Lecture - 58
Building High-Performance Teams the Rocket Model
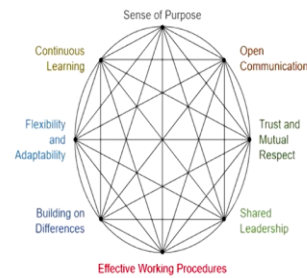
(Refer Slide Time: 00:42)

In this particular session, we will talk about building the high-performance team and the rocket model. And under this particular session, we will have the what is the high-performance stream we will understand what are the characteristics of the high performance teams the rocket model itself GRP model of the team effectiveness the T7 model of team effectiveness 7 habits of highly successful team leaders.

How can you build and develop a high-performing team the art of leading high-performing teams and age is all the case study research papers book recommendations and differences is there.

(Refer Slide Time: 00:57)

I am sure that is the so, far you have already understood that is the what is the team building and the team effectiveness is there. But when we talk about that is even if we are having the team with us then how we can make this team the high-performing team to take it the maximum level of its performance. So, high-performance team is a concept within organizational development right. So, to team organizations and therefore, in that case, it is not only rustic leader is not only restricted to the formation of the team right.
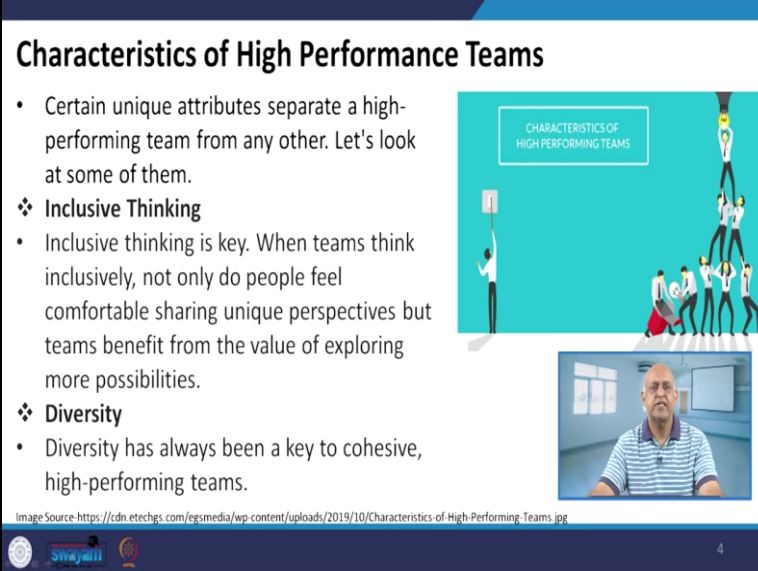
But it is also important that it should be a continuous process that is a development of the team is there. And that is why it has been referred to as in the organization's development part because this becomes an intervention to achieve the goal. So, these are highly focused on their goals and their achieving superior business results are there. So, with this high-performing team, the chances of this success is much higher by these particular teams because they are having their focus on their goals.

Any team which is directed towards the goal then definitely in that case it is always will come out into giving the better business results are there. This stands for excellence through two-way open communication that with the leader and the members. The bridge between the relationship between the leader and member is and that is about the open communication is there.
And mutual trust which we have discussed in earlier sessions also.

So, early now the question arises that is the leader should be able to resolve the conflict because whenever there are the different personalities are there. So, conflict is natural and that can be the foundational conflict and there can be the dysfunctional conflict but the what is that then role of the leader is there.

(Refer Slide Time: 02:59)

To develop a high-performance team the storming phase right of the group that has to be minimized and therefore most of the conflicts are into the storming phase only. If we minimize those storming phase and conflicts then definitely, we will be able to create the more and more performing teams into the organization. The certain unique attributes separate that is high performing team is the first information is the inclusive thinking.

