Abstract: High Performance Teaming

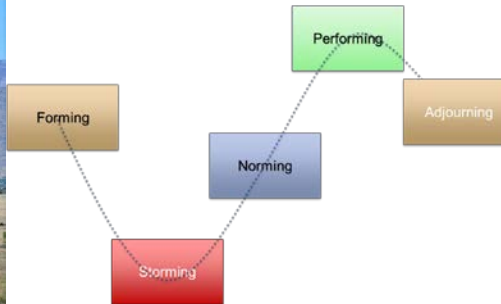*Celeste Drewien, Sandia National Labs.* cadrewi@sandia.gov

A high performance team is a group of people committed to a common purpose, who consistently show high levels of collaboration and innovation. A high performance team produces superior results and a sense of personal joy in every participant - it takes the work out of work. There is plenty written on the characteristics of high performing teams and high performance teaming. So why isn't high performance teaming very prevalent? Why isn't it a compelling behavior that draws all of us in naturally? Is it a fault of leadership? Or is it a collection of personal issues and systemic organizational conflicts?

What are the compelling personal values for working in a high performing team and what inhibits an irresistible pull in that direction for all of us? What motivates people to create a team culture of high performance? What personal issues stand in the way, no matter how much it is wanted? Claiming lack of enlightened leadership and corporate strategic imperative is an excuse to live with the status quo. High performance teaming is fueled most effectively by personal desire, personal motivation, and personal initiative, coupled with a trust-filled team environment. Many of us have had the occasion to be a member of a high performing team, but all too occasionally. If you've ever experienced it you know it's fun, rewarding, and memorable.

This workshop will explore the personal and organizational inhibiting barriers, requirements for a personally-compelling solution, and personal initiatives to make a difference.

Dr. Celeste Drewien is a Distinguished Member of the Technical Staff working in the Systems Research and Analysis Group at Sandia National Laboratories (SNL), where she performs technical analyses in support of the nuclear weapons complex. Her work on stockpile size, composition, and hedge informed the 2010 Nuclear Posture Review (NPR). Her expertise in nuclear weapon requirements shaped the Robust Nuclear Earth Penetrator (RNEP), RRW1 (Reliable Replacement Warhead), RRW2, and W88 Alt 370 Programs' requirements engineering processes. Celeste's analysis of common ballistic missile environments contributed to the 90-Day Joint Fuze Study and the W78 Life Extension Program (LEP) as well as providing the technical basis for some updates to the W76-1 and W88 Stockpile-to-Target Sequences (STS). She has taught over 1,000 students in Military Characteristics (MCs) and STS overviews through venues such as SNLs' Weapon Intern Program (WIP). Celeste has lead study teams in a variety of topics, including Trust Engineering, W76-1 LEP lessons learned, and packaging, helping to transform Product Realization Teams (PRT) processes at SNL. She participated on National Nuclear Security Administration's (NNSA) Beryllium Task Force and NNSA Beryllium Oxide Manufacturing Facility Task Force, impacting infrastructure and capability decisions. Her recent work includes studies in cross domain deterrence, strategic stability, and materials at risk. She is a member of the Packaging Advisory Board and INCOSE. Dr. Drewien received her Ph.D. in Materials Science and Engineering from Lehigh University and has worked at SNL for 24 years.

Exceptional service in the national interest

Sandia National Laboratories

High Performance Teaming

Celeste A. Drewien, Ph.D.
Systems Research & Analysis
October 28-29, 2016

What is High Performance Teaming?

- Group: people together

- Team: group who works together to accomplish something

- High Performing Team (HPT): team, comprised of individuals with deep sense of purpose and commitment to each other and their mission, that demonstrates high levels of collaboration and innovation, produces superior results, and extracts a sense of personal joy for every participant
  - Individuals on team are relatively more successful

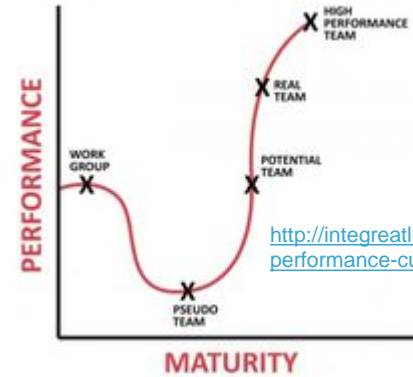# Being Technically Excellent Isn't Enough

Beware of the Me Monster!

Can I Just "Google" HPTs?

Sandia National Laboratories

- Yes, and you can find common HPT elements:
  - Common commitment and purpose
  - Clear performance goals
  - Complementary skills
  - Mutual accountability

Benchmarks of Team Excellence
http://seapointcenter.com/benchmarks-of-team-excellence/

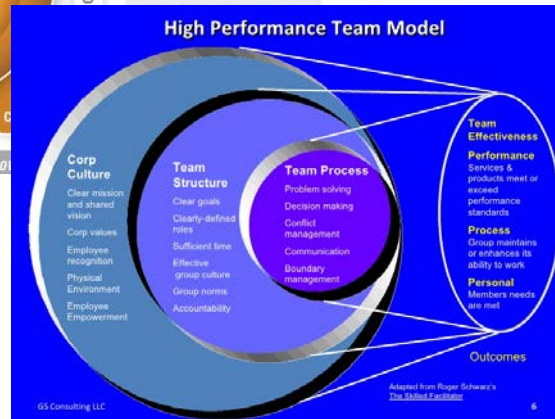http://integreatleadership.com/teams/the-team-performance-curve/

http://www.tlcsolutions.com.au/tlc-models/tlc-solutions-high-performing-team-model

https://succinctstories.wordpress.com/2011/08/29/7-stages-of-developing-a-high-performance-team/

http://www.slideshare.net/gosievers/creating-high-performance-teams-final

https://triaxiapartners.com/services/team/the-high-performance-team-model/

Examples of HPT Course Offerings

- **Creating and Leading High-Performing Teams**
  - Wharton Executive Education, University of Pennsylvania
  - http://executiveeducation.wharton.upenn.edu/for-individuals/all-programs/creating-and-leading-high-performing-teams
  - One week course in Philadelphia, PA next June and Oct for $10,250

