

Relationship Building in High Performing Teams

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Elements that characterize effective teams

- **Small number**
- **Complementary skills:**
 - **Technical or functional expertise**
 - **Problem solving and decision-making skills**
 - **Interpersonal skills**
- **Common purpose and performance goals**
- **A common approach**
- **Mutual accountability**

From: **The Wisdom of Teams, Jon R. Katzenbach, Douglas K. Smith**

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A few questions:

- Do we actually need to be a team or are we a working group that simply wants to work more effectively together?
- Do we have a significant performance challenge that requires that we be a team and that will energise us in moving from a potential team to a real team?
- Are we in danger of becoming a pseudo team by paying questionable attention to “teaming” before we have sorted out some of the basics and truly understood what our performance challenges are?
- If we do need to outperform all other like teams and be a high performing team do we really understand the effort that will be required have the commitment to each other to find the energy for it?
- Are we prepared to invest our time and energy in building strong trusting relationships?



Management and Leadership

Management is a function that must be exercised in any business, leadership is a relationship between leader and led that can energize an organization.

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So, how as Leaders can we:

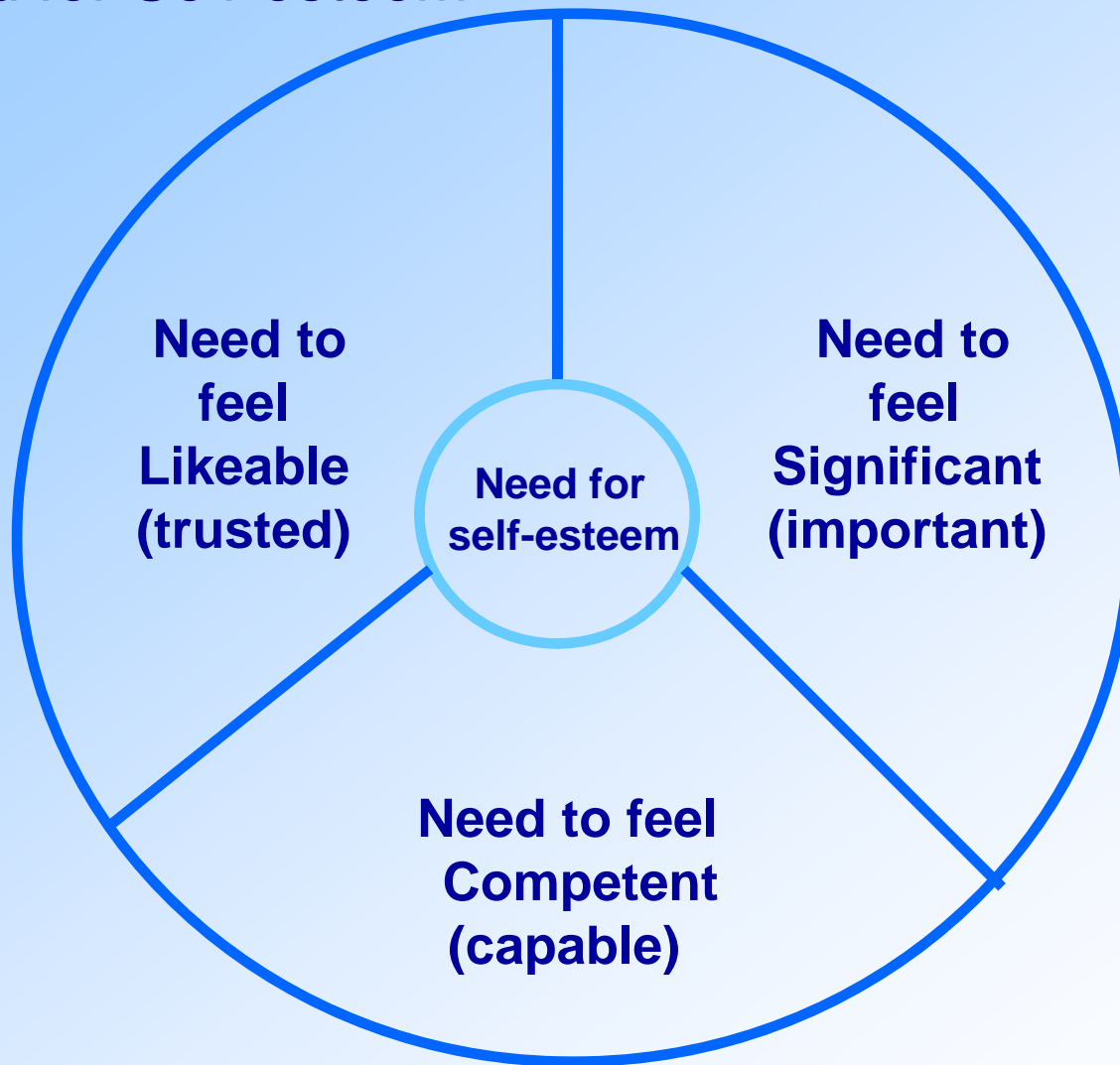
- Build strong, trusting relationships and help others to do the same?
- Release the people energy in the organisation – including our own?
- Build and lead high performing teams?