This we have talked about that is developing the team also it is a culture basically and whenever we doing the things that is a team is to be developed though then the best efforts are that is involving inclusive thinking is necessary. So, there is a common goal there is a common value sharing among these group members and as a result of which whenever we are having these values of exploring the more possibilities to work together and getting the teams benefit is there.
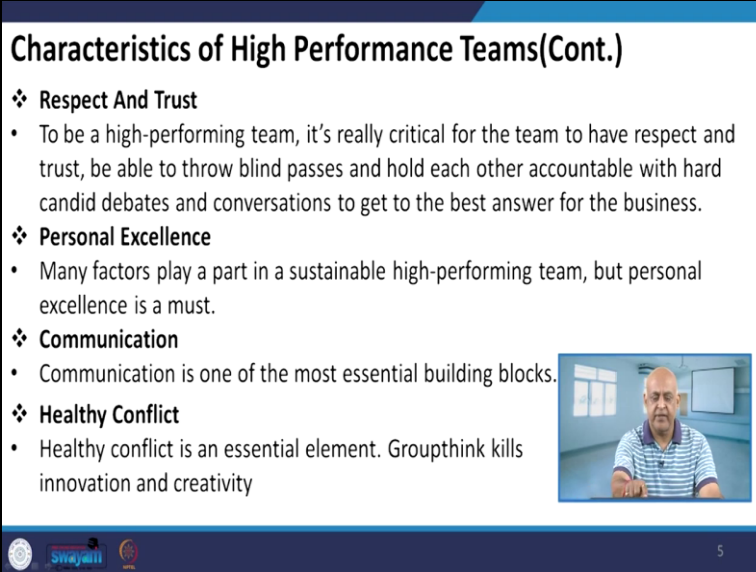
Then naturally in that case the outcome will be highly positive. Now when we talk about diversity then naturally, we have discussed this is the personality and leadership also work culture diversity also higher is the diversity higher is the chance of this high-performance stream

is there. And which is nowadays in the global context this becomes the must part of the team formation.

Because you cannot escape the team members on for the day because they are coming from the different culture at different geographical location is there. So, global trillium formation that the data has become the necessity of the today and therefore in that case it is always we have to develop a cohesiveness. There is a feeling amongst the all the team members those who are coming from the different culture.

Now we have to also understand it is this high-performance stream creation of the cohesive culture it will be very much a challenging for the leader is concerned.
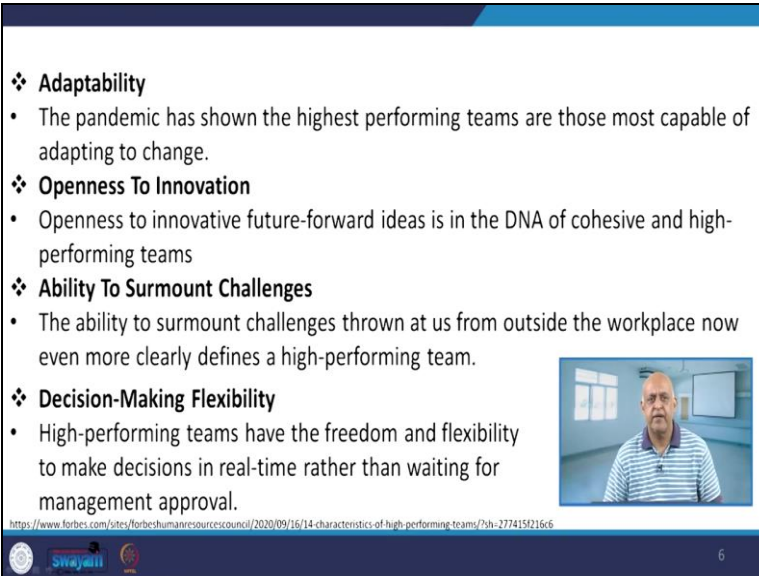
(Refer Slide Time: 05:00)

Because the leader has to find out that is the whether he is able to come for this particular managing this diversity or not. So, here it is the first and foremost question is their respect and trust is there. So, high performing team are always they develop a culture, culture of the respect and trust. And therefore, in that case it is always on the with a hard candid debates conversation that is always it is better to have the respect and trust.

Whenever you talk about the personal excellence is concerned naturally this has become the important that is the team members, they are having that excellence in their jobs that depends on

the selection of the team how you selected the team is there. If you selected the team which is having these all the eligibility criteria necessity the personality traits then definitely in that case that the team member will show demonstrate the highest level of personal excellence is there.

Communication is one of the most essential building blocks that we have discussed in the time of this the leadership and communication are concerned. And the healthy conflict that is about these essential element group thing kills the innovation and creativity is there. And therefore, in that case, there might be functional conflicts healthy conflicts functional conflicts might be there. But this will lead to the new ideas and whenever there will be the new ideas then there will be this success for the team members is there.

