

Corporate Advice

EXPERT VIEW

# High Performing Organisations or teams! Sometimes or always?



Caryn Walsh

In business, the distinction between high and low performance is clear: you either are performing highly or you are not. There are no maybes.

This business concept needs to be crystal clear if you are in a leadership role.

Even if you are evolving as a team and working towards high performance, the person leading the team or organisation needs to be very clear about what high performance is and what it is not.

Let me shake your paradigm. High performance is NOT only about achieving goals set and being profitable.

It is NOT about completing all tasks and striving towards attaining the next goal.

Of course all of this is critical, but if you are doing so at the expense of your people, who may be demoralised and unhappy, yours is not a highly performing team or Organisation.

(The research states that it is unlikely a team or Organisation will achieve its goals and be highly performing if people are unhappy anyway.)

**Two Critical Factors in High Performance**

Historically the focus has been on achieving tasks - that if a team reaches its goals (tasks) then it is highly performing.

This thinking has changed significantly over the past decade where research has indicated that high performance is a combination of reaching goals by completing tasks well and the close working, collaborative relationships that exist between team members.

1. Tasks: The jobs or activities that need to be completed in order to meet goals and fulfill the descriptions of the position

2. Relationships: The way the team bond, the harmony or conflict that exists, how team members work together in a collaborative and supportive way (or not)

Consider these two factors and decide whether your team or Organisation is strong on both Tasks and Relationships.

If not, unless you as a leader do something differently, nothing will change.

**Conclusion**

High performance is not a 'nice to have.' It is the essence of every successful business around the world, but it comes from having energy and dedication as a leader, who treats their people well and leads with conviction.

Having read this article and completed the High Performance Quiz, if you realise that your team or Organisation is not as highly performing as it should be, what are you going to do about it?

Caryn Walsh is an International Business Consultant, Executive Coach, Keynote Speaker. She is in Fiji four times a year. Do you have a question about your team or business. If you or your Organisation would like to work with her, please email her at [info@puremagicbusiness.com.au](mailto:info@puremagicbusiness.com.au) to arrange a time to discuss your needs.

**How well does your Team or Organisation fare on the High Performance components?**

Look at this grid below and score your team or Organisation accordingly.

| ITEM                             | WHAT IT LOOKS LIKE INTERMEDIATE  | YOUR SCORE (OUT OF 10 WHICH IS HIGHEST) |
|----------------------------------|--|---|
| Specific Roles                   | Position Descriptions and Key Performance Indicators are crystal clear as are goals  |   |
| Complementary talents and skills | Individuals in the team realise they all possess different strengths and work together to best use all the team strengths to its advantage. Another term for this is Collective Talent |   |
| Aligned                          | This means that everybody and every task or activity is aligned with the Strategic Plan and Vision to ensure the Organisational meets its goals  |   |
| High Levels of Collaboration     | The team members talk to each other, bounce ideas around, work together, help each other when stress and pressure are high and support each other to achieve individual and team goals |   |
| Superior Results                 | Increased efficiencies, productivity and profitability are outcomes if the team has all of these components listed above.  |   |

**Scoring:**

Add up all your scores. The maximum you can score is 50. You can also use this tool as a measure of how to perform more highly by getting your team to fill it out and then discuss the scores and outcomes as a group.

- What was your score out of 50?
- Which two areas did you score least?
- Why did you score them least?
- What are you going to do about ensuring these areas become more highly performing?



**High Performance: A Definition**

According to MindTools, a high-performance team can be defined as a group of people with specific roles and complementary talents and skills, aligned with and committed to a common purpose, who consistently show high levels of collaboration and innovation, that produce superior results.

- ✓ Specific Roles: Position Descriptions and Key Performance Indicators are crystal clear to the person in the roles, as are goals that need to be achieved
- ✓ Complementary talents and skills: Individuals in the team realise they all possess different strengths and work together to best use all the team strengths to the team's advantage. Another term for this is Collective Talent
- ✓ Aligned: The means that everybody and every task or activity is aligned with the Strategic Plan and Vision to ensure the Organisation meets its goals
- ✓ High Levels of Collaboration: The team members talk to each other, bounce ideas around, work together, help each other when stress and pressure are high and support each other to achieve individual and team goals
- ✓ Superior Results: Increased efficiencies, productivity and profitability are outcomes if the team achieves all of the components listed above.

**DRIVE FOR HIGH PERFORMANCE IS RELENTLESS AND ONGOING**

There is no stopping for a breather with high performance. You either have it or you don't.

Staff come and go, the market moves, change is constant as are the daily pressures and challenges that go with leading a team or Organisation.

According to [linkageinc.com/leadership](http://linkageinc.com/leadership), the four most significant behaviors consistently demonstrated by high-impact leaders are:

- 1 Defining clear goals or a vision of the future in accordance with overall organisational aims (the 'big picture')
- 2 using language to build trust, encourage forward thinking and create energy within the team ('powerful conversations')
- 3 Creating blueprints for action to achieve those goals
- 4 Getting the right people involved ('passionate champions')

As a leader you have to be in the race to win it. Be a leader who is personable, optimistic and engaged with their people.

Uninspiring leaders don't inspire their people. Demotivated leaders don't motivate their troops.

Highly performing, optimistic, charismatic leaders do – and they drive high performance relentlessly. Do you?