



**HIGH PERFORMANCE**  
**SCHOOLS**

The High Performance  
Schools Project:

**10 TEAM INSIGHTS**



Dr Pete Stebbins, PhD

[HPTSchools.com](http://HPTSchools.com)



# Schools: Our Most Important Workplaces



3.5 million  
Students

Every Student  
Succeeding

300,000  
Teachers

Teachers enabled  
& empowered to  
do their best

9,389  
Schools

Workplaces which  
have their own  
spoken or unspoken  
cultural norms

# School Culture & Student Achievement

## School Culture:

- Students: 50% variance
- Peer Effects: 5-10%
- School Leaders: 5-10%
- Teachers: 30%\*

*\*Accomplishing the maximum impact on student learning depends on teams of teachers working together...*

John Hattie

## Home Life:

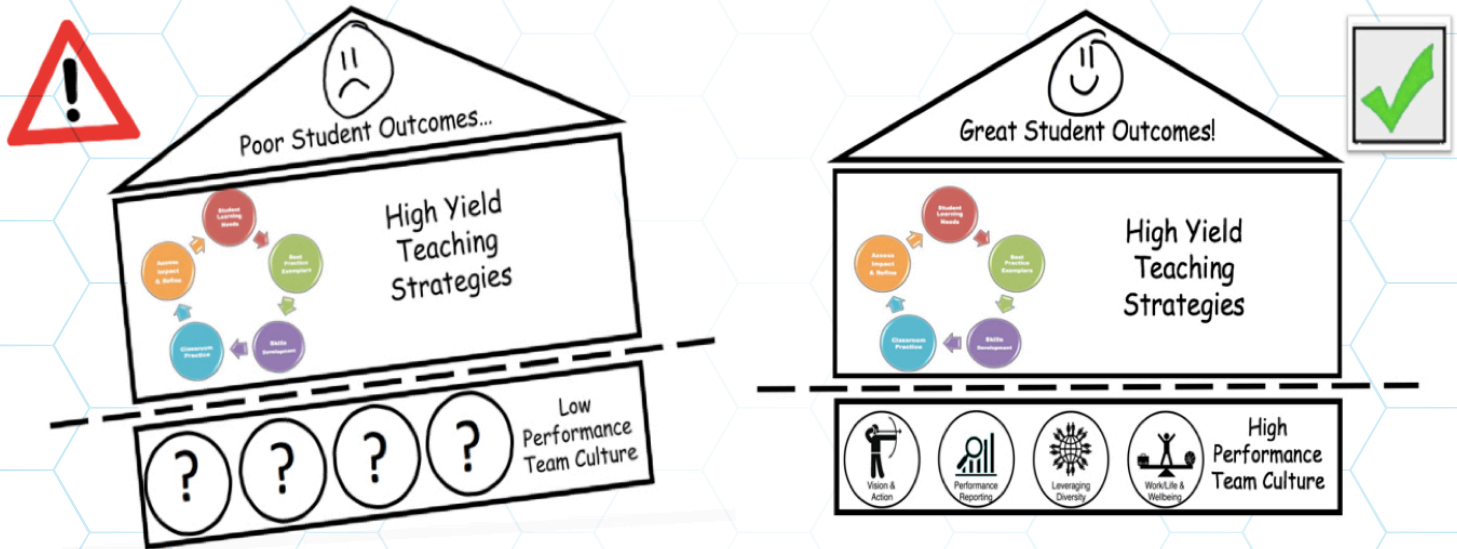
5-10%

Culture = The way we do things around here



# Culture Eats Strategy For Breakfast!

Peter Drucker

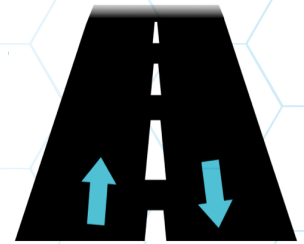


# The High Performance Schools Project

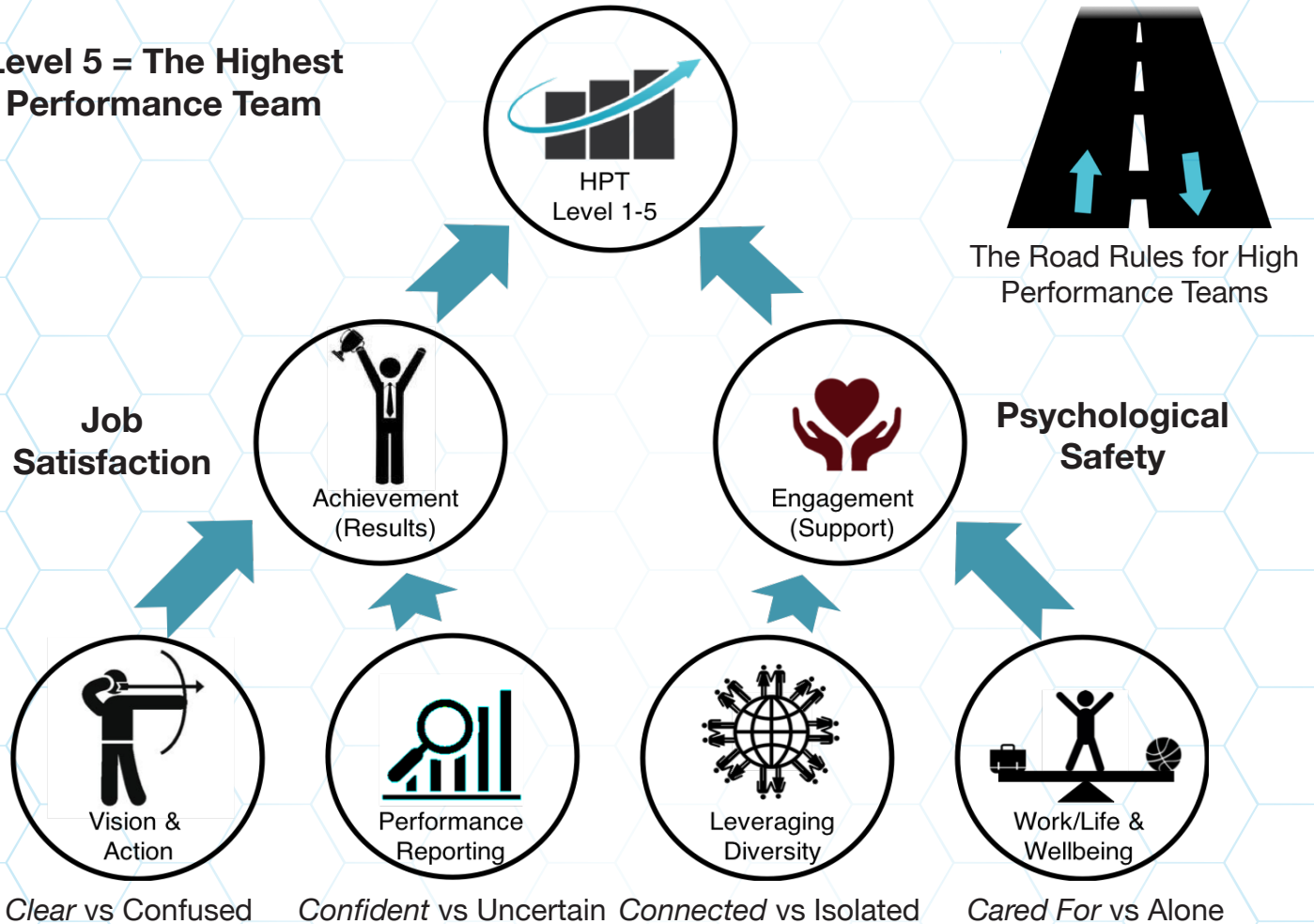
*“Design and implement healthy school culture strategies using the High Performance Teams Framework & evaluate against staff and student outcomes.”*



