# KEY INGREDIENTS TO BUILDING HIGH-PERFORMING TEAMS

IGNITE SESSION 2024 –

DR. ANDREA MARCUS KONZ

# AN INTRODUCTION

- 1982 Psychology/Sociology UW Grad, PhD in Industrial Organizational Psychology

- Worked at SC Johnson in Racine, WI

- Teach I/O Psych in the Psych Department, past board chair of Psych Board of Visitors

- Strong ties to UW

- Industrial Organizational Psychology – applies principles of psychology to the workplace  (e.g., employee selection, training, performance management, engagement, team and leadership development, organizational culture)

# THE PLAN

- What Is A Team?

- Understanding Your Teams

- Characteristics of High-performing Teams

- Adaptability and Resilience

- The Roles We Play/The Roles That Need To Be Played

- A Sample Tool For Assessing Who Plays What Roles

- Addressing The Gaps

- What Will You Do Next?

# WHAT IS A TEAM?

Target level 1

• Clear membership

• Clear goals

• Interdependence

Whole Is greater than the sum of the parts
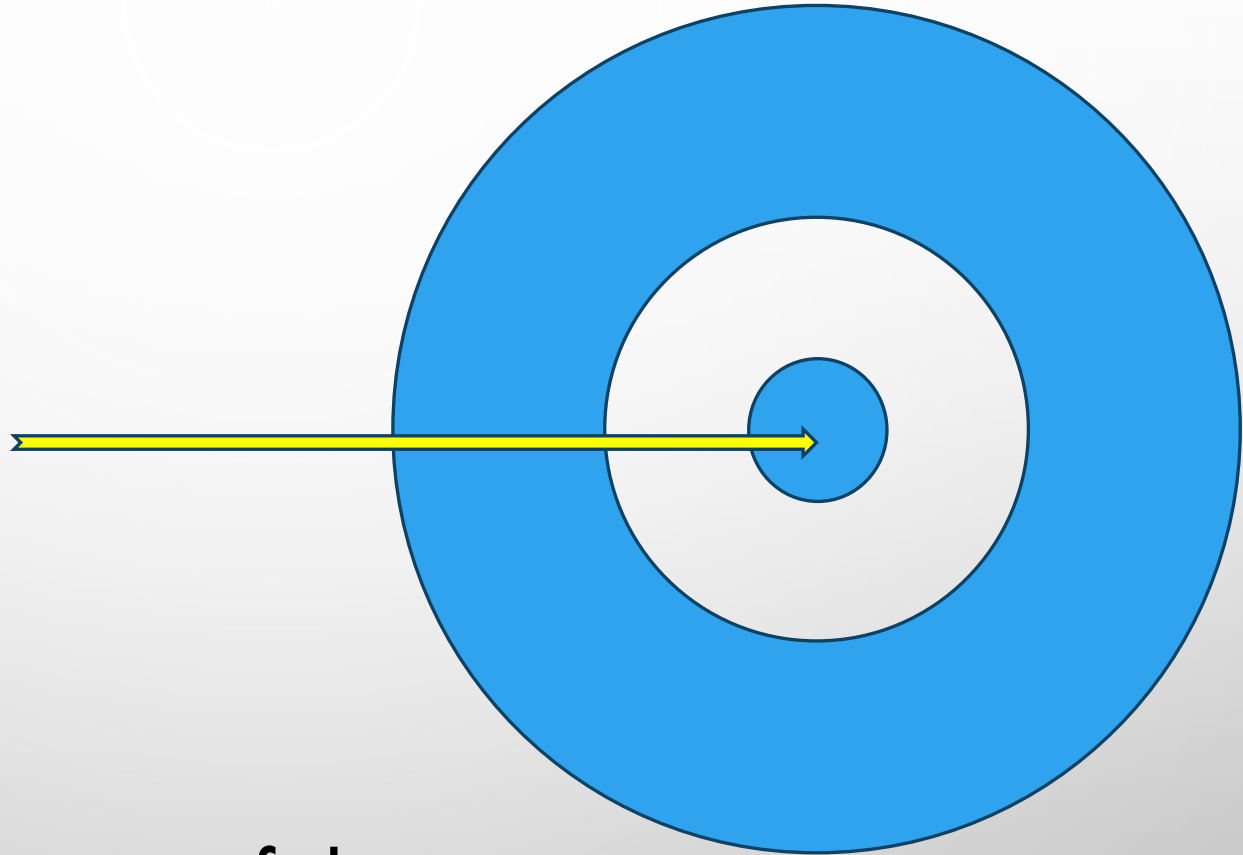
# UNDERSTANDING YOUR TEAMS

