

The 5 Disciplines of High-Performance Teams

Adrian Gostick

Never been harder to lead



Rise of the Millennials



Increased speed



Cross-functional friction



Increased disengagement

Engaged teams **differentiate** your culture







Canada



5



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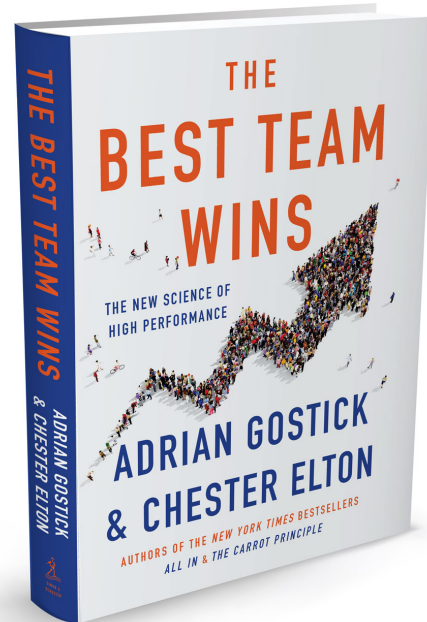




One **RANDOM** act of
kindness, every day

Research Focus

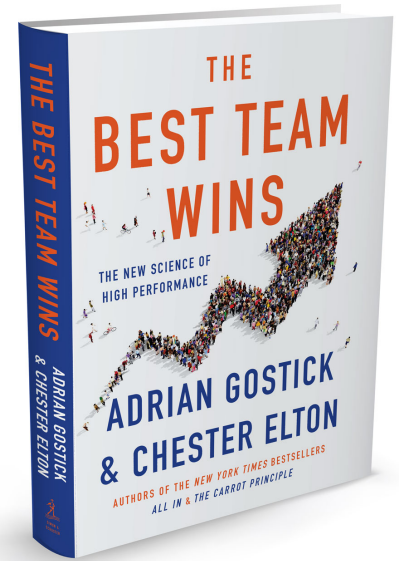
How do today's best team leaders drive high-performance results



10-year study of 850,000 people

Today's Best Team Leaders

1. Understand Generations
2. Manage to the One
3. Speed Productivity
4. Challenge Everything
5. Don't Forget the Customer



Discipline # 1

**Great team leaders
understand generations**

Millennials Rising

Deloitte: By 2024, **75%** of the workforce will be **Millennials** (and soon) **Gen Z**



What do Millennials look like?

- Believe teams accomplish more than individuals
- Renter generation
- Instant gratification
- Job hop every 1 ½ to 2 years



Millennial Motivators

Most Motivating Work Concepts:

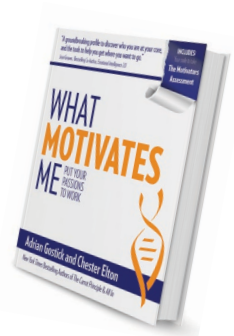
1. Impact (68%)
2. Learning (65%)
3. Family (51%)

Least Motivating:

21. Autonomy (18%)
22. Ownership (17%)
23. Money (10%)



N= 75,000



Discipline # 2

**Great team leaders
manage to the one**

Engagement is a one-on-one skill



What Motivates Your Team

JOB SCULPTING CASE STUDY

The Wendy's Company



> THE MOTIVATORS ASSESSMENT™ FROM
"WHAT MOTIVATES ME" ENGAGEMENT TRAINING™



Diane Weed, Vice President

	Diane Weed	Employee 2	Employee 3	Employee 4	Employee 5	Employee 6	Employee 7	Employee 8	Employee 9	
Top 7 Motivators	1	Teamwork	Teamwork	Impact	Impact	Family	Challenge	Creativity	Learning	Developing Others
	2	Impact	Learning	Learning	Fun	Variety	Pressure	Problem Solving	Purpose	Pressure
	3	Pressure	Challenge	Family	Service	Friendship	Impact	Variety	Problem Solving	Prestige
	4	Service	Developing Others	Problem Solving	Learning	Learning	Problem Solving	Pressure	Creativity	Service
	5	Developing Others	Excelling	Challenge	Purpose	Empathy	Teamwork	Empathy	Impact	Challenge
	6	Variety	Friendship	Creativity	Teamwork	Impact	Excelling	Excelling	Teamwork	Learning
	7	Purpose	Excitement	Excitement	Variety	Social Responsibility	Fun	Learning	Autonomy	Ownership
Bottom 3 Motivators	21	Learning	Ownership	Prestige	Prestige	Recognition	Recognition	Fun	Excelling	Empathy
	22	Recognition	Recognition	Social Responsibility	Creativity	Prestige	Prestige	Service	Service	Variety
	23	Money	Money	Money	Money	Money	Money	Money	Pressure	Excitement
Top 3 Identities	1	Builder	Builder	Thinker	Builder	Thinker	Achiever	Achiever	Thinker	Builder
	2	Achiever	Thinker	Achiever	Thinker	Builder	Builder	Thinker	Caregiver	Achiever
	3	Thinker	Caregiver	Caregiver	Achiever	Caregiver	Thinker	Builder	Builder	Reward-Driven

