



12

A large teal number '12' with a teal arrow pointing upwards from the bottom right of the '2'.

Quick









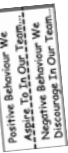

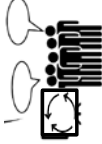



Team Boosters

For High Performance Teams

Dr Pete Stebbins PhD

with Alistair Kerr

12 x 10 Minute Team Booster Activities

KPI 1	KPI 2	KPI 3	KPI 4
1. Link Team Roles With Strategic Plan  <p>Activity: Round room discussion linking individual roles with the organisation's strategic plan. Time Required: 5-10 min meeting/huddle</p>	4. Sharing Your Update Tool  <p>Activity: 2-3 min share per person of key highlights in Update Tool in groups of 3 or 4 at next team meeting or other scheduled time. Time Required: 10 min groups of 3-4px</p>	7. CARD Types & Team Profile  <p>Activity: Refresher session on CARD Personality & Communication Model and update Team Profile. Time Required: 10 min at next team meeting or scheduled time</p>	10. Team Wellbeing Exercise  <p>Activity: Select a meditation, relaxation, breathing or mindfulness exercise and complete within normal team activity. Time Required: 10min (7min activity / 3min pair/share debrief)</p>
2. 90 Day Sprint On Top Team Goal  <p>Activity: Rank order goals in team Action Plan. Select top team goal and identify key milestones for the next 90-day sprint. Time Required: 10 min at next team meeting</p>	5. Seeking Feedback 3 x 3  <p>Activity: Each team member nominates 3 areas of focus and 3 people they will seek feedback from in the week/s ahead. Follow-up at next team meeting. Time Required: 10 min (5m pair / 5m group)</p>	8. Above & Below Line Chart Update  <p>Activity: Review and update team Above & Below the Line Chart and practice (Fishbowl) using the Calling Behavior Protocol on relevant scenario. Time Required: 10 min at team meeting</p>	11. Personal Achievement & Challenge  <p>Activity: Round room sharing of current personal achievement and challenges as an extended warm-up exercise at the start of meeting. Time Required: 5-10 min meeting/huddle</p>
3. Review Team Activity Cycle  <p>Activity: Review each item of the team activity cycle and fine tune to maximise the benefits for each team member. Time Required: 5-10 min meeting/huddle</p>	6. Hot Issues Workout: Boosting Team Feedback  <p>Activity: Using the Hot Issues Protocol, triage a list of current challenges to boosting team feedback then 'workout' the top issue selected. Time Required: 10 min meeting/huddle</p>	9. Post-It Notes: Admire / Concern  <p>Activity: Each person writes 'one thing I admire' (A) & 'one concern I have for you' (C) on 1 x post-it note per person and distributes for reflection. Time Required: 5-10 min end of meeting</p>	12. Set A Weekly Wellbeing Goal  <p>Activity: Identify one positive wellbeing goal you will commit to each week and share it with your peers and then follow up on progress. Time Required: 5-10 min meeting/huddle</p>

Contents

Introduction

Booster Sessions for High Performance Teams_____	3
Special Notes For Schools_____	5

The 12 Team Boosters

KPI 1: Vision & Action _____	7
1. Linking Team Roles with Strategic Plan_____	8
2. 90 Day Sprint on Team Goal_____	10
3. Review Team Activity Cycle_____	12
KPI 2: Performance Reporting _____	15
4. Sharing Your Update Tool_____	16
5. Seeking Feedback 3x3_____	18
6. Hot Issues Workout on Boosting Feedback_____	20
KPI 3: Leveraging Diversity _____	23
7. Review CARD Model & Update Team Profile_____	24
8. Refresh Above & Below the Line Chart_____	26
9. Post-It Notes: Admire/Concern_____	28
KPI 4: Work/Life & Wellbeing _____	29
10. Team Wellbeing Exercise_____	30
11. Share A Personal Achievement & Challenge_____	31
12. Set a Weekly Wellbeing Goal_____	33
Bonus Material: 12 Team Boosters Vol 2. _____	35
About Dr Pete _____	37

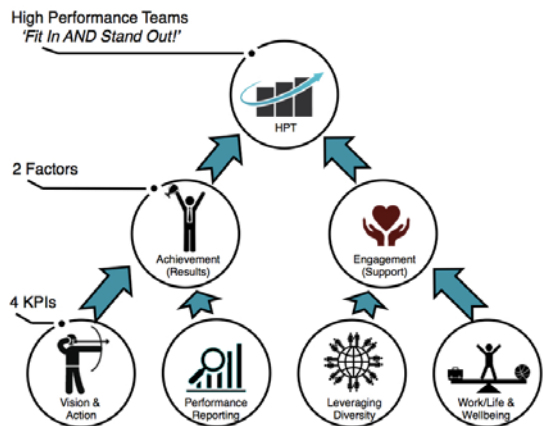


Introduction:

Booster Sessions for High Performance Teams

While it's true that *'change is the only constant in life'*, the scope, scale and speed of change that modern organisations face is truly unprecedented. Organisations that have thrived ALL have one thing in common – they are built on the foundations of High Performance Teams.

High Performance Teams consistently exceed performance targets, all while creating positive team dynamics that strengthen long-term working relationships. But how? Where do they get the time to focus on being a better team amidst the daily grind and shifting goal posts?



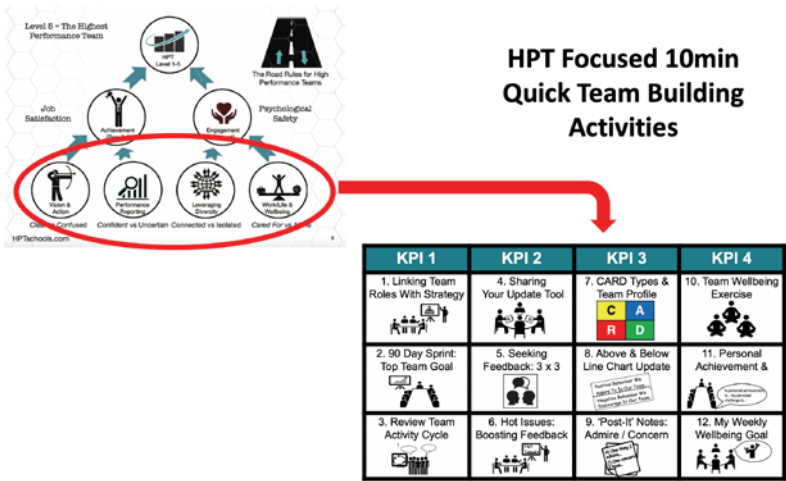
The Compound Effect: Small Investments Pay Off Big Time!