**Clear Membership – is it clear who the team members are?**

Not at all ────────────────────────── To a great extent

**Clear Goals – are the team goals clear to those in the team & outside of the team?**

Not at all ────────────────────────── To a great extent

**Interdependence – does team success depend on members relying on each other?**

Not at all ────────────────────────── To a great extent

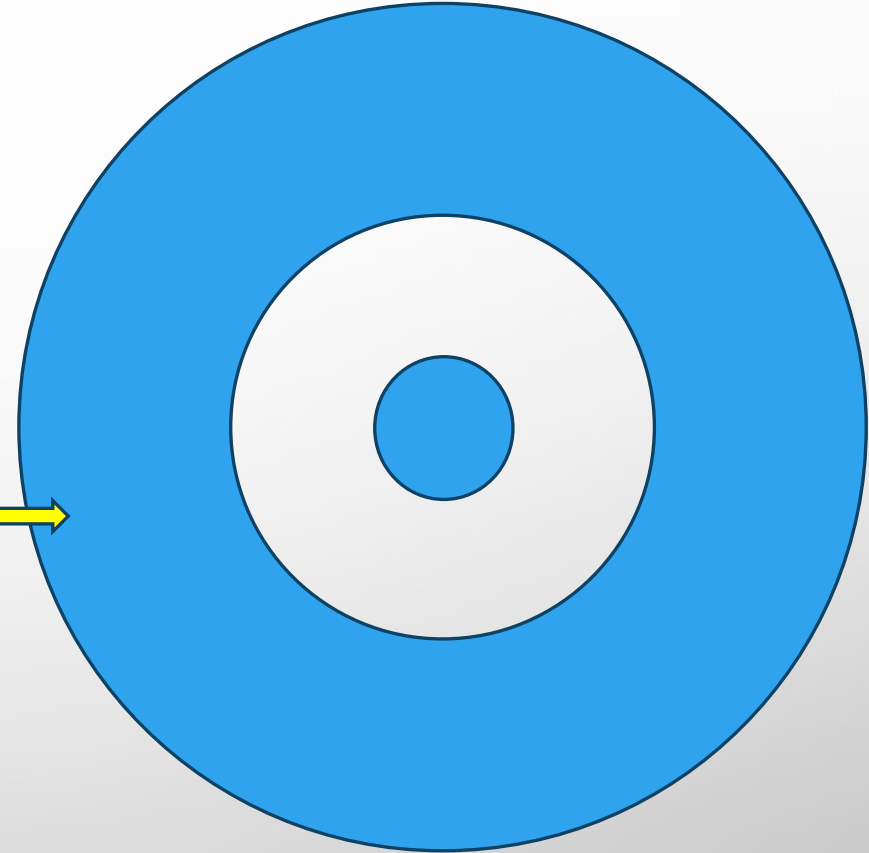# CHARACTERISTICS OF HIGH PERFORMING TEAMS

