

# create10 Team Development



Leadership Development & Management Training  
Professional Executive Coaching  
Team Performance  
Leadership Coaching for Strategy Program  
Professional Executive Leadership Program  
Life Coaching

[www.create10.ie](http://www.create10.ie)



## Welcome to create10

Do you genuinely value performance and progression? Perhaps you are facing significant challenges within your business or organisation. Maybe the enthusiasm that was so prevalent previously is not quite there recently. Create10 can help. Even if you are a highly effective and motivated business or organisation, we can help you to make those marginal gains that will set you apart from competitors. Or perhaps, you are you a senior executive that is looking to take your own professional performance to the next level.

Create10 provides a range of services such as Leadership Development and Management Training, Professional Executive, Team and Life Coaching as well as offering our online 'Leadership Coaching for Strategy' and 'Professional Executive Leadership' Programs.

Thankyou for downloading this short informative handbook on Team Performance Development. This handbook will provide you with some of the latest tools and techniques in supporting you in improving individual and collective performance.

As you proceed through the material, there are a number of 'activity boxes' which are essential to complete. This will assist you when it comes to applying the learning into real life scenarios.

If you find this complimentary handbook useful please check out the create10 website to see our range of services and we would welcome your feedback. Enjoy!

### Welcome

- Welcome & Introduction
- Introduction to Teams
- High Performance Teams
- Coaching approaches to Team enhancement
- Leadership Coaching for Strategy Program
- Professional Executive Leadership Program Assignment
- Post Course Executive Coaching

## Activity Box

### Team Self Assessment

1. Ask your team to list 6 -7 of the most important characteristics of an effective team
2. Write these characteristics on a flip chart when the team reaches consensus on them
3. Scale each from 1—5 on how well or not so well the team is doing with each of the characteristics.
4. Discuss why some scores are low and why some are high. Explore the other end of the scale also e.g. is their too much rapport?
5. Develop agreed actions with allocated responsibilities and timeframes in order to improve team performance with the newly acquired insights.

### Effective Teams?

Have you ever come across a team who believe that they are the best ever? Productive, efficient, everyone gets along and they know it! Even their employer is content. It's all good...or is it? Here's a little exercise that I like to carry out with teams from time to time.

### Team Self Assessment

Ask them to list six or seven of the most important characteristics of a productive functional team. Typically, characteristics such as rapport come up, maybe goal attainment or passion.

With the next stage of the exercise, I ask them to scale how they are doing in terms of these valued characteristics rating themselves between 1 – 5, one being very poor and five being excellent. Now for those teams that perceive themselves to be highly effective, they will typically score themselves between 4 or 5 across most of the characteristics and let's assume for a moment that they are being genuine in terms of their self-analysis.

In these cases, it can be very useful just as they are all 'high fiving' one another and beaming with pride to ask them to consider the alternatives. So, what does that mean exactly? Let's use an example for illustrative purposes. If a team has scored itself as five for 'rapport' then an alternative view is that they value friendship or comradeship far more than they do questioning or challenging. We know that where colleagues fail to question or challenge one another it can lead to groupthink or unhelpful shared assumptions. It may also lead to defensiveness and the exclusion of others that are considered to be 'outsiders'. This can be a disaster in the long run for organisations and companies.

Let's consider another example for a team that believes that goal attainment is an essential characteristic and that they be-

lieve again that they have scored a five in terms of their performance. Let's consider the alternative again. What might it look like for this team not to be so focused upon goal attainment? Well, for one thing, it allows team members to consider alternatives. Hell, it might even allow the time for reflection. Where teams become obsessed with a singular purpose it can lead to tunnel vision and when they eventually achieve that goal it may longer be relevant or appropriate.

So, where does all of this lead us. Am I saying that good team rapport or a focus on goal attainment is inappropriate in modern organisations. Absolutely not! These are useful characteristics and ones that should be encouraged. What I am saying is that it is a worthwhile and valuable exercise to periodically consider the other side of the coin. Try it and you might be pleasantly surprised by the results.

### What are your teams values?

Every organisation or company has its own distinct values. This could be client/customer orientated, innovation, new market orientated, etc. These values underpin the thinking, behaviours and actions of those teams and indeed individuals within the workplace. These same organisations and companies are facing enormous challenges at present such as globalisation, economic downturns, technological advancement, and greater regulation. Those tasked with carrying out the work are typically formed into teams and groups whose responsibility it is to respond and adapt while paradoxically maintaining a sense of status quo and stability. It is the role of today's leaders to assist employees in recognising this paradoxical position, manage the tension and make sense of it so that it can be exploited to their individual and collective advantage.



