



**GERARD MURPHY**  
CONSULTING

**YOU GET WHAT YOU REWARD**

# PERFORMANCE

Everything is about performance.

If it is not taking us to where we want to be,  
change what you are doing.



# CULTURE

- The behaviour that we accept and reward
- Language is critical
- Ask the newest person



# HIGH PERFORMING TEAMS

In high performing teams, every member of the team feels safe to have open, honest and constructive conversations about the team performance with any other member of the group



# PERFORMANCE DIALOGUE

We have performance conversations with our team mates because:

- we want to improve
- we care about each other and the team



# LEADERSHIP

- Leadership is 'see something, do something'.
  - See something positive, reward it
  - See something negative, challenge it (ask)
  - Not sure, ask!
- Doing the right thing when no-one is watching



# IMPLEMENTING A PERFORMANCE CULTURE

- Create team purpose, values and behaviours
- Develop leadership team
- Build strong professional relationships
- Practice honest dialogue about performance
- Develop individual action plans
- Introduce mentor program



# BUILDING TEAM PURPOSE, VALUES & BEHAVIOURS

- What is the purpose of our team?
- How would our team be described now? (3 words - **Now**)
- In an ideal world, how do we want our team to be described?  
(3 words – **Values**)
- What behaviours do you currently see that stop us from being the  
'ideal team'? (**Unacceptable Behaviours**)
- What behaviours must we display if we are to be this  
'ideal team'? (**Team Behaviours**)





# CASE STUDY EXAMPLE

## NOW

- Talented
- Good people
- Inconsistent
- Segregated
- Arrogant
- Fragile
- Dysfunctional
- Selfish
- Unprofessional
- Fractured
- Fragmented

## Unacceptable Behaviours

- Not prepared eg meetings, presentations
- Working as individuals not as a team
- People breaking team rules
- People avoiding having the hard conversation
- No feedback – good or bad
- Taking f/b personally
- Not prepared to speak up
- Not listening to each other
- Poor body language
- People making excuses
- Sniping – behind backs
- Double standards for different employees
- Not pushing boundaries



# CASE STUDY EXAMPLE

## Values

- United
- Disciplined
- Honest
- Ruthless

## Team Behaviours

- No short cuts
- Say what has to be said
- Deliver on your word
- Deliver feedback – right place, right time, right way
- Take action
- No fence sitting
- Take responsibility



# BUILDING RELATIONSHIPS

- Partner/small group/team activities
- Profiling



# RELATIONSHIPS & RIGOUR

- Rigour + Relationship = Results
- Rigour – Relationships = Resentment



# TEAM VALUES/BEHAVIOURS

- Our team values & behaviours must now become THE 'stake-in-the-ground'.
- We must refer to it them at all times when making decisions, especially when they are difficult decisions. If we have a relevant team values/behaviours, they will guide us to make the right decisions
- Values & behaviours must be linked to strategy in daily decision making
- We must use it for review, recruitment and induction



# KEY PROGRAM CONCEPTS

- Weight of numbers – are most members of the group living the team behaviours
- Centres of influence – are the influential members of the group living the team behaviours
- Like versus respect – it is much more important to be respected than liked. It is good to be both but respect is more important
- Expectation versus delivery – frustration and conflict occur when there is a gap between what is expected and what is delivered. When there is a gap, it provides us with an opportunity to learn and become better. Don't ignore 'gaps' and don't lower your expectations
- Critical Moments – situation/s present themselves that, if dealt with according to the team values/behaviours, will ensure that team culture is changed significantly.



# RECEIVING FEEDBACK

- Understand your own tendencies
- Disentangle the 'what' from the 'who'
- Assume that it is 'coaching'
- Unpack and reflect on the feedback
- Ask for feedback (one thing at a time)
- Engage in small experiments to improve

(Heen & Stone, Thanks For The Feedback, 2014)



# KEY FOCUS AREAS FOR A SUCCESSFUL PROGRAM

- Identify & influence 'centres of influence'
- Identify blockers and develop a strategy to reduce 'blocking' (detractors/enhancers)
- Level of honest dialogue between power brokers
- Leaders' preparedness to receive feedback from team
- Leaders have no 'favourites'
- Level of skill of coaches/leaders/players to apply knowledge
- Weight of numbers (WON)
- Appropriate governance, structures & processes are implemented to allow development to occur