(Refer Slide Time: 06:26)

The flexibility and adaptability that is the essential part of these performing teams those most capable of adopting to change and therefore because as we see that is the especially the technological scenario it keeps on changing. And when the technological scenario is changing then therefore the team members, should be able to adopt all these technical changes. On the other side is we which is equally important it is a social side and therefore that this society's values and culture systems that is also changing.

So, the team members who are joining the leader they are coming from different societal cultures, and therefore in that case that adaptability if there is no adaptability there will be no

team. So, therefore in that case always leaders and team members they should show that is the high they are highly flexible and adaptable. Openness to innovation, it is a culture now you we will find it is many successful organizations what makes them do successful organization.

So, actually, it is in the organizations' culture and DNA that is creating the innovation is there. I would like to take the example of the Sony or the Wipro or the TCS, Infosys right and then you will find that is the Maruti many Indian companies then we find that has they have now developed a separate culture of the innovation and therefore as a result of which it is becoming the part of DNA of the organization's culture.

So, this is the this is giving us the ability to surround the challenges and therefore because you are confident you will be able to face the challenges and overcome those challenges and that that develop ability is developed. And now another flexibility with the adaptability is important that is a decision-making flexibility is there.
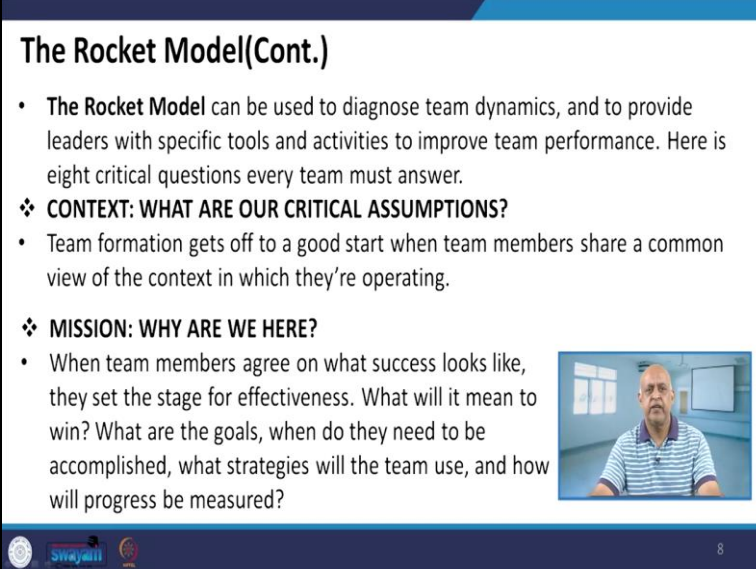
(Refer Slide Time: 08:26)
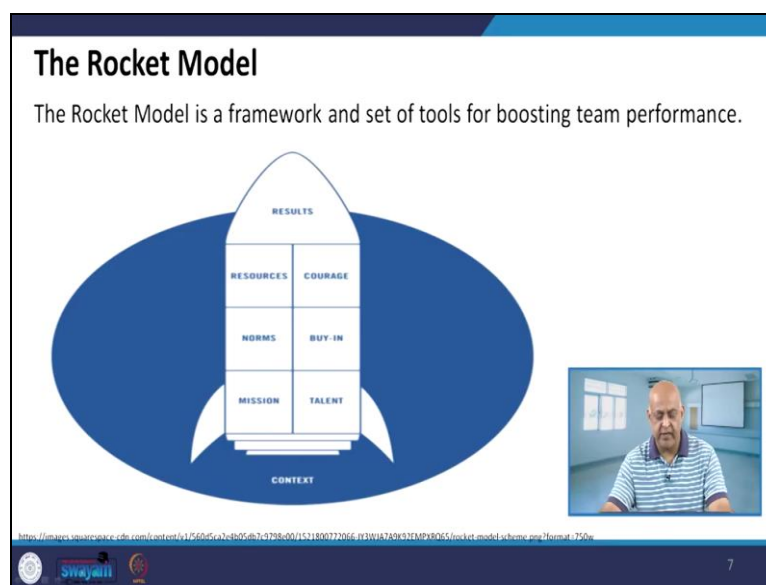
So, therefore it is necessary to take the decision into the real-time rather than then going for this in a very hypothetical situation is there. And there when such organizations which are having this flexible culture in their team teams definitely then those organizations will become the highly successful organizations. The rocket model is a framework here that I would like to discuss with you related to the team members is there.

