

The Secrets of **High-Performing** **Teams** in Hybrid/Remote Environments

★ BOOKCLUB

ATD Webinar

February 2023



Where are you joining us from?

1. **Americas**

(North America, South America, Central America, Caribbean)

2. **Asia Pacific**

(Central & South Asia, Northeastern Asia, Southeastern Asia, Australia and Oceania)

3. **Europe**

(Northern Europe, Southern Europe, Eastern Europe, Western Europe)

4. **Middle East/Africa**

(Middle East, Northern Africa, Southern Africa)

What's your function?

1. L&D, OD, Talent Management
2. People or HR
3. DEI, BRG, ERG
4. Sales, Sales Enablement,
Marketing
5. Other

RESPOND IN CHAT

**Describe in 3-5 words one thing you
want to get from today's webinar**



British Cycling = Terrible

In 2002...

- 76 years, 1 medal @ Olympics
- Never won Tour de France
- Top manufacturers refused to sell them bikes



From 2007-2017

- Won 178 world championships
- 66 Olympic or Paralympic gold medals
- Won 7 of 10 medals at Beijing Olympics
- Matched it in 2012 London Olympics
- 5 Tour de France victories

How?

3 Key Secrets for High Performance

Secret #1

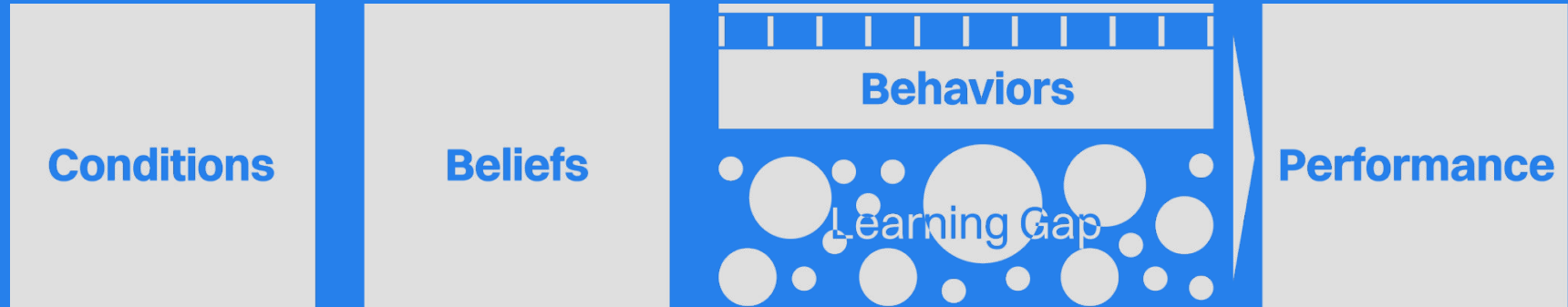
Create the right
Conditions

Secret #2

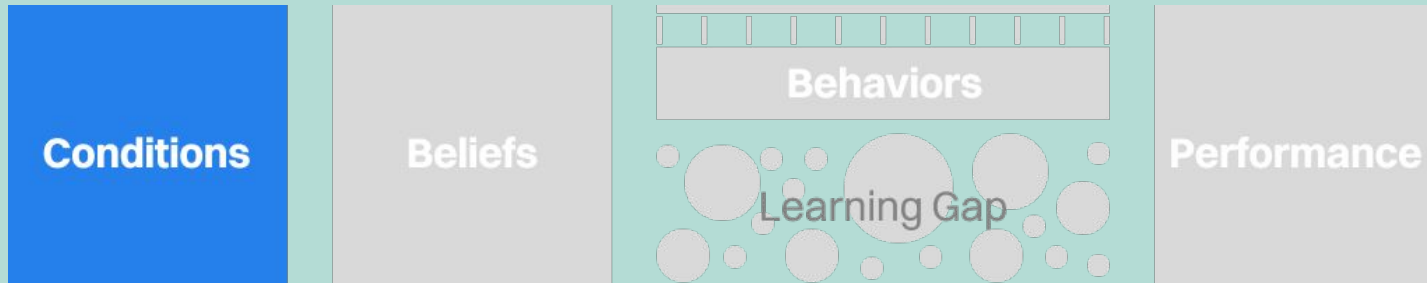
Establish the right
Beliefs

Secret #3

Practice the right
Behaviors



Create the Right Conditions

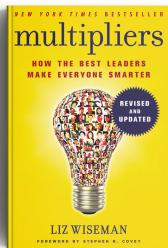




Cultivate “Fertile Soil”