The Compound Effect is magical! If you had invested \$10,000 into Warren Buffett's Berkshire Hathaway in 1965 it would be worth \$88 million today. That insane return is only possible because gains made from each year of investing are reinvested 'compounding' growth over the subsequent years. The Compound Effect doesn't just work in finance...

High Performance teams don't have more time than other teams, they aren't smarter, and they aren't luckier. High Performance Teams are different from other teams because they take advantage of the Compound Effect and invest in themselves by using micro (10-minute) blocks of time to consistently improve and reinforce team systems and processes. The magical results of the compound effect is within reach of any team that chooses to make the wise investment in themselves!

To Begin You Must Decide Where to Start

There are a wide number of micro-teaming exercises to choose from. Having options is great, but sometimes having too many options can send us into analysis paralysis. This book has been designed to bring together 12 highly effective activities aligned to the High Performance Teams Program.

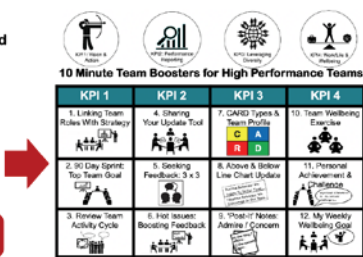


If you've been part of the program for some time and are using the HPT Team Pulse, your team may benefit most from choosing activities aligned to the priority area highlighted on your Team's HPT Pulse scorecard.

If you're new to the world of High Performance Teams or would like to have some fun and 'mix things up a bit' spin the team building wheel to select activities at random!

Selecting Activities OPTION 1:
Priority Area From Team Pulse Scorecard

Team Wellbeing	Score	Actions
Team Wellbeing	40%	1. Review team wellbeing goals and update if needed. 2. Review team wellbeing activities and update if needed. 3. Review team wellbeing feedback and update if needed. 4. Review team wellbeing challenges and update if needed.



Selecting Activities OPTION 2:
Spin The Team Building Wheel!



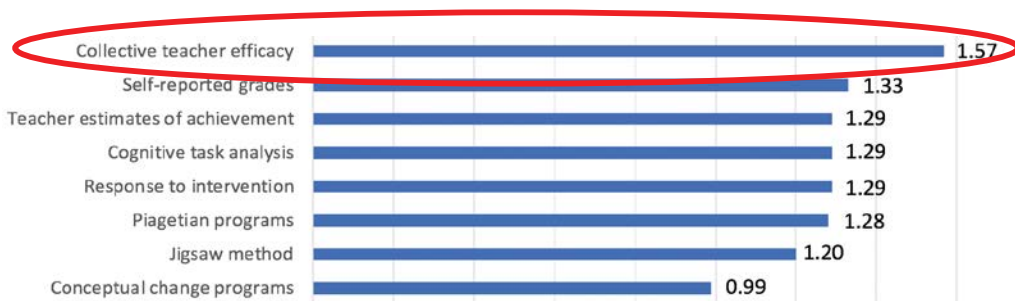
Regardless of how you choose to start, remember the Compound Effect. Set aside 10 minutes a week to complete a new activity and your team will be well on the way to High Performance!

Notes For Schools: Team Boosters & Collective Teacher Efficacy

"No significant learning occurs without a significant relationship." James Comer

"Accomplishing the maximum impact on student learning depends on teams of teachers working together." John Hattie

Successful educational outcomes are a result of both (1) high quality relationships and (2) effective teaching techniques. When looking at evidence of impact, positive, professional relationships among team of teachers are the key ingredient of Collective Teacher Efficacy – which has the greatest effect on student outcomes



With this evidence in mind, we firmly believe that staff (and subsequently students) flourish when relationships are made the top priority. The need for teams of teachers to regularly spend quality time together focused on their own working relationships is a crucial aspect of professional learning and support. If team relationships are not optimal then the quality of any other professional learning initiatives is impaired at the team level lowering the outcomes for both staff and students.

We know however that there is only a limited amount of time available to meet all the professional learning requirements and school improvement priorities that teachers must grapple with. This is where the HPT 10 minute Team Booster Sessions become a key resource to enable team 'relationship' boosters to occur efficiently and effectively leaving plenty of time to focus on other teaching and learning priorities as well.

On the following page we'll provide a suggested 10 week term and 12 month calendar planner for schools to be able select the right mix of Team Boosters to maximise the collective efficacy of teachers over the term or year pending their wider professional learning strategy.

10 Week Fast-Track Plan: A great way to make sure team 'relationships' are prioritised for newly formed teams or teams under additional pressure is to make sure a 10 minute Team Booster Session is completed every week during team meetings or huddles.. Our suggested 10 week plan is below:

Week 1	Team Booster #1: Link Team Roles with Strategic Plan Team Booster #3: Review Team Activity Cycle	Week 6	Team Booster #9: Post-It Notes: Admire / Concern
Week 2	Team Booster #7: CARD Types & Team Profile Team Booster #8: Above and Below the Line Chart Update	Week 7	Team Booster #6: Hot Issues: Boosting Team Feedback
Week 3	Team Booster #4: Sharing Your Update Tool	Week 8	Team Booster #12: Set a Weekly Wellbeing Goal
Week 4	Team Booster #2: 90 Day Spring on Top Team Goal	Week 9	Team Booster #11: Personal Achievement & Challenge
Week 5	Team Booster #5: Seeking Feedback 3 x 3	Week 10	Team Booster #10: Team Wellbeing Exercise

12 Month Team Booster Plan: Another great way to make sure team 'relationships' are prioritised amidst all the challenges and pressures of school life is to make sure a 10 minute Team Booster Session is completed once or twice per month at team meetings or in smaller groups as part of general staff meetings. Our suggested 12 month plan is below (also using Bonus Team Boosters at the end of this guidebook):

