



10-minute books

How to improve your team's performance

1 – Success factors



How do you find the success factors for your team?

There is of course a lot of research and studies on the success factors of a team. However, if you want to use a pragmatic and engaging approach, the easiest way is to ask your coworkers what these factors are!

Most of them have a lot of experience in teamwork, whether in companies, sports or associations.

Ask them to think about these three questions in small groups of 2 to 3 people:

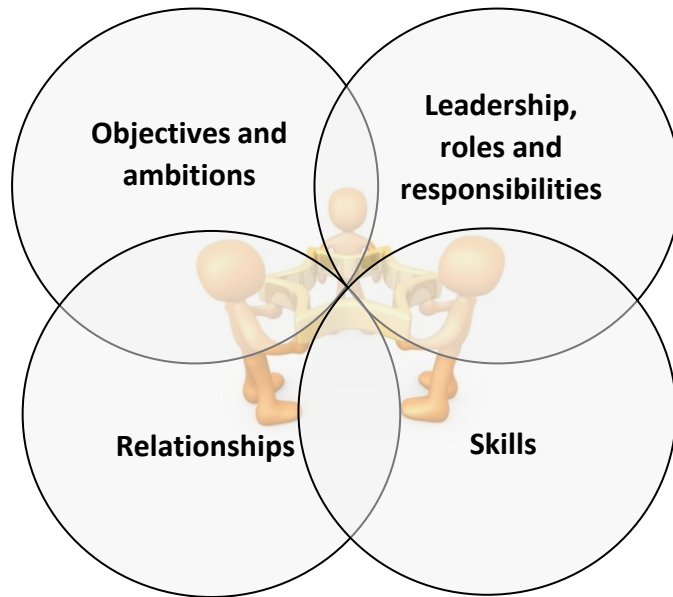
- *When have you been part of a successful team (work, sport, association, ...)? Take a concrete example to share with the group.*
- *What was possible in this team and not in others?*
- *What were the factors - internal or external - that made this success possible?*

Then ask each group to write on post-it® the 4-6 key success factors based on their experience (an important element in convincing them of the validity of the results). Then group these factors into clusters.

In most cases, you will get the following five factors:

- Clarity
- Meaning
- Impact
- Identification
- Commitment

- Structure and clarity
- Approach / Plan
- Shared responsibility
- Shared leadership



- Psychological safety (open communication)
- Reliability
- Mutual trust
- Positive attitude



**Context and
external
constraints**

- Complementarity
- Technical skills
- Social skills
- Development of the team and its members

The five key success factors

1. **The quality of relationships between team members.** This is always the point that comes up most often in this exercise. In a high-performing team, communication is frank and direct, based on trust. Members also know that they can rely on each other.
2. **Clear and shared objectives and ambitions.** These are objectives that make sense for the team members and have a real impact on the company. Everyone identifies with and is committed to these objectives. The ambitions are the “emotional objectives”: What do we want to be as a team?
3. **Clear roles and responsibilities** and a sufficiently detailed approach or project plan. In a high-performing team, everyone feels responsible for the overall results, not just those of their area of activity, and everyone is ready to take the lead on a topic if necessary.
4. **Complementary skills.** In most cases, employees only talk about technical skills, but social skills are also critical: conflict management, the ability to constantly improve the team through regular feedback. A high-performing team is a source of personal development for its members.
5. **Effective management of the external constraints.** This element is often forgotten, but the best team in the world cannot do much if its mission is ambiguous or if it is not given the means to carry it out. A high-performance team knows how to proactively manage its stakeholders and interfaces.

Maturity levels of a team

Together with my clients, I have developed this table of a team's maturity levels, based on the five success factors. It will enable you to better identify

The areas in which your team needs to evolve in order to become even more successful.

	Initial	Defined	Performant	Excellent
Relationships	<ul style="list-style-type: none"> • Against each other 	<ul style="list-style-type: none"> • Next to each other 	<ul style="list-style-type: none"> • Together 	<ul style="list-style-type: none"> • One for another
Objectives and ambitions	<ul style="list-style-type: none"> • The team's objectives and ambitions are not clearly formulated • No common understanding of the levers of action needed to achieve the objectives 	<ul style="list-style-type: none"> • There are clear objectives (numbers) and defined ambitions ("emotional objectives": What do we want to be as a team?). • The levers for action are identified 	<ul style="list-style-type: none"> • Objectives and ambitions are set out in all the necessary areas and are shared by all • The levers of action are accepted by everyone 	<ul style="list-style-type: none"> • There is a strong commitment from the whole team to achieve the objectives • Objectives and ambitions are regularly adjusted
Leadership, Roles and responsibilities	<ul style="list-style-type: none"> • Team members feel solely responsible for their areas of responsibility • They don't see the need to improve teamwork • Roles are not clear • Strong leadership is needed to coordinate the team 	<ul style="list-style-type: none"> • Team members feel primarily responsible for their areas of responsibility • No or few common working approaches • Roles are defined but not always lived • Coordination is mostly based on bilateral interactions 	<ul style="list-style-type: none"> • Everyone feels jointly responsible for the team's results. • Everyone is ready to take responsibility for certain topics, even outside their own technical field • Roles are lived • Coordination takes place at team level 	<ul style="list-style-type: none"> • Everyone feels responsible for the other members of the team • There is regular reflection on the team's way of working and continuous improvement of performance
Technical skills	<ul style="list-style-type: none"> • Not all the necessary technical skills are available 	<ul style="list-style-type: none"> • The necessary technical skills are available but not always used to achieve the best results 	<ul style="list-style-type: none"> • Good technical skills and good complementarity in the achievement of objectives 	<ul style="list-style-type: none"> • Cutting-edge knowledge in the fields concerned and strong complementarity in the achievement of objectives
Social skills	<ul style="list-style-type: none"> • Social skills are not considered necessary • The quality of the relationships between team members is a matter of luck 	<ul style="list-style-type: none"> • Good individual relationships • "Live and let live": Difficult issues are not addressed 	<ul style="list-style-type: none"> • Conscious development of team skills • Difficult topics can be addressed • Feedback is actively offered and requested between team members 	<ul style="list-style-type: none"> • Highly developed social skills • Strong reciprocity between team members • The team is a personal development resource for each member

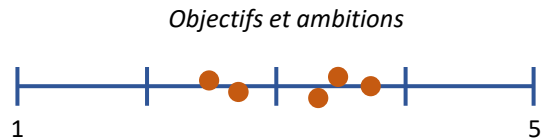
How can you improve your team?

If you were a sports coach, you would think after every match about how to improve the team's performance. Hand on heart, when was the last time you did it with yours? Yet only teams that regularly reflect on their performance progress. What is self-evident in sport remains valid in business.

So here's a great opportunity to get started!

Take five sheets of flipchart paper, one for each success factor, and divide them horizontally into three parts

- In the upper section draw a scale from 1 (very poor) to 5 (excellent) and ask all members to put a dot representing their perception of the team's condition. For example:



- In the middle section, ask members to write down the major positive and negative points about this factor. For example:

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- *Common goal*
- *Strong commitment of the team*

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- *Objectives that sometimes contradict the objectives of the marketing team*
- *Lack of intermediate objectives*

- In the lower section, ask what actions should be taken to improve this factor. For example:

- *Define intermediate objectives*
- *Workshop with marketing: Alignment of objectives*

Good luck with the development of your team!

Contact

Do you still have questions? Teams to develop? A transformation to manage? Do not hesitate to contact me.



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