Target level 2

- Strong leadership

- Defined roles and responsibilities

- Open communication

- Trust and respect
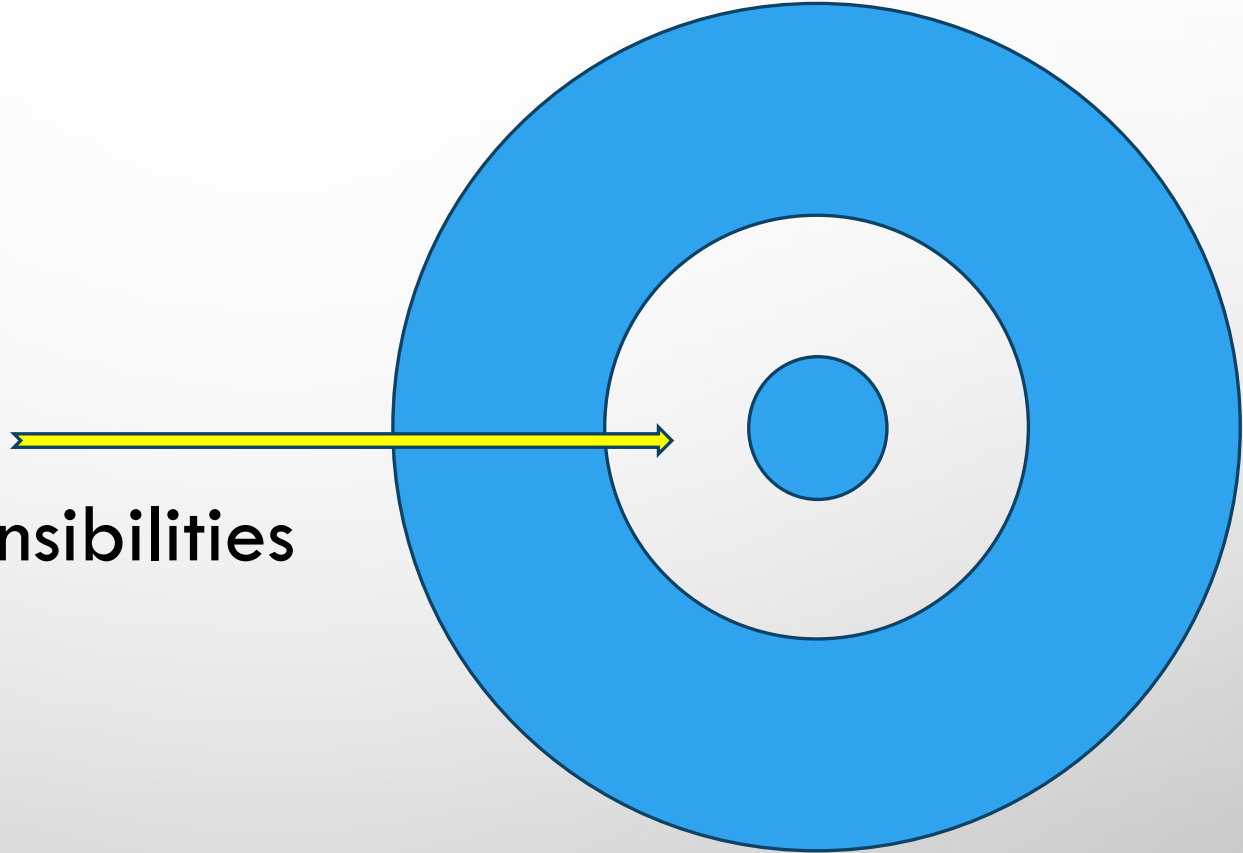
# CHARACTERISTICS OF HIGH-PERFORMING TEAMS

