

Leader to Leader: What it Really Takes to Build a High Performance Team



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Today's Agenda

The Power of Sport

The Definite Dozen – Dr. Pim's Leadership Lessons

The 5 Levels of Teams

Introducing the 6th Level – Significance

The Recipe for Creating a Culture of Significance

The Results Pyramid

Questions and Answers



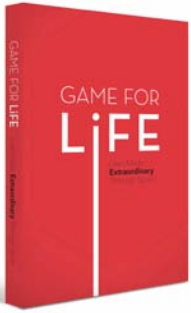
SINGAPORE
SPORTS COUNCIL

VISION2030
LIVE BETTER THROUGH SPORTS

**THE
POWER
OF SPORT**

25 Journeys

Values & Attributes Learned through Sport



Adaptability

Accountability

Commitment

Competitiveness

Courage

Dedication

Determination

Diligence

Discipline

Excellence

Fairness

Faith

Focus

Hard Work

Harmony

Humility

Integrity

Leadership

Loyalty

Mental Toughness

Passion

Perseverance

Persistence

Positivity

Resilience

Respect

Responsibility

Self-Sacrifice

Sportsmanship

Teamwork

Tenacity

“Sport has the power to change the world. It has the power to inspire. It has the power to unite people in a way that little else does. Sport can awaken hope where there was previously only despair. Sport speaks to people in a language they can understand.”

Nelson Mandela

Sport builds character when...

A coach possesses character
and intentionally teaches it

Game for Life: A Guide to Developing Character and Leadership through Sport

Provides a framework for developing character in sporting environments and includes three key elements:

- Identifies the values and attributes of good character;
- Establishes the platforms through which desirable values can be developed;
- Executes a purposeful action plan for intentional teaching and effective values development.

Leaders Create High Performance Teams...

Lesson #1

Act with Integrity

Integrity is the most important quality that people look for in a leader

Lesson #2

Create a Climate of Trust

Trust is the foundation of all relationships

Lesson #3

Put People Before Winning

Focus on developing the people that generate the points on the scoreboard



Winning is a byproduct of character, talent, teamwork, leadership and hard work

John Wooden
The Pyramid of Success
www.coachwooden.com

Lesson #4

Communicate and Connect

Inspire
Motivate
Energize
Unite



Help team
members to be
their best

Maximize the power of relationships

Lesson #5

Define Reality

Acknowledge reality and then
transform it to what it could and
should be

Lesson #6

Establish a Clear and Compelling Vision

Breathe life into the hopes and dreams of others

Lesson #7

Create and Maintain Momentum

Energy is the
key to high
performance

“Small wins” help make “big wins” possible

Lesson #8

Avoid Fighting Uphill Battles

Before making major changes, build a coalition

Lesson #9

Prepare for the Thunderbolts

Adversity is inevitable,
so be prepared

PACE Planning

- P - Primary Plan
- A - Alternate Plan
- C - Contingency
Plan
- E - Emergency Plan

“Failing to prepare is preparing to fail”
-Coach John Wooden

Lesson #10

Never Give Up, No Matter What!

stay
strong.

You haven't failed until you stop trying

Lesson #11

Stay Humble and Hungry

The door of greatness does not stay open
forever

Lesson #12

Thrive on Pressure

Get comfortable being uncomfortable

To keep leading, keep learning!

Learn from the best - Study those at the top

Building a High Performance Team

The 5 Levels of Teams

The Team Performance Curve*

- High Performance Team
- Real Team
- Potential Team
- Pseudo Team
- Working Group

*Katzenbach, J. & Smith, D. *The Wisdom of Teams*. 2003.

Pseudo Team

- Weakest of the 5 levels.
- The team does not focus on collective performance.
- There is a lack of performance goals and no clear purpose.
- Team members do not want to take the necessary risks to become a potential team.
- The danger with this group is the members believe they are a real team, yet they produce inferior results.

Potential Team

- Team members are working hard to achieve a higher level of performance.
- However, for these members to become a real team, they need a better understanding and buy-in of their team's vision, purpose, and goals.
- They must also agree on mutual accountability.
- This level of teamwork is very common in organizations.

Real Team

- Team members are committed to a common purpose and performance goals.
- They hold themselves mutually accountable for their results.
- The team members possess complimentary skills such as technical or functional expertise, problem-solving and decision-making skills, and interpersonal skills.

High Performance Team

- A high performance team has all the characteristics of a real team.
- The key difference is the level of caring that team members have for each other.
- They are deeply committed to one another's personal growth and development.
- The members form powerful relationships.
- It requires a very strong personal commitment from team members.