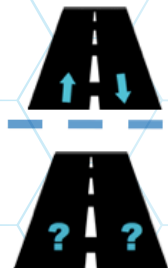
## Level 5 = The Highest Performance Team



The Road Rules for High Performance Teams



# Level Up Teams = Improved School Culture



HPT Level	Value* (Focus)	Confidence (Driver)	Challenge (Approach)
<b>Level 5 Elite HPT</b>	<b>10x (Leverage)</b>	<b>100% (Legacy)</b>	<b>Super-Stretch (&amp; Coach)</b>
<b>Level 4 Adv HPT</b>	<b>5x (Strategic)</b>	<b>90% (Growth)</b>	<b>Stretching (&amp; Coach)</b>
<b>Level 3 HPT</b>	<b>2x (Collaborative)</b>	<b>75% (Understanding)</b>	<b>Improving (&amp; Mentor)</b>
<b>Level 2 Functional</b>	<b>1x (Constructive)</b>	<b>50% (Acceptance)</b>	<b>Systems (Manage)</b>
<b>Level 1 Dysfunctional</b>	<b>-2x (Destructive)</b>	<b>0% (Distrust)</b>	<b>Structures (Manage)</b>

\*Value = Total direct & indirect productivity benefit/cost

What Is Your Team Level & Growth Challenge Right Now?

# School Transformation 1-2 Year Planner\*

**Staff PD Sessions, Book Clubs  
& Quick PD Shares In Meetings**

**Preparation:**  
HPT Professional  
Development

HPT Staff PD Sessions, Books, Links, You Tube Clips Online  
Tools & Assessments

Student Free  
Week/Days  
Sessions or  
PLC Meetings

\*12 Month  
Timeline



**12 Month Program  
Senior Leadership Team  
Full HPT Implementation**

**Stage 1:**  
Senior Leadership Team/s

Full HPT Program, 360s, Coaching,  
Team Pulse Surveys

January  
February  
Start

**3 Day (2+1) Middle Leaders  
HPT Skills Course**

**Stage 2:**  
Middle Leaders  
Train x Trainer

Foundation Workshop, Follow Up Forums, 360s,  
Coaching & Team Pulse Surveys

March/  
April  
Start



**HPT Resource Kits & 5 Team  
Based HPT Workshops Led By  
Supervisor**

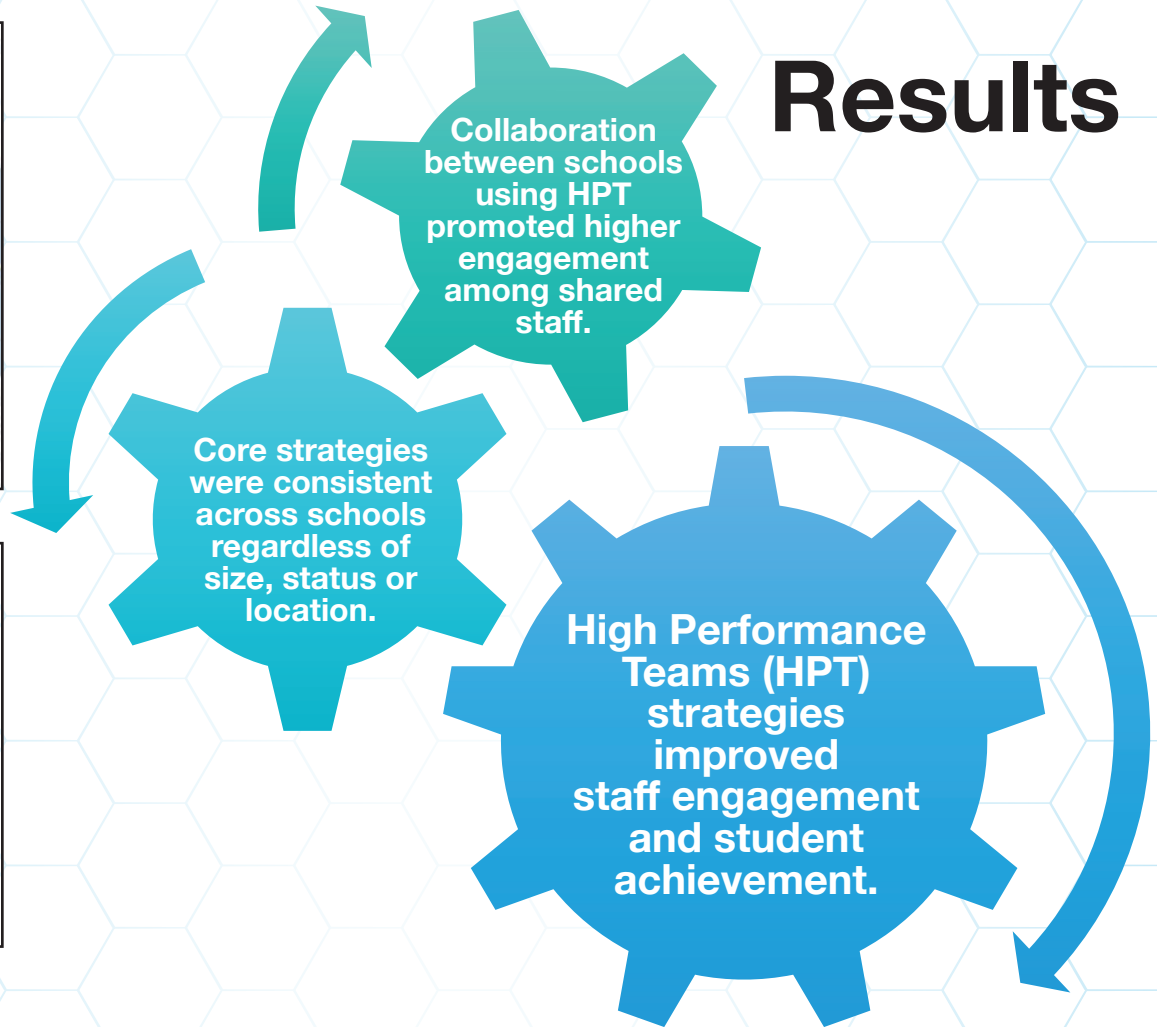
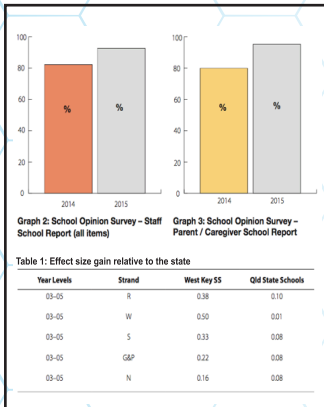
**Stage 3:**  
All Staff