- **Leading High-Performing Teams**
  - University of Michigan's Ross School of Business
  - http://michiganross.umich.edu/programs/executive-education/leading-high-performing-teams?event=2610
  - 3-day course in Ann Arbor, MI Nov 14-16 for $6200

- **Creating High High-Performance Teams**
  - Brookings Institute
  - https://www.brookings.edu/courses/creating-high-performance-teams/
  - 2-day course in Washington DC Apr 1-20 for $1,950

- **Managing High-Performing Teams**
  - University of California San Diego
  - http://rady.ucsd.edu/exec/open/manage-perform/
  - 4-hour course was on Oct 20 for $395
  - Part of Mindful Executive Certificate Program

Art and Science of Team Development and Dynamics

Performing

Adjourning

Forming

Norming

Storming
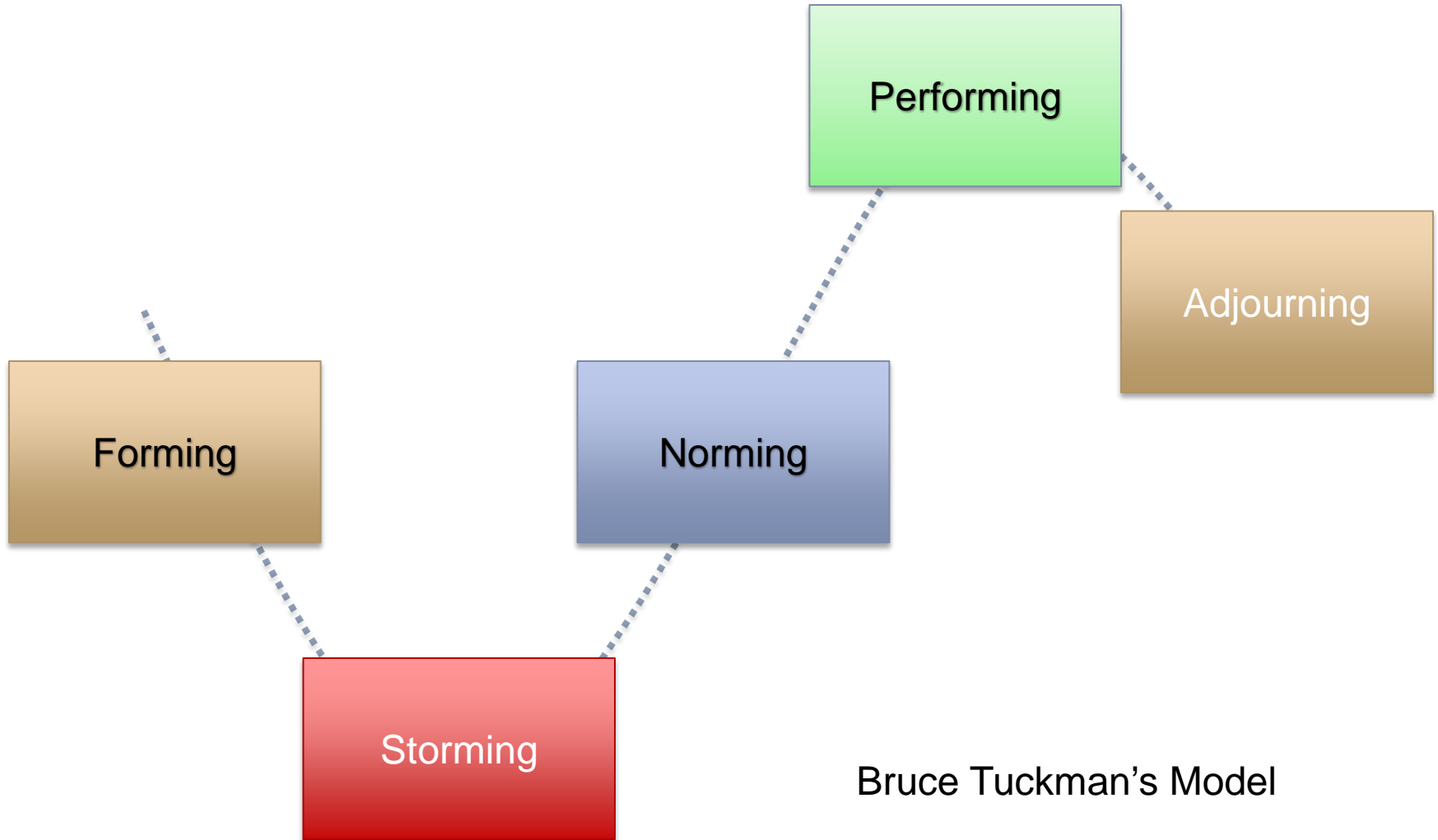
Bruce Tuckman's Model

Why are HPTs Important?