January	Team Booster #1: Link Team Roles with Strategic Plan Team Booster #3: Review Team Activity Cycle	July	Team Booster #15: Level Up Lite Team Booster #13: Succession Planning 101
February	Team Booster #7: CARD Types & Team Profile Team Booster #8: Above and Below the Line Chart Update	August	Team Booster #14: Valuing Adding x 3 Team Booster #19: Help Seeking x CARD Type
March	Team Booster #4: Sharing Your Update Tool Team Booster #2: 90 Day Spring on Top Team Goal	September	Team Booster #17: Lessons from TED Team Booster #24: Silver Linings
April	Team Booster #5: Seeking Feedback 3 x 3 Team Booster #9: Post-It Notes: Admire / Concern	October	Team Booster #21: Gimme Some Sugar x CARD Type Team Booster #16: Hot Seat on 'Strengths'
May	Team Booster #6: Hot Issues Workout: Boosting Team Feedback Team Booster #12: Set a Weekly Wellbeing Goal	November	Team Booster #22: Magic Moments Photo Share Team Booster #18: Self Feedback Reflection
June	Team Booster #11: Personal Achievement & Challenge Team Booster #10: Team Wellbeing Exercise	December	Team Booster #20: Misunderstandings Team Booster #23: Bucket List Top 3-5

12 Team Boosters Unpacked

KPI 1 Vision & Action

Team Pulse: Job Satisfaction



Team Booster #1

Linking Team Roles with Strategic Plan



What:

Activity: Round room discussion linking individual roles with the organisation's strategic plan.

Time Required: 5-10 minutes at next team meeting or huddle.

Why:

High Performance Teams are able to collaborate more effectively and innovate more rapidly because they have a deep understanding of both (a) mission critical responsibilities within each team members role and (b) deeper understanding of the network of formal and informal connections that exist between members of their team with the other teams and groups within the wider organisation. It is this combination of (1) intra-team role clarity and (2) inter-team connections that enable incredible levels of value to be delivered to the wider organisation.

How:

Step 1 (2min): Using a flipchart or white board draw up the Team Chart with name, roles and reporting lines (see blank template and completed example on the following pages). **Step 2 (3-5min):** Invite each team member to step up to write the key G.S.T's (Groups, Strategy areas and other Teams) that are a core part of their role. **Step 3 (3-5min):** Whole team discussion on any gaps or overlaps among the team and actions to increase the value of the team's contribution to the wider organisation's information sharing and strategy.

Accountability: Place updated version of the Team Chart on your Team Data Wall for ongoing discussions as part of your regular team activity cycle.

Palm Valley S.H.S.

G= Group/ Committee
S = Strategy Area
T=Team

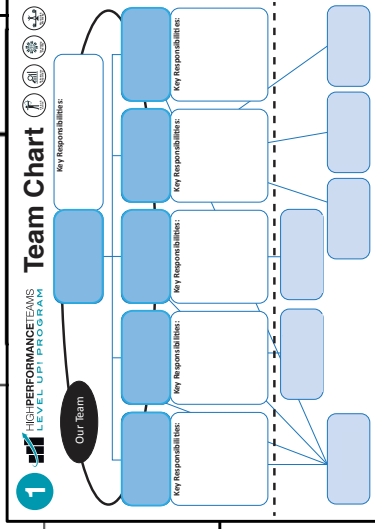
- HSW (G)
- Specialists (G)
- P+C (G)
- School Council (G)
- Prep (T)
- Year 6 (T)
- Leadership Team (T)
- LCC (G)
- Wellbeing/SSE (T)

- Yr 2 (T)
- Yr 3 (T)
- Visible Thinking (S)
- YCDI (S)
- Student Attendance (S)
- Staff Absence (S)

- **Front Office (T)**
- **Facilities (S)**
- **Lead Support Roles (T)**
- **HR Non-Teaching (S)**
- **Finance (G,T)**
- **HSW (G,T)**

- Lead Support Team (T)
- SBIT Chair (G)
- Support Teachers (G)
- Inclusion (S)
- Yr 4 (T)

Team Chart



Team Booster #2

90 Day Sprint on Team Goal



What:

Activity: Rank order goals in the team Action Plan. Select the top team goal and identify key milestones for the next 90-day sprint.

Time Required: 10 minutes at your next team meeting.

Why:

High Performance Teams achieve extraordinary results by exceeding their stretch goals and targets both in terms of the speed of completion and the benefits and positive impact on the wider organisation. A key to their success is embracing the 'Sprint' approach – regularly going deeper into the micro details of critical milestones and key next steps at a daily or weekly interval on specific team goals. This added discipline and focus ensures success amidst a never ending stream of additional demands, disruption and challenges that are a real world constant for most teams.

How:

Step 1 (2min): Invite the team to review and rank order the latest version of the Team's HPT Action Plan (see blank template and completed example on the following page). Rank ordering can be done by asking each team member to identify the current most important single goal for the team and then tallying up results and selecting the goal favoured by the majority. **Step 2 (5min):** Engage in a whole team discussion on key milestones and accountabilities for the next 90 days, writing down key actions, accountabilities and due dates for the various micro-steps needed to make progress on this goal. **Accountability:** Record these 'next steps' on the team Action Plan, send to all team members and display on your Team Data Wall for follow-up within your normal activity cycle.

Team Booster #3

Review

Team Activity Cycle



What:

Activity: Review each item of the team activity cycle and fine tune to maximise the benefits for each team member.

Time Required: 5-10 minutes at next team meeting or huddle.

Why:

The success of any High Performance Team rests upon the foundations of adequate “Quality Team Time”. “Quality” refers to the processes and protocols teams use within specific activities to make sure they are high value. “Time” refers to the frequency and amount of time allotted to each essential team activity. When teams face additional demands, disruption and challenges there is often a decline in both quality and time prioritised for essential team activities and a gradual (or sudden) decline in performance is inevitable. This can be prevented by regularly reviewing and fine tuning your team activity cycle to ensure it remains real, relevant and practical amidst the changing ‘real world’ operating environment of the organisation.

How:

Simply follow the 3 easy steps in the diagram on the next page...

STEP 1. (2min)

Refresh Understanding of Key Team Activities...