At West Point...We needed a higher level

Team of Significance

- A team of significance goes beyond a high performance team.
- Significance occurs when lives are transformed and teams leave a lasting, positive legacy.
- Team members bond together into a single, selfless unit and accomplish memorable feats through their commitment to excellence.
- They demonstrate competitive greatness and perform at their best during the most critical times.

**How do you make a team of
significance?**

2 Keys for Creating a Team of Significance

The Bottom Line

The Recipe

The bottom line

A team's culture produces its
results

What is Culture?

- Team culture is the creative sum of all the people on a team.
- It is their collective thoughts, their beliefs, and their actions.
- Every team or organization has a culture.
- Culture either comes as a result of an organized effort to build it or it develops by chance.

Why is Culture Important?

- Culture produces results.
- Every team's culture either works for them or against them.
- Optimizing a team's culture to perform at the highest level creates a competitive advantage.
- Great leaders build the necessary culture to achieve the desired results.

There is a recipe for making a culture of significance

The recipe is simple to understand but it is a process that requires initiative, time, focus, and energy

There are 2 Parts to the Recipe

Structure

People

The Structure

Key Ingredients

- Core Values
- Vision
- Results
- Standards
- Purpose

Core Values

- Asserts who we are & how we do things

Vision

- Declares what our team will become

Purpose

- States why we do what we do

Standards

- Defines what right looks like

Results

- States what we will achieve

The People

Key Ingredients

- Trust
- Belief
- Community
- Accountability
- Grit

Trust

- Trust is the most important ingredient

Belief

- Positive beliefs lead to powerful actions

Grit

- Grit provides the strength to overcome obstacles

Accountability

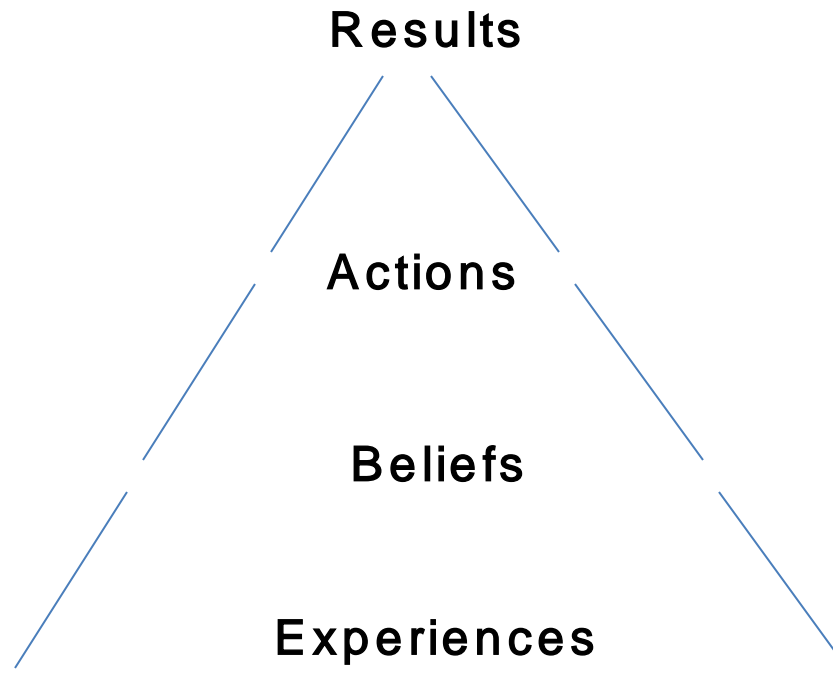
- Greater accountability produces greater results.

Community

- A spirit of community bonds people together and reinforces core values, vision and purpose

