

## High Performance Project Teams October 2005

<p>PPS Performance Minute<sup>SM</sup> <a href="http://www.globalpps.com">www.globalpps.com</a> <a href="mailto:sales@globalpps.com">sales@globalpps.com</a> 866-895-0596</p>	 <p>The logo for Prometheus Performance Systems features a stylized globe with red and blue curved lines representing motion or energy. To the right of the globe, the word "Prometheus" is written in a large, blue, sans-serif font, with "Performance Systems" in a smaller, blue, sans-serif font below it. The letters "PPS" are also visible in white on the blue part of the globe.</p>
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### Creating Your High Performance Team

As a leader you want to create a high performance team that will get results and fit in to the culture of the organization. You want a team that can self govern and move forward with guidance and direction from you, but won't require you to micro manage the team's activities. In general you want to build a team with these characteristics:

- Organized around Core Processes
- Team Members possess multiple skills
- Shared leadership within the team
- Principle-governed
- Decisions made at the point of action
- People viewed as partners

To bring such a team together you need to create a team charter that maps out the team's customers, purpose, goals and vision. You then need to design the team's operations to include team work processes, roles and responsibilities, procedures, and support systems. As the leader you'll want to coach and steer the team's formation and ensure that it is functioning before you step back to monitor its performance. You'll need to gage how much active support and monitoring your team requires before "turn the team loose" on the project ahead of them..

### Strategic Alignment builds commitment and success

To ensure success and commitment it is important that both the team as a whole and its members understand how their goals and objectives align with the larger organization. You want to give your team members a good understanding of the company's mission, strategic direction, and current priorities. You want them to understand your company's current performance, your market, and your customers. Most importantly, you want them to see how their performance and actions and those of the team impact the performance of the company as a whole. Both performance and commitment are greatly improved when the individual's success matches up with the success of the team and the success of the larger organization or company as a whole.

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#### Keeping Score and Monitoring Performance

Once you have strategically aligned individual and team objectives it is important to have the correct supporting goals and measurements in place. These Key Performance Indicators or KPIs help motivate the team and allow you to monitor its progress. In formulating each KPI the team must determine:

- How the KPI is measured?
- What is the source of the data?
- How often is it measured?
- How is it reported?
- Who is it reported to?

These KPIs should be objective rather than subjective and the data should be believable and relevant to the team and to management. Don't measure things just for the sake of measurement and don't use faulty data.

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