Target level 3

- Problem solving

- Commitment to quality and excellence

- Adaptability and resilience

- Continuous learning and development

# SECRETS TO HIGH PERFORMING TEAMS – KRISTIN BEHFAR

# TEAM MANAGEMENT PROFILE
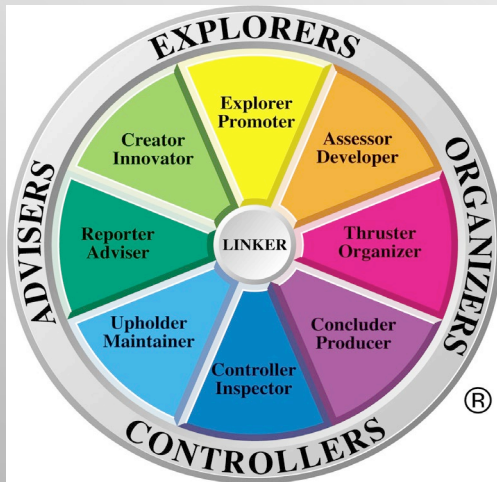
# FAMILIARITY WITH MYERS-BRIGGS?

HOW FAMILIAR ARE YOU WITH THE MYERS-BRIGGS TYPE INDICATOR?

Four Work Preference Measures

E _____ I
P _____ C
A _____ B
S _____ F



- MODEL OF WORK

+

- MODEL OF PEOPLE

=

- MODEL OF PEOPLE @ WORK

# THE ROLES WE PLAY:
# THE TYPES OF WORK MODEL



- How does a team turn ideas into reality?

- The types of work wheel is a task cycle which outlines each of the critical work functions

## Key Research Finding

- To sustain high performance, teams and individuals need to find balance in the performance of the various work functions

# TMP CORE CONCEPTS

## WORK



Types of Work Wheel

| | | |
|---|---|---|
| **Advising** | | Gathering and reporting information |
| **Innovating** | | Creating and experimenting with ideas |
| **Promoting** | | Exploring and presenting opportunities |
| **Developing** | | Assessing and testing the applicability of new approaches |
| **Organising** | | Establishing and implementing ways of making things work |
| **Producing** | | Concluding and delivering outputs |
| **Inspecting** | | Controlling and auditing the working of systems |
| **Maintaining** | | Upholding and safeguarding standards and processes |
| **Linking** | | Coordinating and integrating the work of others |