	Diane Weed	Employee 2	Employee 3	Employee 4	Employee 5	Employee 6	Employee 7	Employee 8	Employee 9	
Top 7 Motivators	1	Teamwork	Teamwork	Impact	Impact	Family	Challenge	Creativity	Learning	Developing Others
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	3	Pressure	Challenge	Family	Service	Friendship	Impact	Variety	Problem Solving	Prestige
	4	Service	Developing Others	Problem Solving	Learning	Learning	Problem Solving	Pressure	Creativity	Service
	5	Developing Others	Excelling	Challenge	Purpose	Empathy	Teamwork	Empathy	Impact	Challenge
	6	Variety	Friendship	Creativity	Teamwork	Impact	Excelling	Excelling	Teamwork	Learning
	7	Purpose	Excitement	Excitement	Variety	Social Responsibility	Fun	Learning	Autonomy	Ownership
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Top 3 Identities	1	Builder	Builder	Thinker	Builder	Thinker	Achiever	Achiever	Thinker	Builder
	2	Achiever	Thinker	Achiever	Thinker	Builder	Builder	Thinker	Caregiver	Achiever
	3	Thinker	Caregiver	Caregiver	Achiever	Caregiver	Thinker	Builder	Builder	Reward-Driven

Development Conversations



Discipline # 4

**Great team leaders
challenge everything**

Collaborative Teams

Everyone feels **safe** to speak up and challenge traditional ways of doing things





Study of 180 Google teams
March 2016

1

Psychological Safety

Team members feel safe to take risks and be vulnerable in front of each other.

2

Dependability

Team members get things done on time and meet Google's high bar for excellence.

3

Structure & Clarity

Team members have clear roles, plans, and goals.

4

Meaning

Work is personally important to team members.

5

Impact

Team members think their work matters and creates change.

The logo features the word "Bell" in a large, bold, red, italicized font with a white outline and a slight 3D effect. Below it, the word "Helicopter" is written in a smaller, bold, black, italicized font.

Bell
Helicopter

A Textron Company



Mitch Snyder, CEO



Ground Rules

- Everyone can ask questions or make suggestions without fear of looking stupid or incompetent (there is no dumb idea)
- We will be respectfully challenging of each other without acting negative.
- Anyone can suggest innovative ideas without being perceived as disruptive.

From: “Nope, won’t
fly.”

To: “That just might
work.”

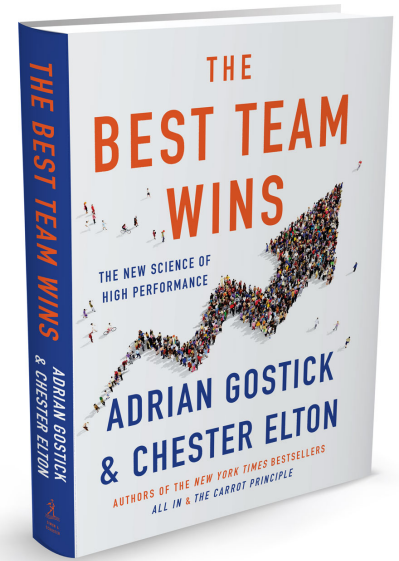
*What if **Lamborghini**
& **Tesla** designed a
helicopter?*



FCX 001

Today's Best Team Leaders

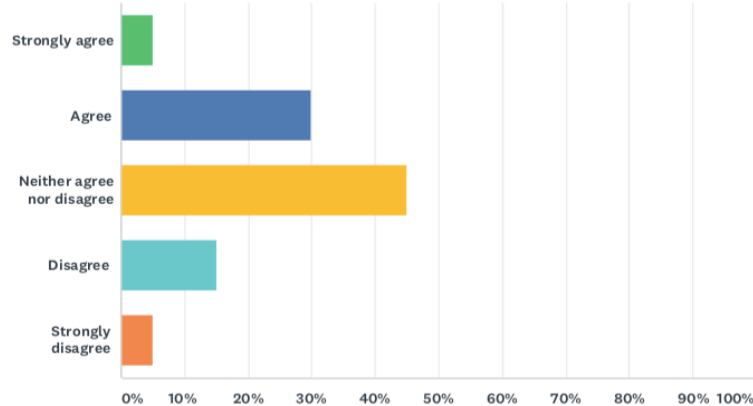
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Special offer for **SirsiDynix** customers

YOUR TEAM PULSE REPORT

Q1. In our team, we place emphasis on addressing long-term challenges/opportunities versus driving for short-term results and getting immediate benefits



- Short, email-based survey, anonymous responses
- Conducted by The Culture Works® professionals
- Get a pulse on the engagement level of your team members
- Results sent to you when you are ready

YOUR TEAM REPORT PULSE

Normally: \$1,500

SirsiDynix Price: \$295

lance@thecultureworks.com

Type “Team Pulse Report” in
subject line



adrian@thecultureworks.com