And it is the how this we identify the challenge and what is the mission and of the organization is they are developing the norms according to mission managing the resources and this talent is having the ability to buy in and that that is an act of courage is there to get the results are there.
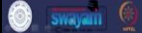
(Refer Slide Time: 09:13)

So, the in that this rocket model it becomes very, very important that is they first we should understand that is what is the critic, necessity for such a rocket model is there. And these are the eight critical questions every team must answer what are our critical assumptions. Now you see every the whenever the team is formed it is a question that is for what and therefore, in that case, there are certain assumptions are created right like in the case of the research also, we talk about the hypothesis.
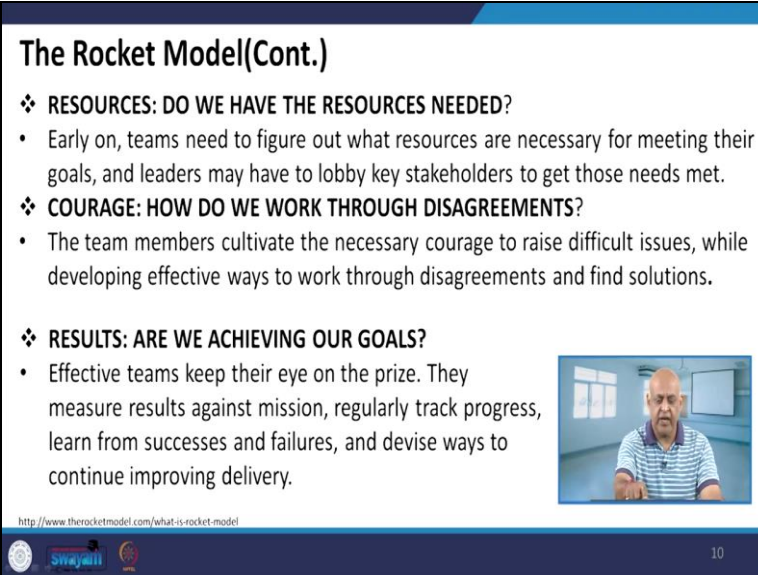
So, therefore in that case the assumptions are to be there at the beginning itself, and then we can start working on that, and then finally we can evaluate. So, therefore in that case it is we always have a critical assumption that will give a good start when team members share a common view of the context in which they are operating and therefore in that case, therefore, making the formation of this particular team is there.

So, why are we here the second critical question arises and they did give the answer that is the all the members agree and that is they are having a common goal and that goal is of the success.

And therefore, that effectiveness will be more whenever the all-team members they understand for what meaning or purposeful work they are here and what they want to win what are their goals are there.

When do they need to be accomplished those goals what strategies are to be used for the to the progress to be measured?
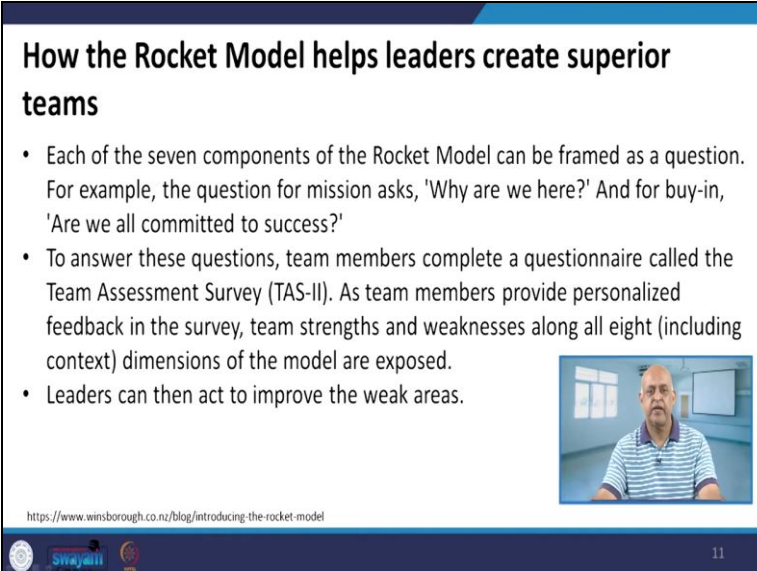
(Refer Slide Time: 10:47)

Now when we talk about this talent so, do we have the talent we need now that is a matching. Matching of these abilities of the; skills and abilities of the person with the required team assignment. So, therefore it seems like it should be easy to get the right number of people with the right talents on a team is there. But in practically we will find it is getting the right person for the right job of the team that is becoming a very difficult issue.