Key Success Conditions

- Clear, Compelling Team Goal
- Growth Mindset
- Right Leadership Behaviors



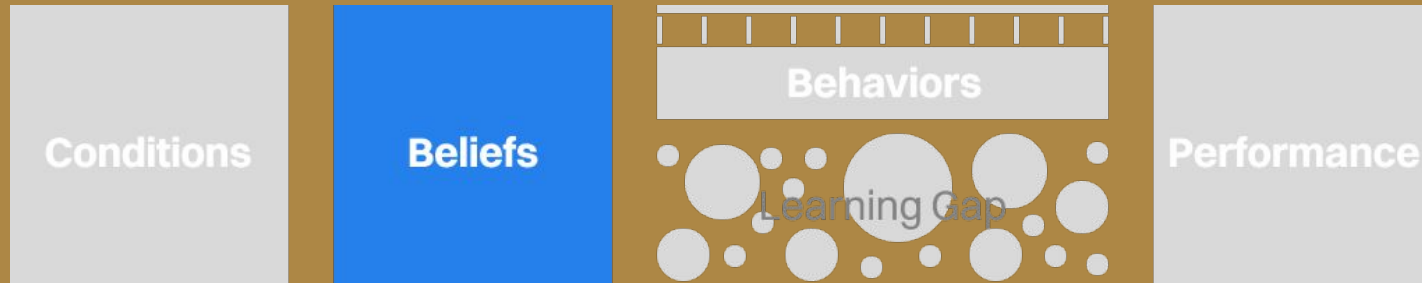
Amy Edmundson

“Mother of Psychological Safety”
Author, Researcher, Harvard Professor

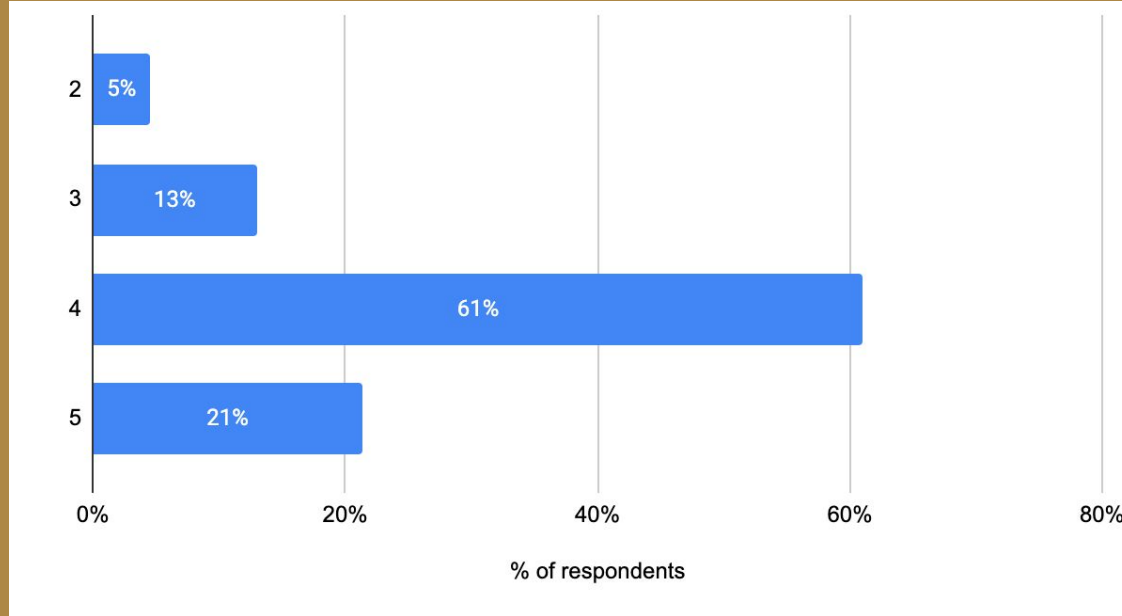
**Which of these
would have the
strongest impact
for your
organization?**

1. Clear Goals
2. Growth Mindset
3. Right Leadership Behaviors

Establish the Right **Beliefs**



How effective do you believe your team is?



1 = Not Effective, 5 = Exceptionally Effective

CLN + BookClub Survey

- Most believed their teams were “Good”, but not “Great”
- What does it take to get to a “5”?