# ROLE POLL



**WORK**

**Types of Work Wheel**

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|---|---|---|
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# THE ROLES THAT NEED TO BE PLAYED
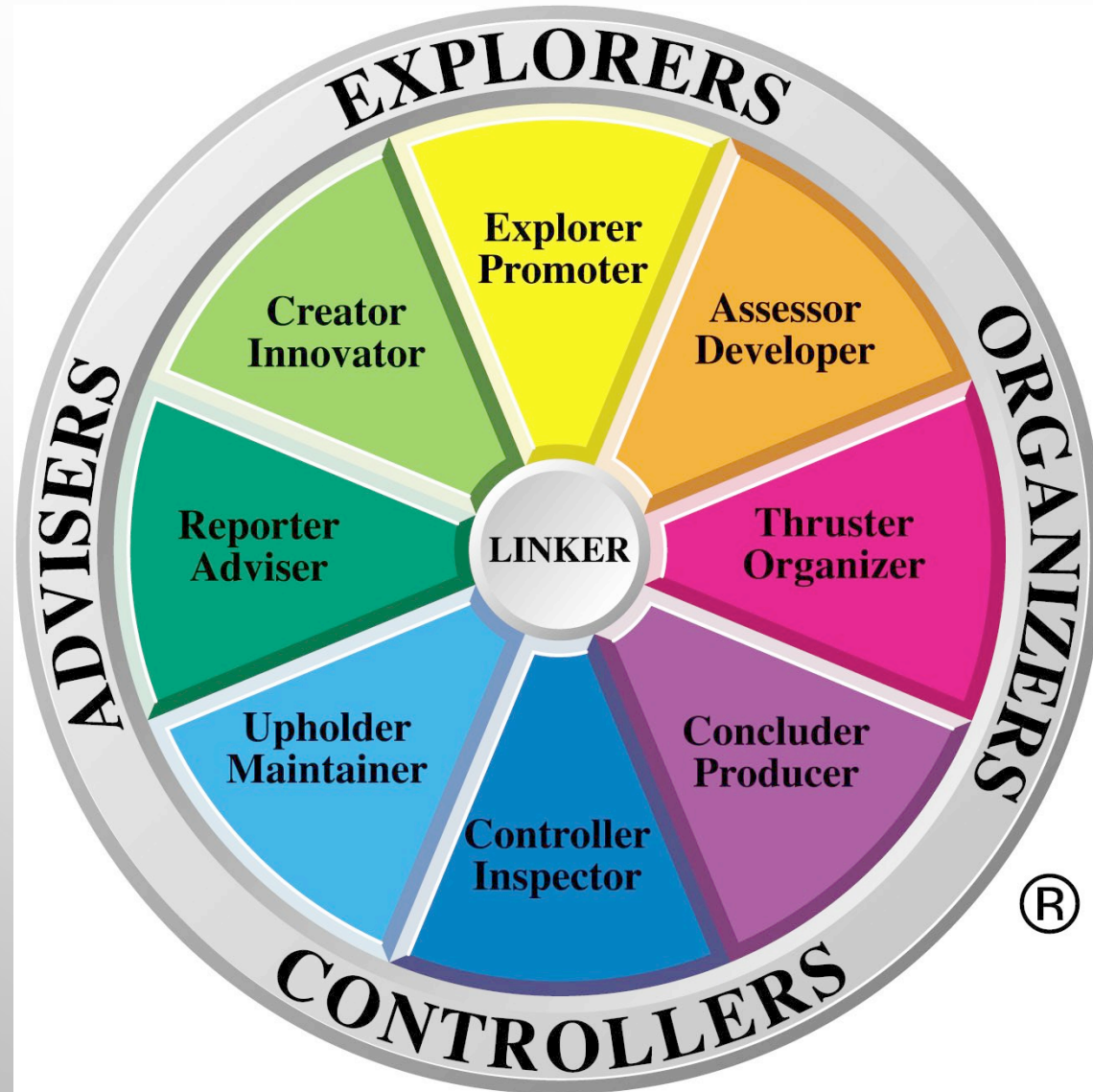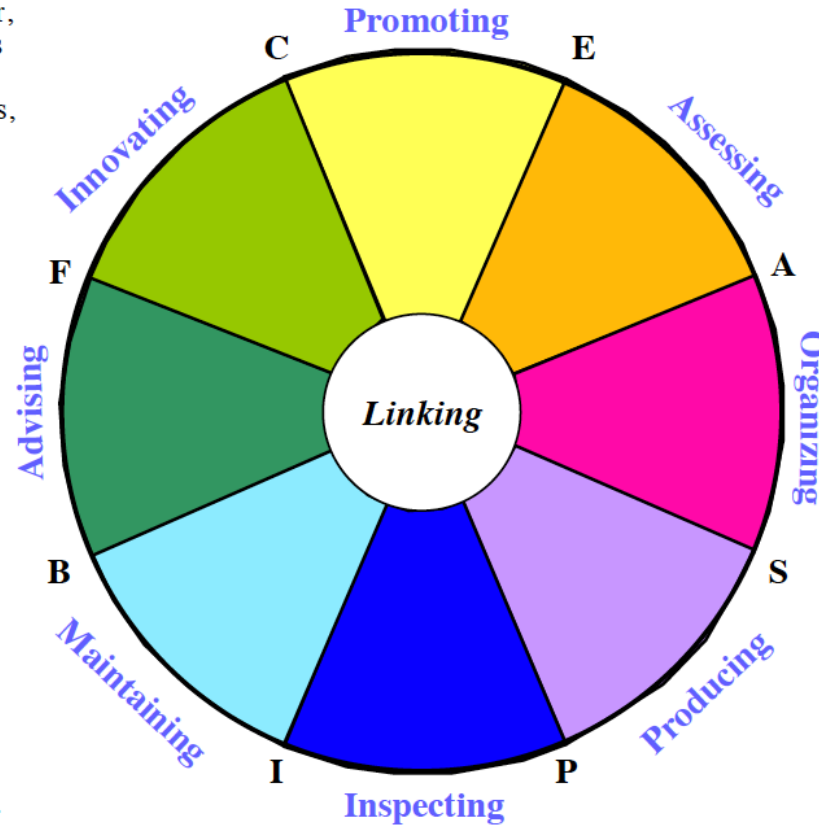
# Team Management Profile
# Summary of Major Role Preferences

