



**ACUU**

**June 11, 2019**



**MAVERICK &  
BOUTIQUE**



5 Things Top Teams Do (And You Can Too) to Build Trust, Bolster Motivation and Boost Productivity

# Unlikely Secrets of High Performing Teams



# Today's Objectives

- Understand why and how we must think differently about leading and working in teams
- Learn about five high-leverage things successful teams do that allow them to excel
- Try out some ideas
- Develop a “back of the envelope” plan to implement new ideas in your team



## The Context

---



*“The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday’s logic.”*

— Peter Drucker



# The Five Things

1. To get more done, stop working
2. Focus on outcomes
3. If it's broke, fix it!
4. Follow simple rules
5. Communicate, communicate, communicate!!!





# 1. Get more done. Stop working.

---



## Plane of Observation

- Understand the whole picture
- Develop strategy
- Time/space for reflection
- Building the capacity to act wisely



## Plane of Action

- See the "picture" in action
- Execute strategy
- Learn by doing
- Adapt on the fly



## 2. Focus on Outcomes, Not Problems

---

**BEGIN  
WITH THE END  
IN MIND**

Covey 1989

Adapted from The Power of TED by David Emerald and The 3 Vital Questions Journey by David Emerald and Donna Zajonc [www.powerofted.com](http://www.powerofted.com) Used with permission.



### 3. If It's Broke, Fix It!

---

Create a team culture where it's OK to "stop the line".

- More trust
- Enhanced creativity
- People have a sense of agency
- Operational excellence





## 4. Follow Simple Rules

---

Simple rules of interaction are reflected in how we interact during meetings. Does this look familiar?

- Everything/nothing is on the agenda
- Whoever speaks the most/loudest wins
- Don't disagree with the boss (or a certain colleague)
- Go down in the weeds...and stay there till the next meeting

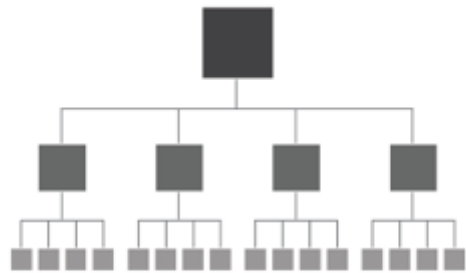
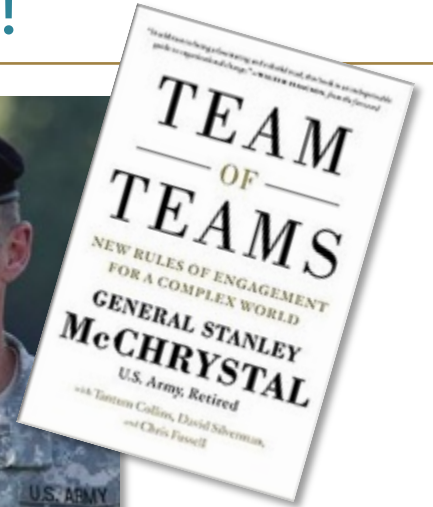
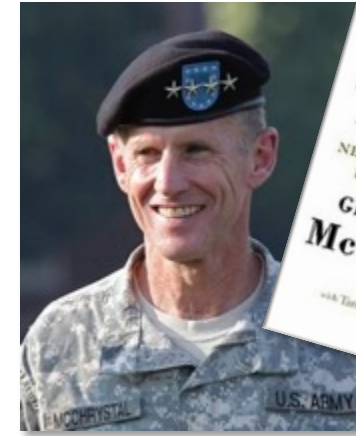






# 5. Communicate. Communicate. Communicate!

## Structure matters.



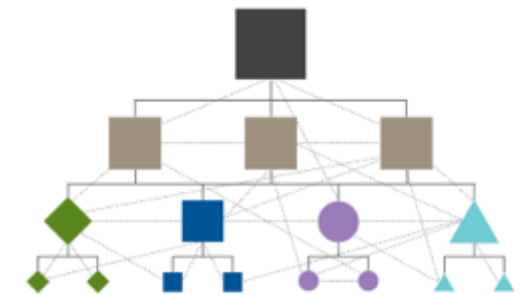
Command



Command of Teams



Team of Teams™



Team of Teams™  
Organizational  
Implementation

From *Team of Teams: New Rules of Engagement for a Complex World* by Gen. Stanley McChrystal



## KAIR-ing for your team

---

Thinking about  
what we've  
learned so far,  
what would  
you like to...

Keep

Abandon

Invent

Reinvent