Staff HPT Resource Packs, 5 x Internal HPT Workshops Led  
By Supervisor, Team Pulse Surveys

May  
onwards  
start

\*24 Month Timeline – Complete Stage 1 and Preparation for Staff in Year 1 and Stage 2 and 3 in Year 2

# Results





*Clear*



*Confident*



*Connected*



*Cared For*

# 10 TEAM INSIGHTS

# 10 TEAM INSIGHTS



**Vision &  
Action**

*Clear vs Confused*

1. They Link Vision with Action
2. They Collaborate to Drive Organisational Improvement



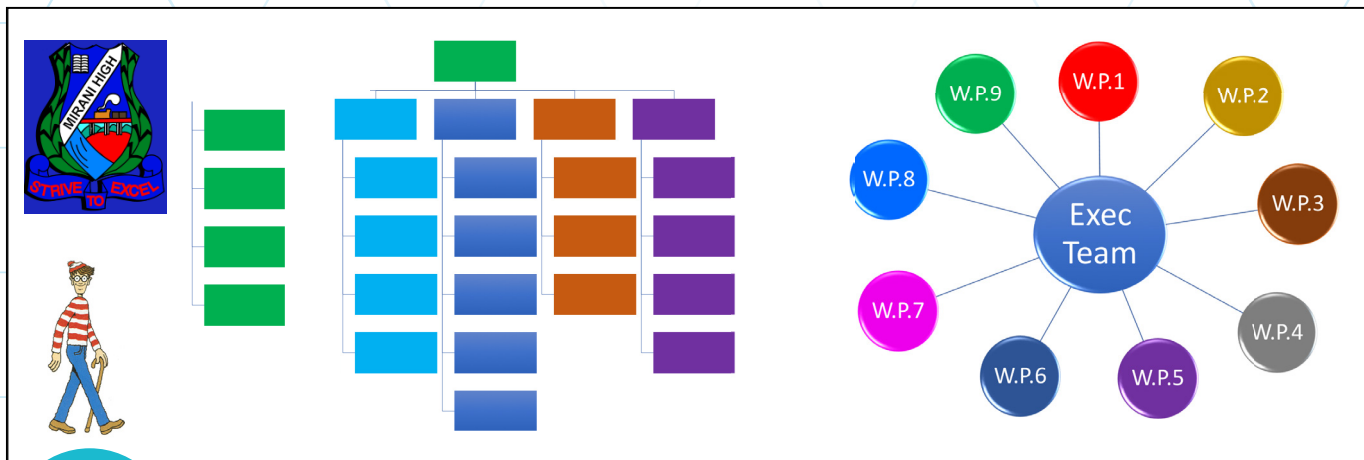


## SHOWCASE

TOOWOOMBA STATE HIGH SCHOOL - SCHOOL STRATEGIC PLAN (2018 > 2021)				
School Priorities				
Mission				
<p><b>Aims of Mission...</b></p> <p>Values: 'Citizens'... through and across borders, honour the rich tradition &amp; history of our people and as responsible citizens of the world, achieve excellence in 2019</p> <p><b>Vision</b></p> <p><i>Creating citizens for our future...</i></p> <p>Our vision of creating citizens for our future: The underlying theme of building citizens for the future is to create a progress of our community</p> <p>Our commitment to creating citizens for our future: We are committed to creating citizens for our future, who are responsible, resilient, and successful</p> <p><b>Values</b></p> <p>Integrity, Respect, Responsibility, Resilience, and Success</p> <p>Integrity: We are committed to integrity in all we do. We are committed to integrity in our values, our actions, and our outcomes.</p> <p>Respect: We are committed to respect in all we do. We are committed to respect in our values, our actions, and our outcomes.</p> <p>Responsibility: We are committed to responsibility in all we do. We are committed to responsibility in our values, our actions, and our outcomes.</p> <p>Resilience: We are committed to resilience in all we do. We are committed to resilience in our values, our actions, and our outcomes.</p> <p>Success: We are committed to success in all we do. We are committed to success in our values, our actions, and our outcomes.</p>				
<p><b>Enrichment</b></p> <p>Enrichment is a culture of excellence in which students of all abilities, backgrounds and interests, strive to be the best in their field.</p> <p>Enrichment is a culture of excellence in which students of all abilities, backgrounds and interests, strive to be the best in their field.</p> <p>Enrichment is a culture of excellence in which students of all abilities, backgrounds and interests, strive to be the best in their field.</p> <p>Enrichment is a culture of excellence in which students of all abilities, backgrounds and interests, strive to be the best in their field.</p> <p>Enrichment is a culture of excellence in which students of all abilities, backgrounds and interests, strive to be the best in their field.</p>	<p>• GCSE Achievement</p> <p>• DP 1-5</p> <p>• ATAR 99.95 - 99.00</p> <p>• A.C. Achievement</p> <p>• USB Reading &amp; Numeracy</p>	<p>Reading</p> <p>Feedback &amp; Reporting</p> <p>Pedagogy HIT</p> <p>Sporting pursuits</p>	<p>Critical Thinking</p> <p>Values &amp; Policy</p> <p>Creative Thinking</p> <p>Cultural pursuits</p>	<p>OCG, OP &amp; PJA</p> <p>Targeted Intervention</p> <p>21st Century Skills</p> <p>Community Engagement</p>
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1