So, whenever these teams are formed after this storming is over the norming will start. Norming means that is the rules are to be formed. So, therefore all team members and leaders together they should decide about that is the names and norms of the team therefore any group to develop norms for the greeting meeting sitting communicating deciding and, executing is there. And therefore, for every behavioral aspect every professional aspect certain norms will be developed and these unwritten rules usually that are solidify fast without any formal discussion is there.

So, people they know that is we need not to make much efforts. So, without making much effort and normally use these unwritten rules and they are followed by the team members by understanding the surroundings. So, in that case, are we are committed to success that particular concept that is to be that motivation that is to be developed. So, buying happens when team members have a team-first, not a me-first attitude.

So, high-performance teams are committed to team goals roles, and rules and they are motivated to get necessary day-to-day tasks done and therefore in the here their commitment. Commitment is so, high that is the no on efforts are left to achieve the organizational and team goals circumstance.

(Refer Slide Time: 12:37)

So, for this purpose the resources. So, will be required and we have to ensure that is when we are going to develop the high-performance team that is we are able to provide the resources are there. So, the team needs to figure out what resources are necessary and then that can be the monetary or non-monetary resources will be there. So, meeting their goals and leaders may have to lobby key stakeholders to get those needs meet is there. And that is why many times it is the responsibility of the leader to get these particular goals to get accomplished.

I will give a very simple example of that is it is whenever there is an event activity is organized. So, then leader that he; has to manage either the sponsorship or then he has to manage the list of

finance from the other sources. So, here do we work through the disagreement's courage is to be there. Now you see that is that the team members cultivate the necessary courage. Now because whenever they are working together there will be a difference of opinions will be there.

But there is courage that is to discuss that particular issue and find out the solution on that particular issue because there might be disagreements on many issues and but ultimately what is important is to find out the solutions. So, are we achieving our goals are there and for what purpose the team was made? If the team is made to achieve a particular goal and if it is not able to achieve then your all efforts which we have managed on the resources we have talked adjusted with the personalities we have talked with the time and goals.
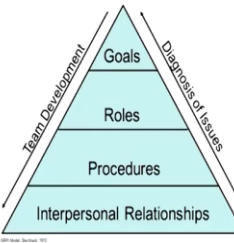
But then everything will be wasted if we do not have that is the results are achieved. So, therefore they measure the results against the mission regularly track progress learn from success and failures. So, a continuous evaluation is also important and when they whenever there is a continuous relationship that will give us a decision way to continue the improving the delivery are we have to stop that particular performance of the team.

(Refer Slide Time: 14:34)

So, now in this context of the eight questions when we are having these questions in mind then the solutions for this all these questions and the road map that will come from the rocket model is concerned. So, each of the seven components of the rocket model can be framed is a question.

For the question for mission asks why are we here and for why are we are committed to success or not.

So, to answer these questions team members complete a questionnaire called the team assessment survey is there which is a TAS-II. As team members provide personalized feedback in the survey their strengths and weaknesses along all eight including the contents dimensions of the model are exposed is there. So, therefore in that case at the beginning itself their questionnaire will be designed. A questionnaire will be designed as per these team members has advised and the team members provide the personalized feedback in the survey is whether these questions are relevant, not relevant where is the teams' growth is there.

How much growth has been done by the team that will be decided and leaders can then act to improve the weak areas are there. So, therefore on the basis of this analysis what feedback has been given for what the goals the team was formed and whether it is matching or not matching then accordingly they will improve the weak areas will be there.

(Refer Slide Time: 15:54)

Now we will talk about the GRPI model effectiveness the proposed by the Rubin, Plovnick, and the fly as early as 1977. And this GRPI stands for the Goals Roles Processes and Interpersonal relationship is there. And this model outlines four parts. So, one by one we will take this parts.

So, therefore in that case it is a goal. So, well-defined objectives and desired results plus clearly communicated priorities and expectations are there.

Now you see it is the it is always better that is whenever we are talking about the beginning of the performance. So, we ensure that is what are the expectations from the team member is there. And this should be clearly communicated as priorities and expectations are there. It helps the team members also because he gets the time if he is not having those resources, he will manage those resources. But if the expectations are not communicated and at the end of the day we say that, is you are not performing well then that will create the more critical situations.

