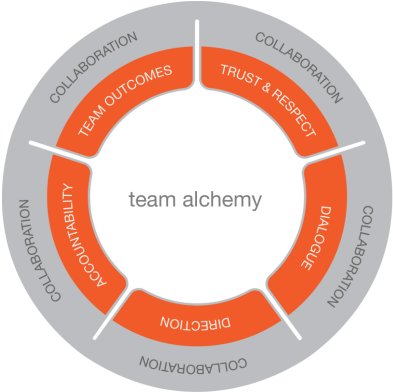# Elevating Measureable Performance - A multi-discipline approach

How good are your teams?
How do you know?

Bruce Herbert

- Belbin user since 2004
- Principal and co-founder the Team Alchemy System
- Certified Senior Practitioner in Team Coaching – ICF, EMCC
- Faculty Global Team Coaching Institute
- Support the TA international team
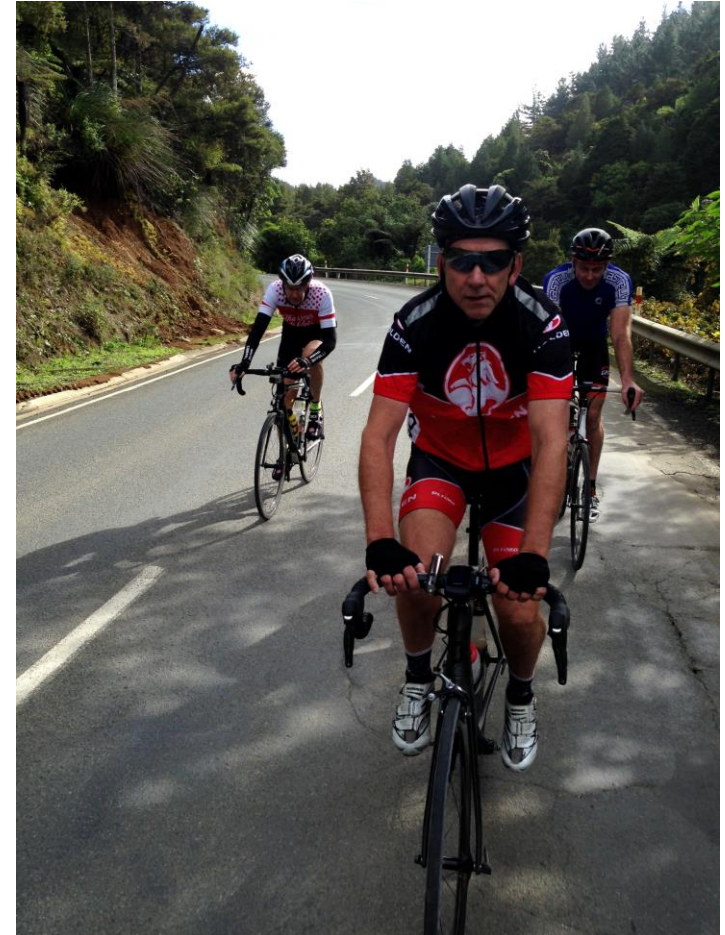- MAMIL and road warrior
- CO, SP, RI

Bruce Herbert

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  https://www.linkedin.com/in/bruce-herbert-494b801b/

New Zealand

A couple of "Pracademics"

team alchemy – a key performance building block
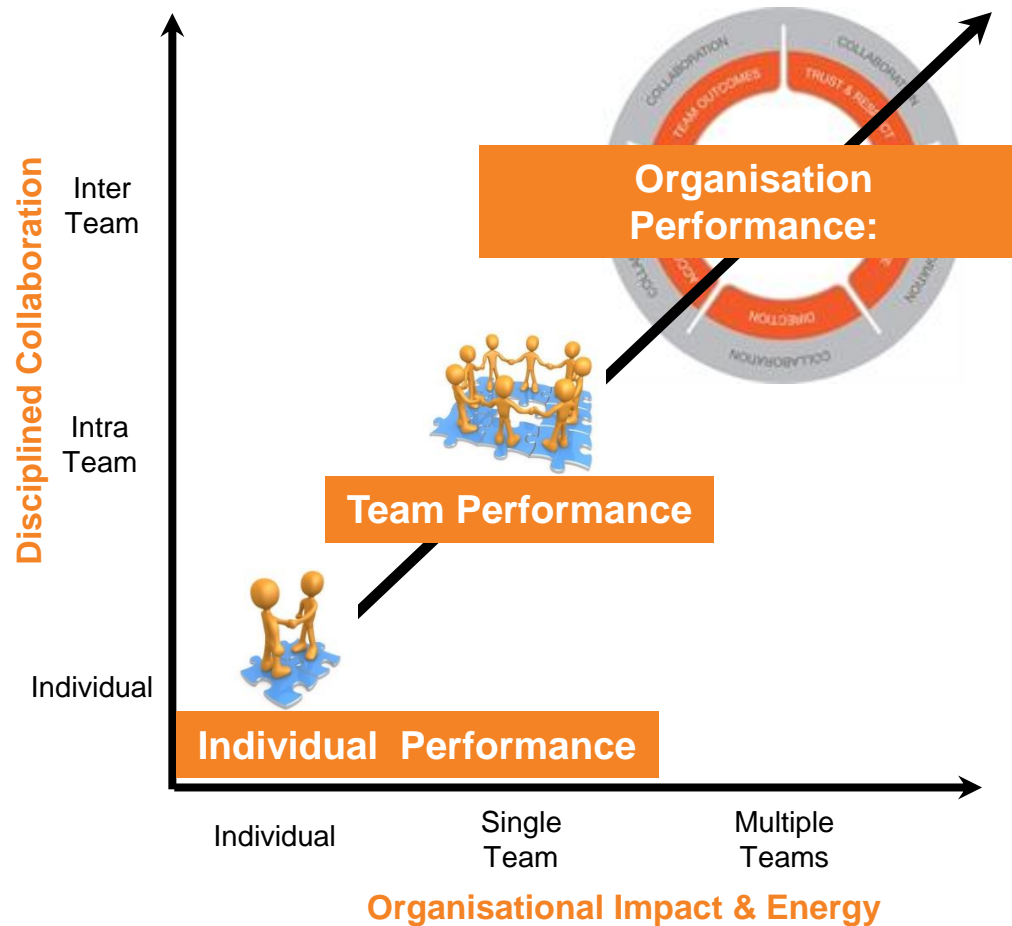
Team Alchemy focuses on:

- TEAM performance – the missing performance link for most organisations

- measuring and tracking performance both within teams and between teams (collaboration)

- providing a platform for embedding a high performance culture

- team performance measures from team members & key external stakeholders

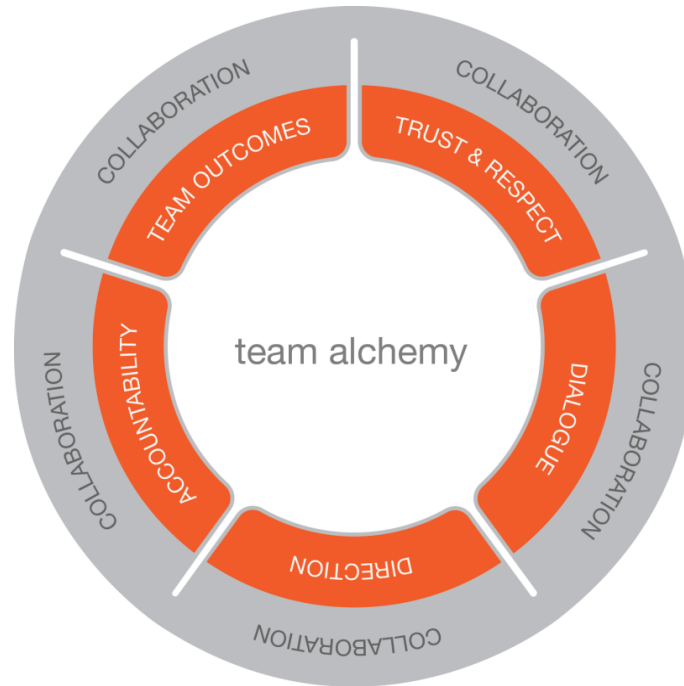- the social aspect of work – the lubricant that provides connectivity and meaning

team coaching

Our approach

- Teams are complex, and every team is slightly different

- The team is an entity in itself. Its purpose is to add value to its stakeholders and wider system.

- Teams need to learn, as a team, and build a collective capability

- There are some common basics to get right early, however team development is less linear than it was

- The goals is always to get the team to the point where they can coach themselves

- One to one coaches don't easily transfer across to team coaching.

- Leaders still lead, just in a different way

- Agile coaches are a specialist branch of team coaching

team alchemy

From Group to Team
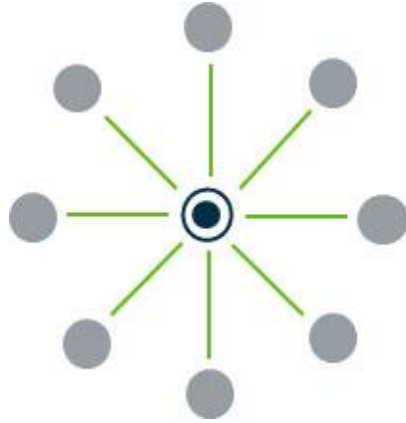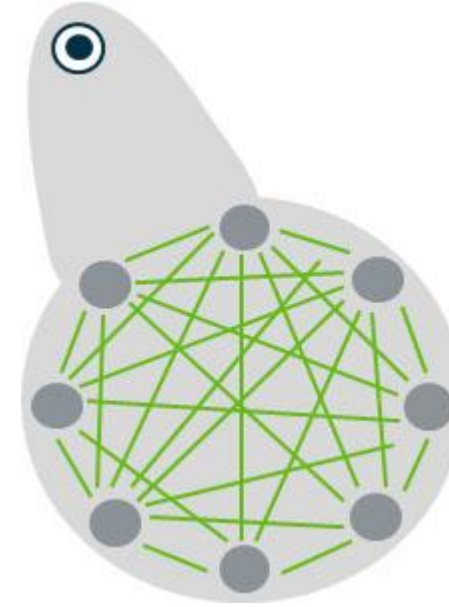
Stage 1

Manager focused team

Challenged by
Fast moving or
complex environment

Stage 2

Manager facilitated team

Agree on
Team Purpose
Team Norms

Stage 3

Self facilitated team

Collective conversations
and real teaming

Dr Paul Donovan – How do teams really evolve

team alchemy

Modalities

Team Coaching for Organisational Development, 2023
Helen Zink

Rapid teaming is…

- Creating new teams that are effective from the start
- Integrating new team members swiftly
- Reshaping teams around new leaders
- Ensuring teams are aligned with other teams, with which they are interdependent.
  (This includes formal or informal structures within an organisation = Teams of Teams = organisation wide view).

"Team coaching helps to cut through the formation chaos in new teams by providing structure to the team's dialogue. In existing teams, coaching provides a "return to basics", whenever a significant change occurs."

