worldviews. There are pain-inducing neurochemicals emitted in response to views different from ours or to real or perceived threats. When people feel included, this is reinforced through pleasure neurochemicals; when they feel excluded, this is compounded by pain neurochemicals.

When people feel included or excluded:



Worldview Intelligence models, frameworks, and practices provide a foundation for creating and sustaining psychologically safe environments. We invite you to consider how you can enhance the ability of everyone on your team to bring their voices, opinions, perspectives, and challenges to the team experience. How can you invite this conversation with your whole team? As mentioned previously, our resource, *Crafting Powerful Worldview Questions: A Resource for Creating Constructive Dialogue*, may be valuable in helping with this.

The High-Performance Team Model as a Diagnostic Tool

In addition to understanding what healthy, high-performing teams need to function well, this model can serve as a diagnostic tool to identify where attention is needed in teams experiencing challenges. One of our clients has noted that this can be an effective approach in talking to leaders of teams she is part of, but not leading. When there is a challenge that can be addressed to improve team performance, she shows the model to the team lead, briefly describes each component, and then asks the team lead to identify the source of the issue. Once identified, steps can be taken to address it.



MYTHS OF COLLABORATIVE LEADERSHIP

When leaders are considering how to engage their teams more effectively, the idea of collaborative or participatory leadership often comes up. This raises the question of what it means and what it asks of leaders. In our experience, leaders need to discern what the team needs to perform well. The type of leadership needed at each stage of team development was noted and it changed according to each stage's needs. In our experience, it is not uncommon to not provide enough structure due to a misunderstanding of what collaboration means.

One big myth is that collaborative leadership means no one is in charge. This is, in fact, not true. It does not mean no leadership. But it means leading in different ways and, for some people, that is both new and uncomfortable.

Leaders who are used to providing answers and direction to team members, which is useful during the forming stage of the team life cycle, often do not know what to do when a different kind of leadership is required. The default is to back off too much, which leaves people directionless and confused. We have seen this with AI adoption. Teams still need point people on each element of the work they are doing. People still need leadership, direction, and clarity about the responsibilities, authority, and accountability they each have. They need to know the vision or future direction they are being asked to move toward, where there is room for change, and the parameters of the work. And they need the authority and responsibility to make their own choices within the parameters of the direction they are given.



Decision-Making Structures

Sometimes decisions need to be made or given by people in formal leadership positions. That is not only perfectly okay, it can also be necessary depending on the circumstances. At a minimum, decisions to be taken by the group need to be articulated. Teams get in trouble when decision-making processes are unclear.

Not every decision needs to be made by consensus or collaboratively. Not every team member needs to be involved in every decision. However, people need to know whether a decision will be made collaboratively, whether their input is needed for the team leader to make the decision, or whether they are responsible for making certain decisions. And when decisions have been made, it should be clear that this is the case. When trust is high in a team, people trust that decisions are made by the right people for the circumstance.



Right Leadership in the Right Moment

Collaborative leadership is about the right leadership in the right moment by the right people. These people may just as readily be formal leaders as informal leaders. Collaborative leadership offers greater potential for both types of leadership and strengthens the cohesiveness, productivity, and impact of any team or group that does this well.



VIRTUAL & IN-PERSON TEAMS – A TEAM MEETING TEMPLATE

Prior to the pandemic, many organizations had virtual and remote teams for a variety of reasons, including the geographic territory they covered, which could span state or provincial boundaries or multiple countries. In the last couple of years, thanks to organizational responses to the pandemic, more teams than ever have worked virtually.



Each component of High-Performance Teams can be built into a team meeting agenda, explicitly or not. This includes meetings that are as short as 60 minutes. As we have introduced the High-Performance Teams Model to our clients, one offered a template for how she creates agendas for her virtual team meetings, reflecting each component in the model. We have added to this list, and we offer it as guidance for your own thinking. These points can serve as a template and be adapted for your own purposes.