Project Aristotle

re:Work @ Google

TEAM

/tēm/

Noun.

Highly interdependent.

They plan work, solve problems, make decisions, and review progress in service of a specific project.

Team members need one another to get work done.

They set out to answer the question:

**What makes
an effective
team?**

The Approach

- Interviewed 180 Teams
- Hundreds of double-blind leader interviews
- Personality Surveys
- Sales performance



They Identified **5 Key Beliefs**

BELIEF #1

Psychological Safety

“I believe if a mistake is made on our team, it is not held against us.”

BELIEF #2

Dependability

“I believe my teammates when they say they will do something, they will follow through with it.”

BELIEF #3

Structure & Clarity

“I believe our team has an effective decision-making process.”

BELIEF #4

Meaning

“I believe the work I do for
our team is meaningful.”

BELIEF #5

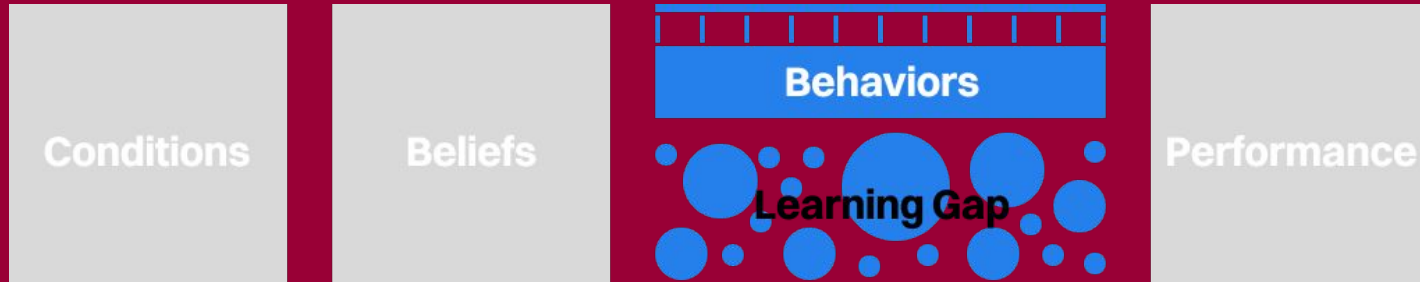
Impact

“I believe our team’s work
contributes to the
organization's goals.”

Which of these beliefs could strengthen your org the most if improved?

1. **Psychological safety**
“I believe if a mistake is made on our team, it is not held against us.”
2. **Dependability**
“I believe my teammates when they say they will do something, they will follow through with it.”
3. **Structure and Clarity**
“I believe our team has an effective decision-making process.”
4. **Meaning**
“I believe the work I do for our team is meaningful.”
5. **Impact**
“I believe our team’s work contributes to the organization's goals.”

Practice the Right Behaviors





The Learning Gap

What it looks like

- Don't make time for team learning
- Aimless trial and error
- Unquestioningly follow directions
- Learn, but don't act on it (implement/incorporate)

PEAK

SECRETS FROM
THE NEW SCIENCE
OF EXPERTISE

Anders Ericsson
and Robert Pool

"[Peak] offers an optimistic anti-determinism that ought to influence how people educate children, manage employees, and spend their time. The good news is that to excel one need only look within." —THE ECONOMIST

Deliberate Practice

“Teams regularly seek out opportunities to study past performance and improve, then effectively incorporate their findings into team processes”

Learning Behaviors

What it looks like

- Seek feedback from colleagues, customers, market
- Share information
- Admit mistakes

"The difference between elite and non-elite [teams] is the amount and quality of **deliberate practice** they engage in."



Anders Ericsson

Author of *Peak: Secrets from the New Science of Expertise*

Deliberate Practice

- **Time**
Dedicated and in significant quantities



Deliberate Practice

- **Time**

Dedicated and in significant quantities

- **Attention**

Focused and concentrated (cannot be mindless)



Deliberate Practice

- **Time**

Dedicated and in significant quantities

- **Attention**

Focused and concentrated (cannot be mindless)

- **Effort**

Push beyond comfort zone (not going through the motions)



Deliberate Practice Techniques for Teams

1. **The Blameless Post-Mortem**

Purpose isn't to point fingers, but “review the tape” and glean insights on what went right or wrong



Deliberate Practice Techniques for Teams

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Purpose isn't to point fingers, but "review the tape" and glean insights on what went right or wrong