So, therefore the roles will be goals roles they will be well defined and then in that case there is an acceptance, acceptance by the leader also and acceptance by the team member also. So, then they start after assigning the goals and rules they start functioning, and therefore that they have to follow a particular process is there. So, therefore a clear decision-making process will be defined. So, that there whatever the problem comes in the project or the particular task accomplishment then in that case that process will solve that particular problem is there.

And the process will be formed the discussions can be held and corrective actions can be taken. Now interpersonal relationships is a must it is a backbone of every team member there is good communication trust and flexibility unless and until there is not the trust and flexibility is there. And then definitely in that case team will not be converted into the high performing team is there.

(Refer Slide Time: 17:52)

The T7 Model of Team Effectiveness(Cont.)

The internal team factors are:
- **Thrust**: a common objective or goal
- **Trust**: the knowledge that your team has your back
- **Talent**: skills to do the job
- **Teaming skills**: the ability to function as a team
- **Task skills**: the ability to execute tasks

The external team factors are:
- **Team leader fit**: whether the leader works well with the team
- **Team support from the organization**: how the organization enables the team to work

https://www.wrike.com/blog/6-different-team-effectiveness-models/

The T7 model of team effectiveness is there. Lombardo and Robert and have developed this T7 model to define what factors effective effectiveness they identified the internal and the two external factors all start with the teens the name is the T7 is there. Now here whenever we are talking about a task thrust trust talent and tearing is there. Then the team support from the organizations and the team leader fit is there.
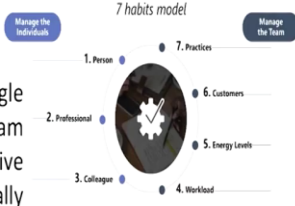
(Refer Slide Time: 18:23)

7 Habits of Highly Successful Team Leaders

Aspect
Operational Team Leadership
Why and When do you need this Model
- The 7 Habits model helps you successfully juggle the multiple dimensions which ensure a team stays ambitious, motivated, learning, supportive and performing. Without such a model, especially when you find yourself under pressure as a leader, it is likely you will fixate on a couple of the more urgent dimensions but neglect the others. You may deliver your project but destabilize your team and damage your reputation as a team leader!

https://businesssimulations.com/literature/files/whitepaper-leadership-playbook/model_1.png

So, here it is necessary that whenever we are talking about the thrust now a common objective or goal is required right. And this how it is to be decided the common object your goal is to be decided with the consultation from each other and because we cannot decide a very high goal

which is not realistic and we can we are not supposed to decide a goal which is very easy and of no use.

So, therefore in that case that common objective or goal will be decided by only baking making the proper thrust is there. So, brainstorming is done meeting is done group discussions are done, and then finally the leader decides on a particular goal. Trust is the knowledge that your team has your back and therefore that is always there is the you are having this particular confidence that is a team is with you and therefore that that trust will be developed.

Talent is skills to do the job and skills and abilities no therefore it will be the; in the team is having the all the skills which are required to do the particular job is there. The teaming skills are there to function as a team. So, there is a concept of working togetherness in the culture organizational culture. Task skills are the ability to execute the task whatever the tasks are there that will be completed by these leaders and the teams.

Now here we have to also see the external factors in addition to these internal factors the external factors are team leader fit and whether the leader works well with the team is there. So, it is very-very important. So, that is why many organizations what is the practice there is a leader is chosen first and then he is given the freedom to select his own team and therefore in that case the team leader fit that will that that work well.

Team support from the organization that is very much important how the organization enables the team to work now here I would like to warn also, there is as many times organizations are not able to help the team because of their constraints at the vital level.

(Refer Slide Time: 20:24)

7 Habits of Highly Successful Team Leaders(Cont.)

The Bare Essentials
Effective team leaders manage the team individuals as:
- People
- Professionals
- Colleagues (team members)

They also support and manage the whole team's:
- Workload
- Energy Levels
- Customers
- Practices

https://businesssimulations.com/white-papers/the-7-habits-of-highly-successful-team-leaders

16

Because once they support to any particular team, they have to support the rest of the teams also. So, in that case it becomes very difficult for them to manage the all the teams. So, what is to be done that is a team itself should be able to manage this. Now we talk about the seven habits of the highly successful team leaders and it is operational team leadership why and when you need this particular model right. So, the seven habits model helps successful successfully juggle the multiple dimensions which ensure a team stays ambitious motivated learning, and supporting performance.