## Strategic Plan Placemat (Toowoomba SHS)



2

## Collaboration Map: Line Management vs School Improvement Groups (Mirani SHS)



# 1. LINKING VISION & ACTION



## 10 TEAM INSIGHTS

"VISION WITH ACTION CAN CHANGE THE WORLD" JOEL BARKER

### Vision & Core Purpose: Your 'Hedgehog'

#### The Hedgehog & The Fox

Organisations are either **FOXES** ('good' organisations that manage complexity by having a multitude of different strategies) or **HEDGEHOGS** ('great' organisations that manage complexity by simplifying it down into a single, powerful, unified strategy).\*

\* Jim Collins (author of Good to Great)



### Vision & Goal Setting: 1 & 5 Years...

#### Y - Charts & Stretch Goals

The question "What would it look, sound and feel like if **EVERYONE** lived our core purpose 100% of the time?" can be brainstormed into a time specific vision (1 & 5 Years) on a YChart which becomes a primer for setting goals and stretch goals.

**Year 1**

"What would it look like, sound like and feel like?"

Looks Like

Feels Like

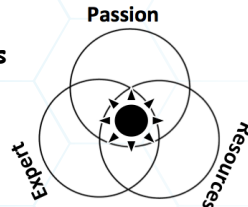
Sounds Like

Goals & Stretch Goals for Year 1 (specify...)

- 1.
- 2.
- 3.

### Discovering Your Core Purpose

Your organisation's 'HEDGEHOG' (the single powerful idea that encapsulates both core purpose and strategic direction) can be discovered by identifying the overlapping ideas within the three circles of purpose:



1. **PASSION** - what are we deeply passionate about?
2. **EXPERT** - what can we be the best in the world at?
3. **RESOURCE ENGINE** - what drives our resource engine?

### Action Plans: Connected & SMART Strategies

**ACTION PLANS** can then be developed that have **SMART** (Specific, Measurable, Accountable, Realistic & Time-bound) strategies to achieve your vision focused goals.

**HIGH PERFORMANCE TEAMS Action Plan**

Issue (Problem to Solve - What's It?)	Key Strategies & Resources (What's It?)	Execution Strategy (What's It?)	Link to Broader Strategy (What's It?)	Accountability (Who's It?) & Reporting Cadence



### 10 TEAM INSIGHTS

*"IF YOU WANT TO GO FAST, GO ALONE. IF YOU WANT TO GO FAR, GO TOGETHER"* AFRICAN PROVERB

#### Structures: Management vs. Governance

##### Management Teams & Board Committees

###### MANAGEMENT:

1. **ELT:** Executive Leadership Team organisation wide strategy
2. **SLT:** Senior Leadership Team organisation wide operations
3. **DLT:** Department Leadership Teams dept, operations

Executive Leadership Team

Senior Leadership Team

Department Leadership Team

###### GOVERNANCE:

1. **Board:** sets overall strategic direction
2. **Sub-Committees:** domain specific oversight
3. **Working Parties:** issue focused work groups

Board

Sub Committee

Working Party

##### Working Down & Across: Hybrid Structures

###### DOWN:

Working Down through the organisation use line management structures.

Executive Leadership Team

Senior Leadership Team

Department Leadership Team

###### ACROSS:

Working Across the organisation use sub-committees and working parties.

Sub Committee

Working Party

#### Transformation: Getting Results

##### Correctly Match Strategy To Structure

**GET IT RIGHT** = unleash powerful positive culture change throughout the organisation.

**GET IT WRONG** = confuse and frustrate the goodwill of staff and create chaos & uncertainty.

Organisational Culture & Behaviour

Sub-Committees & Working Parties

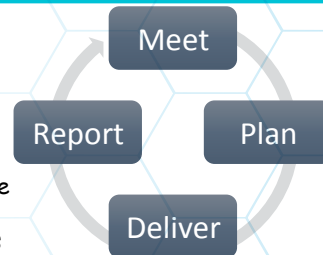
Professional Practice & Service Delivery

Line Management Structures

##### Meet, Plan, Deliver, Report, Repeat

###### 4 SUCCESS FACTORS:

- (1) Clearly defined purpose and action plan.
- (2) Clear timelines and accountabilities for deliverable outcomes;
- (3) Meeting protocols to maximise group effectiveness.
- (4) Regular reporting mechanisms upwards & across.





# KPI 1: Vision & Action

## Rate Your Team

Clear vs Confused

KPI 1: Vision & Action	No Performance	Low Performance	Moderate Performance	High Performance	Very High Performance
<i>They (1) Link Vision with Action and (2) Collaborate to Drive Improvement</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



# 10 TEAM INSIGHTS



*Confident* vs Uncertain

3. They Monitor Key Lead Indicators
4. They Have Team Specific Data Walls
5. They Use Effective Meeting Protocols





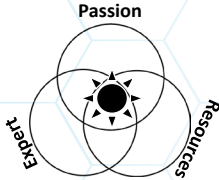


## STEP 1

### Core Purpose + Improvement Outcomes

#### Core Purpose

"What's the core purpose of our organization?"



#### Establish Outcomes

"What qualitative & quantitative outcomes are we trying to achieve, & what goals & targets do we need to set?"



## STEP 2

### Key Metrics + Data Sources

#### Lead Indicators

"What do we need to regularly measure & report to ensure we are 'on track' with our goals & targets?"



#### Data Sources

"What types of data are available both inside & outside our organization that we could use as relevant & timely lead indicators?"



## STEP 3

### Dashboard Design + BAU

#### Dashboard Design

"What's the best way to visually display data to maximize engagement & understanding?"