Business Advantages

- Improved efficiency
  - Managers need to delegate
  - Work done faster → More work done → More profit potential
- Whole is greater than parts
  - Multi-disciplinary needs of complex engineering
  - Internal checks → Accuracy
  - Brainstorming → More innovation and idea generation
  - Work done better → Superior accomplishments

Personal Advantages

- Bigger achievements
  - Greater job satisfaction
  - Resume enhancers
- Professional development
  - Working with experts in complementary skills
  - Learning opportunities
  - Mentoring opportunities
- Important bonds
  - Workplace friendships
  - Career network-building

Leaders Can Make or Break HPTs

Poor Leader

- Sets goal and rules
- Avoids conflict → leave team, evict members
- Limits communication so that members feel uninformed or left out
- Takes all praise as own

- Blames team

HPT Leader

- Inspires more than drives
- Resolves conflict and increases cooperation
- Enables communication with team and stakeholders

- Praises team and individual members
- Owns team's failures/take responsibility

High Performance Teams' Needs

Ownership & Commitment		Accountability		Coordination	
Cooperation & Collaboration		Alignment		Goals & Objectives	
Customer Focus		Consistency & Stability		Skills & Knowledge	
Communication		Learning & Mentoring		Decision Process	
Adaptability		Fun & Enjoyment		Trust	

Workshop Objectives

- **Pursue Success of Team:** Understand needs and behaviors of a High Performance Team

- **Avoid Failure of Team:** Recognize obstacles and typical pitfalls to becoming an HPT

- Practice teaming dynamics to exercise behaviors and avoid obstacles (and being on the **"Team from Hell"**)

BREAK-OUT SESSION SLIDES

Think about You and…
Your Team Experiences

You

- I am an:
  - ❑ Introvert
  - ❑ Extrovert
- I prefer/My goal is to:
  - ❑ Manage an organization
  - ❑ Lead a project team
  - ❑ Be on a team
  - ❑ Work alone
- Being on a team, I am concerned about:
  - ❑ Having to do all the work
  - ❑ Not being heard
  - ❑ Not getting credit for my work or someone else taking credit
  - ❑ Working to someone else's schedule
  - ❑ Others seeing my mistakes
  - ❑ Other _____

Team Experiences

- What team(s) were you on?
  - Sports, work, academic, other

- Did the team win or succeed?
  - If so, what contributed to success?
  - If not, what contributed to failure?

- Was the team fun?
  - Why or why not?
  - Do you keep in touch with team members?

Why is HPT a Topic in System Engineering?

High Performance Teams' Needs

Ownership & Commitment		Accountability		Coordination	
Cooperation & Collaboration		Alignment		Goals & Objectives	
Customer Focus		Consistency & Stability		Skills & Knowledge	
Communication		Learning & Mentoring		Decision Process	
Adaptability		Fun & Enjoyment		Trust	

What Team Communication is Needed?

Communication Gotcha's..

What Team Skills & Knowledge are Needed?

Successful/Winning Teams

- <u>Own</u> a common goal that individuals and the team <u>commit</u> to and believe they can achieve
  - Pride in vision and mission
  - Responsible for getting the job goal

- Individuals are relatively more ambitious people
  - Hold themselves <u>accountable</u>
  - Hold each other <u>mutually accountable</u>
  - Are interdependent on each other—know they need others
  - Rely on and trust each other for success

Definitions:
- Ownership: to accept responsibility for and power to achieve goal
- Commitment: to dedicate time, talent, and resources to achieving goal in team environment
- Accountability: to accept personal and team responsibility to account for activities, disclose results, and accept success or failure

Purpose of Team:
Task versus Vision and Mission

- Task: assigned with deliverables and deadlines

- Vision Statement: aspirational--To be ?

- Mission: purpose—We will do ?