High-Performance Teams Meeting Agenda Template

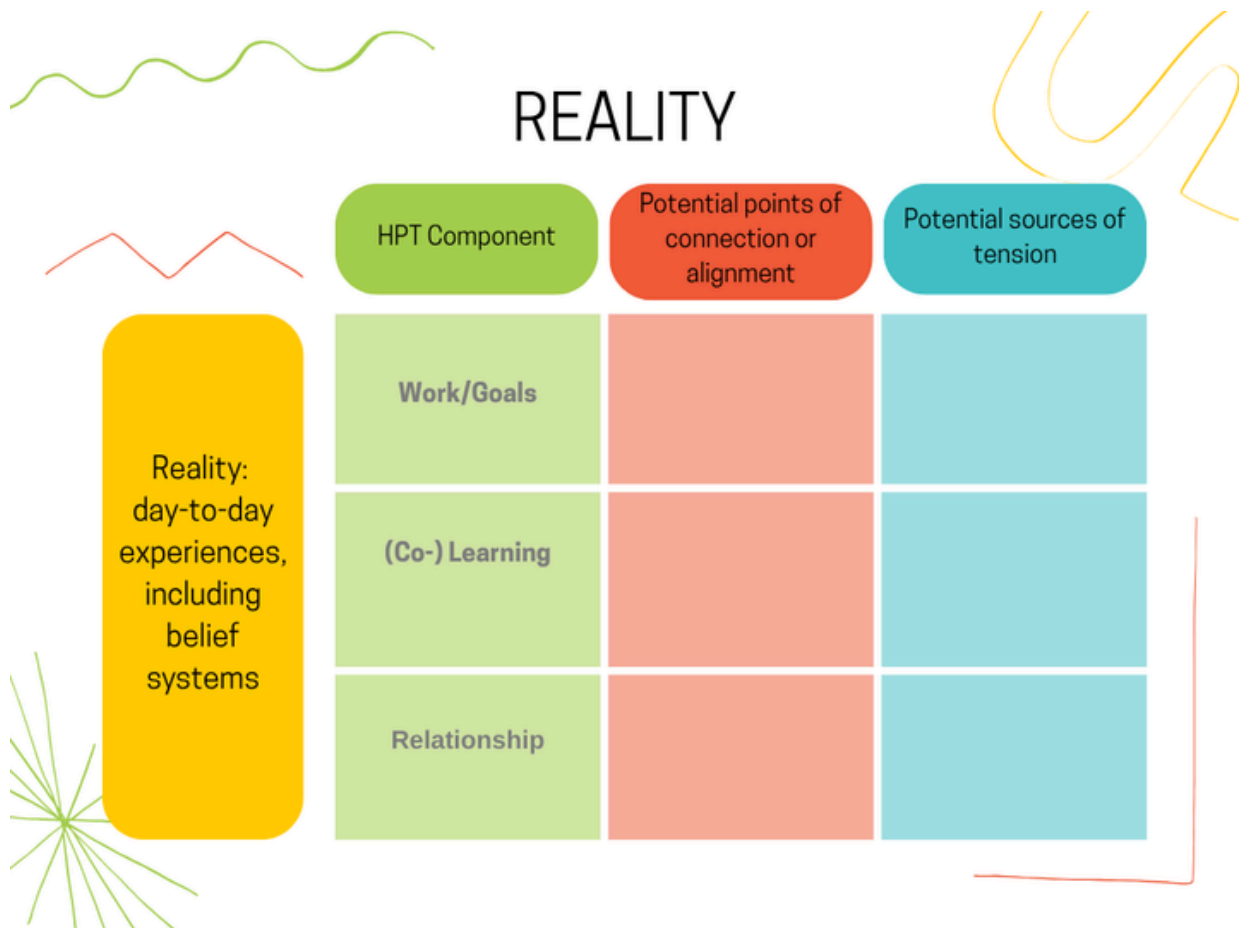
The following points can be built into in-person and virtual team meetings:

- (Relationship) Check-In[3] – start each meeting with a check-in or a fun laughter moment, with each team member contributing. It could focus on the task at hand or on sharing non-work-related topics important to team members.
- (Work) Review assignment tags from past meetings to ensure follow-up is complete. Assignment tags could be: To Do, Discuss with Manager, Wish List, or other tags appropriate to your team's work or culture.
- (Work) Supporting Customer Themes: from a customer perspective, what common service themes are we seeing? Do we need to establish a process/protocol/tool to better support our customers around the issue(s) they are experiencing?
- (Relationship/Co-learning) What Went Well/Positive things of the week: each team member contributes. Are there things learned that should be shared?
- (Work) Organizational updates: organizational/larger team communications that need to be shared with the team.
- (Co-learning) Are there any new insights or learnings that emerged during the past week that could be helpful to team members?
- (Work/Relationship) Questions: a time to ask clarifying questions, ensuring communication lines are always open and transparent; time to collaborate with one another around possible ideas.
- (Work/Co-learning) Processes: process improvement suggestions, team brainstorming, and group learning opportunities.
- (Work/Relationship) FYI: information important to team members to keep everyone in the loop, but the information does not necessarily require an action item.
- (Relationship) Check-Out.

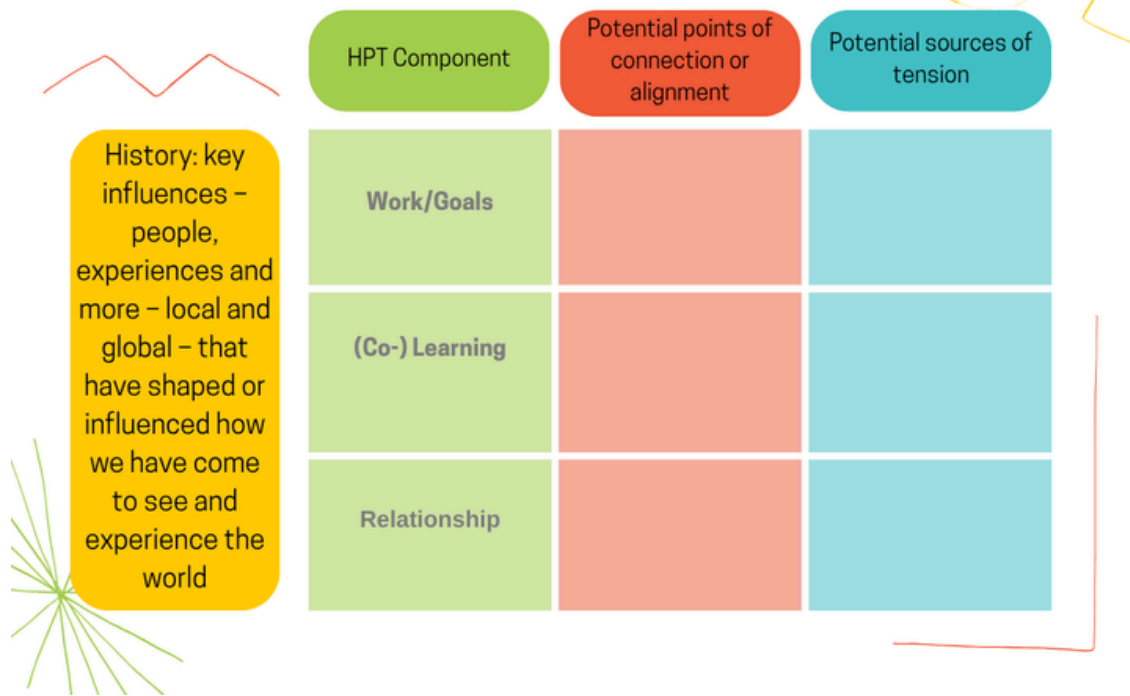


> A SIX DIMENSIONS TEAM WORLDVIEW EXPLORATION

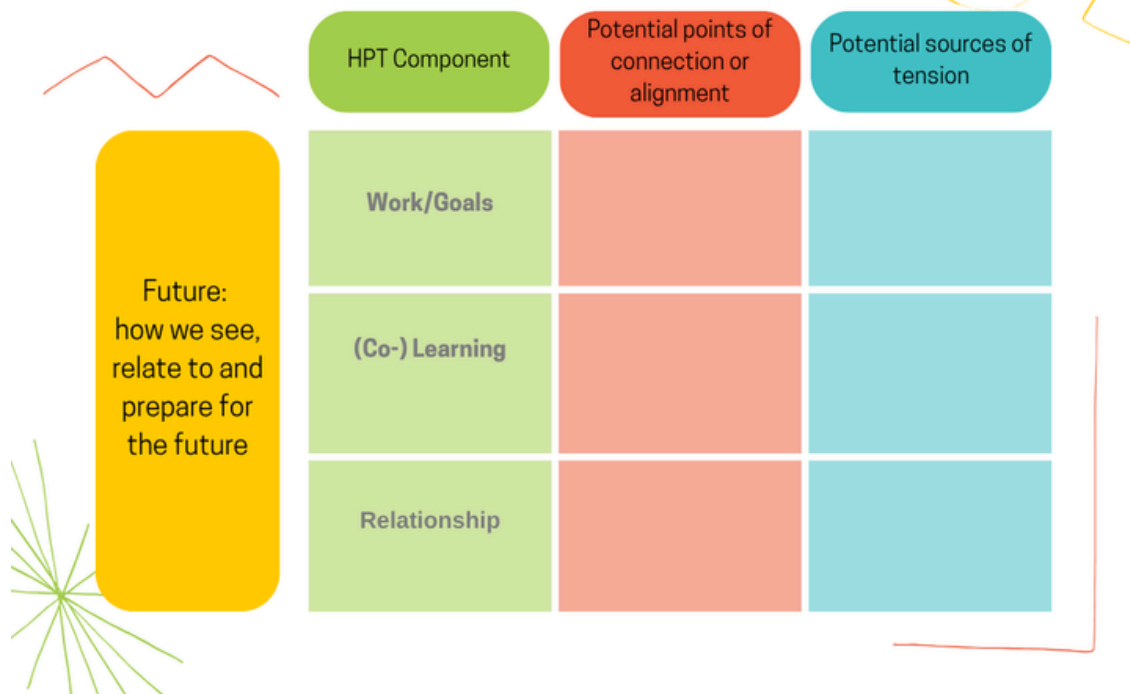
Just as your team's members bring their individual worldviews to your work, your team has a worldview. Elements of this worldview might align with your organization's overarching worldview, while others might differ. Additionally, you can use this Framework to identify sources of worldview tensions or clashes that your team may be experiencing with another team within the organization.