Influential, Outgoing, Enjoys New Ideas, Good at Persuading, Spontaneous, Easily Bored, Enjoys Exciting and Stimulating Work, Likes Variety, Lots of Balls in the Air, High Energy, Knows Lots of People, Sees Big Picture, Musters Resources, Good Communicator

Imaginative, Enjoys Complexity, Problem-Solver, May Contradict and Upset Existing Ways, Likes New Research Work, Welcomes Ambiguity, Independent, Searching, May Redefine Deadlines, Tends to Work at Own Pace, Often Seen as Having Irregular Work Patterns
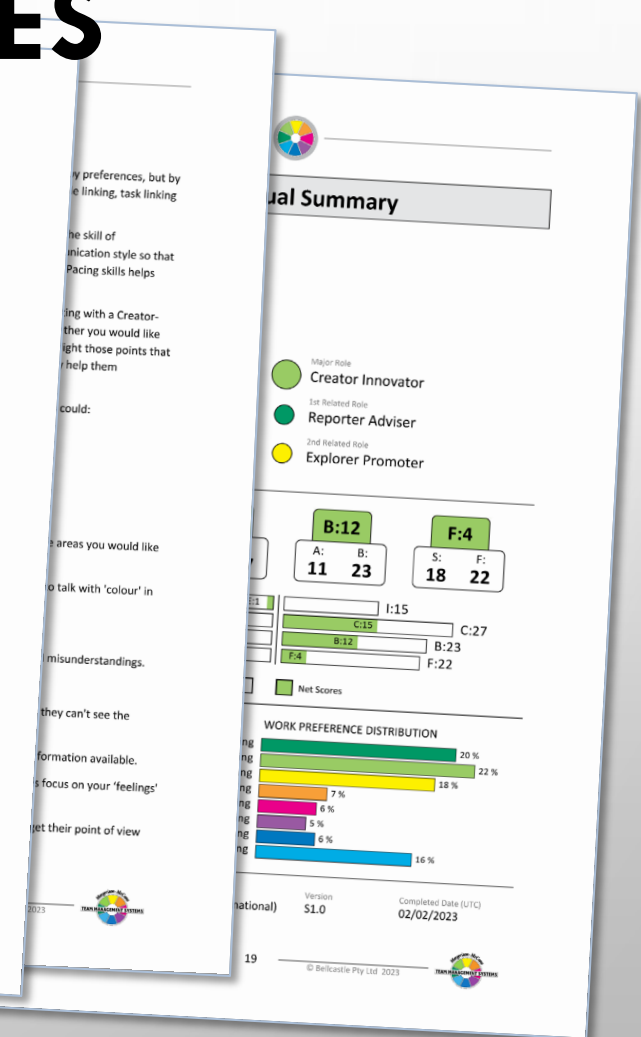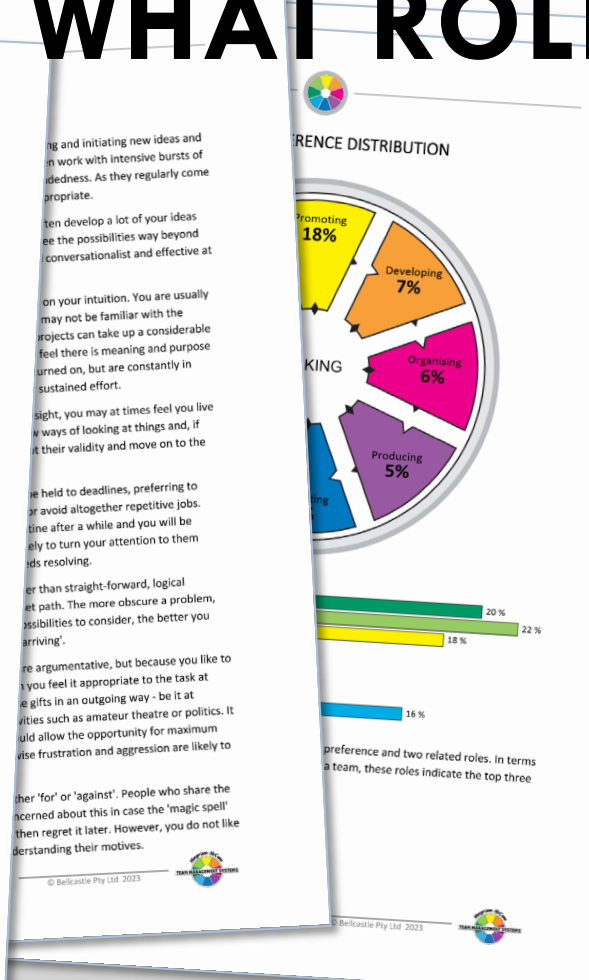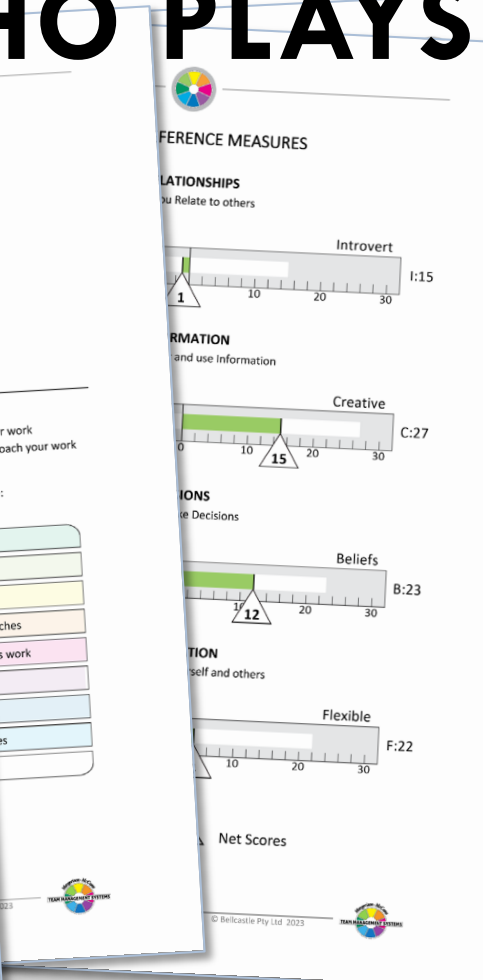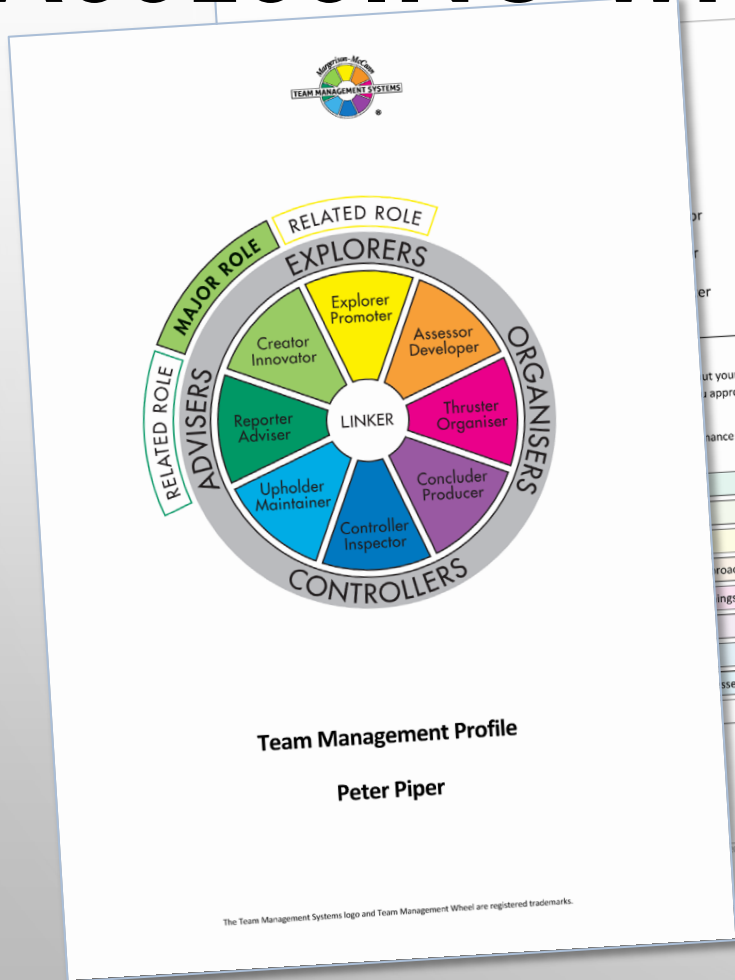
Objective, Analytical, Developer of Ideas, Builds Prototypes, Likes to Organize New Tasks, Enjoys Project Work, Action-Oriented, Dislikes Routine, Moves From Task to New Task, Pushes Ideas Forward