Without such a model especially when you find yourself under pressure as a leader it is likely you will fix it on a couple of the more urgent dimensions are there. And therefore, in that case, it is necessary that is the leader himself focuses on all the points 7 points for the purpose of getting the results is there. So, you may jury your project but destabilize your team and damage your reputation as a team leader is there.

Now here we have to create a balance I carefully have to understand it is we are responsible for our team members also and for the organization also. So, therefore in that gate the project yes project has to be delivered. Even if there is a situation of the destabilization but the member, he manages himself, and as a result of which that he will create a reputation among the team member is there.

(Refer Slide Time: 21:44)

The bear essentials effective team leaders manage the team individuals as the people professionals and colleagues are there and actually, these are the backbone, backbone of any successful team. So, whenever we are talking about the who are the people and then whenever we take the examples of the projects, we find that is the names of the people are those who have already worked in the team and they have done the successful jobs.

And then they are possessing of the professional skills and these are the collector team members are there which are having the support to that particular team. They also support and manage the whole teams workload energy levels customers and practices are there. Now you see that is these are the people those actually who are the main pillars for the successful team and because they always support the workload.

So, we know that is in any particular project in the beginning the workload is very high then workload is low and work load is becoming very moderate and it is further situations the team is able to manage that particular workload. So, energy levels which is required to be very high because we have discussed that is there will be lot of challenges and to face the challenges manages the challenges and changes that high level of energy is required and therefore the leader and team members, they should be adoptable and the flexible.

So, then also support from these customers and practices that will help the leaders to be performing well.

(Refer Slide Time: 23:11)

So, how we can build a develop a high performing team. So, make the communication a priority set as smart objectives tackle the conflict understand where you are currently and where you want to be, so, your roadmap that should be clear. Make sense of emotional intelligence the foundation of any successful team is trust and feedback is a gift is there.

(Refer Slide Time: 23:35)

So, get to know your people on developing and leading a high performing team begins with the connecting and conversation and so, awareness. Awareness of your people the members those who are working with you is very important the strength and weaknesses are to be there. And then we have to club the strength and weaknesses in such a way possible way that is always taking it in an interest in the individual on your team.

So, therefore you we they should not be mismatched measurements on this assignment of the task and the leadership and the team buildings performance. So, therefore in that case the team building will performance will be successful only when we are having this type of the interest where we know our people, we are aware about their strengths and weaknesses. Build your people and leaders build their people that is this is my team member.
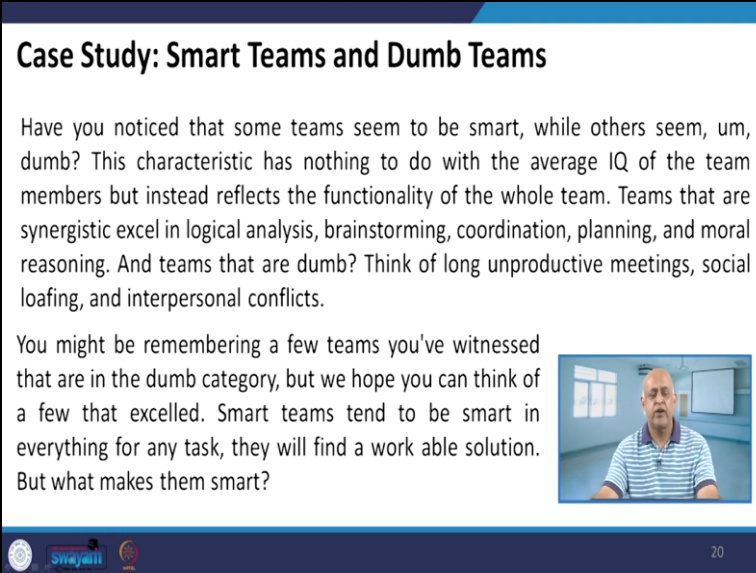
So, therefore that feeling that feeling that this is my person it is a high achieving individual with the common vision create high performing team is there. So, therefore it is always that is the who are the higher achieving individuals are there. Because they have the proven track and whenever they have the proven track then that becomes easy to make them the team members and there is a common vision also.