High Performance Teaming

Moderator: Celeste Drewien

- (as decided Friday, subject to change during Saturday)
- Planned Primary Workshop Issues to Explore
  -
  -
  -
- Potential Secondary Workshop Issues to Explore
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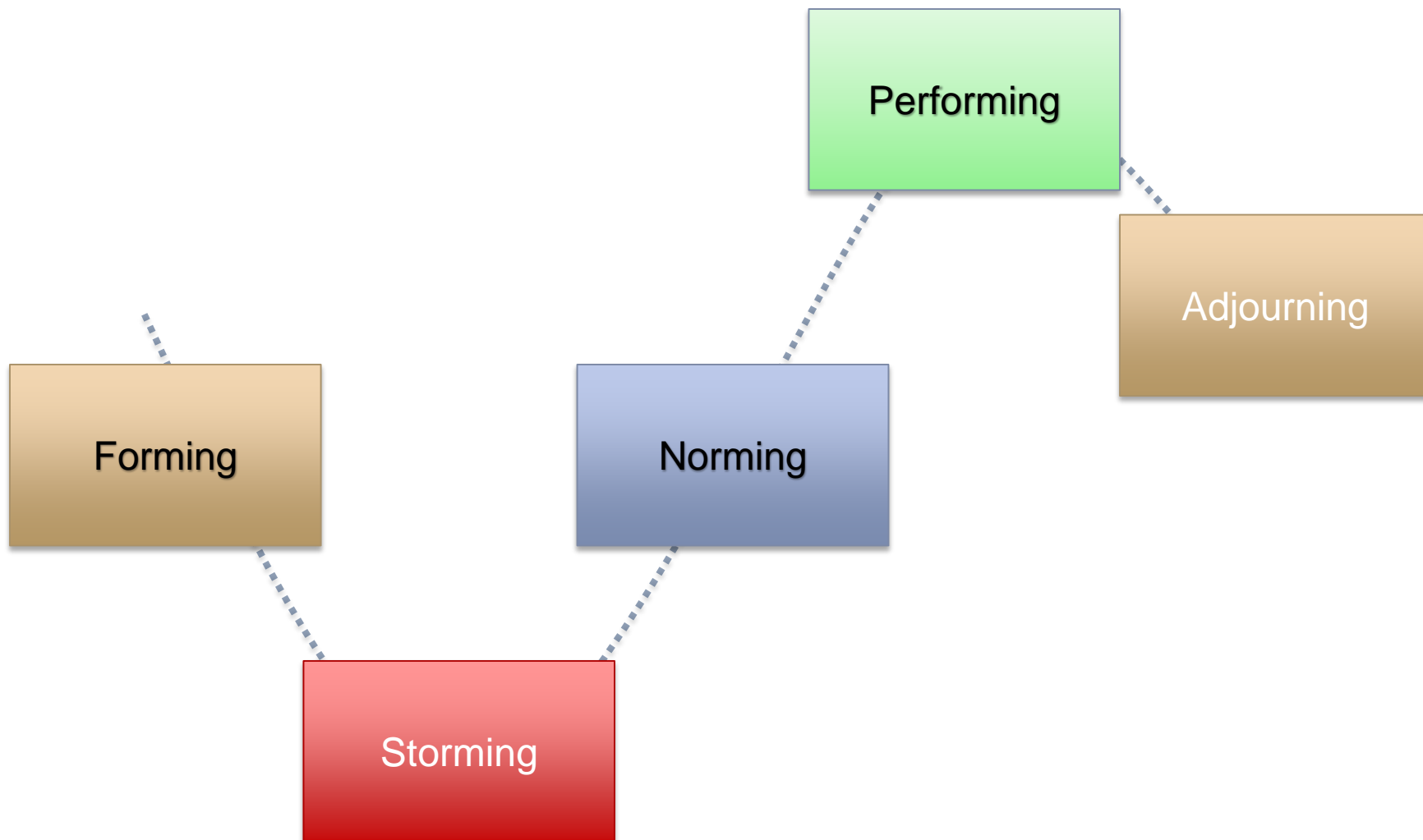- Objectives
  -
  -
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WORKSHOP SLIDES

High Performance Teams' Needs

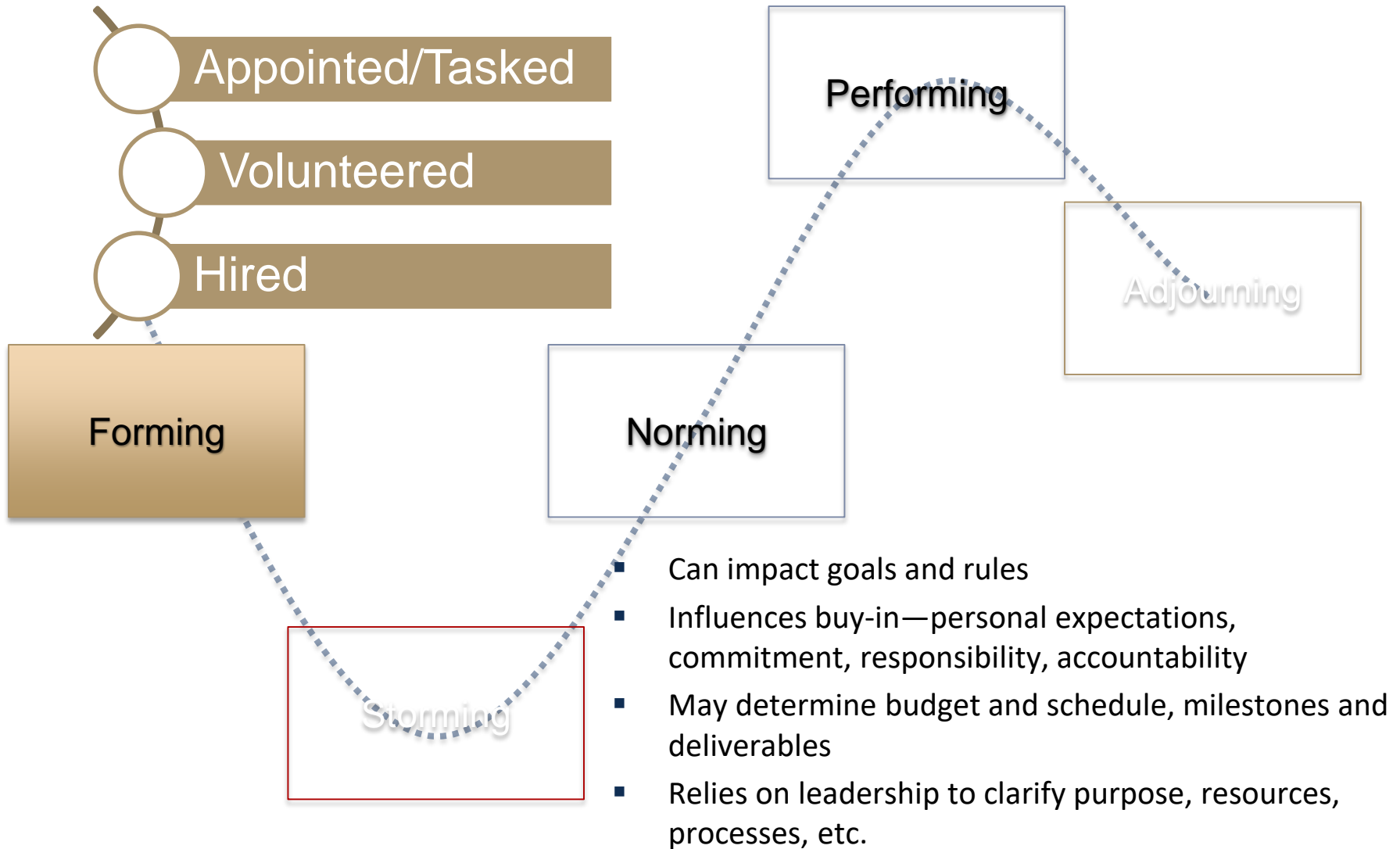| Need	Explanation
Ownership & Commitment	To accept responsibility for work/task, dedicating time, talent, and resources to achieving goal in team environment
Accountability	To accept personal and team responsibility for activities, disclosing results, and accepting success or failure; to ensure accuracy of work and results through proper review and approval
Coordination	To define roles and responsibilities, organize and manage team functions and operations, so logistics enable meetings, work, etc.
Cooperation & Collaboration	To work joint or share tasks and information, to brainstorm, etc.
Alignment	To link personal and work goals with organizational purpose and needs
Goals & Objectives	To identify and agree to a common purpose and to accomplishing tasks and activities according to attainable schedule
Customer Focus	To elicit/understand and serve customer's needs, delivering the correct product(s)
Consistency & Stability	To follow a well-defined and regular way of operating; to remain unchanged or change while minimizing impact
Skills & Knowledge	To value the skills and knowledge of team members and non-members in order to gain greater perspective, utilize other ideas, seek or draw on expertise to produce best product