Generate Information, Collect Data, Knowledgeable, Well Liked, Supporter, Tolerant, Dislikes Being Rushed, May Hold Off Meetings, Patient, Usually Not Aggressive, Enjoys Discovering, Tends to "Put Off" Decisions

Results-Oriented, Well Organized, Establishes Schedules and Systems, Quick to Decide/Take Action, Consistently Moves Forward, Makes Things Happen, Will Exert Pressure

Strong Sense of Right and Wrong, Beliefs-Driven, Personal Values Important, Work Motivated Through Purpose, Aware of Infrastructure Needs, Loyal, Team-Oriented, Good Facilitator, Concerns for Relationships, Expresses Strong Feelings, Prefers Behind the Scenes Leadership Role

Practical, Production-Oriented, Likes Schedules and Plans, Values Effectiveness and Efficiency, Pride in Reproducing Products and Services, Time Conscious, Follows Through to Conclusion

Strong on Control, Detail-Oriented, Enjoys Precision Work, Likes to Work with Facts and Data, Inspector of Output to Assure Standards and Procedures, Low Need for People Contact, Critical of Inaccuracies, Meticulous, Quiet and Reflective, Concentrates in Depth



Promoting

Innovating

Assessing

Advising

Linking

Organizing

Maintaining

Producing

Inspecting

C · E · A · S · P · I · B · F

# THE TEAM MANAGEMENT PROFILE – ASSESSING WHO PLAYS WHAT ROLES

# MINDING THE GAPS

Strategies Include

- Assignment of tasks

- Outsourcing the role

- Implementing processes

- Bringing in new team members

| | | |
|---|---|---|
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# WHAT WILL YOU DO NEXT?

- Determine the extent to which you are working with a team

- Assess the team's strengths and weaknesses using the characteristics of high performing teams

- Discuss the roles that need to be played on the team for the team to be successful

  - Who plays the different roles? Are people playing roles that match their preferences and their energy? Is there role clarity?

  - What roles might need to be handled in other ways if changing team composition is not an option?

- If you are working with a high stakes team, consider leveraging tools such as the Team Management Profile

# QUESTIONS?

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