#### Business As Usual

"How do we make sure dashboards guide decision making in meetings & everyday conversations?"





## 10 TEAM INSIGHTS

"WITHOUT DATA YOU'RE JUST ANOTHER PERSON WITH AN OPINION" W. EDWARDS DEMMING

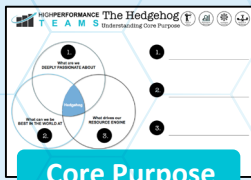


### Key Achievement Documents

#### Manage The Risks:

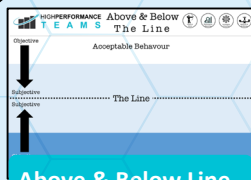
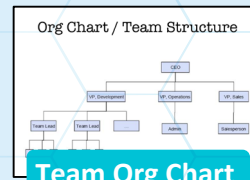
- ✓ Team Performance (*Team Action Plan*)
- ✓ Job Satisfaction (*Core Purpose / Mission Statement*)
- ✓ Role Clarity (*Team Structure / Org Chart*)
- ✓ Job Demands (*Workflow Map*)

## Team Data Wall



**Action Plan**

**Workflow Map**



**Feedback Protocol**

**Talent Map**

**Wellbeing Pulse**

**Meeting Notes**



### Key Engagement Documents

#### Manage The Risks:

- ✓ Conflict & Bullying (*Above & Below Line, Wellbeing Pulse Data*)
- ✓ Peer Relationships (*Team Profile & Talent Map*)
- ✓ Communication & Informal Resolution (*Feedback Protocol, Meeting Agendas/Notes*)





### 10 TEAM INSIGHTS

#### LIVE NOTES

Notes/Minutes are recorded live to increase both auditory and visual engagement & clarity regarding agreed outcomes & actions.

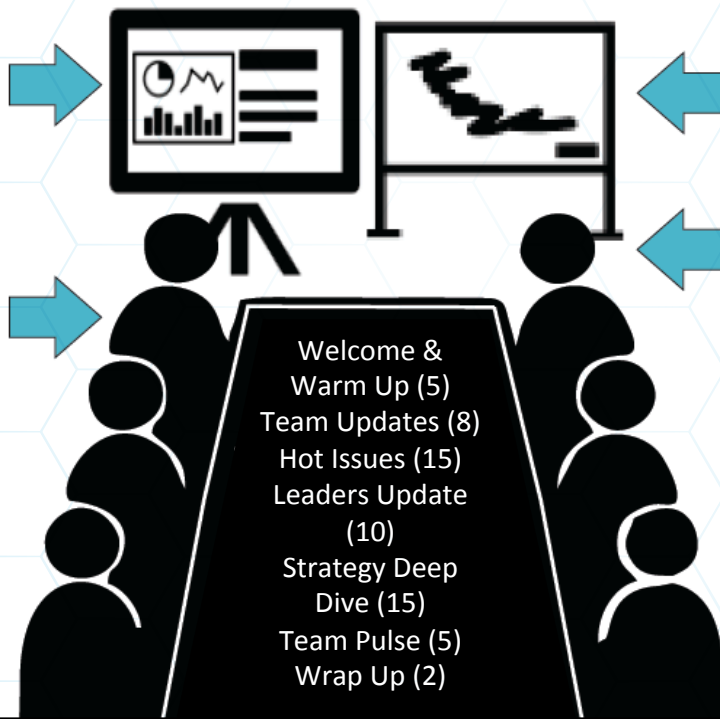
#### THE MODERATOR

The Moderator (rotating position) supports the Chair to manage time and optimise team dynamics based on 5 key factors:

1. Openness & Trust
2. Balanced Debate
3. Competency Over Role
4. Issues Over Personalities
5. Clear Outcomes & Actions



#### THE HPT 60 MIN TEAM MEETING



#### HOT ISSUES

'Top of mind' issues from team written on white board and then prioritised according to majority interest for short action focused discussions.

#### THE CHAIR

The Chair runs the meeting based on the Agenda and is supported by the Moderator (AKA Batman & Robin) but has final say on all matters of time and flow of meeting.





# KPI 2: Performance Reporting

## Rate Your Team

*Confident vs Uncertain*

KPI 2: Performance Reporting	No Performance	Low Performance	Moderate Performance	High Performance	Very High Performance
<i>They (3) Monitor Lead Indicators, (4) Have Team Data Walls &amp; (5) Use Effective Meeting Protocols</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# 10 TEAM INSIGHTS

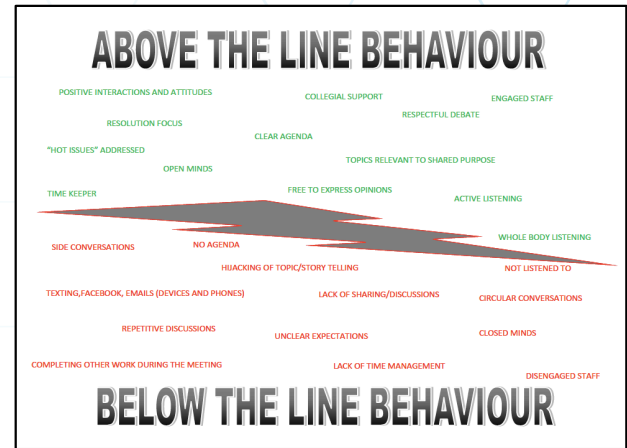


*Connected vs Isolated*

- 6. They Leverage Diversity
- 7. They Build A Culture of Feedback



## SHOWCASE



6

### Team Profile & Talent Map (Mt Archer SS)

Team Profile – Talent Map					
Name	Role	Strengths	Work Interests	Secret Skills	Other
Samuel Strang	Principal	Leadership, Strategic Thinking, Problem Solving	Strategic Thinking, Problem Solving	Geography and	
Katrina Wesser-Corrie	Assistant Principal	Leadership, Strategic Thinking, Problem Solving	Strategic Thinking, Problem Solving	APL Training, Business Strategy	
James Wesser-Corrie	Assistant Principal	Leadership, Strategic Thinking, Problem Solving	Strategic Thinking, Problem Solving	Financial, Business Strategy	
James Wesser-Corrie	Assistant Principal	Leadership, Strategic Thinking, Problem Solving	Strategic Thinking, Problem Solving	Financial, Business Strategy	
James Wesser-Corrie	Assistant Principal	Leadership, Strategic Thinking, Problem Solving	Strategic Thinking, Problem Solving	Financial, Business Strategy	
James Wesser-Corrie	Assistant Principal	Leadership, Strategic Thinking, Problem Solving	Strategic Thinking, Problem Solving	Financial, Business Strategy	
James Wesser-Corrie	Assistant Principal	Leadership, Strategic Thinking, Problem Solving	Strategic Thinking, Problem Solving	Financial, Business Strategy	
James Wesser-Corrie	Assistant Principal	Leadership, Strategic Thinking, Problem Solving	Strategic Thinking, Problem Solving	Financial, Business Strategy	
James Wesser-Corrie	Assistant Principal	Leadership, Strategic Thinking, Problem Solving	Strategic Thinking, Problem Solving	Financial, Business Strategy	
James Wesser-Corrie	Assistant Principal	Leadership, Strategic Thinking, Problem Solving	Strategic Thinking, Problem Solving	Financial, Business Strategy	