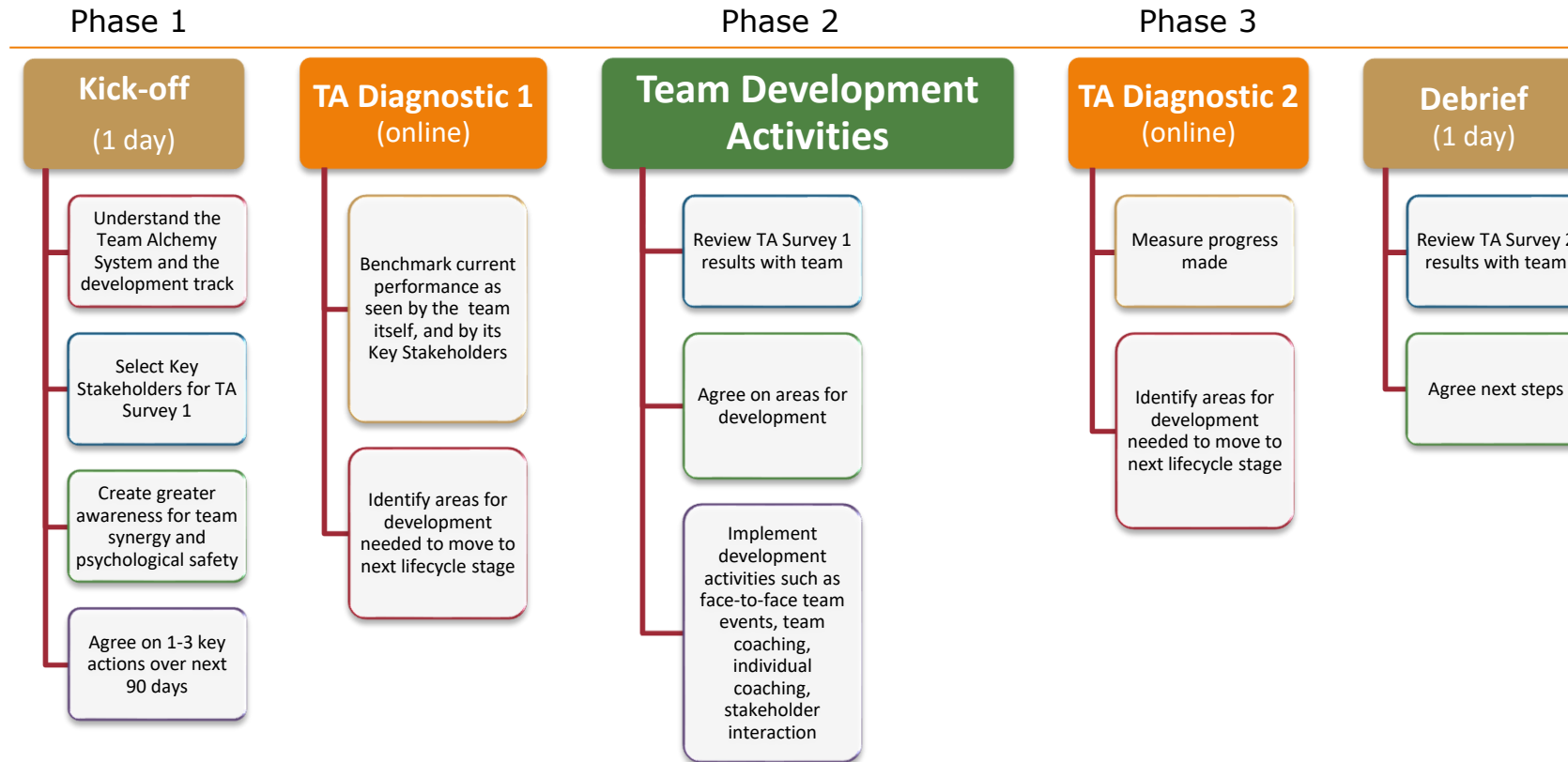**Rapid teaming: the skills of making, remaking and contributing to high performing teams**, **Clutterbuck, 2023**

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Cambridge 2024

team alchemy

Team development – from good to great

Phase 1　　　　　　　　　　　　　**Phase 2**　　　　　**Phase 3**

Kick-off
(1 day)

- Understand the Team Alchemy System and the development track
- Select Key Stakeholders for TA Survey 1
- Create greater awareness for team synergy and psychological safety
- Agree on 1-3 key actions over next 90 days

TA Diagnostic 1
(online)

- Benchmark current performance as seen by the team itself, and by its Key Stakeholders
- Identify areas for development needed to move to next lifecycle stage

Team Development Activities

- Review TA Survey 1 results with team
- Agree on areas for development
- Implement development activities such as face-to-face team events, team coaching, individual coaching, stakeholder interaction

TA Diagnostic 2
(online)

- Measure progress made
- Identify areas for development needed to move to next lifecycle stage

Debrief
(1 day)

- Review TA Survey 2 results with team
- Agree next steps

Activity	Month 1	Months 2-4	Month 5	Months 6-7	Month 8	Months 8+
Facilitation	Introductory workshop (1/2 – 1 day) Agree KES to be surveyed	Results of Diagnostic 1 Agree priorities and 90 Day Plan (1/2 day) Mini workshops	90 Day Review and Planning (1 day) Keep, Stop, Start speed dating Mini workshops	Mini workshops Issue resolution (as required)	90 Day Review and Planning (1 day) Keep, Stop, Start speed dating Mini workshops	Mini workshops Issue resolution (as required) Results of Diagnostic 2
Team Coaching		Attend team meetings (at least monthly) 30 Day monitor Debrief meetings Coach the leader	Attend team meetings Coach the leader	Attend team meetings Coach the leader	Coach the leader	Coach the leader
Focus area Toolkit resources Mini workshop topics	TA Intro Behavioural profiling Direction and Outcomes Stakeholder identification	90 Day Plan Team behaviours and groundrules Meetings 30 Day Reviews Collaboration Stakeholder mapping ECAPE Vision, KPIs, Dashboard	90 Day Review Keep, Stop, Start speed dating Team Decision Making RACI Conflict and clearing conversations	Anything that helps from the TA toolkit and personal bank of tools and resources Let the leader lead	Less facilitation, more coaching	
Team Alchemy Diagnostic	Set up and conduct Diagnostic 1					Set up and conduct Diagnostic 2
TA progress	Traction	Traction	Calibration		Momentum	

