

# The 5 Disciplines of High-Performance Teams

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**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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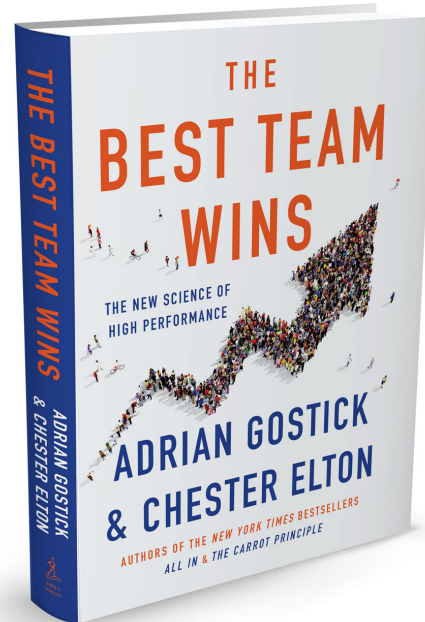




One **RANDOM** act of  
kindness, every day

# Research Focus

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

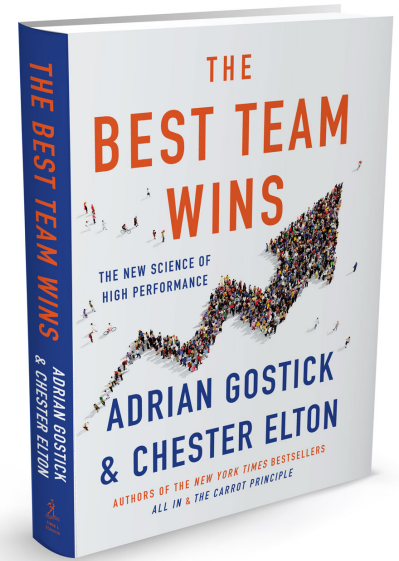


# 10-year study of 850,000 people



# 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:

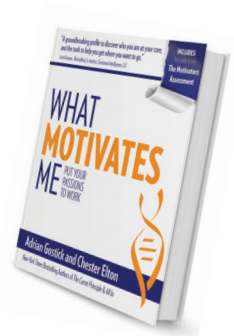
1. Impact (68%)
2. Learning (65%)
3. Family (51%)

## 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	
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	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?*

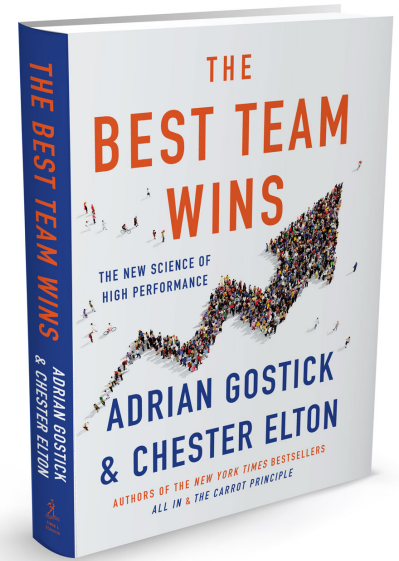


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# Today's Best Team Leaders

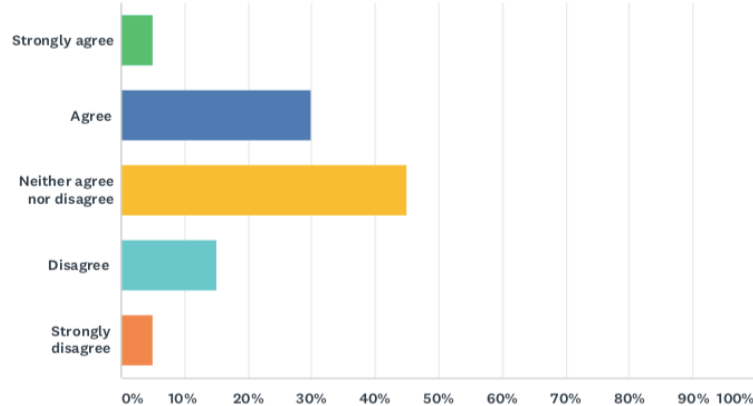
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# Special offer for **SirsiDynix** customers

# 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](mailto:lance@thecultureworks.com)

Type “Team Pulse Report” in  
subject line



[adrian@thecultureworks.com](mailto:adrian@thecultureworks.com)