### Protocol for Calling Behaviour

Agreed to by all on 30 August 2016

1. Organize a 1:1 meeting time, where both can be present and really listen. Hold the meeting within two business days and at a neutral meeting room. Remember to leave time before and after the meeting.
2. Flag in an email or verbally that it is a "High Performance Team meeting" and give as much additional info as able to.
3. Make a statement at the outset of the meeting acknowledging that anyone can stop at any time and reconvene by saying "we need to reconvene".
4. Identify what the problem is and possible solutions BEFORE the meeting starts and state this clearly in the meeting.
5. If needed to, defer part-way through due to difficulty then re-convene with third party support – and if need be formalise with line manager as per policy.

7

### Above & Below The Line Chart & Calling The Behaviour (Oakey SS)

## 10 TEAM INSIGHTS

***"STRENGTH LIES WITHIN OUR DIFFERENCES, NOT WITHIN OUR SIMILARITIES" STEPHEN COVEY***

## 1. TEAM PROFILE ACTIVITIES

## Personality Style

Get everyone in the team to complete an assessment examining personality, communication style, thinking preferences etc. which can be displayed in a 'Team Profile' format to enable discussion around similarities and differences.



## Work Interests & Goals

**WORK INTERESTS** - Team members describe the tasks within their roles that they enjoy or prefer.



**CAREER GOALS** - Team members describe their career goals (i.e. "5 years from now I want to....")



## 2. TEAM PROFILE MAPPING

[illegible]

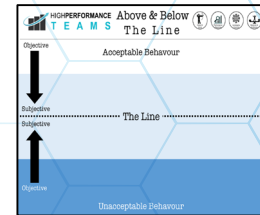
## Team Talent Map

Stocktaking and documenting the information shared by team members into a simple Talent Map placed on the Team Data Wall provides a readily accessible map of the diversity and interests within the team. This can be harnessed to 'best fit' people to projects and opportunities as well as allow for deeper conversations on common interests.

### 3. TEAM ABOVE & BELOW LINE

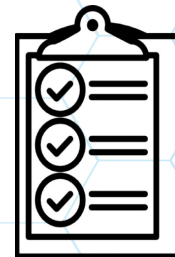
## Team Specific Do's & Don'ts

By understanding differences among team members we can identify the Do's and Don'ts of behavior which may inadvertently increase tension and conflict in the team.



## Protocols to Resolve Issues

Teams can usually resolve the majority of interpersonal issues without any formal structure. HOWEVER an agreed formal structure is an essential safeguard to resolve unexpectedly difficult issues before they become formal complaints or grievances.





# 7. A CULTURE OF FEEDBACK

*"FEEDBACK IS THE BREAKFAST OF CHAMPIONS" KEN BLANCHARD*



### Barriers to Feedback I

#### Mixed Messages & Information Overload

##### Death of The Feedback Sandwich

The 'Feedback Sandwich' sends a confusing mix of 'good' and 'bad' messages which reduces the positive power of feedback.



##### Working Memory Overload

**1,2,3.....8,9,10**

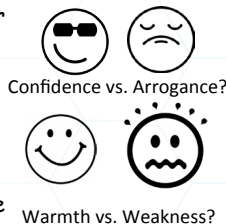
Our working memory is limited to the start and end of longer conversations. We forget the 'middle section' which is often where the most important feedback is given.

### Barriers to Feedback II

#### The Status Dynamic & Karpman's Triangle

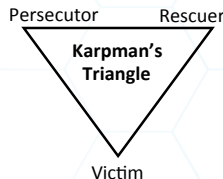
##### Shifting Status to Show Respect

During a conversation our communication style changes between High & Low Status to meet the other's needs. If we get this wrong our 'warmth' looks like 'weakness' and our 'confidence' looks like 'arrogance'.



##### Feedback Stress Reactions

When feedback goes wrong, people react in one of three unhelpful ways (Victim, Rescuer, & Persecutor) which we need to defuse by changing our status appropriately.

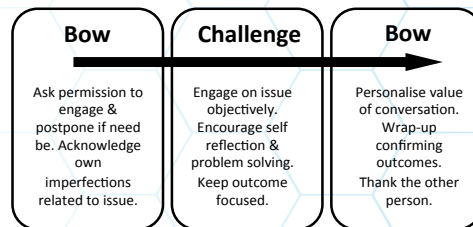


### High Performance Feedback

#### The Law of Bow-Challenge-Bow

##### A Timeless Recipe for Success

Throughout history and across cultures the sequence of 'bow-challenge-bow' marks the effectiveness of any exchange of ideas or contest of ability. This sequence is the DNA of High Performance Feedback.