traditional teams   v   team alchemy (systemic)

traditional teams		team alchemy (systemic)
single team	→	team + network of teams
anecdotal models	→	best practice + statistical analysis
dysfunctional approach	→	positive psychology approach
relationship focus	→	performance focus with proven ROI
internal teamwork	→	team + collaboration with KES
internal measurement	→	external and internal measurement
snapshot in time	→	life cycle approach to performance

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team alchemy

team alchemy – a systemic approach

the team alchemy system ™

Five core components

- **team alchemy model** – the definition and model of high performance teamwork (HPT)

- **team alchemy life cycle** – five stages of development for a team to follow to raise team performance

- **team alchemy diagnostic** – enables diagnosis and measurement of the level of team performance

- **team alchemy toolkit** – online activities, exercises, frameworks and initiatives to improve team performance

- **systemic team alchemy facilitator-coaches** – both face-to-face and online, support teams on the journey to high performance.

team alchemy – defining team effectiveness

team alchemy is the state of high
performance teamwork that
combines

1. outstanding results
2. synergistic relationships
3. deep fulfilment from working
   and learning together.

Trevor Laurence

$1 + 1 = 3$

team alchemy model – 6 elements

team outcomes

Performance ethic. Team-first ethos.
Recognise contributions.

accountability

High standards. Use of milestones to monitor,
review and reflect on performance. Confront reality.

direction

Clarity and alignment. An action orientation.
Commitment to execution.

dialogue

Active listening and straight-talking. Sound structure
and processes. Constructive use of tension.

trust & respect

Give trust unearned. Respect each other.
Belief through action.

collaboration

Strong external orientation. Proactively engage
with key stakeholders. Utilise feedback loops.

team alchemy life cycle

team alchemy dimensions

| dimensions of team performance	team traction	team calibration	team momentum	team alchemy	reset
	set up team performance	**learn to perform as a team**	**deliver consistent team performance**	**high performance teamwork**	**disband or reform**
outstanding results					
direction	**clarity and alignment** • vision, purpose, goals, KPIs • ensure alignment • start 90 day plans	**an action orientation** • identify CSF • set milestones to focus actions • complete 90 day plans	**commitment to execution** • monitor & review CSF • use milestones; be decisive • track 90 day plans	**execution culture** • delivery of goals, KPIs • re-set goals & priorities • success builds success	**ensure closure**
team outcomes	**performance ethic** • design team dashboard • link to goals & plans • non-financials included	**team-first ethos** • visualise & simplify dashboard • team-first approach to both inputs & outputs	**recognise contributions** • clear focus on team before individual • recognise contributions	**success culture** • delight in achieving high performance outcomes • celebrate successes	**celebrate**
synergistic relationships					
trust & respect	**give trust unearned** • right people, right roles • openness & honesty	**respect each other** • capabilities known; use profiling • focus on strengths first	**belief through action** • respect for capabilities • trust unearned is confirmed	**supportive culture** • support is naturally given & received; team ethic	**honour relationships**
dialogue	**active listening & straight-talking** • agree values & behaviours • team meeting disciplines	**sound structure & processes** • processes for communication, decision-making, use of conflict • disciplined approach adopted	**constructive use of tension** • reflect & review often • ensure processes are effective • use courageous conversations	**team mindset** • a strong focus on priorities • power of diversity is real • synergistic relationships	**capture learnings**
deep fulfilment					
accountability	**set high standards** • set performance standards • establish accountabilities • set up management system	**monitor, review, reflect** • use milestones to monitor, review & reflect • make time for team reflection	**confront reality** • regular team reviews • confront reality & take action • maintain high standards	**mutual accountability** • personal & team accountability • team pride is high	**recognise**
collaboration	**external orientation** • map the team network • assign ambassadors for KES	**proactively engage** • build personal networks • adopt a disciplined approach • KES agreements in place	**utilise feedback loops** • utilise feedback loops • track external environment • monitor KES agreements	**disciplined collaboration** • assess performance • use feedback to adapt KES agreements	**reset relationships**

team alchemy diagnostics

- provides clear benchmarks of team performance

- the comprehensive survey has two parts:
  - internal team members (36 questions)
  - key external stakeholders (11 questions)
  - quantitative, qualitative, comparators

- is used as a diagnostic tool for identifying team improvement initiatives that have team buy-in

- enables teams to monitor, track and compare team performance during the life cycle of a team