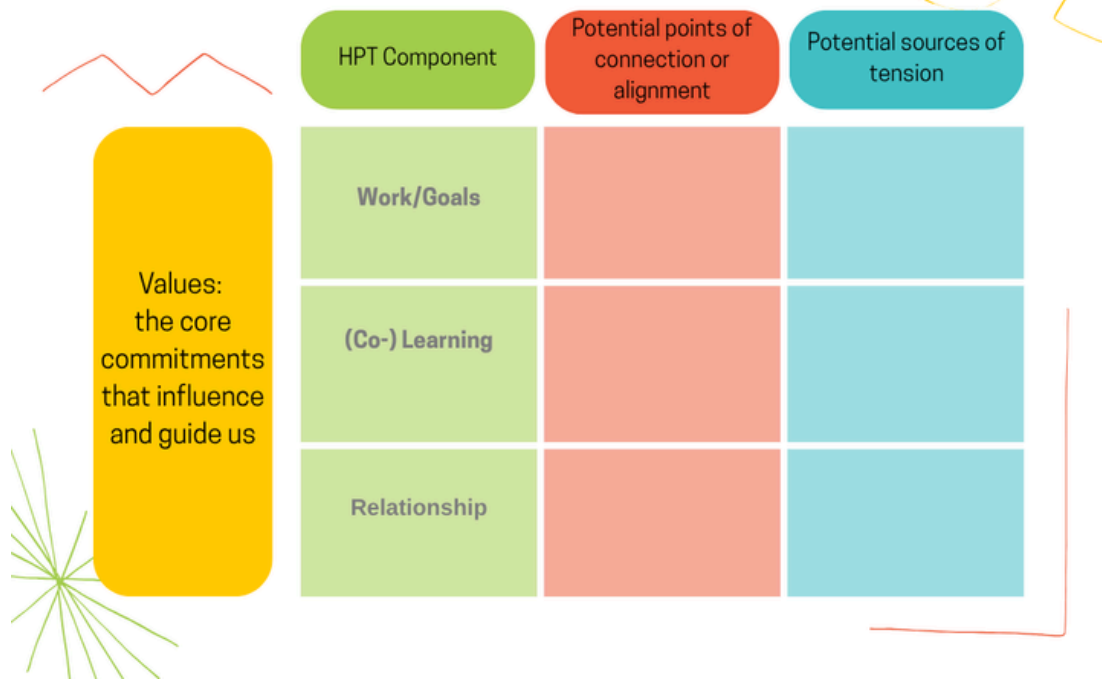
HISTORY



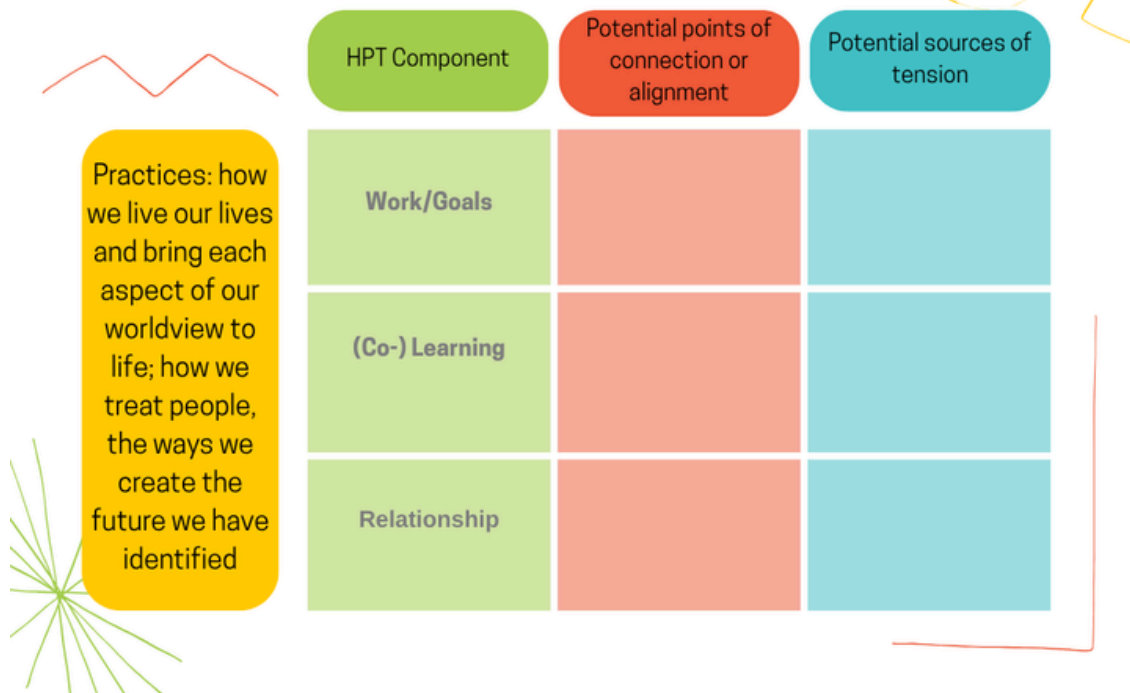
FUTURE

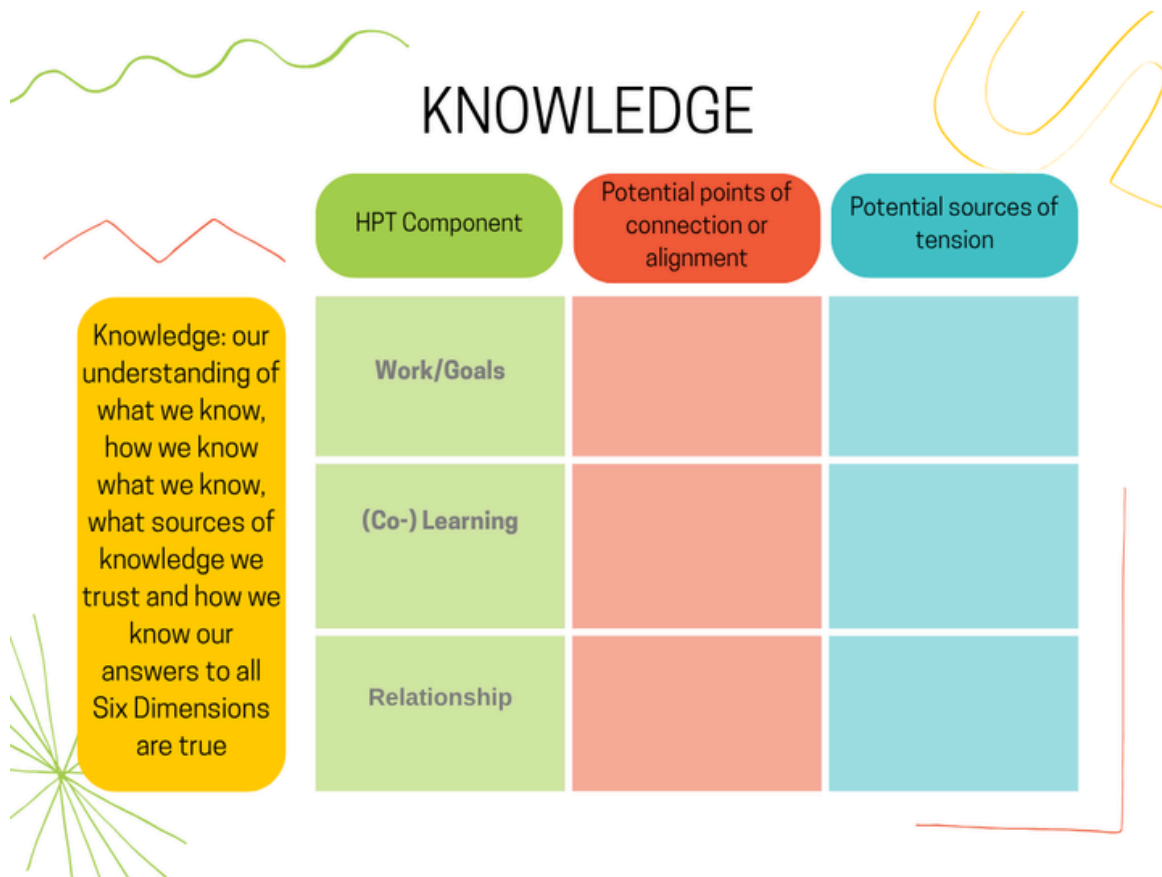


VALUES



PRACTICES





Additional Notes:

> A HPT PERFORMANCE ASSESSMENT

We have created a High-Performance Teams Assessment Tool that you can use to ensure your teams are attending to all the things that enable them to build trust and relationship and invite all worldviews into team conversations and workflows at all times. Using this assessment will help you discover what components of High-Performing Teams are working well and which could use more attention.

You can access the assessment at WorldviewPrograms.com. You can fill out the form. You can use it to discuss how your team is doing. There is an option to request a short consultation with Jerry, Kathy or a member of our team to discuss your results.

We also offer this reflection template to help you consider the current reality, the future vision, and the steps to bridge the gaps. This can be used alone or with your team to engage conversations that will help your team grow.