# KPI 3: Leveraging Diversity

## Rate Your Team

*Connected vs Isolated*

KPI 3: Leveraging Diversity	No Performance	Low Performance	Moderate Performance	High Performance	Very High Performance
<i>They (6) Leverage Diversity and (7) Build a Culture of Feedback</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# 10 TEAM INSIGHTS



*Cared For vs Alone*

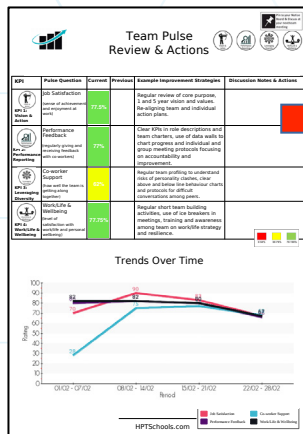
- 8. They Engage in Regular Team Building & Check-Ins
- 9. They Share Work/Life Goals
- 10. They Prioritise Their Wellbeing





Work/Life & Wellbeing

## SHOWCASE



Work demands + Balance  
Solutions

- High demand - prioritise.
- Good ideas added <sup>2.3hrs</sup>
- Curriculum taken away.
- Report Card Comments pre-loaded
- Admin Support
- Positive Mindset.
- Too many demands outside
- Meetings.
- Time frames & expectations.
- Quality learning

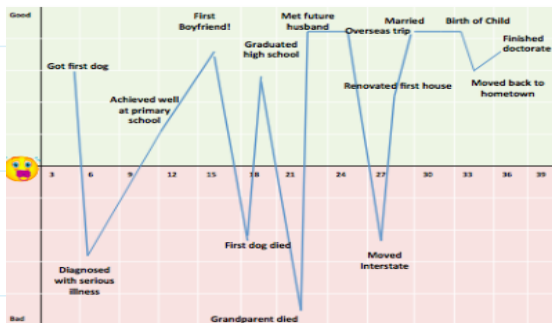
8

Team Pulse  
Weekly  
Wellbeing  
Survey  
(Tannum Sands  
SHS)

9

Life Strategy  
Updates  
(Tarranganba SS)

## Lifeline



10

Wall of Wellness  
Discussion  
Board  
(Clifford Park  
SES)





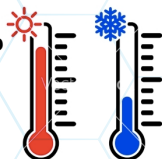
### 10 TEAM INSIGHTS

"PEOPLE CHANGE - SO THE JOURNEY OF GETTING TO KNOW EACH OTHER NEVER ENDS"

#### 1. MAKE TIME TO SHARE

##### Team Meetings

Always do a quick warm-up including a one-word barometer & conversation starter at every meeting.



##### Coffees, Lunches & Dinners

Plan ahead and select a venue which includes a private meeting space to talk.



##### Professional Development Debriefs

Make time to debrief after professional development sessions to share personal learning.



#### 2. MATCH TO TRUST & TIME

##### Low Trust/ Low Time (5-7min\*)

- Conversation Starters - Level 1
- Photo Shares
- Magic Moments
- Dream Destinations



##### Mod Trust/ Mod Time (7-15min\*)

- Conversation Starters - Level 2
- Team Profiling
- Life Line (Career)
- Bucket Lists



##### High Trust/ High Time (15-30min\*)

- Conversation Starters - Level 3
- Life Line (Personal)
- Advice to Older/Younger Self
- Life Strategy Map/Update



\* For team sizes of 4-5 (split groups if larger size)

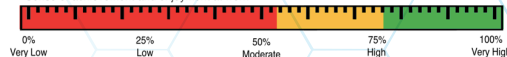
#### 3. TEAM PULSE CHECK-INS

##### Team Pulse Scorecards

Get people to regularly complete the HPT Pulse Survey either online or pen and paper and create a combined team scorecard to discuss in team meetings.

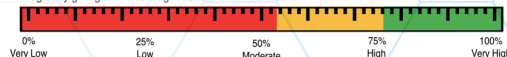
##### 1. Job Satisfaction

Sense of achievement and enjoyment at work



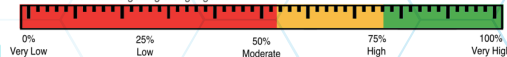
##### 2. Performance Feedback

Regularly giving and receiving feedback with co-workers



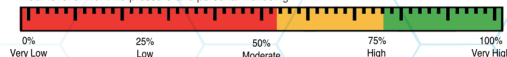
##### 3. Co-worker Support

How well the team is getting along together



##### 4. Work/Life & Wellbeing

Your level of work/life pressure and personal wellbeing



Make sure you develop a proactive strategy to 'maintain' or 'improve' each pulse indicator and record these actions in meeting live notes & follow-up at next meeting...

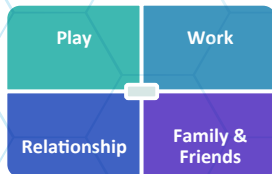


### 10 TEAM INSIGHTS

*"GOALS ARE WHAT TAKE US FORWARD IN LIFE; THEY ARE THE OXYGEN TO OUR DREAMS."* LUCAS FALCONER

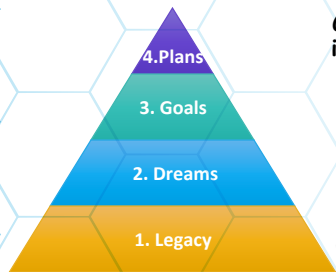
#### Work/Life Strategy

#### Work/Life: 4 Domains



**STOCKTAKE:** What are the current activities you enjoy doing in each of the four domains?

#### Work/Life Strategy: 4 Steps



**GOALS** are an important step in developing your life strategy once you have clarity about your **LEGACY** and **DREAMS**.

#### Why Goals Are Important

**GOALS** enable you to do the work you want to do, to live where you want to live, to be with the people you enjoy, and to become the kind of person you want to become.

Only three percent of adults have written goals, and everyone else works for them.

Brian Tracy

#### List Your Current Work/Life Goals

Work: \_\_\_\_\_

Play: \_\_\_\_\_

Relationship: \_\_\_\_\_

Friends & Family: \_\_\_\_\_

#### Trust: Sharing Goals With Team

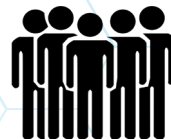
#### Sharing Your Goals

When you share your goals with others you build trust through vulnerability. When you enquire about other people's goals you build trust through showing genuine interest in them.



#### Supporting Other's Goals

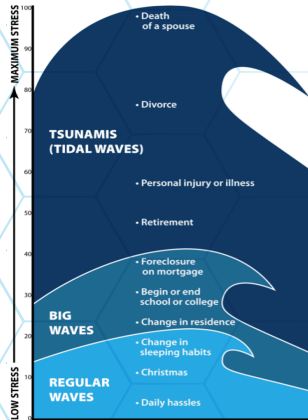
When you remember other people's goals, check-in on their progress and encourage them, you create goodwill and strengthen the team's identity and ability to collaborate.





## Stress & The Waves of Life

### Not All Waves Are Equal



Some stressful life events carry a much higher risk of illness than others. Don't sweat the small stuff and overact to smaller waves of life. Don't live in denial and under-react to the bigger waves - give yourself time to recover.