- has proven validity and reliability

Internal Team
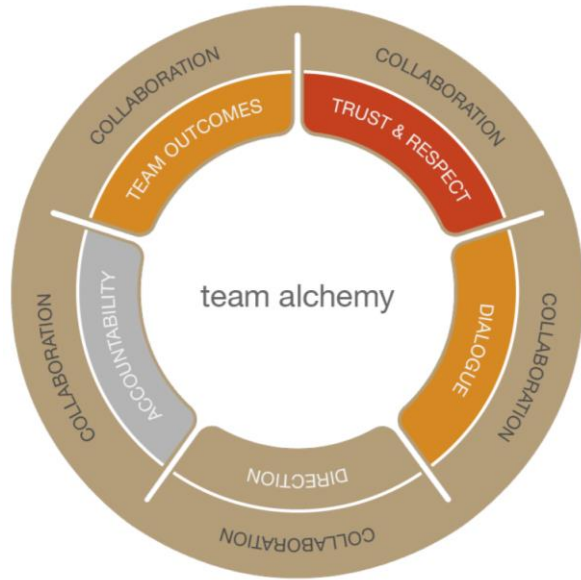
Internal
3.76
Fair
Calibration

elements	score	rating
team outcomes	3.88	Good
accountability	3.33	Low
direction	3.78	Fair
dialogue	3.89	Good
trust & respect	4.03	High
collaboration	3.64	Fair
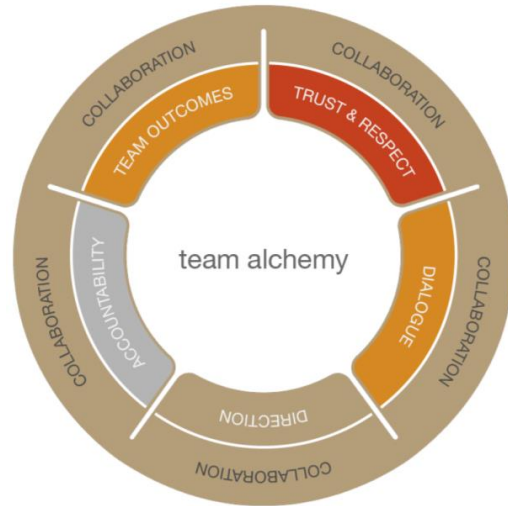
●	high	**70%+**
●	good	**50-69%**
●	fair	**30-49%**
●	low	**30%**
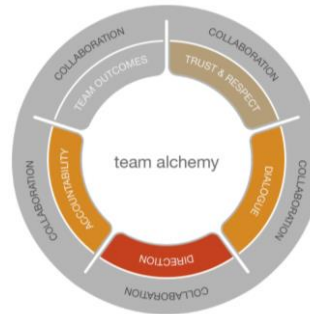
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team alchemy