So, whenever then they are competent enough and their common vision then definitely, they will be working as a high-performance team. And now we always talk about the input process output or corrective actions and feedback is important is there. So, although we may not be able to connect with our team members more than 15 to 20 minutes in a day it is important to check in with your team members on a regular one to one basis is there.

So, whenever you are interacting to one-to-one basis then definitely you come to know where my team member is standing what problems he is facing and then by providing the solutions you can have the better speed of your project. Lead with the vulnerability share stories of how you become a more decision leader dealt with uncertainty and develop the interpersonal relationship is there. So, you can put yourself as an example and therefore in that case we you can say that is how we you are taken these are on the difficult decisions also and then there are the in the situations of uncertainty and develop the relationship with the team members are there.

Now we get the change through conversation. So, business and organizations are constantly changing to meet demands evolve and grow and therefore this is becoming the continuous process and therefore in that case it is important and that is the business and organizations are also growing together because they we are having the constantly changing. And therefore, in that case there will be new issues which will be developing and then you have to get this help of these particular issues.

(Refer Slide Time: 26:19)

So, it is very sure that is the whenever you are having this the goals objectives adoptability flexibility working togetherness and developing the competencies then definitely in that case you will be able to perform on the high performing team and you will be able to develop the performing thing. So, as usual in this is the particular case studies that sometimes then in this case study you will find and that is the how these that is the smart teams that we talk about did not allow individual members to dominate.

Instead, there were more equal contributions from managers than in other teams are there. So, therefore many times this type of these critical situations may arise and this is a very good example has been taken from the Massachusetts Institute of Technology MIT right and then to solve a particular task is there.

(Refer Slide Time: 27:11)

Case Study: Smart Teams and Dumb Teams

3. Smart teams had more women. It's not that smart teams had more gender equality; these teams simply had more women. This result might be partly due to the fact that more women scored higher in the Reading the Mind in the Eyes test.

The researchers recently replicated the study using 68 teams and again found that some teams were smarter than others. This study added a new angle to the research: How would teams working in person differ from teams working online? Surprisingly, there was little difference: All smart teams had more equal member communication (and plenty of it) and were good at emotion reading. When the online collaborators could not see each other,

So, that is smart teams and the dumb teams are there. It is not that smart teams had more gender equality these teams simply had more women and this result might be partially due to the fact that more women scored higher in the reading the mind in the eyes test is there. So, therefore they have their practices which have been adopted by both the teams, and they, in that case, it is the question will be that is from your experience in terms do you agree with the researchers finding the right.

So, that you can comment you can read you can work on this particular case study this is on the highLY functioning team in which you have been a member what other characteristics might have contributed to the success. The authors have also suggested that membership in a team exercises smarter founded teams were more rational and quicker at finding solutions to there. I will advise you that is while going through this case study you can suggest the certain suggestions from your side.

So, that is the and then definitely it will be best for you guys from your own experiences and therefore how to create the smart team that you will be able to develop of your own by go after going through this particular case study.

(Refer Slide Time: 28:19)

This is the research paper on the dynamic organic transformational duty team model for high-performance knowledge worker teams is there. Now, this is another issue is there that is whenever we are forming that high performing team and your team is not based on only the skills that are based on the knowledge is there. So, that is leading, leading the team with the intellectual team of the intellectuals right.

So, knowledge worker teams leading is definitely it is a big challenge therefore this paper will be helping you.

(Refer Slide Time: 28:19)

That is with the help of the tip performance theory that is how you can handle this type of situation and can become a successful leader is there.

(Refer Slide Time: 28:59)

So, here we find it is the online knowledge workers members to effectively respond to dynamic changes right and therefore allow them actually the first part which you have talked about the inclusive. So, if inclusion leadership is there. So, then this type of these issues will be handled by the leader himself. So, this will be the practical implication.

(Refer Slide Time: 29:20)

This is the book recommended the rocket model itself and the particular advice for building a high-performance team is there. And here these all points have been discussed in the details and which you can refer and I am sure you will be having the successful team is there.

(Refer Slide Time: 29:34)

(Refer Slide Time: 29:36)

These are the references as usual and for the material which has been, we have discussed above and simultaneously for you are the further studies. I am sure that is when we have travelled through this particular journey right and coming towards the end and this particular developing the high-performance team and this culture development and practices which have been

discussed here the tips for the high performing team that will help you in your future endeavour. So, this is our for further readings and thank you.