## Master The 4 Elements of Your Wellbeing

### Wind: Mindsets



**MINDSETS** are like the wind - invisible to see yet powerful. Shift from unhealthy to healthy mindsets: from **Worry** to **Acceptance**; from **Demand** to **Encourage**; and from **Blame** to **Responsibility**.

### Earth: Lifestyle



A healthy **LIFESTYLE** & caring for your body is likened to caring for the earth. You need to (1) have a healthy diet, (2) exercise regularly, and (3) get enough sleep.

### Water: Emotions



Like rivers flow, so do the tears of our **EMOTIONS**. Manage emotions effectively through (1) problem solving, (2) mindfulness, and (3) relaxation so the river flows not floods!

### Fire: Purpose



**PURPOSE** and passion burn like a fire within us. Having a clear sense of purpose and living according to your values are the keys to living a contented and happy life.

### Wipeouts: Your Warning Signs



Prevent wipeouts by knowing your early warning signs of stress!

### Regular Wellbeing Check-Ins with Your Team

**DON'T** ask generic open ended questions such as *"How are you?"* They are too hard to answer simply and honestly (or people think you do not really want to know) so most people will just say *"Fine"* in reply - leaving no room for follow-up questions & support.

**DO** ask specific, easy to answer, closed questions such as *"What's your one-word barometer?"* or *"On a scale of 1-10 what's your number at the moment?"*. You can then follow-up with open ended questions & support.







# KPI 4: Work/Life & Wellbeing

## Rate Your Team

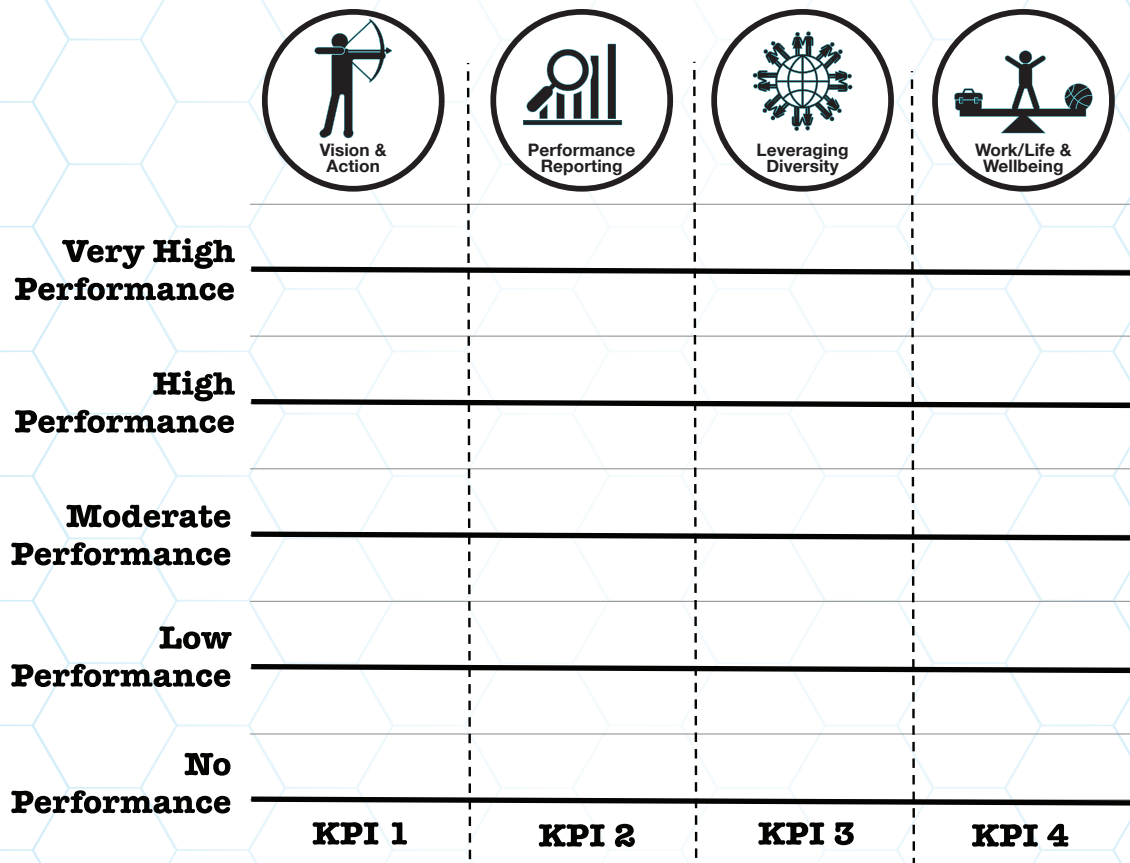
*Cared For vs Alone*

KPI 4: Work/Life & Wellbeing	No Performance	Low Performance	Moderate Performance	High Performance	Very High Performance
<i>They (8) Engage in Continuous Team Building, (9) Share Work/Life Goals and (10) Prioritise Their Wellbeing</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>







Factor	Description	No Performance	Low Performance	Moderate Performance	High Performance	Very High Performance
 <p>Vision &amp; Action</p>	<b>Vision &amp; Action</b> <i>They (1) Link Vision with Action &amp; (2) Collaborate to Drive Improvement</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
 <p>Performance Reporting</p>	<b>Performance Reporting</b> <i>They (3) Monitor Lead Indicators, (4) Have Team Data Walls &amp; (5) Use Effective Meeting Protocols</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
 <p>Leveraging Diversity</p>	<b>Leveraging Diversity</b> <i>They (6) Leverage Diversity and (7) Build a Culture of Feedback</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
 <p>Work/Life &amp; Wellbeing</p>	<b>Work/Life &amp; Wellbeing</b> <i>They (8) Engage in Regular Team Building &amp; Check-Ins, (9) Share Work/Life Goals &amp; (10) Prioritise Their Wellbeing</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# YOUR TEAM PROFILE







	1. Linking Vision with Action:
	2. Collaboration for Organisational Improvement
	3. Monitoring Lead Indicators:
	4. Having a Team Specific Data Wall:
	5. Using Effective Meeting Protocols:
	6. Leveraging Diversity:
	7. Building a Culture of Feedback:
	8. Regular Team Building & Check-Ins:
	9. Sharing Work/Life Goals:
	10. Prioritising Wellbeing: