CREATING A
HIGH PERFORMANCE
WORKPLACE

Six programs demonstrating key factors in
creating a high performance workplace.
Includes major case studies of Mobil and Centrelink.

Video Workbook

SEVEN DIMENSIONS

SEVEN DIMENSIONS is a Melbourne-based video and training resources production company, specialising in business training products. Eve Ash, a psychologist and trainer, established Seven Dimensions in 1979.

Eve Ash is one of Australia's most successful producers of training films, videos and resources. Since 1979, Eve has produced over 400 training video titles which are distributed in 40 countries and have won over 110 international awards for creativity and excellence.

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Overview

Creating a High Performance Workplace is a training package which includes:

* six videos
* a workbook with self-paced learning modules for each video.

This training package will take you through key factors and processes in creating a high performance workplace. The six videos provide a comprehensive strategy for achieving high performance through effective leadership, team-based work systems, quality customer service, the Balanced Scorecard and Key Performance Indicators (KPIs) and systems of reward and recognition.

The series follows the experience of two very different Australian workplaces, each at a different stage in the process of achieving high performance - a Mobil Oil lube plant which has already achieved dramatic new levels of high performance, and Centrelink, a government agency, which is in the early stages of the process of change. The videos include expert comment, information and analysis from staff, managers and workplace consultants.

Target Audience

A high performance workplace is one where everyone in the organisation contributes to those levels of performance. This package is appropriate for executives, managers, supervisors/team leaders, team members and even frontline employees. Whether you are the CEO, a senior executive, manager, consultant, team leader or team member, **Creating a High Performance Workplace** will assist you in:

* exploring the issues and concepts related to high performance
* developing skills and strategies for creating a high performance workplace.

Creating a High Performance Workplace has been uniquely designed to be used with a diverse audience. The training package (videos and workbook modules) can be completed by individuals in self-paced learning, or it can be used in group training workshops and discussions.

Description of Videos

The six videos in **Creating a High Performance Workplace** are:

VIDEO 1 : STRATEGIES FOR CHANGE (14 mins)

This video sets out the fundamental steps needed to move to high performance - benchmarking, developing a framework for change, identifying and strengthening partnerships with stakeholders and creating an environment which facilitates and maintains continuous growth and ongoing development.

- Benchmark to Improve
- Develop a Blueprint for Change
- Improve Partnerships
- Create a Learning Environment

VIDEO 2 : SUCCESSFUL LEADERSHIP (14 mins)

Effective leadership is an essential factor in achieving high performance. This video identifies key leadership qualities and skills for leaders at all levels of an organisation. Find out what makes a good leader and explore how you can become a successful leader.

- Develop Trust
- Be a Motivator
- Show Competence
- Be Supportive
- Provide Direction
- Empower Others

VIDEO 3: PUTTING CUSTOMERS FIRST (15 mins)

This video covers key training areas for achieving superior customer service by putting customers first. These include identifying customers, asking for feedback, injecting service enthusiasm and streamlining service procedures to provide personalised service and ensure customer satisfaction.

- Know Your Customers
- Ask for Customer Feedback
- Create Service Enthusiasm
- Streamline Procedures
- Personalise Service
- Ensure Satisfaction

VIDEO 4: SUCCESS FACTORS FOR TEAMS (12 mins)

Organisations must recognise the value of teams in achieving high performance and put time and resources into making sure teams are successful. This video outlines six key factors to increase commitment and accountability and improve the productivity, efficiency, morale and overall performance of teams.

* Clarify Purpose
* Determine the Game Plan
* Clarify Roles
* Develop Ground Rules
* Communicate and Consult
* Energise the Team

VIDEO 5: THE BALANCED SCORECARD (13 mins)

This video shows how Mobil and Centrelink are using the Balanced Scorecard to measure performance. The Scorecard uses both financial and non-financial Key Performance Indicators. Management and staff establish KPIs for the whole organisation as well as for each level of the organisation.