HPT Assessment - Worksheet - Q1



1. PURPOSE & WORK OF THE TEAM	CURRENT	DESIRED	STRATEGY TO ACHIEVE
a. Purpose/work of the team is clear to all members of the team?			
b. The team understands its work			
c. Goals are clear, concise and published			
d. There is role clarity for the team and each individual on the team			

HPT Assessment - Worksheet - Q2



2. TEAM PRINCIPLES AND WORLDVIEW EXPLORATIONS	CURRENT	DESIRED	STRATEGY TO ACHIEVE
a. The team has a few simple principles that guide its work, learning and relationships			
b. The team has explored members' worldviews regarding the work, goals and processes			
c. The team has articulated elements of its shared worldview			
d. The team has explored and understands the worldviews of key internal and external stakeholders			

HPT Assessment - Worksheet - Q3



3.RESOURCES AND SUPPORT	CURRENT	DESIRED	STRATEGY TO ACHIEVE
a. There are sufficient resources for the team to execute its strategies and goals			
b. Resources are allocated to support individual and team learning			
c. Resources are allocated to build team trust and relationship			
d. The team is supported by the organization - higher up and laterally			

HPT Assessment - Worksheet - Q4



4.STRUCTURES AND PROCESSES	CURRENT	DESIRED	STRATEGY TO ACHIEVE
a. Feedback mechanisms exist (performance evaluations, leadership plans, capacity building mechanisms, 360 feedback)			
b. Meeting processes are clear and followed (regular meetings, agendas, rhythm and pattern of and in meetings)			
c. Decision-making processes exist, are clear, agreed on and followed			
d. Coaching processes are in place			

HPT Assessment - Worksheet - Q5



5.THE TEAM HAS PRACTICES FOR	CURRENT	DESIRED	STRATEGY TO ACHIEVE
a. Deadlines are established and met			
b. Work flow is clearly articulated and followed			
c. Check-ins/progress reviews - simple and regular (minimal structure)			
d. Conflict resolution practices are in place and used as needed			
e. The team has practices to build trust and relationship			

HPT Assessment - Worksheet - Q6



6.TEAM CULTURE	CURRENT	DESIRED	STRATEGY TO ACHIEVE
a. The organization's leadership supports a healthy team culture			
b. Trust exists			
c. Risk taking guidelines are clear			
d. There are rewards for strong results and collective work			
e. The team holds itself accountable for its results			

HPT Assessment - Worksheet - Q7



7. PSYCHOLOGICAL SAFETY	CURRENT	DESIRED	STRATEGY TO ACHIEVE
a. There is sufficient protection for people to speak up and take risks without fear of being embarrassed, marginalized or punished			
b. Everyone has permission to challenge the status quo			
c. Everyone learns and contributes			
d. Everyone feels included			

Endnotes

[1] What Google Learned From Its Quest to Build the Perfect Team, New York Times Magazine, February 2016

[2] Culturally Responsive Teaching and the Brain, p.137

[3] We wrote about check-in and check-out processes in Crafting Powerful Worldview Questions: A Resource Guide for Constructive Conversation

Ways We Support Building and Sustaining a Healthy Workplace Culture

Free 30-Minute Consultation	2-Hour Leadership Alignment Call	6-Part Online Series	1 & 2 Day Facilitated Programs
 Got questions? Not sure of your next step? Book a call with Jerry or Kathy. https://calendly.com/kathy-worldviewintelligence/30min https://calendly.com/jerry-worldview-intelligence/30min	 Your team not on the same page? We can help. Book a call and we will share how we can help you and your team reach alignment on the workplace option that will work best for you - and discern next steps.	 Insights to action with this online 6 session program, scheduled every other week, to take ideas into action implementation between sessions. Schedule a call or find more here: https://www.worldviewprograms.com/program-2-insight-to-action	 Take a day or two with your team to establish the foundation for a Healthy Workplace Culture - no matter how you choose to work. It's a short, high impact introduction to worldviews, Worldview Intelligence, neuroscience and brain science, with practical takeaways and next steps.



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