**Leaders create the conditions for
making a culture of significance**

The Results Pyramid*



Results

Identify the target and clearly define the results you want to achieve

Actions

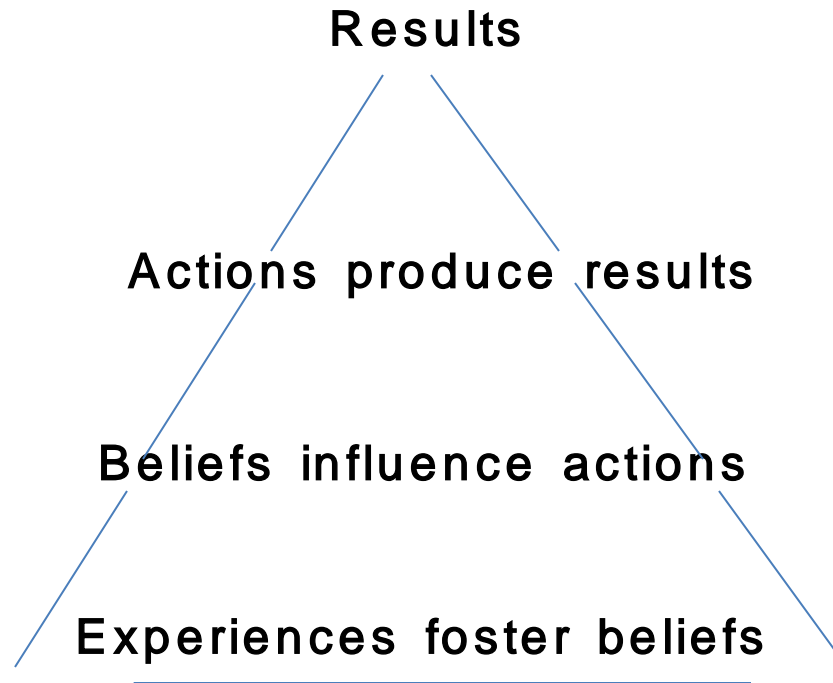
Create a clear picture of the desired behaviors that must occur in order to reach the results

Beliefs

There is a powerful relationship between the beliefs people hold and the actions they take

Experiences

Provide experiences that
are consistent and
support the desired
beliefs



Components of Culture

Significance is a Choice

**It won't happen unless YOU choose to make it
happen**

Q&A

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Case Study #1

Situation:

Often, teachers in school perceive CCE as a separate subject matter and see it as an additional thing to do/teach in school.

Question:

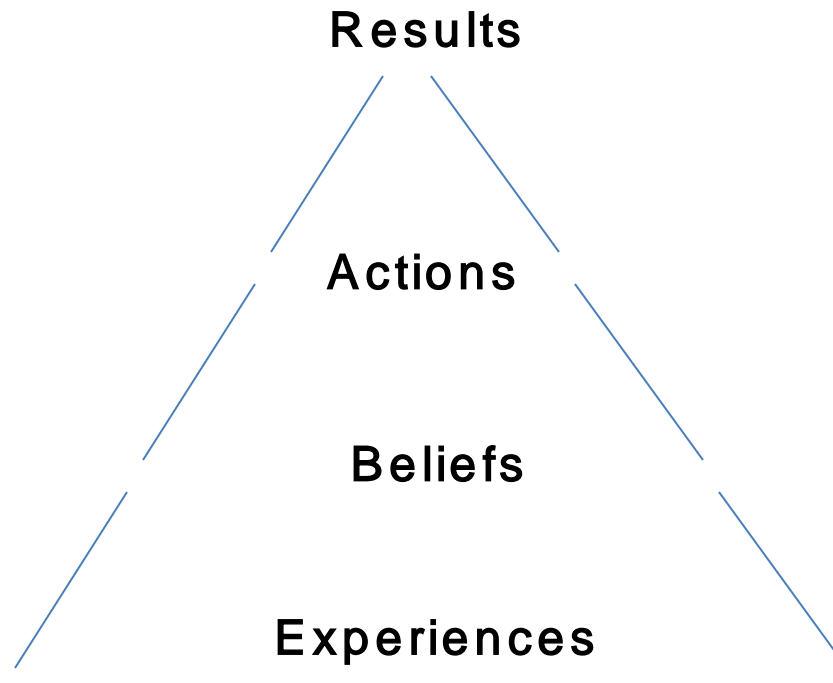
How can the school get these teachers to “buy in” on the significance of CCE and inspire them to instill CCE in all things?

WARNING!!!

Whenever there is change, there is
resistance

The Results Pyramid*

All 4 layers must be aligned



How to Reduce Resistance to Change

Resistance is a natural reaction



Describe new experiences

Identify belief that needs changed



Ask for feedback on new experiences

Introduce the new belief



Ask for progress reports

Methodology for Changing Beliefs Used at West Point in Sport

Step	Description	What We Did
1	Identify belief that needs to change	Asked for feedback: Results: “I don’t have time to teach character.” “It’s not my job. I’m hired to win games.”
2	Introduce new belief	Connected sport with West Point’s mission: Sport builds leaders of character. Redefined winning as a byproduct.
3	Describe new experiences you are going to create for them	Provided plan for new experiences: Introduced model “Building Teams of Significance” through core values
4	Ask them for feedback on the planned experience	Created a team environment: Asked, “is there something that we need to add to our plan?”
5	Ask for progress reports on the progress	Problem-solved together: Weekly interaction, Staff meetings, Showcased Success