ROI – team performance

ROI – individual satisfaction
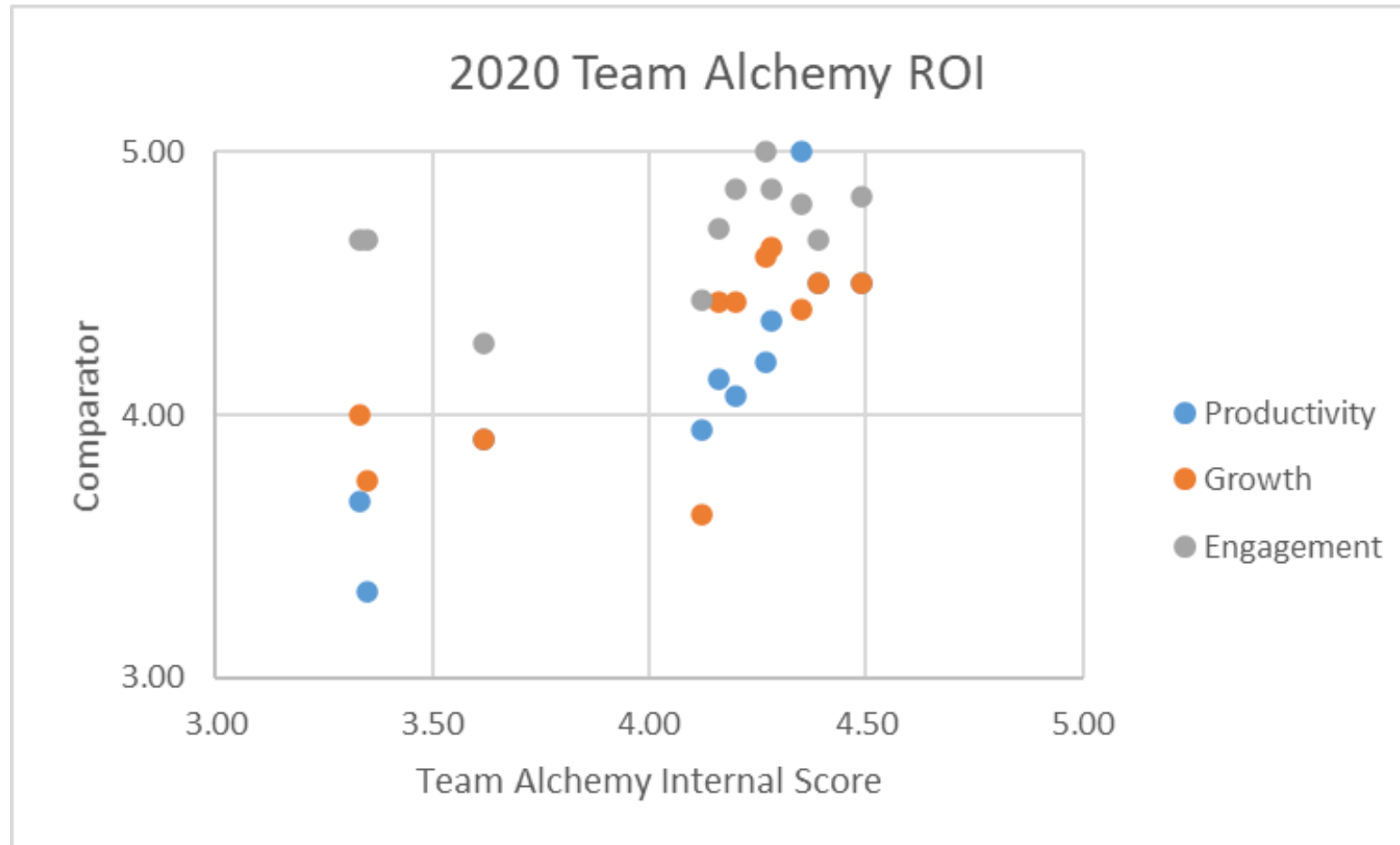
"When working in this team I feel I am as productive as I can be."
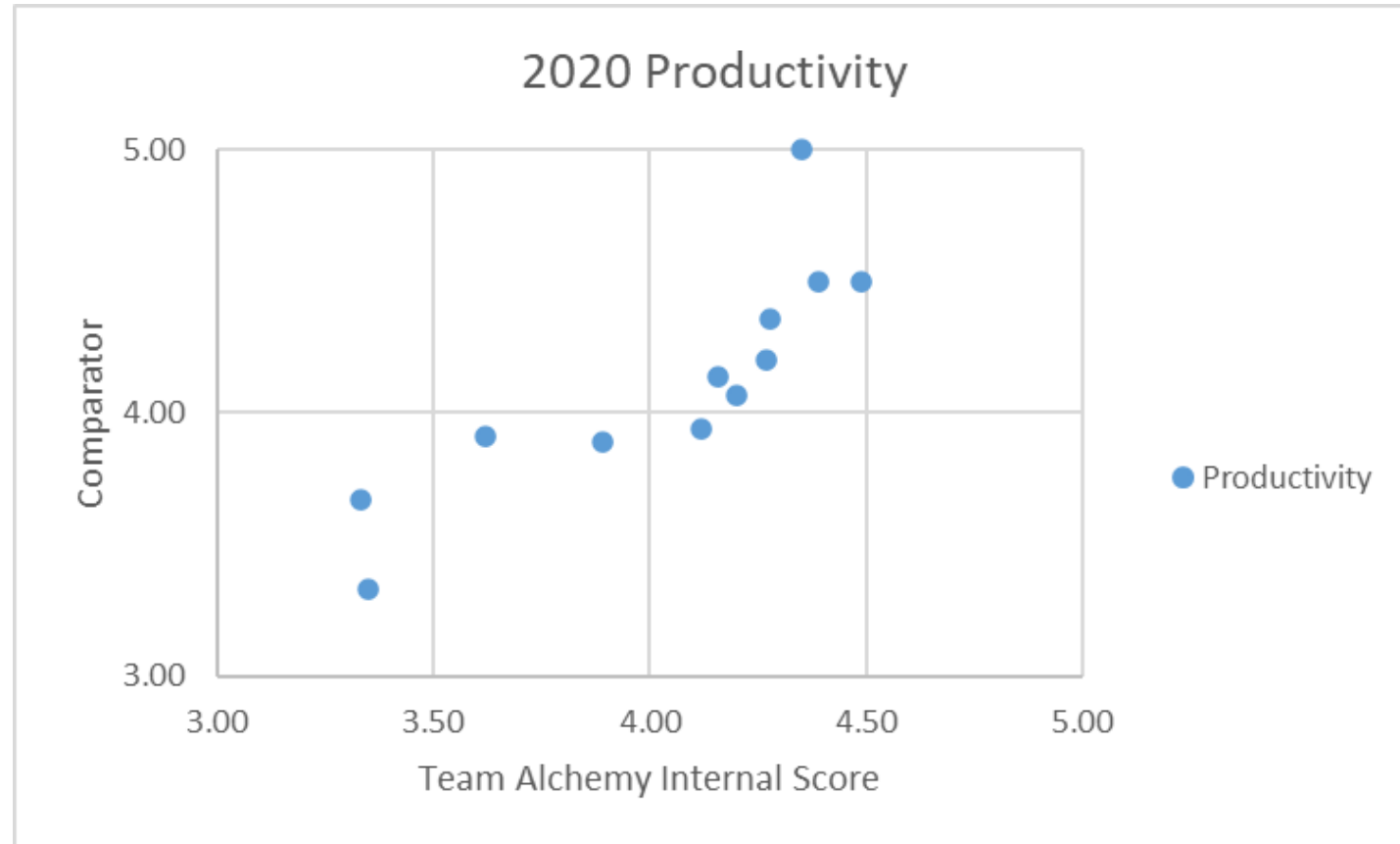