Team Meeting Recipe

(Best Practice)



Update Tools
Chair & Moderator

HPT Agenda

Team Huddle (Stand Up Mtg)

- Person 1**
Part 1 (only self: 1-2 min max)
- Barometer
 - Successes, Challenges
 - Goals & Priorities in Focus
- Person 2**
- Person 3 etc.**
- Part 2 (all team: 1-2 min max)**
- Needs & Leads – Quick ideas from the rest of team (to be followed up after huddle)

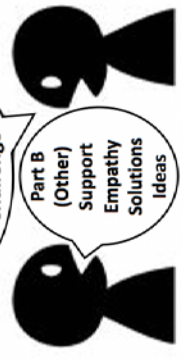


Buddy Check-In

Person who initiates goes first

Part A (self)
Barometer
Success & Challenge

Part B (Other)
Support
Empathy
Solutions
Ideas



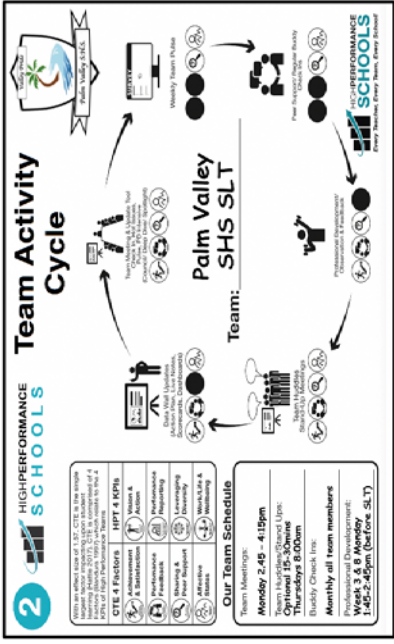
STEP 2. (5min)

Complete & Share Your Results with Team

Activity	On Track	Off Track
Team Meetings	<input type="checkbox"/>	<input type="checkbox"/>
Team PD Time	<input type="checkbox"/>	<input type="checkbox"/>
Buddy Check-Ins	<input type="checkbox"/>	<input type="checkbox"/>
Team Pulse Checks	<input type="checkbox"/>	<input type="checkbox"/>
Team Huddles	<input type="checkbox"/>	<input type="checkbox"/>
Data Wall Updates	<input type="checkbox"/>	<input type="checkbox"/>

STEP 3. (3min)

Update Team Activity Cycle





12 Team Boosters Unpacked

KPI 2 Performance Reporting

Team Pulse: Performance Feedback



Team Booster #4

Sharing Your Update Tool



What:

Activity: Each person to provide a 2-3 minute share of the key highlights in their Update Tool in groups of 3 or 4 team members.

Time Required: 10 minutes in groups of 3-4 people at your next team meeting or other scheduled time.

Why:

When it comes to sustained High Performance, the devil is in the detail and keeping track of all the different tasks and key relationships that need to be addressed on a day-to-day basis is akin to 'keeping many plates spinning'. Where this is done successfully the compounding effect of completing many seemingly insignificant small steps each day leads to much more noticeable bigger successes over time. The secret to success is regularly completing your own Update Tool to self manage the complexity in your work and then 'Sharing this Update Tool' with other team members to enable them to provide support, accountability and collaboration to fast-track individual and wider team success.

How:

Break into smaller groups of 3 or 4 and share a summary of your Update Tool for a maximum of 3 minutes per person. If you have not completed an Update Tool, simply refer to the relevant example attached and verbally describe your current status in each of the areas covered by the Tool.

HPT Update Tool

Short Form

Name: Sue Smith

Date: 17 October



One Word Barometer: Rushed

Stretch Goals In Focus:

Goal 1. 100% consistency with PBL

Goal 2. 100% green data on staff Pulse

HPT Strategy:	On Track	Off Track
Team Data Wall		✓
Team Activity Cycle	✓	
Team Pulse		✓

Leadership Successes and Challenges:

		Description	Impact	Action
Successes	Last Week	All cohorts using reading program	Key deliverable	Showcase in staff meeting
		Protocols agreed to by staff	Consistency	Update data wall
	Next Week	All cohorts doing Team Profile	Increased sharing	Showcase in staff meeting
		School Art Show	Parent contact	Check in with coordinator
Challenges	Last Week	Behaviour & PBL non-compliance	Teacher stress	Confirm protocols on data wall
		Staff sickness and workload	Long hours	Thanks & wellbeing reminder
	Next Week	Workload, attendance, behaviour	Reduced facetime	Put on data wall, update staff
		ARD School review visit	Increased stress	Organise docs and prepare

Work/Life & Wellbeing:



On Track	Off Track
Family time	Sleep
Running	Screen time
Painting	Snacking

Hot Issues (Focus on day-to-day leadership & operational issues)

Describe the Issue	Describe Impact / Risk	Action / Solution
Staff wellbeing and workload	Increased sick leave, long hours, personality clashes	
Managing curriculum changes	Poor assessment results if curriculum not aligned	
Conflict between middle leaders	Teacher receiving mixed messages and increased stress	

Priority Relationships (Focus on relationships with key staff and stakeholders)

Name	Critical Issue	Forward Strategy
PBL team	Schoolwide rollout delays	Co-attend all PBL meetings
Student leaders	Confirm presentation for assembly	Meet with student leaders
Deputy Principal	Finalise development plan	Schedule for end of week, pre-work

Team Booster #5

Seeking Feedback 3x3



What:

Activity: Each team member nominates 3 areas of focus and 3 people they will seek feedback from in the week/s ahead. Follow-up at next team meeting.

Time Required: 10 minutes (5min elbow partners / 5min round room sharing).

Why:

The process of actively ‘seeking feedback’ rather than simply waiting for someone to ‘give feedback’ is a critical performance accelerator for successful people. It is a rare occurrence for someone to proactively ask “*Can you give me some feedback on how I am going...*” and even rarer for there to be a very specific focus for which feedback is sought. This is partly due to the vulnerability and anxiety many people associate with self improvement and partly due to the sheer business and overload of day-to-day pressures making such introspection, reflection and conversation much less likely. All of this can be overcome by completing a simple exercise such as ‘Seeking Feedback 3x3’.