High Performance Teams' Needs

Need	Explanation
Communication	To openly talk with team's leader, members, and customers, sharing plans, results, and as appropriate concerns, data, etc.
Learning & Mentoring	To view team members and activities as providing learning opportunities and sharing learning via mentoring in existing skills and knowledge
Trust	To know that the team, its leader, and its members are competent to do the work, share relevant information, have good intentions, will communicate as needed
Decision process	To have agreed on means of examining issues and selecting solution or path forward—may be leadership decision, consensus vote, etc.
Adaptability	To handle unpredictable situations, learn new tasks, technologies, or procedures, and remain calm under work stress being resilient in the face of setbacks
Fun & Enjoyment	To laugh, joke, story tell, celebrate,etc.

Using Bruce Tuckman's Model

Performing

Adjourning

Forming

Norming

Storming

Form a Team

How Did Your Team Form?

Appointed/Tasked

Volunteered

Hired

Forming

Norming

Performing

Adjourning

Storming

- Can impact goals and rules
- Influences buy-in—personal expectations, commitment, responsibility, accountability
- May determine budget and schedule, milestones and deliverables
- Relies on leadership to clarify purpose, resources, processes, etc.

Forming Behavior

Typical, and Expected

- Assess the leader and other team members
  - Judge level of competence
- Consider what's in it for me
- Decide on trust and cooperation level
- Criticize covertly
- Contemplate what role and level of effort is needed
- Ask about authority and importance of project and validity of existing plan

What's Needed

- Determine strengths, weaknesses, opportunities, and threats
- Find something in it for yourself
  - New challenge, lead sub-team, develop innovative solution, improve process, learn from experienced team members, mentor others, present to important audience, publish, etc.
- Consider that criticism may be valid and may point to a gap or need
- Work with leader and team members to agree to purpose, objectives, and schedule/plan
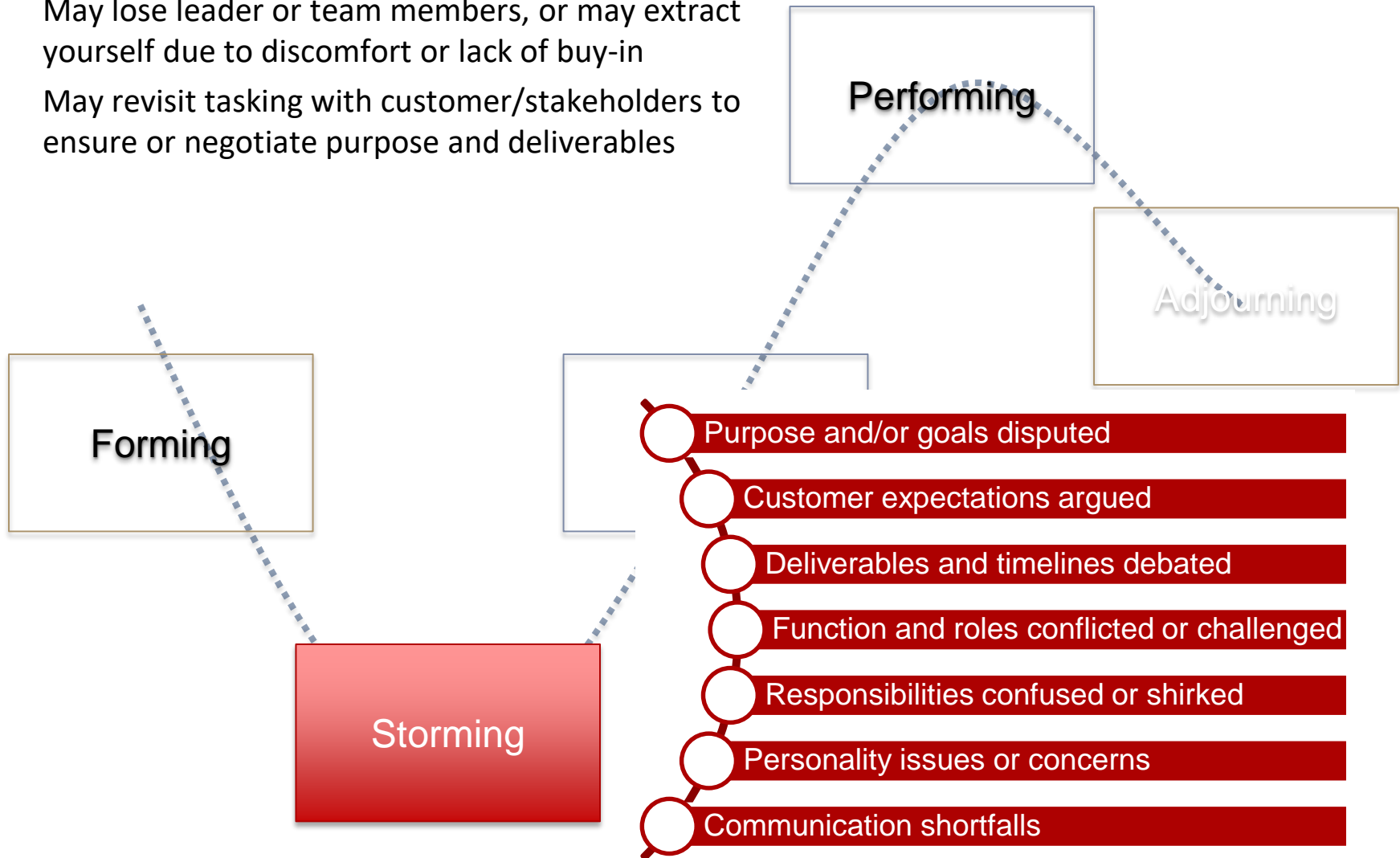
Team Assignment: Community Development