* Introduce a Balanced Scorecard
* Develop and Implement KPIs
* Review Progress

VIDEO 6: REWARDING PERFORMANCE (13 mins)

Organisations need to recognise and reward individual, team and organisational achievements. This video sets out steps for achieving high performance by establishing appropriate and successful systems of reward and recognition.

* Make a Commitment
* Choose Rewards
* Negotiate Agreements
* Maintain Momentum

Video 4
SUCCESS FACTORS FOR TEAMS

1. TARGET AUDIENCE

This module of the workbook is designed to be used in conjunction with the video **Success Factors for Teams**. Whether you are a team member, a team leader, or just at the stage of forming teams, this module will challenge you to think about teamwork and show how you can make your team successful.

2. BACKGROUND

Two organisations, *Mobil* and *Centrelink*, recognised the value of teams in achieving high performance and put time and resources into making sure teams were successful. This module explores important ways to increase commitment and accountability and to improve the productivity, efficiency, morale and overall performance of teams.

3. KEY TRAINING POINTS

This video identifies six key ways of achieving success in teams:

- Clarify Purpose
- Determine the Game Plan
- Clarify Roles
- Develop Ground Rules
- Communicate and Consult
- Energise the Team

4. USING THIS MODULE

This module comprises a series of activities and discussions. Taking an active role whilst watching the video and working through this workbook will enable you to gain the most value from your investment in time and resources.

This video and workbook module can be completed by individuals in self-paced learning, or it can be used in group training workshops and discussions.

The best way to use this video and workbook is to complete the activities and watch the video segments in the following way.

Before the video	Complete activity 1
Watch the video to the end of **Clarify Purpose**	Complete activity 2
Watch the video to the end of **Determine the Game Plan**	Complete activities 3 & 4
Watch the video to the end of **Clarify Roles**	Complete activities 5, 6 & 7
Watch the video to the end of **Develop Ground Rules**	Complete activity 8
Watch the video to the end of **Communicate and Consult**	Complete activity 9
Watch to the end of the video	Complete activities 10 & 11

Activity 1
Our Team

Complete this activity before watching the video **Success Factors for Teams**.

Consider your own team. How is your team currently functioning?

_____

_____

_____

_____

How is your team currently performing?

_____

_____

_____

_____

_____

_____

What are three recommendations you can make to improve the current functioning and performance of the team?

1. _____

_____

_____

2. _____

_____

_____

3. _____

_____

_____

Activity 2
The Bigger Picture

*Complete this activity after watching the **Clarify Purpose** segment of the video*
Success Factors for Teams.

To determine the purpose of any team, you need to ask the question, "why does this team exist?" This of course centres on the team achieving its performance goals.   Team members need to develop their team *purpose* and be involved in determining strategies to achieve these goals.

Answer the following questions:

1. Who are the customers (both internal and external) of this team?   (Customers are people/teams to whom you add value and also depend upon your work output so that they can do theirs).

_____

_____

_____

_____

2. What are the services and/or products this team provides to its customers?

_____

_____

_____

_____

3. What do these customers take from your team?

_____

_____

_____

_____

4. What business are you really in (as defined by what your customers take from you)?

_____

_____

_____

_____

Put the answers to these questions together (deleting repetition) and you have a team purpose.

Activity 3
Determining the Game Plan

*Complete this activity after watching the **Determine the Game Plan** segment of the video* **Success Factors for Teams**.

All teams need to devise a game plan. The game plan sets out how the team will bridge the gap between where they are now and where they want to be at some time in the future.

The game plan must include realistic goals to achieve, and Key Performance Indicators (KPIs) to address. The team also needs to decide on a set of strategies for achieving these goals.

All team members need to reach agreement on the game plan and then continually review their progress and performance.

This activity will assist you in clarifying the team's game plan.
a) What are the team's performance goals?
b) Identify the measures that you use to determine whether the goals have been achieved or not.
c) State your strategies for achieving these.