How:

Part 1 (5min): Interview each other in pairs with each team member nominating 3 areas of focus and 3 people they will seek feedback from in the week/s ahead. Follow-up at the next team meeting (use the form on the next page to record your 3x3 plan). **Part 2 (5min):** Each team member articulates one or more issues and/or people that they will seek feedback on in the week/s ahead.

Seeking Feedback: 3x3

Issue	Specific Detail	Key Person/s

Team Booster #6

Hot Issues Workout on Boosting Feedback



What:

Activity: Using the Hot Issues Protocol, triage a list of current challenges to boosting team feedback then ‘workout’ the top issue selected.

Time Required: 10 minutes at your next team meeting or huddle.

Why:

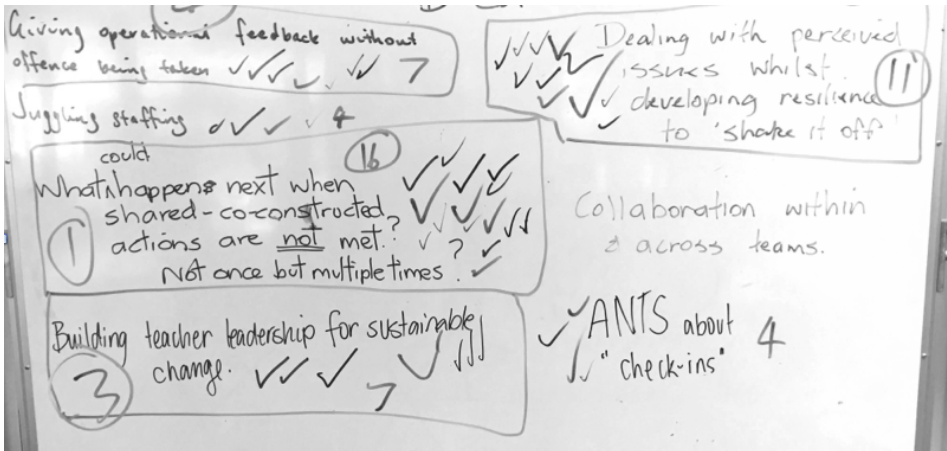
Teams that engage in higher amounts of quality feedback conversations significantly outperform teams with less frequent and/or lower quality feedback. There are a myriad of ‘real world’ reasons why feedback conversations are not as frequent nor perhaps as helpful (aka quality) as they ideally should be and completing a “Hot Issues Workout” on boosting team feedback can lead to some insightful conversations and practical improvement ideas that can massively boost not only feedback but wider team performance!

How:

Follow the Hot Issues Protocol Instructions on the following page...

Hot Issues Instructions

In order to make efficient use of time and to focus on issues truly relevant to the wider team (as opposed to those issues raised by staff with the loudest voices) complete a quick pair and share, then write two or three hot issues (per pair) on the whiteboard. Then allow each person to place 5 x ticks on the whiteboard to vote for the topics they wish to focus on (Vegas Vote) – democracy at its finest! (see below example).



Next, select the issue that garnered the most votes, allow the individual who raised the issue to give a brief outline (1 minute), the group to ask brief questions to clarify understanding of the issue (1 minute), discuss the issue in a solutions focused way (3-5 minutes), and finally allow the individual who initially raised the issue to address the group with their summary of the discussion and key takeaway (1 minute) – repeat on as many issues as time allows.



12 Team Boosters Unpacked

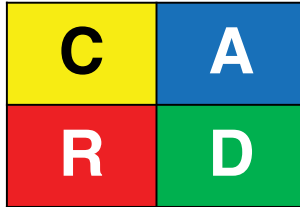
KPI 3 Leveraging Diversity

Team Pulse: Peer Support



Team Booster #7

Review CARD Model & Update Team Profile



What:

Activity: Refresher session on CARD Personality & Communication Model and Update Team Profile.

Time Required: 10 minutes at next team meeting or scheduled time.

Why:

Failures in teamwork and communication are ALWAYS part of the pattern in dysfunctional teams – yet can be easily avoided and or rectified by understanding team dynamics and personality. Many people have heard of, or even used, profiling tools such as Myers-Briggs, DISC, AusIDentities and other systems that highlight differences in personality and the way that people interact. These tools all link back to the work of Swiss Psychologist, Professor Carl Jung, who released a book in 1921 titled 'Psychological Types' where he identified four main functions that dictate how we communicate and interact with the world: Sensing – Intuition – Thinking – Feeling. Jung states that everyone has their own Dominant Function, usually dictating how they communicate with the world and interact with others. The key to success when it comes to teamwork and effective communication within organisations is to understand how each team member's personality and communication style aligns or clashes with other team members and practical strategies to maximise effective communication and minimise personality based conflict.

How:

Follow the 3 simple steps on the activity sheet on the following page...

STEP 1. (2min)

Rank Order Your Workplace Personality...

Type	Concept	Action	Relational	Detail
Description	I like to focus on thinking 'big picture' – innovating and solving complex problems.	I like to focus on the here and now – taking logical and realistic actions to get things done.	I like to focus on making sure people are actively engaged and are working together effectively.	I like to focus on the detail, the process and the quality – making sure things get done properly.
You: Rank Order (1-4) (1 = most like me)				

STEP 2. (5min)

Share Your Reflections...

My highest is _____


My lowest is _____

I'm most comfortable with _____

I'm at risk of clashing with _____


STEP 3. (3min)

Update Your HPT Team Profile...



Team Profile

Talent Map

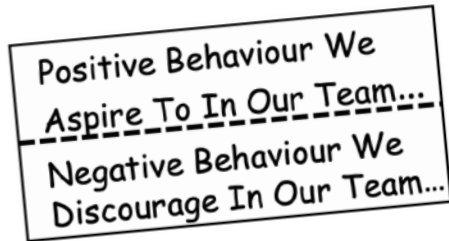


Team: Example Team

Name	Role	Strengths (Personality Traits & Work Skills)	Work Interests & Goals	Secret Skills	Other
Sue Smith	Deputy Principal	Blue & Red - Strategy & Ops	Data and supporting teachers	NRL - Go The Cowboys	Outdoors
Amanda Jones	Teacher	Red & Green - Enthusiastic	Improving reading outcomes	Masterchef	Motorcycles Fast cars
Paul Davis	Teacher	Yellow & Red - Curious and social	Behaviour management	Golf	New year resolution to find a "hobby"
Paula Brown	Teacher Aide	Red & Green - Child focused	Queen of booklets, Teaching kids reading	Cake decorating	Grandchildren
Mary Roberts	Teacher	Green & Blue - Enthusiastic	Numeracy, consistent resources	Mango Farming	Enjoy house renovating
Steve Young	Teacher	Green & Red - Punctual	Science and writing	Motor Sports	Eating out

Team Booster #8

Refresh Above & Below the Line Chart



What:

Activity: Review and update your team Above and Below the Line Chart and practice (Fishbowl) using the Calling Behavior Protocol on a relevant scenario.