- Socorro is a growing rural community. The population is increasing and also aging. Private enterprise has recently opened a number of service facilities directed towards tourist, interstate travelers and retail.
    - http://www.socorronm.gov/city-services/community-development/

- Yet, loss of businesses—Smiths, Denny's, Gambels, etc.—equates to loss of jobs. Furthermore, professionals are commuting from distant communities impacting local revenues.

- Team to develop proposal for community development that brings new, higher paying jobs to Socorro
    - What type of work? Technical/R&D, tourism, arts and entertainment, service, social welfare, light industry/production, medical and healthcare, etc.?
    - What is vision of team?
    - What is mission of team?
    - What are deliverables and timeline?

Form, Storm, and Norm a Team

- Purpose:
  - Continue with selected purpose, or
  - Select one of following:
    - Lightning museum
    - Cyber privacy
    - Long-term rehabilitation
- Determine:
  - Roles
  - Responsibilities
  - Decision process
  - Communication process

Did Your Team Storm…and Survive?

- May lose leader or team members, or may extract yourself due to discomfort or lack of buy-in
- May revisit tasking with customer/stakeholders to ensure or negotiate purpose and deliverables

Performing

Adjourning

Forming

Storming

- Purpose and/or goals disputed
- Customer expectations argued
- Deliverables and timelines debated
- Function and roles conflicted or challenged
- Responsibilities confused or shirked
- Personality issues or concerns
- Communication shortfalls

Storming Behavior

Typical, and Expected

- Trust leader, but not necessarily team members
- Question decision-making process
- Criticize overtly/discount opinions you disagree with
- Encounter/engage in conflict
- Hide/protect work to date, or show off considerable knowledge, skills, and/or work to date
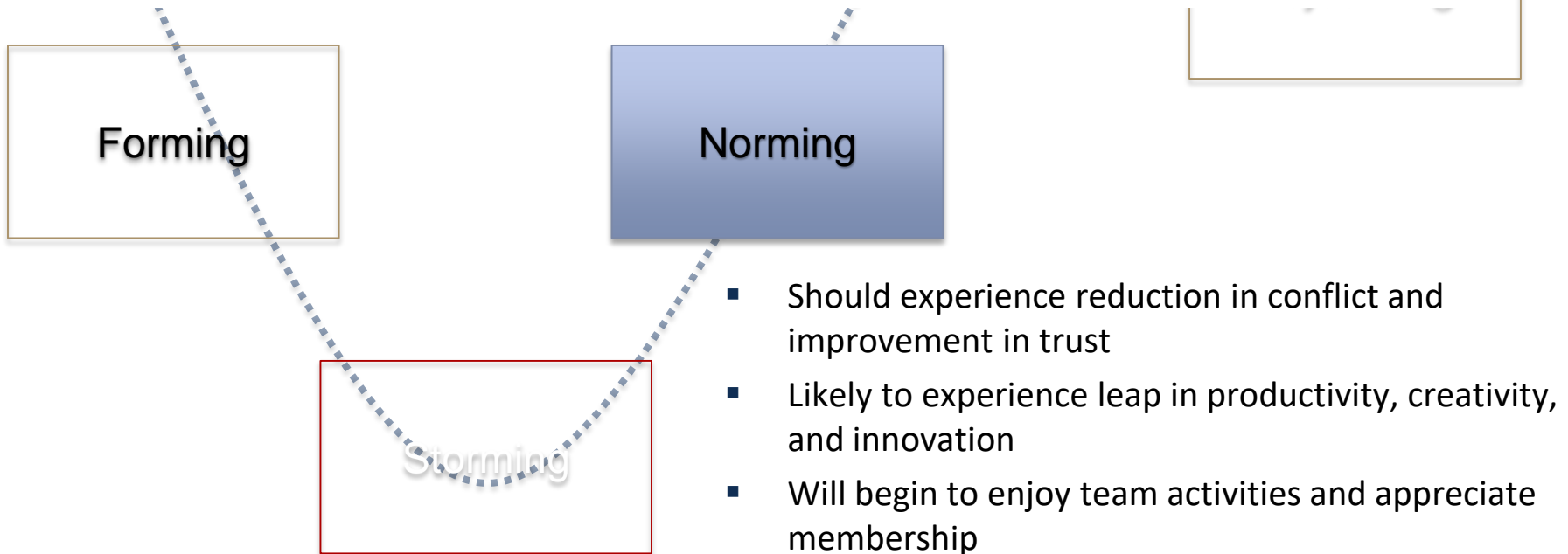
What's Needed

- Involve everyone in open discussion to capture ideas and opinions, seek clarity of purpose, develop a common approach, agree to deliverables and schedule
- Navigate to common purpose and norms of behaviors
- Ensure understanding of your role(s) relative to others as well as your schedule, resources, and deliverables

Storm Check

- Did you talk with your client and stakeholders?