Team's performance goals	Measures to determine achievement	Strategies for achieving goals

Note: 'The Balanced Scorecard' module will also assist in this process.

Activity 4
Determining the Game Plan

*Complete this activity after watching the **Determine the Game Plan** segment of the video* **Success Factors for Teams**.

A team is also part of the bigger organisational picture. Teams need to align their specific goals, strategies and measures of success with the organisation's larger blueprint for change.

How does your game plan fit into the organisational goals?

Your team's goals	Link to organisational goals

What ideas do you have for improving the way your team's game plan can fit with the organisation's goals?

_____

_____

_____

_____

_____

Activity 5
Team Roles

*Complete this activity after watching the **Clarify Roles** segment of the video*
Success Factors for Teams.

Clarifying roles in teams is critical to avoid confusion and conflict. Without this, teams will not function effectively.

List the roles and responsibilities that the entire team needs to undertake down the left-hand column. Then put the initials of the team members (or the job title where several teams have the same make-up) plus all other people/groups who relate to this team across the top of the page.

For each responsibility/accountability component, place an A only (Accountable person) underneath the initial of the person who is accountable (no more than one A); a C (Consult before the decision is made, or the action is taken) underneath those who also need to be consulted; and an I (Informed after the decision or event) under the name of those people who need to be informed after the event.

Roles & Responsibilities	Names (initials)									

Activity 6
Clarifying My Roles

Complete this activity after watching the **Clarify Roles** *segment of the video*
Success Factors for Teams.

Teamwork brings new roles and responsibilities and working in a team means agreeing to work collaboratively. In teams, both staff and managers need to learn new skills to do things they haven't done before.

Take time now to consider how teamwork has changed roles and responsibilities in your organisation.

Focus on yourself and use the table below to think about and write down:

New roles taken on in the last 12 months	New skills learned to fulfil these roles	Strategies used to learn these new skills	Degree of success in fulfilling these new roles

Activity 7
Clarifying a Team Member's Roles

Complete this activity after watching the **Clarify Roles** *segment of the video*
Success Factors for Teams.

Now focus on just one of the members in your team. Use the table below to think about and write down:

a) Any new roles they have had to take on in the last 12 months.
b) What new skills they had to learn to fulfil those roles.
c) What strategies they used to learn these new skills.
d) Evaluate the degree of success you think they have had in fulfilling these new roles.

New roles taken on in the last 12 months	New skills learned to fulfil these roles	Strategies used to learn these new skills	Degree of success in fulfilling these new roles

Roles, skills and responsibilities can change over time, so it is important to work collaboratively and communicate these changes regularly.

It would also be valuable for you to encourage each team member to carrry out the above exercise and then discuss the results at a team meeting.

Activity 8
Developing Ground Rules

*Complete this activity after watching the **Develop Ground Rules** segment of the video*
Success Factors for Teams.

To ensure success, teams need to agree on a set of ground rules that will guide their behaviour. Work teams need guidelines which spell out the way they want to operate. They need to agree on how the team will work and how members will behave in the team. It's surprising how many teams do not clarify their expectations or clearly state their ground rules.

There are a variety of workplace practices where clarification of ground rules, or values, or principles for behaviour are needed if the team is to function successfully.

a) List the ground rules that you think are appropriate for your team.
c) Place a tick by those that have been agreed on in your work team.
d) Put a time frame to those that have not yet been discussed in the team.

Ground rules I think are appropriate for our team	Our team has agreed on this	Time frame for discussion/review with the team

Areas of workplace practice that you may think need ground rules could be related to:

⬩ meeting processes
⬩ how team members will interact and speak with each other
⬩ the degree of involvement in decision-making team members will have
⬩ how mistakes will be managed
⬩ feedback mechanisms within the team.

Ground rules need to be agreed upon and referred to often. Having them visible (such as on the back of every meeting agenda) is important. Ground rules are sometimes expressed as agreed or shared behaviours - behaviours that are crucial for team success and individual self-esteem.