Time Required: 10 minutes at your next team meeting.

Why:

Having an up-to-date protocol for calling unacceptable behaviour as well as agreement around what the team looks like when it's at its best / worst is the secret insurance policy for High Performance Teams. The clearer individual team members are on what is/isn't acceptable, increases the likelihood that they will act 'Above the Line'. If behaviour inadvertently falls 'Below the Line' adherence to the team protocol for calling behaviour will ensure a swift, professional resolution.

How:

Step 1: Make sure that all team members can see the team's Above and Below The Line Chart. **Step 2 (2mins):** In pairs/triads discuss any suggested edits to the Chart. **Step 3 (3mins):** Incorporate round the room feedback from pairs/triads on suggested edits. **Step 4 (5mins):** Practice (Fishbowl) using the Calling Behavior Protocol on a relevant scenario from the updated Above and Below the Line Chart.



Above & Below The Line

Objective



- Be on time
- Celebrate others' success & hard work
- Actively contribute and participate
- Honor commitments and be accountable
- Operate with integrity
- Be Prepared and organised
- Objectively Evaluate Everything
- Lock the shields - alignment vs agreement
- Frank and then we rally
- Put your oxygen mask on first
- Vulnerability
- Say what you mean and mean what you say
- The standard you walk past is the standard you accept

Subjective

..... The Line

Subjective

- Dismissing Ideas without Explanation (Shutting Down)
- Not giving full attention (using devices in mtgs)
- Taking things personally
- Not supporting umpires view/final decision
- Side conversations in mtgs
- Unexpected incompletion of tasks
- No surprises
- Not checking for understanding or concerns
- No "carpark" conversations
- Avoiding tough conversations

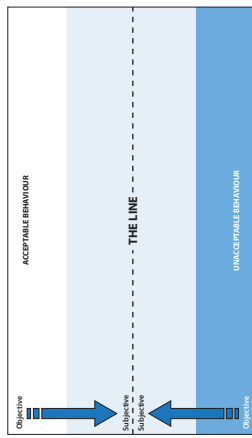
Objective

Unacceptable Behaviour

8

HIGHPERFORMANCE TEAMS
LEVEL UP! PROGRAM

Above & Below
The Line



Team Booster #9

Post-It Notes: Admire/Concern



What:

Activity: Each person writes (A) 'one thing I admire' and (C) 'one concern I have for you' on 1 x Post-It note per person and distributes for reflection.

Time Required: 5-10 minutes at the end of your next team meeting.

Why:

One of the things High Performance Teams do very well is speak openly and frankly to each other. They praise or admire the achievements and positive attributes of others and openly share the concerns they have for each other about their work performance and/or stress and coping. This process of sharing admiration and concern creates a heightened sense of trust and confidence which in turn accelerates trust, growth and development. This doesn't 'magically' happen by itself but rather by gradually building up levels of trust and candour. The Post-It Notes exercise is a brilliant way to get teams opening up and sharing more in a safe and supportive way where feedback can be given by way of brief written comment without any obligation to reply or follow-up – enabling each person to maximise the subsequent benefits of the process in their own preferred manner. **NOTE:** Whilst the exercise involves sharing reflections on both 'Admire' and 'Concern', for 'low trust teams' we recommend they only complete the 'Admire' component until they collectively agree to add in the 'Concern' component.

How:

Step 1 (4-5mins): Each person writes 'one thing I admire' (A) & 'one concern I have for you' (C) on 1 x post-it note per person (for larger teams break into smaller focus groups of 4-5px). **Step 2 (1-2mins):** Distribute Post-Its to team for reflection and follow-up conversations.

12 Team Boosters Unpacked

KPI 4 Work/Life & Wellbeing

Team Pulse: Work/Life & Wellbeing



Team Booster #10

Team Wellbeing Exercise



What:

Activity: Select a meditation, relaxation, breathing or mindfulness exercise and complete within normal team activity.

Time Required: 10 minutes at your next team meeting (7min activity / 3min pair/share debrief).

Why:

The saying: 'The team that plays together stays together' is true with the caveat that such 'play' is meaningful and relevant to their underlying purpose. The saying: 'If you want to do it, schedule it' is also true! High Performance Teams make sure that team wellbeing never falls to the bottom of the team's priority list by scheduling time together to complete brief group wellbeing exercises.

How:

Assign an activity leader to choose and lead a meditation, relaxation, breathing or mindfulness exercise for the team. Schedule and complete the activity within the normal team activity cycle. Google and YouTube are a great resource for free brief wellbeing exercises.

Team Booster #11

Share A Personal Achievement & Challenge



What:

Activity: Round the room sharing of current personal achievements and challenges as an extended warm-up exercise at the start of your team meeting.

Time Required: 5-10 minutes at your next team meeting or huddle.

Why:

We often achieve more than we realise and fail to give ourselves credit where credit is due. We often shy away from acknowledging the challenges we face and thus miss out on not only self-compassion but also the compassion and practical help of others. This great little exercise enables teams to 'stop and smell the roses' by sharing successes as well as quickly raise 'red flags' by sharing challenges in a time efficient way.

How:

Allot up to 2 minutes per person to share current personal achievements and challenges with the group. If time permits within the 2-minutes other group members may ask questions/comment. When 2-minutes elapses move on to the next person in the group.

My Achievements/Challenges

My Recent Achievements are...

1.

2.

3.

My Recent Challenges are...