How Did Your Team Norm?

Leader, customer, or organization recommended norms of behavior and processes

Team voted on norms of behavior and processes

Team had implicit understanding of expectations and processes

Forming

Norming

Storming

- Should experience reduction in conflict and improvement in trust
- Likely to experience leap in productivity, creativity, and innovation
- Will begin to enjoy team activities and appreciate membership

Norming Behavior

- Decision-making process understood and agreed to
- Purpose, goals, objectives, milestones, and deliverables discussed openly and modified as needed
- Relationships on team and with customer/stakeholder apparent
- Attendance improves at meetings
- Communication channels defined and being practiced
- Product quality understood; quality/peer reviews expected
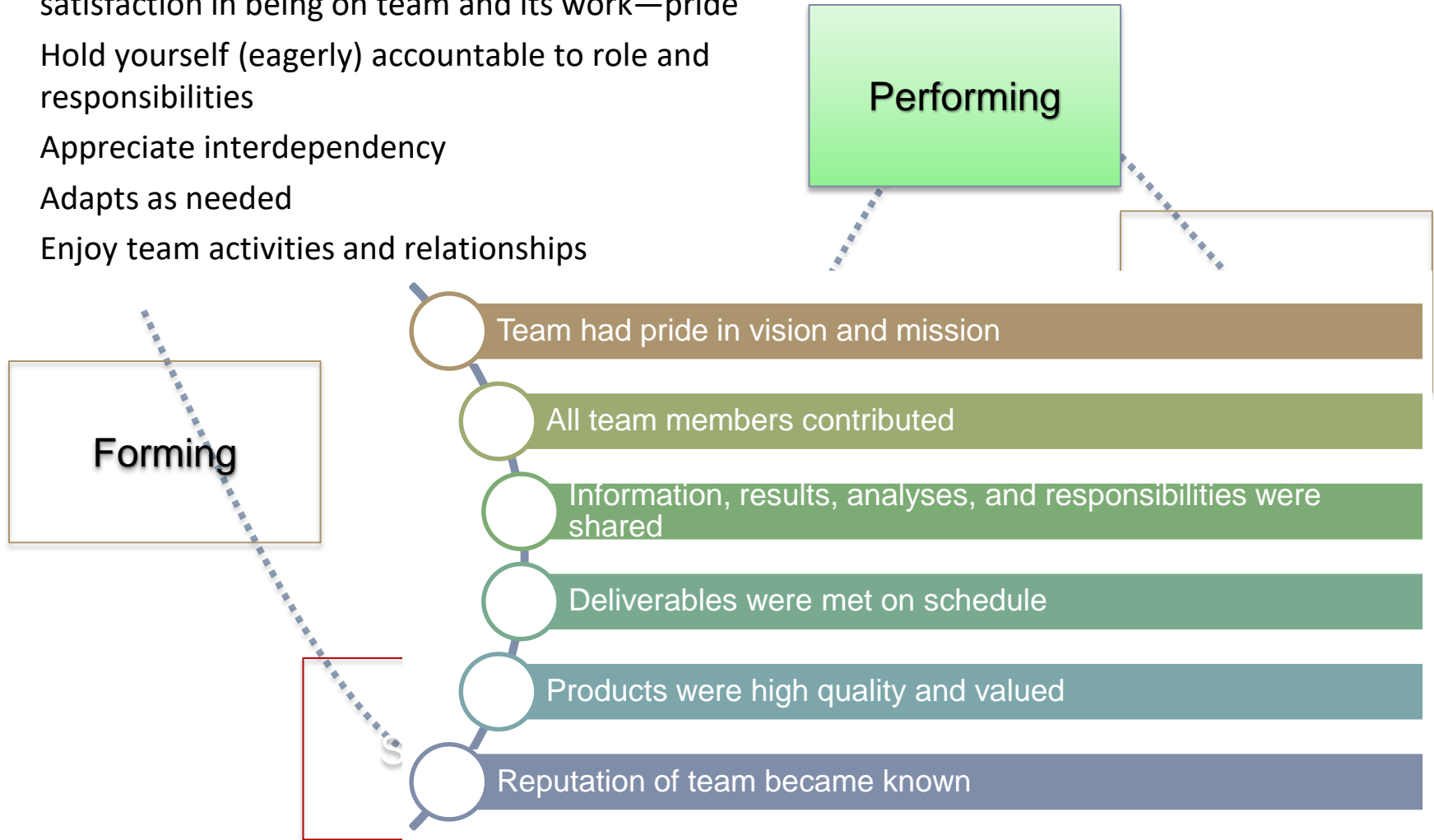- Followership is practiced as leader becomes valued

- WHAT ELSE?