2. **Structured Problem Solving**

Structured approach to discuss biggest challenges in a business and generate collaborative action plans



Deliberate Practice

Techniques for Teams

1. **The Blameless Post-Mortem**

Purpose isn't to point fingers, but "review the tape" and glean insights on what went right or wrong

2. **Structured Problem Solving**

Structured approach to discuss biggest challenges in a business and generate collaborative action plans

3. **The Book Club**

Opportunity to practice learning behaviors, like active listening, challenging, shared understanding, providing feedback and constructive criticism



**Which deliberate
practice
technique would
your organization
respond well to?**

1. The Blameless Post-Mortem
2. Structured Problem Solving
3. The Book Club
4. Other (post what in comments)

Back to British Cycling



“The whole principle came from the idea that if you broke down everything you could think of that goes into riding a bike, and then improve it by 1 percent, you will get a significant increase when you put them all together.”

Dave Brailsford

1. Created the Right Conditions

2. Established the Right Beliefs

3. Practice the Right Behaviors

No Bad Ideas

1. Redesigned the Bike seats
2. Began wearing heated shorts
3. Biofeedback sensors during workouts
4. More aerodynamic racing suits

1. Created the Right Conditions
- 2. Established the Right Beliefs**
3. Practice the Right Behaviors

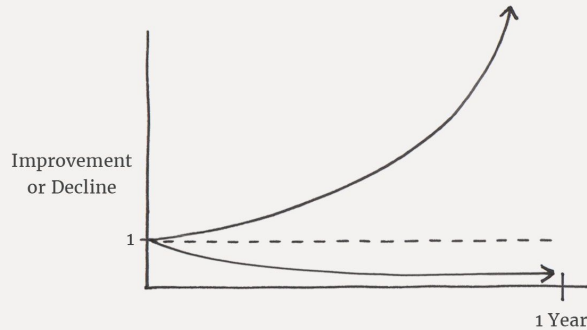
Deliberate Practice

1. Tested massage gels
2. Hired a surgeon to teach best hand-washing techniques to prevent illness
3. Tested Mattresses and Pillows for ideal sleep
4. Painted inside of team truck white to identify grime

1. Created the Right Conditions
2. Established the Right Beliefs
3. **Practice the Right Behaviors**

The Power of Tiny Gains

1% better every day $1.01^{365} = 37.78$
1% worse every day $0.99^{365} = 0.03$



JamesClear.com

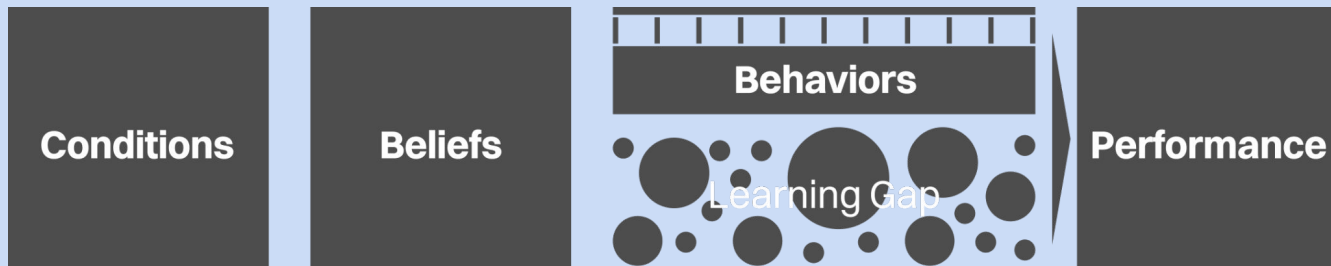
**Tiny Changes,
Remarkable Results**

Atomic Habits

**An Easy and Proven Way
to Build Good Habits
and Break Bad Ones**

James Clear

'A supremely practical and useful book.'
Mark Manson, author of *The Subtle Art of Not Giving a F*ck*



Secret #1: Create the right Conditions

- “Fertile Soil”
 - Clear Goals
 - Growth Mindset
 - Right Leaders

Secret #2: Establish the right Beliefs

- Psychological Safety
- Dependability
- Structure & Clarity
- Meaning
- Impact

Secret #3: Practice the right Behaviors

- Deliberate Practice
 - Blameless Post-Mortem
 - Structure Problem Solving
 - Book Club
- **Clear the Gap**

**What's 1 word you would use to
describe today's webinar?**



Ben Lowell

Head of Strategic Partnerships

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