Activity 9
Communicating in a Team

*Complete this activity after watching the **Communicate and Consult** segment of the video* **Success Factors for Teams**.

Successful teams see communication as a high priority. Team leaders must make sure that communication is clear and relevant. It is important to communicate and consult

- with all team members
- regularly
- in as many different ways as possible
- across, as well as within, teams.

a) Use the areas in the table below to make notes on the strategies you currently use to ensure communication and consultation is occurring.

b) Evaluate whether you think these methods are successful or not and state why.

Communication occurs	Method of communication	Degree of success
With all team members by…		
With individuals by…		
With other teams, eg…		

The challenge for you now will be to review the strategies you use to communicate with others in the workplace and determine new strategies for those methods you feel have not been successful.

You may like to consult with other teams in the workplace who you feel have been successful and adopt some of their strategies for communicating and consulting.

Activity 10
Energising the Team
Complete this activity after watching to end of the video
Success Factors for Teams.

Team members are energised when everyone can see the advantages of working in a team and when successes are shared. When people work in a team, all contributing at their best level, they are more productive and efficient and the work experience is positive and satisfying. Team energy and enthusiasm is maintained when team members really participate.

Many people have been involved in teams where motivation and enthusiasm has been lost. It's not a good feeling. Often there is a decrease in productivity as well as a decrease in personal and team energy.

Team building exercises are important when first forming teams but they can also help re-energise teams when they have lost enthusiasm.

Think of all the ways you and your team could develop and maintain enthusiasm. Try not to restrict your ideas by considering money or time constraints. These considerations restrict creativity and stifle energy.

Strategies for developing and maintaining enthusiasm…

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.

Activity 10
Energising the Team (continued)

You may have considered some of the following

- Ensuring team members really do participate in activities.

- Involve team members in:

  - the creation of KPIs
  - the development of performance improvement programs
  - preparation and development of team building exercises.

- Listen to your fellow team members' issues. Listening is a powerful energiser.

- Encourage creativity and initiative by allocating projects to individuals.

- Encourage team members to use the strengths they have.

- Set up mentoring and coaching to improve the weaknesses of any team members.

- Create short term, task-specific teams as a method of injecting enthusiasm.

- Encourage cross-team communication and consultation.

- Share successes. Make time to actually recognise a job well done. Many of the strategies for sharing and recognising successes take very little time and cost almost nothing. Even the most simple acknowledgement of a job well done is a powerful energiser.

- Plan a best practice expo. This gets people together and enhances sharing of new ideas.

- Offer prizes and awards.

- If the team does something terrific, have them tell everybody.

- Plan team building exercises
  - breakfasts
  - lunches
  - seminars
  - learning new skills together
  - visiting clients and personally gaining feedback from them
  - weekend mental and physical problem-solving activities
  - games - they do work to bring people together.

Activity 11
How Well is Our Team Working?

Complete this activity after watching to end of the video **Success Factors for Teams**.

a) Think of a team you have been in or are in now and how successful it is/was.
b) Consider the team's success and the way the team functions.
c) Tick if you do it well. If not, write what you need to improve.

My team	Do it Well	Don't do it well	What we need to do to improve
1. Clarify Purpose We all know the purpose of the team. We are clear about who our customers are. We ensure our team is committed and accountable.			
2. Determine the Game Plan Our game plan is clear to everyone. We have identified our own targets and goals. Our game plan is reviewed often.			
3. Clarify Roles We are all clear about our roles. We clarify roles to ensure no conflict of roles and responsibilities. We can identify who is accountable and who needs to be consulted or informed for all roles.			
4. Develop Ground Rules We have good ground rules for our team. We refer to our ground rules if they are broken. It is easy to add ground rules for our team.			
5. Communicate and Consult We see communication as a high priority. We have regular team meetings. We find it easy to consult with each other.			
6. Energise the Team Fellow team members participate and get involved. Decisions are often made by the team, rather than always by the leader. We celebrate the successes of our team.			

Notes

FOR PREVIEW ONLY