"This team provides me opportunities to develop and grow."
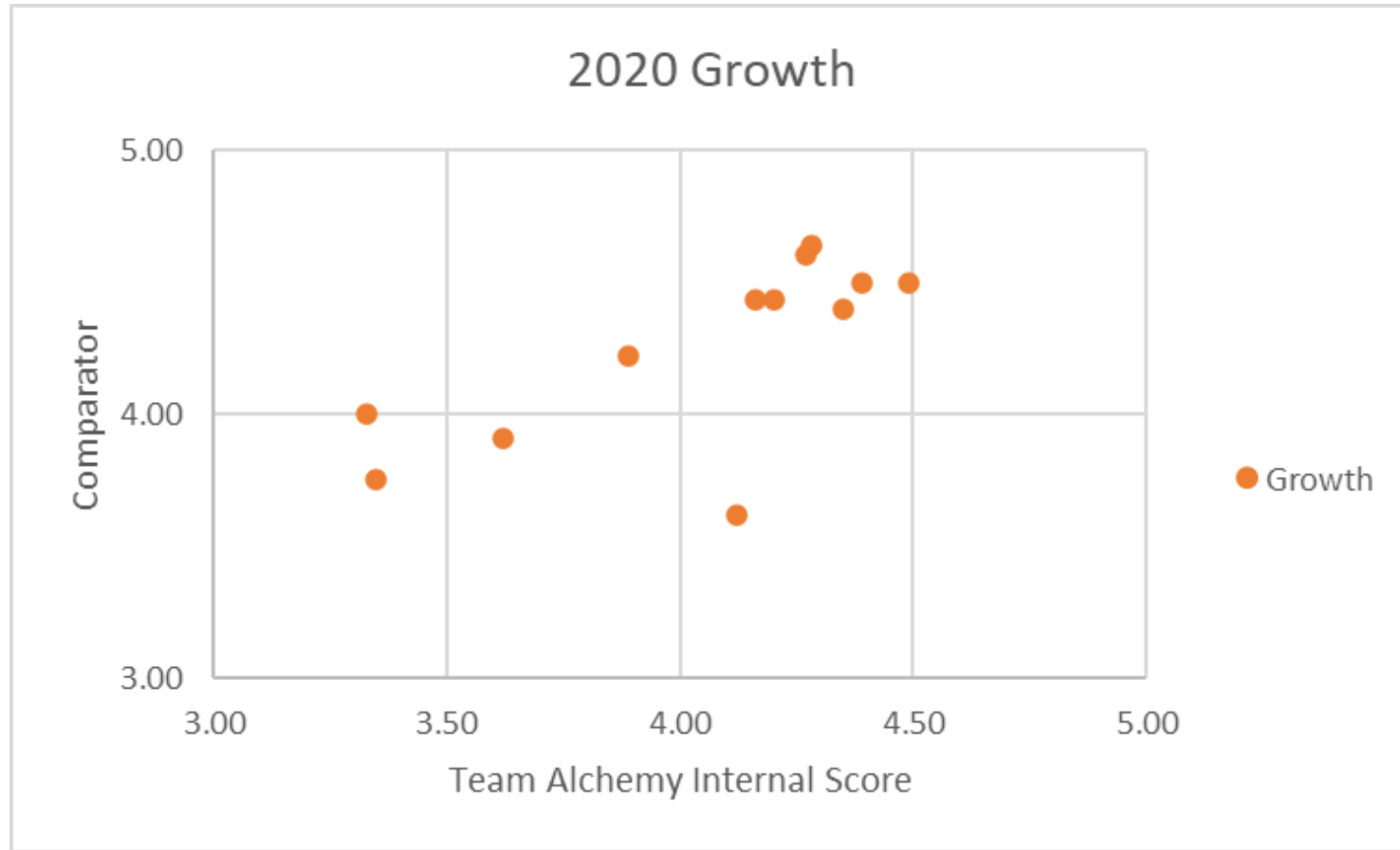
"When needed, I am willing to put in extra effort for this team."
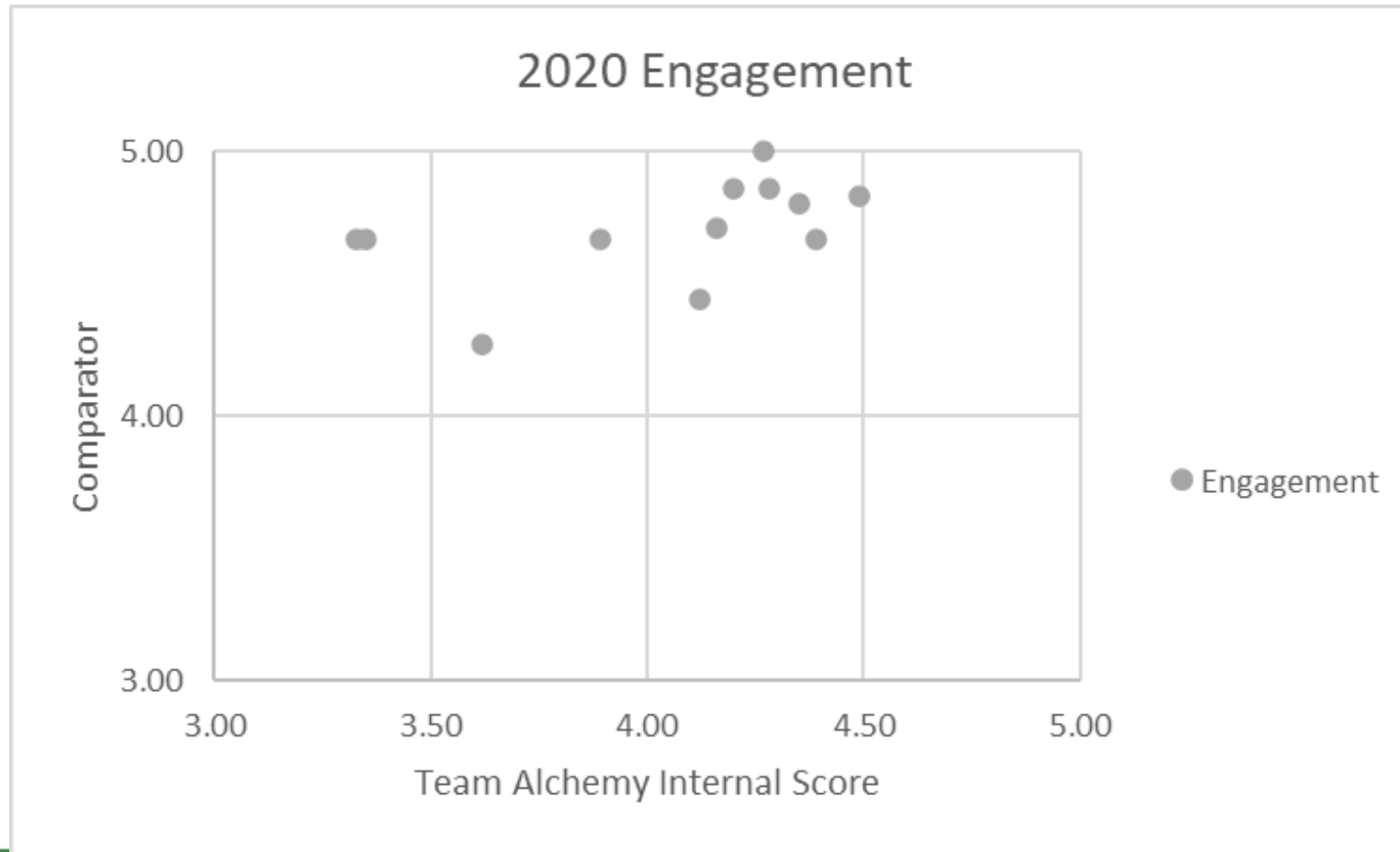
enterprise level implementation

