

PEAK

P E R S P E C T I V E S

The Monthly E-Newsletter of
Peak Pathways, LLC.

Characteristics of High Performing Teams

The CEO of the small startup tech company was visibly frustrated and upset. Once again the company had missed the profit targets for the month and the downward trend was getting steeper every month. They had a great technical solution needed by the market and adequate funding to implement their strategies. They had hired very smart people with great compensation and benefits, plus they provided a first class working environment. As she analyzed the data it became clear the issue was the common human element – lack of teamwork.

Personal leadership charisma and skills are indispensable to becoming a successful leader but who the leader leads is even more important. Selection of team members for individual job fit is a familiar topic for regular readers of *Peak Perspectives*. When all the team members are assembled and begin performing, the leader, much as an orchestra conductor, needs to develop coherence and harmony among all the individual performers. Strategies, policies and processes provide basic direction. Supplementing those with regular feedback and relentless communication, the team is positioned to succeed but the remaining constant challenge is to produce results and consistently increase performance. The stress of the challenge to keep growing and improving will undo average teams, however high performing teams have characteristics that enable them to excel in similar conditions.

Developing the characteristics of high performing teams was described in detail by Patrick Lencioni in his book *Overcoming the Five Dysfunctions of a Team: A Field Guide for Leaders, Managers, and Facilitators*. Those five characteristics are quite simply: trust; conflict; commitment; accountability and results. In our work with leaders and their teams we use the analogy of a pyramid with trust as the foundation. If team members do not have trust and confidence

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The Profiles Performance Indicator™

Overview

Profiles Performance Indicator™ (PPI) is a performance-based employee assessment solution that generates a report that can help you boost employees' morale and productivity. This solution provides you with valuable insights into how an individual can be motivated and managed to operate at peak performance. The PPI also provides recommendations for improving employee performance. These recommendations can help you:

- Respond to job-related stress, frustration, and conflict
- Boost employee motivation
- Conduct effective performance appraisals
- Determine whether the employee is internally motivated, or will need external stimulation

Purpose

The Profiles Performance Indicator™ is used to understand employees' behavioral characteristics, and shows you how to use

in themselves, each other, the leader, their strategy, the organization and its vision the structure will eventually crumble. However with trust firmly established the team can begin to work through inherent conflicts of individual perspectives. Communication skills, personalities, and positive attitudes about collaboration often need to be developed to productively identify and address conflicts. Once the conflicts are resolved the team can advance to the level of commitment and define goals, objectives, mutual expectations, directions and culture. When commitments are made accountability naturally follows. If the team members are not mutually accountable to their commitments performance will erode and falter. The results, the top of the pyramid, is of course why the team exists. Everyone needs to know the score and understand if the team is winning or losing as well as be clear on what they need to do to increase performance and contribute to the teams results.

If a team is not producing the expected results a basic diagnostic process is to drill down through each layer of the pyramid to reveal the defective characteristic. It isn't easy to drill to the lowest layer so average leaders don't do it, but solidifying every level of the pyramid is what every great leader does.

Make it a PEAK day!

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Team Building Tips from Successful Entrepreneurs

Creating a team-building culture starts with individual, engaged employees. Engaged employees are happier at work, get more done, and routinely go above and beyond their job descriptions. They also encourage other employees to be more engaged and productive. Most importantly, these employees are proud to be a part of their companies, and are more likely to stay long-term. There is no one simple set of actions that will create increased engagement levels. You need to identify opportunities, simplify solutions, take action, and encourage accountability for following through with the policies you put in place.

If you want to create an atmosphere that fosters engagement, you must:

1. **Evaluate the employee** - The ideal employee is one who is fully engaged on the job and consistently exceeds your expectations. He or she not only meets their own goals, but improves the performance of those with whom he or she interacts. Employee Assessments can help identify those employees that stand out. A good approach is to communicate with the employee, and ask: What can be improved? What do

this knowledge to increase employee performance.

Learn more [here](#).

Featured Report

Software Company Reduces Turnover and Increases Effective Hiring Case Study

The founder of an innovative Ohio software company recognized the need for objective information designed for effective recruiting, coaching and development, team building, and succession planning. Profiles International provided assessments that allowed the software giant to create new teams that would take the company into the future. New employees would take the Profiles Performance Indicator™ as part of the onboarding process to provide essential information about team interactions. With the Profiles Managerial Fit™, “We are learning in advance where a manager and the new employee are going to ‘hold hands,’ and where they are going to butt heads,” said the director. “Forewarned is forearmed, and we want to keep top performers at all levels.”

Request the full case study [here](#).

About Peak Pathways

The focus of Peak Pathways is on the leader with services in five key areas: **Leadership/Executive Coaching** helps leaders to personally grow in areas important to business.

Executive Career Transition Coaching starts with choosing the career, successfully searching for the right employer & emphasizes success transitioning into the new role & responsibilities.

Team Development is working with staff members at various levels to reach new heights of productivity & personal satisfaction.

Team Selection & Hiring Practices develops strategic plans & routines to create a top performing organization by

you need? What can be adjusted? What should we start or stop doing?

2. Evaluate the leader - Engaging employees is part of every leader's job, at every level in the organization. If you want to help increase the effectiveness of your leaders, then you need to identify the leadership skills that are most effective for engaging employees. Seek feedback about each leader from his or her boss, peers, and direct reports. Align the leader's behaviors and leadership skills to the expectations of the organization. Then, close leadership gaps through on-the-job performance, feedback, and coaching.

3. Evaluate the team - Each team member brings something unique to the team. It's important for managers to understand the individual talents of each member, and how those skill sets interact. Once interaction pattern results are clear, it will be easier to make adjustments to the current work environment. How the team works together directly affects the productivity of the company. With an overall understanding of where strengths and weaknesses vary, managers will be able to make appropriate adjustments in order to maximize efficiency.

4. Create a culture that values engagement - Your culture is the unique personality of your company: core values, ethics, the rules that guide behavior, etc. Communicating a clear vision of the future is crucial. Engaged employees require a work culture that is fundamentally stimulating, a return on the investment they are making in your company, and leadership from people they can respect. These three elements will ensure that your employees remain engaged and productive throughout the course of their employment at your company.

5. Teamwork is rewarded and recognized - While individual achievements are great, collaborative ideas and practices are what create a team-building culture. Encourage team members to work together to come up with the very best ideas, and reward them when they do.

A company's brand creates customer loyalty. Your recruitment, selection, onboarding, coaching, development, and succession planning processes are part of your brand. Think of each of these as a means of retaining top performers and developing future high performers. When you enhance your existing processes with the use of predictive performance patterns and job matching, and then empower your managers to use this data, you will accelerate performance and build your employee brand loyalty. It's also important to remember that team building isn't just an activity you do once a month. It's something that you should work on every day to make it part of your organization's culture.

having top performers in every job.

Stress Assessment and Control utilizing Emotional Intelligence & other assessment tools.

Key Professional Affiliations:

[Profiles International Inc.](#)
[The Hudson Institute of Santa Barbara](#)
[Korn/Ferry International](#)
[International Coach Federation](#)
[Team National](#)

For more information please visit our [website](#).

Past issues of Peak Perspectives can be viewed [here](#).