**“Self esteem is how you feel about how
you see yourself.”** ***Will Schutz***



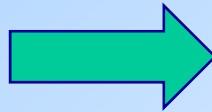
The Need for Self-esteem



Feelings Drive Behaviours

Feeling

Significant
(Important)

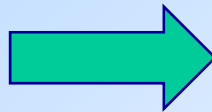


Behaviour

Becoming involved,
sharing information

(Inclusion)

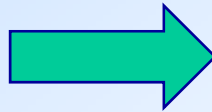
Competent
(Capable)



Exercising influence and
control, giving and receiving
empowerment

(Control)

Likeable
(Trusted)



Being open and trusting,
acknowledging and sharing
feelings

(Openness)



The High Performance Team Development Cycle (actually applies to the way in which **all** relationships develop – with partners, parents with their children, between departments in organisations.....)



These behaviours can become rigid – or limiting – and may then block or slowdown relationship development. This can then sometimes lead to the cycle going into reverse and instead of relationships built on trust we have relationships built on fear.

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How much energy is tied up in your organisation with limiting forms of these behaviours?

Some examples:

Inclusion

- Insisting on being involved, avoiding being involved e.g. in meetings and projects, token compliance with strategies, budgets, deadlines

Control

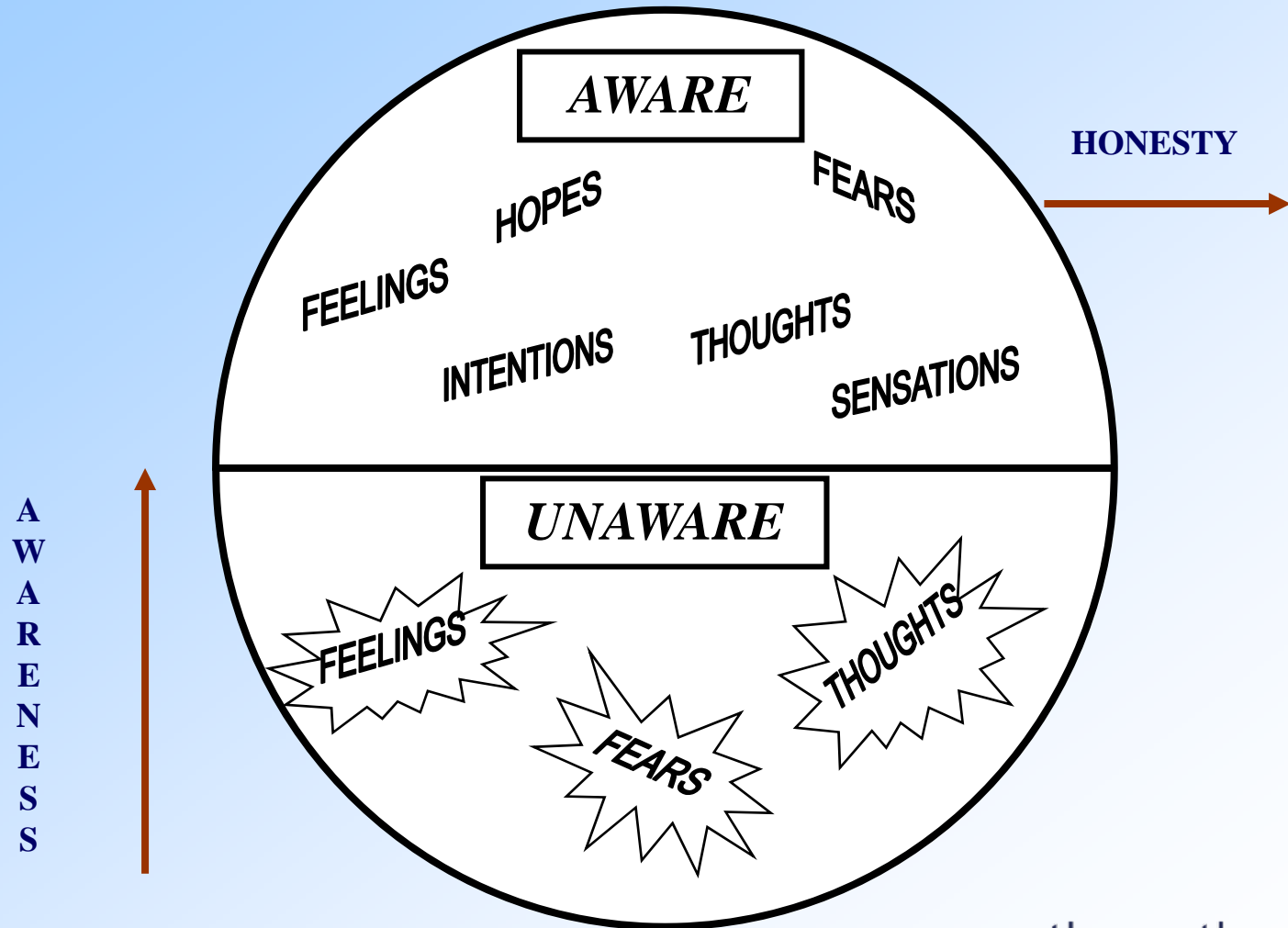
- Autocratic control, abdicating responsibility, false empowerment, avoiding accountability

Openness

- Paying lip service, withholding, lying, not acknowledging feelings, working hidden agendas



Openness – the great simplifier of organisational life (although it doesn't always feel like that!)



How as Leaders can we release the people energy in the organisation?

By:

- **Creating an environment in which people (including ourselves as leaders)**
 - **Feel significant**
 - **Feel competent**
 - **Feel likeable**
- **Behaving in ways which meets peoples needs (including our own) for**
 - **Inclusion**
 - **Control**
 - **Openness**

We can help you to create the awareness and honesty that you need throughout the organisation to increase openness, avoid office politics and grow strong trusting relationships that deliver remarkable business results