- internal team coaches (accredited)

supported by

- external facilitator-coaches (accredited)

    - assess and diagnose levels of team performance
    - coach and support teams on their journey toward
      high performance

- practitioners - leaders and managers of teams

research - belbin and team alchemy
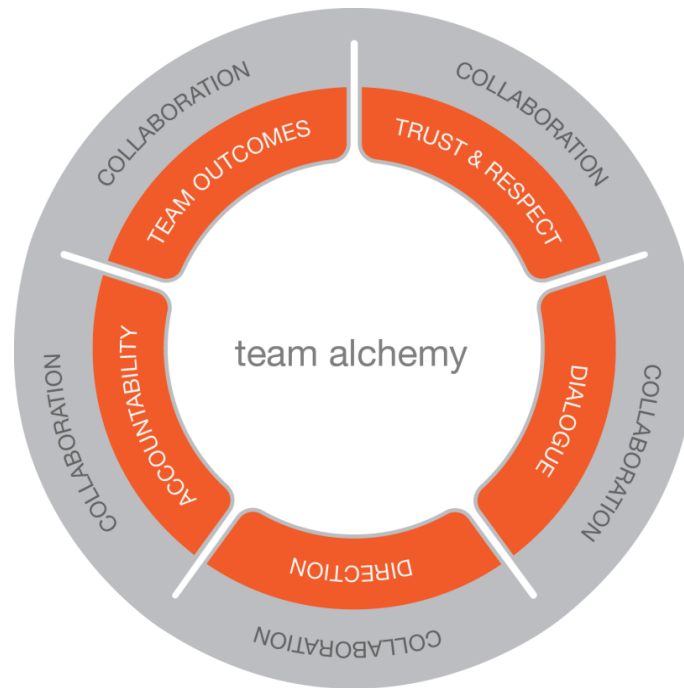
Internal vs. external performance

THE MANReagERS
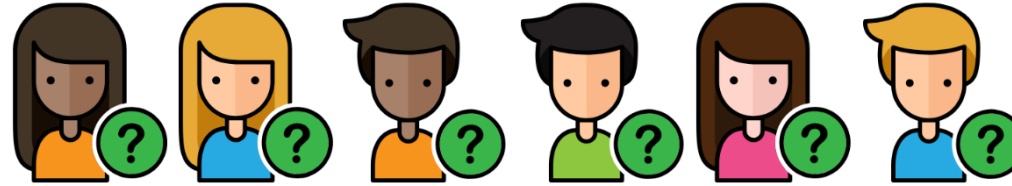
Self-awareness

Managers of the highest-performing teams had a higher ratio of strengths to weaknesses than did their lowest-quartile counterparts, as observed by members of their teams.

91.5%

STRENGTHS REPORTED AMONGST TOP-PERFORMING MANAGERS

86%

STRENGTHS REPORTED AMONGST LOWEST-PERFORMING MANAGERS

Key qualities

Highest-performing managers were more likely to be seen as:

CONSCIOUS OF PRIORITIES
CONFIDENT AND RELAXED
PRACTICAL
DISCIPLINED
RELIABLE

Lowest-performing managers were more likely to be seen as:

RELUCTANT TO ALLOCATE WORK
FRIGHTENED OF FAILURE
IMPULSIVE
FUSSY
INDECISIVE

THE TEAMS

BALANCE

Those teams with **greater Team Role range** performed better than teams of 'all-rounders'.

10% SIZE

On average, highest-quartile teams were 10% smaller than their lowest-quartile counterparts.

STRENGTHS

Highest-performing teams had more **Strong Examples** of Team Roles, spread among more candidates.

ADAPTABILITY AND CHANGE
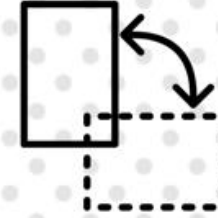
The highest-performing teams scored significantly higher for **willingness to adapt** and **correct errors** than did the lowest-performing teams.

Team weaknesses

The best teams were more:

**FEARFUL OF CONFLICT
OVER-TALKATIVE
INDECISIVE**

The worst performers were:

**INFLEXIBLE
MANIPULATIVE
OVER-SENSITIVE
PUSHY
SCEPTICAL**

Whilst the high-performing teams were **fearful of conflict** and **indecisive**, they tended to communicate more and were able to **adapt** and catch errors which might otherwise have compromised success.

The lowest performers, on the other hand, were more likely to approach change with **scepticism** and **inflexibility** and were therefore perhaps at a disadvantage when responding to changing circumstances.

in conclusion

- In general, those teams who performed best had managers with **Co-ordinator** and **Shaper** tendencies, and plenty of Implementer and Completer Finisher behaviours distributed within the team.

- The most successful teams were **willing to adapt and discuss** when the path ahead was unclear, whereas the least successful were inflexible, with a grouping of Observer words which indicated **distrust** within the team.

- This information may be useful when forming teams and addressing change in existing teams.

- **Team size** may also have played a role: **smaller teams** tended to do better. Also, those with a **high List A: List B ratio** tended to perform better, suggesting that team members who are aware of – and can mitigate – associated weaknesses which affect their strengths are better placed.