## Activity Box

### Red and Green Value Cards

Upon completion of the activity on values each member of the team should be provided with two red cards and two green cards. It should be explained that this is a non judgmental exercise and that the purpose is to collectively learn from one another.

Over the next ten working days when they witness a colleague behaving or communicating in a way that supports the newly agreed values they should write what it was they witnessed on a green card and give it to the colleague. The written example should be as specific as possible.

Similarly, where they witness a colleague behaving or communicating in a manner that is not in keeping with the agreed values, they should write the specific example on the back of a red card and give it to the person. The written example should again be as specific as possible.

However, as organisations and companies grow and departments and subsidiaries develop what can occur is a fragmentation of those important values that were originally the glue that held things together and provided meaning at a deep level to those invested in the business.

For example, the finance department may have the core value of driving down cost with little emphasis on creativity while the innovation department might place the value of creativity quite highly while cost containment may not be a priority. For this reason it is important to spend time re-examining the values of those teams that you work with and encourage behaviours that support those values that support the organisational/company objectives.

Ideally, there needs to be synergy between the values across all organisational or company functions. They need not be identical per se but they ideally should not be contractionary. Here is a simple exercise that you should carry out with the teams in your organisation/company.

To begin, with ask your team to specify their understanding of the overall organisation or company values. In some settings this will be clear but if it isn't then alarm bells should be going off straight away. These values should then be written onto a flip chart.

Secondly, ask them to specify the team values and write them again on the flip chart.

Thirdly, discuss with the team the similarities or contrasts between team and overall organisational values. Now that you have some collective clarity and understanding of the current state it is time to select those values that everyone can agree upon. Those that will ultimately service both team and organisation/company well. These need to be written clearly and succinctly onto the flipchart and everyone must agree that their future thinking, behaviour, actions and communication should reflect these collective agreed values.

In addition to this activity, read the accompanying activity box

## Red and Green Value Cards

At the end of the 10 day period, the team should meet again with the values on the flip chart and all cards both red and green red out and discussed. The emphasis is upon shared learning and collective performance enhancement.

which will assist in terms of integrating good practice into your workplace. It is essential that the additional 'read and green value card' exercise in the activity box is carried out with a non critical mind frame and that participants are supported in its implementation as a collective learning exercise. Changing the ways in which we behave and/or communicate can be a challenge but if embraced in the right spirit it can result in powerful learning and improved performance at an individual and team level.

The exercises within this complimentary team development handbook provide you with useful resources in which to begin to build a more motivated, focused team that can begin to perform at a greater level than before.

Create10 leadership development and coaching provides a range of services that can build upon these and help you in taking your own performance or that of your organisation/company to the next level. Why not check out our website and contact us today to discuss your options.



# Passionate about Human Performance

- Leadership & Team Development Training
- Executive Coaching
- Leadership Coaching for Strategy Program
- Professional Executive Leadership Program
- Team/Group Coaching
- Public Event Speaking
- Life Coaching



## create10

We provide exceptional quality, interactive and thought provoking development training to leaders, managers and teams within their own organisational settings.

In addition to this, we offer executive coaching to busy professionals with the emphasis upon performance improvement, greater focus and increased motivation.

We also offer group and team coaching in a variety of settings.

For busy professional's, we provide our introductory 'Leadership Coaching for Strategy' program and our extensive 'Professional Executive Leader Program'. This is an online course with extensive resources made available to you with the latest theories on leadership, management and innovation. It is applied in nature, there are supports provided throughout to each participant and individualised feedback and certificate upon completion. See our website for more information.

create10 also offers public event speaking on topics of leadership, management, coaching, innovation and related topics.

Finally, we provide life coaching to individuals which focuses upon topics such as career, relationships, health, finance, anxiety, retirement and transitions, etc.

Our services are tailored specifically to client needs and confidentiality is assured. Contact us today for further information.

So why the name create10? Each day we are motivated to create something better with our clients. In addition to the creative approach to our work, in order to support start-ups, entrepreneurs, SMEs community groups or even specific small-scale projects within larger corporate environments *create10 will continuously dedicate 10% of our time each month working on a pro bono basis. No charge, nothing, not a single cent! This is our way of giving something back and saying thanks!*



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