# INDICATORS OF HIGH PERFORMING TEAMS

- Positive : Negative – 6:1 – ratio of positive to negative interactions
- Advocacy : Inquiry – 1:1 – ratio of advocacy versus inquiry (genuine questions to understand others)
- Others : Self – 1:1 – ratio of comments demonstrating concern for others versus self

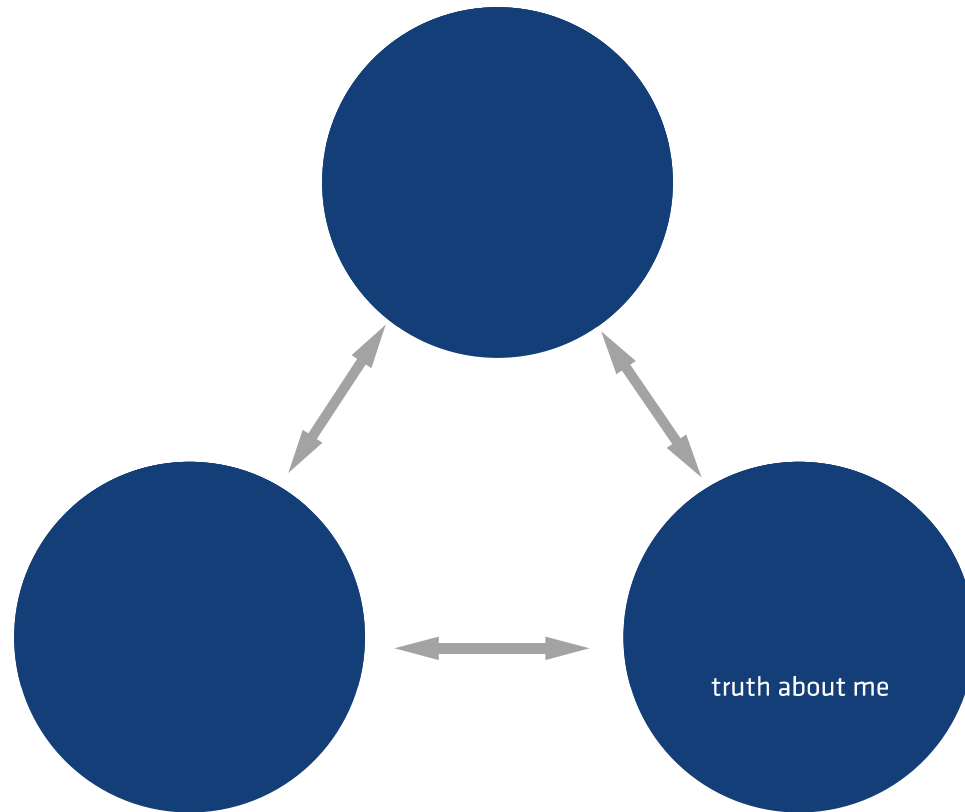


# MOTIVATION & ENGAGEMENT

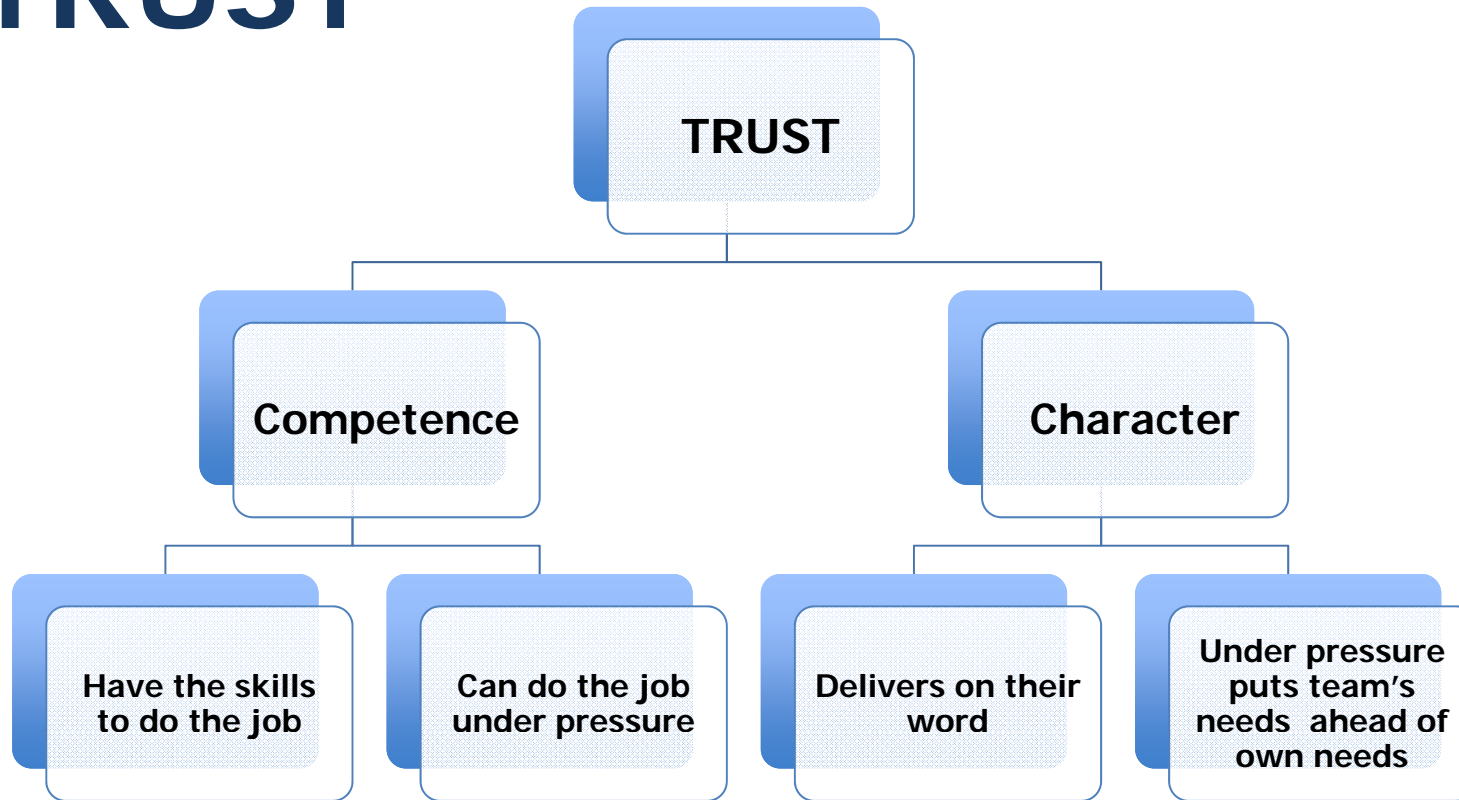
- Purpose – doing meaningful work together
- Autonomy - decision making discretion
- Mastery – improving my performance at something that is meaningful to me and uses the personal strengths of team members
- Sharing information
- Connected – team members feel like they belong and are listened to
- Offering and providing performance feedback
- Minimising incivility



# SELF TALK CYCLE



# TRUST



# SPEED FEEDBACK

- On a sheet of paper, list 5 people that you would like to receive feedback from OR give feedback to
- Everyone in the group then sits opposite one of the 5 names on their list, facing each other with knees almost touching (there may be 1 or 2 that cannot find someone on their list to talk to, don't worry just pair them up)
- When everyone is ready, shout GO! (or even better blow a whistle).
- Allow the conversations to go for 2 min before shouting STOP! (or blowing the whistle)
- Get everyone to swap and find someone else from their list to talk to.
- When everyone is ready, shout GO! and so on...
- Do this as many times as you like but make sure that everyone always starts and stops together



# REVIEW & PERFORMANCE MEASURES

- Identify KPI's that will measure the commitment of your team to the team Values and Behaviours
- This will remove the pressure/distraction/focus of the 'scoreboard'
- Review against team behaviours and KPI's



# CONFLICT AND DIVERSITY

- Must be embraced if we are to drive performance improvement
- Must be managed carefully and respectfully (using Values and Team Behaviours)
- Conflict occurs when there is a gap between 'what we expect' and 'what is delivered'.



# MANAGING CONFLICT AND DIVERSITY

- Always use the Values and Team Behaviours as your reference point
- Always confront issues and encourage open dialogue
- In difficult situations have this mediated by an independent facilitator

