PERFORMANCE TOOLS

Deliberate actions taken to enhance the performance of individuals and teams

TOOL 1: BUILD MOTIVATION

There are literally hundreds of theories on motivation reflecting the complexity and fluid nature of human behaviour. Two powerful ideas relate to removing the perception of coercion and developing a deeper sense of wider purpose.

- When we feel coerced into something, we will resist or, at best, limit our performance to a level that merely removes the coercion. Accepting that we have free choice in all things requires us to change our internal story so we do things willingly or, alternatively, accept the consequences. In simple terms, we remove the 'have to' from our 'talk'.

- Understanding and acknowledging how the various aspects of our lives, including our work, can bring us 'happiness' and satisfy our personal 'drives' is a powerful way to increase our motivation. Accepting that we gain happiness through 'giving' and 'striving' as well as satisfying drives for 'bonding', 'comprehending' and 'defending' builds motivation and contributes significantly to the constructiveness required for high performance teams.

TOOL 2: BUILD THE POWER

Raising levels of esteem and efficacy across our teams will have an immediate and significant impact on behaviour, relationships and hence performance. Acknowledgement of success and contribution needs to become acceptable and then habitual. The impact on team performance will be dependent on other issues, such as clarity of vision, levels of buy-in and leadership styles.

- Every time we accept and acknowledge our own successes and achievements we improve our memory of 'us,' in terms of our sense of personal value (esteem) and power (efficacy). Thanking people for compliments is simple but essential.

- Creating genuine opportunities (formal and informal) for acknowledging success and individual contribution within our teams helps create a culture where success is acceptable and expected.

- It is hard to be great when you do not believe you are!

TOOL 3: BUILD THE TALK

The nature and content of internal and vocalised 'talk' influences individual and team self-image which, in turn, regulates performance. Team talk, in particular, impacts very heavily on team culture as well as the beliefs that are held to be true about the team and groups within it.

- Controlling our self-talk is the key tool for controlling our reactions to events as well as the input to our self-image and, hence, our free-flow performance (we behave naturally like we believe we are),

- As 'positive influencers', we need to model positive self-talk by vocalising more constructive reactions to events and demonstrating our ability to choose an optimistic and solution focus.

- This does not mean we need to agree with everything. Constructive conflict (i.e. not about the person or power) is essential for achieving true high performance.

- It is important to raise awareness within our teams of the impact of team-talk and the need to self-manage this for the benefit of everyone involved.

TOOL 4: BUILD THE POSITIVE, KILL THE NEGATIVE

Individuals who engage in corrosive behaviours are <u>never</u> worth what they bring to the team, regardless of skill, experience, hierarchical position or apparent financial return. Dealing decisively with such behaviour is critical to the development of constructive cultures and overall team performance, particularly where these are found in leaders and other people in a position of power and/or influence.

- By overtly declaring corrosive behaviours as unacceptable within our culture, combined with achieving critical mass buy-in to declared constructive behaviours, we shift the social attractor and increase the isolation of such individuals. This also increases opportunities for such behaviours to be performance managed.

- Raising esteem and efficacy will also increase individuals' willingness to object to such behaviours (although they may just quit – and who blames them!)

- Teams that create constructive cultures declare this expectation openly and repeatedly. Furthermore, they often include this expectation, directly or indirectly, within their statements of vision/values with the aim that these apply to both clients and staff. Clients 'join the culture'.
  - ° **Google** – '*don't be evil*'; **Disney** – '*make dreams come true*'; **AMX**: *'It's Your World. Take Control'*; **Cadence**: '*How Big Can You Dream?*'; **Ericsson**: '*Taking You Forward'*; **I.F.E:** '*Your challenge is our progress'*; **Ameritech**: '*People Make the Difference'.*

TOOL 5: BUILD THE BUY IN

Constructing and selling vision correctly; both personally and for a team; is perhaps the most powerful tool for transforming our team performance. Creating a clear and overt vision/culture also increases the likelihood of attracting staff that fit with our team and align with our future. Gaining synchronisation between our team vision and the goals/drives of individuals is essential to creating a high-performance, creative team.

- Describing vision (the future) in terms of what it will **look like**, **feel like and what behaviours will be going on** helps individuals create a real and detailed image of the future. Challenging individuals at all levels to connect their own goals/drives to the vision/journey is a powerful tool for enhancing personal buy-in.

- In many successful teams leaders spend time on the ground, describing the future (*building the dominant thought*), dealing with blockers, infecting and reinfecting the infectious.

- By creating enhanced buy-in we can let (expect) people to find solutions and create their own opportunities to satisfy their goals/drives, hence increasing creativity and nimbleness right across the team.

TOOL 6: BUILD REAL LEADERSHIP

Improving internal and external leadership at all levels is essential to creating genuine high-performance. Much will develop naturally from raised esteem and efficacy, clarity of vision and building synchronisation.

- Raising individual esteem and efficacy, while improving goal setting skills, improves personal leadership which, in turn, increases accountability and creativity.

- Deliberately creating opportunities at all levels for leading others is a powerful tool for enhancing creativity and accountability.

- Many highly successful teams have cultures where individuals at all levels willingly seek and create opportunities for leadership without title or financial reward.