

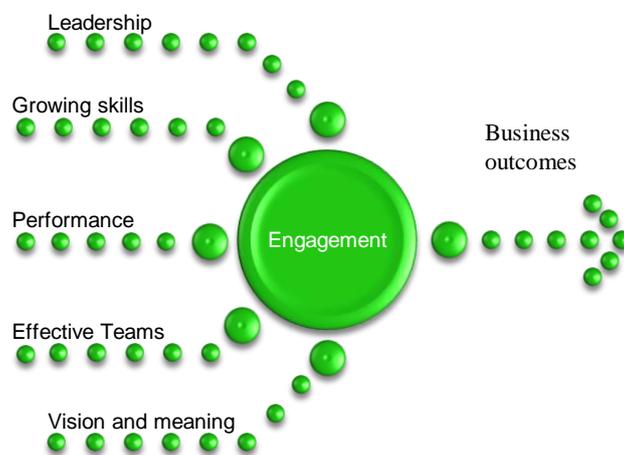
high performing teams **overview**

Engagement

We work with organisations to create real behavioural change through engagement and the alignment of the discretionary effort to the strategic direction of the business. Engagement has well established links to business outcomes such as higher productivity, customer service and innovation, and lower sick leave, absenteeism, turnover and accidents.

Change is achieved through partnering with our clients to measure engagement, monitor progress and evaluate the impact on the business to ensure the desired change is occurring. We have access to world class, cost effective surveys which can measure engagement quickly and effectively. We can support you with planning, communication and action planning. Typical areas of work include, working with you to align the following drivers of engagement:

- 80% of engagement is derived from a person's relationship with their direct line manager. Working to build this relationship is the biggest factor in building engagement. Our approach to **leadership** development has its research foundations in Positive Psychology and Positive Leadership. These have a well-established impact on engagement, collaboration, happiness, resilience and wellbeing (see our leadership development brochure for the available programmes).



- Creating a **performance** culture. People are motivated by being stretched and being given the opportunity to perform. We can facilitate planning, creating aspirational goals, and aligning HR systems to communicate those goals to people and help managers provide ongoing feedback on progress - recognising good performance and addressing poor performance - through coaching and having appropriate conversations.
- People want to work in **effective teams** - having good relationships with peers is key to their happiness at work and dealing with work related pressure. Helping Leaders create a positive climate and using meetings, values, wellness initiatives, team member's strengths and fun activities effectively will build positive working relationships.
- Developing people** in line with their strengths and using tools to include them in decision making are key drivers of engagement, happiness and resilience. Leadership approaches and systems need to be realigned to focus on strengths and to involve people in decisions which affect the way they work.
- If we are to engage people we need to understand what excites them about the role they are in or your organisation. What is your purpose and what are ways you communicate it and your achievements? Identifying the **meaningfulness** of the role and building mechanisms in to connect people to this is a significant motivator for people.

The services overleaf can be used separately or in conjunction with an engagement initiative.

High Performing Teams

Creating teams that people want to belong to and work with is a key driver of engagement. Belonging to a team helps people deal with stress and are key factors in individuals well being and happiness.

What defines a high performing team? Research has found that high performing teams have:

- a positive to negative communication ratio of 5.6:1. Teams that have this are more creative, productive and have great interpersonal relationships.
- people who feel as though they can use their strengths each day. The teams are more customer focused, productive and have half the turnover!
- a strong sense of purpose - a common goal – that their leader communicates consistently.

So how can you create a team like this?

Our one day high performance team programme will take your team through:

- What makes up a high performing team
- What team member's strengths are and how the team use these to improve team decision making, communicate better and use each other's strengths in a team work context.
- Giving and receiving feedback to maintain the positive relationships
- Understanding the flow of decisions and projects and how tools and strengths can be used to facilitate productive discussion and conflict through this process.
- Using values or ground rules to manage contributions and team work effectively
- Understanding purpose and keeping the team connected to this
- Understanding how our brain works and keeping things in perspective.

Team members would need to complete a personality questionnaire before the session. The session can involve experiential learning and fun activities if these are appropriate. We follow-up with the team after two and four weeks to consolidate agreed changes.

Additional support for your teams can be provided through developing values or ground rules and recognition systems to help the team to start to use these to guide their day to day conversations.

Did you know?

- Highly effective teams have 5.6 positive communications to every negative.
- Teams where most people get to use their strengths each day are, 38% more productive, 44% more customer focused and have 50% lower turnover
- Teams where purpose is talked about are have lower turnover (3.5%), more pride (26%) and think the organization is a better (28%) place to work.

My own definition of leadership is this:

The capacity and the will to rally men and women to a common purpose and the character which inspires confidence.

General Montgomery

Who we are

John Eatwell (Post Grad Dip, Chartered Organisational Psychologist, IOD, Psych Society).

John has worked with a number of organisations to define successful leadership and measure Team Leaders through to Executives against these in *Development Centres*, feeding the results and compiling development plans. He has created *Leadership development programmes*, taking individuals from first appointment through the first five years of their leadership journey including induction, transition to management, core leadership and management skills and development of the depth of their knowledge through further study. John runs *Positive Leadership* and *Leaders Coach* courses and supports the implementation of leadership on the job through coaching.



Pete Cammock (PhD)

Peter has worked with NZ's top companies on their leadership development over the last 20 years as well as being a key driver of the Public Sector Leadership Development and the Canterbury and Otago Executive MBA Programmes. He has a strong interest in complexity, creativity and positivity in leadership and in the personal foundations of emotionality, character and alignment that underlie effective organizational leadership. Described as "one of the nation's best leadership writers" Peter is the author of two books, "The Dance of Leadership" and "The Spirit of Leadership" and a number of international publications.

Andrea Gardner (Post Grad Dip, Chartered Organisational Psychologist, HRINZ, Psych Society).

Andrea is a seasoned organizational psychologist and human resources practitioner with experience in the public and private sectors. Andrea has particular interest and expertise in the areas of leadership development, culture and engagement, psychometric assessment, staff selection, and HR policy and process. An accomplished facilitator and trainer, Andrea has worked with diverse groups of people in NZ and in far-flung international locations. She adapts her style to suit each industry but has a particular affinity for local and central government, manufacturing and professional services. Andrea is engaging, creative and down to earth. She prides herself on her ability to design and deliver workable, effective and original solutions to organizational challenges.



Tom Matthews (B.Sc., M.Ed., Cert. Counselling, Post Grad Dip Business)

Tom's background includes having completed Masters degrees in solution focused counselling, education and postgraduate business leadership. He has spent the last decade studying the field of positive psychology and its applications to individual and organisational change and leadership which has created a solid platform of techniques and experiences to draw on for the coaching work he does. Tom Lectures on leadership at the University of Canterbury. As a lecturer, counsellor, and facilitator, Tom focuses on practical, scientific interventions that enhance wellbeing and resilience, which ultimately open the pathways toward increased human functioning.



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