Norm Check

- Do you understand your system?
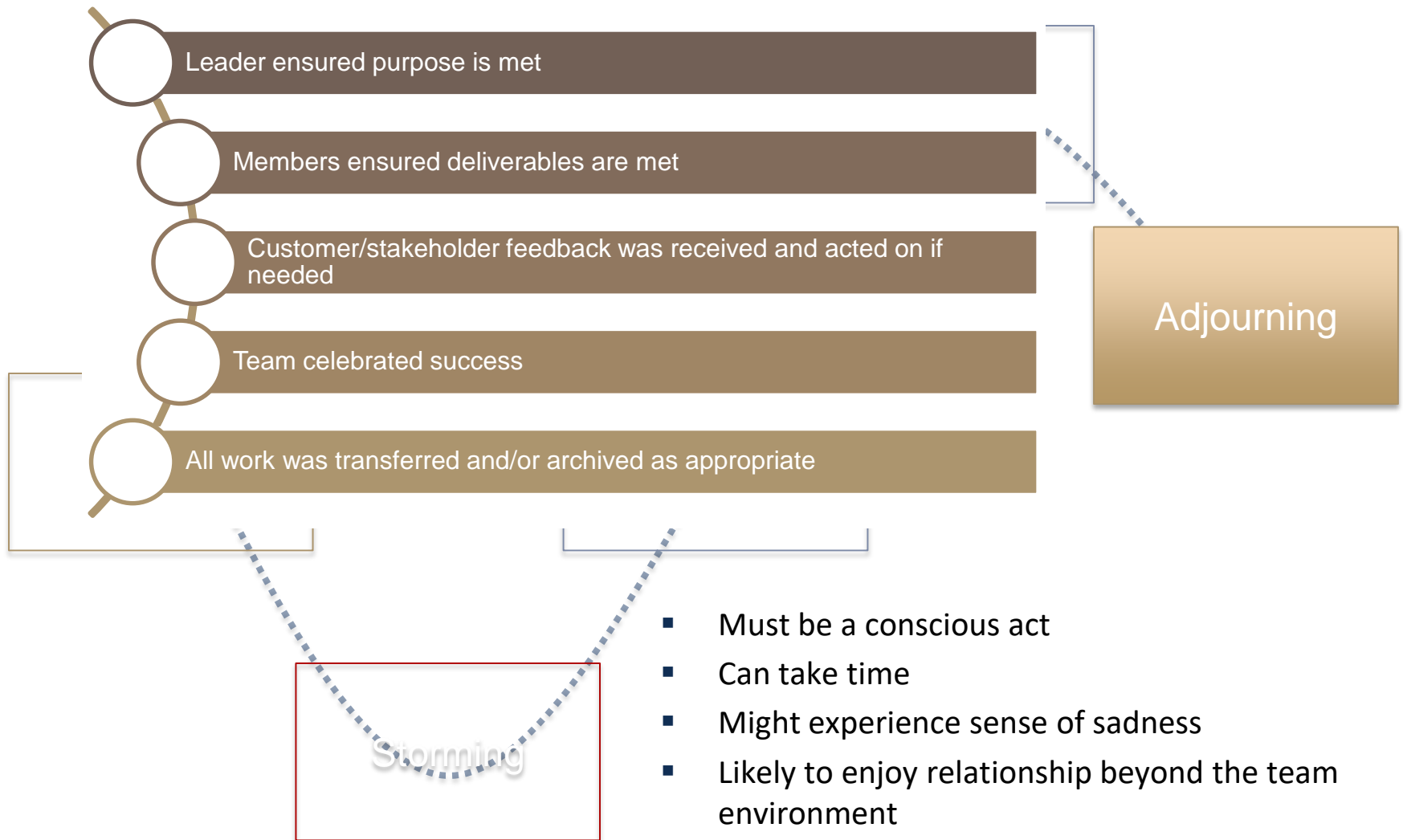- Do you have agreed upon team processes?

Break

How a Did Your Team Perform?

- Should experience sense of comfort and satisfaction in being on team and its work—pride
- Hold yourself (eagerly) accountable to role and responsibilities
- Appreciate interdependency
- Adapts as needed
- Enjoy team activities and relationships

Performing

Forming

Team had pride in vision and mission

All team members contributed

Information, results, analyses, and responsibilities were shared

Deliverables were met on schedule

Products were high quality and valued

Reputation of team became known

How Did Your Team Adjourn?

Leader ensured purpose is met

Members ensured deliverables are met

Customer/stakeholder feedback was received and acted on if needed

Team celebrated success

All work was transferred and/or archived as appropriate

Adjourning

Storming

- Must be a conscious act
- Can take time
- Might experience sense of sadness
- Likely to enjoy relationship beyond the team environment

Perform Check

- Do you have your elevator speech?
- Do you have a project plan/roadmap?

Planned Primary Workshop Issues to Explore

- Communication within Teams

- Behavior and how to react to unexpected situations

- Engaging team members with the team's mission (getting member's to buy-in)

Potential Secondary Workshop Issues to Explore

- Virtual Teams

- Team Scale (Teams vs. Clusters)

- Consistent Feedback within Team Environment

Objectives

- Identify values and behaviors which can lead to successful high performance teaming

High Performance Teaming
Moderator: Celeste Drewien
Day 2 Brief Out

Objectives:

- Communication within Teams

- Engaging team members with the team's mission

- Virtual Teams

- Consistent Feedback within Team Environment

Addressing the Objectives:

- Developed six member teams to address a community development project

- Determined task break down and management processes

- Implemented team feedback system

- Identified methods of addressing experience gaps of team members

- Discussed developing team trust, and building trust on virtual teams

The meat of the brief out was presented on a flip chart that is un-captured