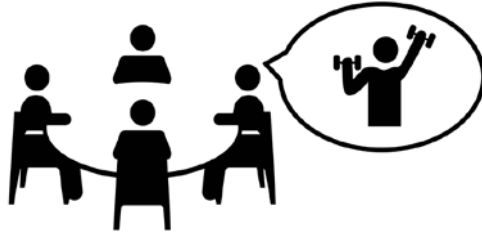
1.

2.

3.

Team Booster #12

Set A Weekly Wellbeing Goal



What:

Activity: Identify one positive wellbeing goal you will commit to each week and share it with your peers and then follow-up on progress.

Time Required: 5-10 minutes at your next team meeting or huddle.

Why:

‘What gets measured gets managed’ is a fundamental truth in all self and organisational improvement initiatives. This simple exercise enables (1) increased self awareness and accountability for self care and wellbeing and (2) increased team connections and sharing around the importance of individual and group wellbeing to sustain High Performance over the long term.

How:

Step 1: Allot 1 minute per team member to share one positive wellbeing goal with the group. **Step 2:** Assign each team member an ‘accountability buddy’ who will follow-up on goal progress over the next month.


The 4-Week Wellbeing Challenge!

Time	Activity	Goal	Review & Score (1-10; Not Achieved – Fully Achieved)
Example	<i>Walking</i>	<i>Walk 10,000 steps every day over the next week</i>	<i>Score = 7. Missed goal 2 of 7 days because of bad weather. Have bought a rain jacket so that bad weather can't be an excuse next week.</i>
Week 1			
Week 2			
Week 3			
Week 4			

Bonus Material!

10min Team Boosters

(Vol 2.)

 BONUS MATERIAL! 10 Minute Team Boosters Vol 2.			
KPI 1	KPI 2	KPI 3	KPI 4
13. SUCCESSION PLANNING 101 Activity: Display team chart. Each team member then has 1 minute to describe the key skills, knowledge and attributes needed for their role. Time Required: 5-10 min at next team meeting/huddle	16. HOT SEAT ON 'STRENGTHS' Activity: In groups of 4-5 team members, each person describes the strengths (hot seat) of the nominated individual rotating through all team members. Time Required: 10 mins at team meeting (2 minutes per person in the hot seat)	19. HELP SEEKING x CARD TYPE Activity: In groups of 3-4 team members, describe something you would like help with right now then paraphrase a help request to suit each of the 4 CARD types. Time Required: 10 mins at team meeting (2-3 min each person)	22. MAGIC MOMENTS PHOTO SHARE Activity: In groups of 3-4 team members, share a special photo from your phone and the story behind it (share a memory if you don't have a photo handy). Time Required: 10 mins at next team meeting
14. VALUE ADDING x 3 Activity: In pairs each person identifies 3 other team members and (a) how they could add value to them or (b) how they could get additional value from them. Time Required: 10 minutes (5 pairs/5 round the room feedback)	17. LESSONS FROM TED Activity: Watch a 5-7 minute TED talk (or similar) on a key professional skill (i.e., communication planning, customers, risk etc) then have each team member share 1 key learning. Time Required: 10 mins at next team meeting	20. MISUNDERSTANDINGS Activity: In groups of 3-4 team members, share an experience of being misunderstood by someone else and reflect on why this happened. Time Required: 10 mins at team meeting (2-3 min each person)	23. BUCKET LIST TOP 3-5 Activity: In pairs share your top 3-5 bucket list items (3 min) then share 1-2 items per person with the whole team (7 min). Time Required: 10 mins at next team meeting
15. LEVEL UP LITE Activity: 5 minute refresher on the HPT Level Up Table followed by a 5 minute round the room discussion on the team's current level and next steps. Time Required: 5-10 mins at next team meeting/huddle	18. SELF FEEDBACK REFLECTION Activity: In pairs, answer the warm up question: "The feedback conversation I should be having with myself but am avoiding it..." and then share with team. Time Required: 10 mins (5 pairs/5 round the room reflections)	21. GIMME SOME SUGAR x CARD TYPE Activity: Discuss how best to give praise & positive feedback to each of the 4 CARD types noting key words and phrases. Time Required: 10 min whole group discussion at next team meeting	24. SILVER LININGS Activity: In group of 3-4 team members, describe a tough situation that ultimately turned into something positive for you. Time Required: 10 mins at next team meeting (2 mins per person)



BONUS MATERIAL!

10 Minute Team Boosters Vol 2.

KPI 1	KPI 2	KPI 3	KPI 4
13. SUCCESSION PLANNING 101 <i>Activity:</i> Display team chart. Each team member then has 1 minute to describe the key skills, knowledge and attributes needed for their role. <i>Time Required:</i> 5-10 min at next team meeting/huddle	16. HOT SEAT ON 'STRENGTHS' <i>Activity:</i> In groups of 4-5 team members, each person describes the strengths (hot seat) of the nominated individual rotating through all team members. <i>Time Required:</i> 10 mins at team meeting (2 minutes per person in the hot seat)	19. HELP SEEKING x CARD TYPE <i>Activity:</i> In groups of 3-4 team members, describe something you would like help with right now then paraphrase a help request to suit each of the 4 CARD types. <i>Time Required:</i> 10 mins at team meeting (2-3 min each person)	22. MAGIC MOMENTS PHOTO SHARE <i>Activity:</i> In groups of 3-4 team members, share a special photo from your phone and the story behind it (share a memory if you don't have a photo handy). <i>Time Required:</i> 10 mins at next team meeting
14. VALUE ADDING x 3 <i>Activity:</i> In pairs each person identifies 3 other team members and (a) how they could add value to them or (b) how they could get additional value from them. <i>Time Required:</i> 10 minutes (5 pairs/5 round the room feedback)	17. LESSONS FROM TED <i>Activity:</i> Watch a 5-7 minute TED talk (or similar) on a key professional skill (i.e., communication planning, customers, risk etc) then have each team member share 1 key learning. <i>Time Required:</i> 10 mins at next team meeting	20. MISUNDERSTANDINGS <i>Activity:</i> In groups of 3-4 team members, share an experience of being misunderstood by someone else and reflect on why this happened. <i>Time Required:</i> 10 mins at team meeting (2-3 min each person)	23. BUCKET LIST TOP 3-5 <i>Activity:</i> In pairs share your top 3-5 bucket list items (3 min) then share 1-2 items per person with the whole team (7 min). <i>Time Required:</i> 10 mins at next team meeting
15. LEVEL UP LITE <i>Activity:</i> 5 minute refresher on the HPT Level Up Table followed by a 5 minute round the room discussion on the team's current level and next steps. <i>Time Required:</i> 5-10 mins at next team meeting/huddle	18. SELF FEEDBACK REFLECTION <i>Activity:</i> In pairs, answer the warm up question: "The feedback conversation I should be having with myself but am avoiding is..." and then share with team. <i>Time Required:</i> 10 mins (5 pair/5 round the room reflections)	21. GIMME SOME SUGAR x CARD TYPE <i>Activity:</i> Discuss how best to give praise & positive feedback to each of the 4 CARD types noting key words and phrases. <i>Time Required:</i> 10 min whole group discussion at next team meeting	24. SILVER LININGS <i>Activity:</i> In group of 3-4 team members, describe a tough situation that ultimately turned into something positive for you. <i>Time Required:</i> 10 mins at next team meeting (2 mins per person)

Dr Pete Stebbins, PhD



Dr Pete is Australia's leading expert on building High Performance Teams in education and health. He has worked with over 5000 leaders, across more than 500 schools and health services developing high performance leaders and teams to maximise Collective Efficacy (CE) - the number 1 factor affecting organisational performance.

Pete is:

- An Evidence Based Practitioner & Research Psychologist with numerous peer reviewed journal articles on leadership, teams and organisational performance.
- An advisor to leading education industry associations (QASSP, QASEL QSPA).
- The author of over 10 books on leadership, teams, change, resilience and school performance.
- The Founder and CEO of an AFR fast 100 company.
- A regular guest Psychologist on Channel 7 (Sunrise & The Morning Show).

Pete's BIG GOAL is *to ensure every school and hospital in Australia is led by extraordinary leaders who ensure that every staff member belongs to a High Performance Team – thus maximising organisational outcomes!*

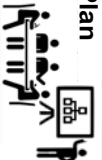





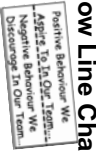

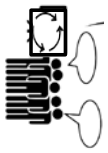
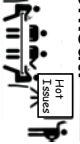


He is also:

- The father of 5 wonderful daughters – with the youngest being 5 year old twins and the eldest now at University.
- A keen Adventurer & Athlete – climbing high altitude trekking peaks across the world, completing triathlons in the desert, and squeezing in some running, rock-climbing and surfing whenever he gets a chance.
- Eco-Friendly Upcycler! Converting an old milk depot into an eco-firendly home living by the beach on the southern Gold Coast.
- Secret Skills – cooking & coffee! Can cook without recipes – previously a chef's assistant and makes a fantastic coffee – previously a barista.

Pete is a popular keynote speaker at conferences and events, consultant and facilitator with leadership teams in education and health sectors and workshop leader for several leadership and High Performance Teams masterclass programs.

Find out more at: DrPeteStebbins.com or email admin@hptschools.com

12 x 10 Minute Team Booster Activities

KPI 1	KPI 2	KPI 3	KPI 4
<p>1. Link Team Roles With Strategic Plan</p>  <p><i>Activity:</i> Round room discussion linking individual roles with the organisation's strategic plan. <i>Time Required:</i> 5-10 min meeting/huddle</p>	<p>4. Sharing Your Update Tool</p>  <p><i>Activity:</i> 2-3 min share per person of key highlights in Update Tool in groups of 3 or 4 at next team meeting or other scheduled time. <i>Time Required:</i> 10 min groups of 3-4px</p>	<p>7. CARD Types & Team Profile</p>  <p><i>Activity:</i> Refresher session on CARD Personality & Communication Model and update Team Profile. <i>Time Required:</i> 10 min at next team meeting or scheduled time</p>	<p>10. Team Wellbeing Exercise</p>  <p><i>Activity:</i> Select a meditation, relaxation, breathing or mindfulness exercise and complete within normal team activity. <i>Time Required:</i> 10min (7min activity / 3min pair/share debrief)</p>
<p>2. 90 Day Sprint On Top Team Goal</p>  <p><i>Activity:</i> Rank order goals in team Action Plan. Select top team goal and identify key milestones for the next 90-day sprint. <i>Time Required:</i> 10 min at next team meeting</p>	<p>5. Seeking Feedback 3 x 3</p>  <p><i>Activity:</i> Each team member nominates 3 areas of focus and 3 people they will seek feedback from in the week/s ahead. Follow-up at next team meeting. <i>Time Required:</i> 10 min (5m pair / 5m group)</p>	<p>8. Above & Below Line Chart Update</p>  <p><i>Activity:</i> Review and update team Above & Below the Line Chart and practice (Fishbow) using the Calling Behavior Protocol on relevant scenario. <i>Time Required:</i> 10 min at team meeting</p>	<p>11. Personal Achievement & Challenge</p>  <p><i>Activity:</i> Round room sharing of current personal achievement and challenges as an extended warm-up exercise at the start of meeting. <i>Time Required:</i> 5-10 min meeting/huddle</p>
<p>3. Review Team Activity Cycle</p>  <p><i>Activity:</i> Review each item of the team activity cycle and fine tune to maximise the benefits for each team member. <i>Time Required:</i> 5-10 min meeting/huddle</p>	<p>6. Hot Issues Workout: Boosting Team Feedback</p>  <p><i>Activity:</i> Using the Hot Issues Protocol, triage a list of current challenges to boosting team feedback then 'workout' the top issue selected. <i>Time Required:</i> 10 min meeting/huddle</p>	<p>9. Post-It Notes: Admire / Concern</p>  <p><i>Activity:</i> Each person writes 'one thing I admire' (A) & 'one concern I have for you' (C) on 1 x post-it note per person and distributes for reflection. <i>Time Required:</i> 5-10 min end of meeting</p>	<p>12. Set A Weekly Wellbeing Goal</p>  <p><i>Activity:</i> Identify one positive wellbeing goal you will commit to each week and share it with your peers and then follow up on progress. <i>Time Required:</i> 5-10 min meeting/huddle</p>