



Team Dynamics and Questions

1. An HPT is a team that shares a common purpose and has defined goals.
2. They must work efficiently and collaboratively to achieve the team's goals, which all team members must fully understand and appreciate.
3. Team members must understand how their specific roles contribute to the team's objectives and how their work impacts other teammates and teams.
4. While team members must be managed as individuals, they work collectively through collaborative thinking, sharing, and an instinctive support ethos that everyone, not just the manager, continuously monitors.
5. The HPT manager will spend less time managing the team's work, goals, and output, and more time managing the people and their well-being. The manager is more like an orchestra conductor, directing the musicians. It's a constant pursuit of improvement (Kaizen), and the entire team works toward this ongoing goal.
6. Goals, objectives, KPIs, and other measurable targets must be clear and understood by all, not just the relevant individuals. This ensures that teammates share the challenges their colleagues are experiencing. This helps to foster empathy and a desire to help.
7. Our authenticity is always encouraged, but we must understand that each of us has different preferences. Investing in diversity and inclusion is critical to the team's success and continued high performance.
8. Trust must be **earned** among team members, and the key to that is consistency in how they treat one another, their manager, and others. One-to-one discussions and their outputs are critical in achieving this. (Remember the best friend activity.)
9. We strongly encourage HPT managers to write and issue a "Best Practice Document" (BPD) to inspire, empower and authorise their team. One of your objectives should be to write a BPD for your team, or, better yet, one that the organisation can use as a basis for team managers and leaders across the organisation.
- 10. The critical ingredient of an HPT is that they **KNOW** they can say anything they want to each other, including to their manager (politely and respectfully), without fear of ridicule, anger, or any negative consequences. (Psychological Safety).**
11. Conflict management should be conducted with consideration of both parties' perspectives (Moccasin Approach). It should be addressed as soon as possible, and everyone should be clear on all the points raised for discussion in the final agreement(s) and, if relevant, the potential consequences of not resolving the conflict.
12. Appropriate praise and recognition are the foundation of motivation and, as such, are potent drivers of high performance and job satisfaction. This should be shared with the team and the wider organisation. It must be genuine, earned and **not** a competition.





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The questions below are designed to help team members understand the impact they can have on one another and to help the team manage itself. They must minimise issues and, ideally, work proactively to develop solutions, especially to recurring challenges.

Managers and leaders of HPTs should not have to solve all issues; they ideally manage the issues and solutions presented by team members.

The following questions are not prescriptive but rather suggestions to encourage teams to think more collectively, fostering a broader understanding of each other's tasks, goals, and responsibilities, and of how team goals align with the organisation's objectives and targets.

External factors:

1. What does the organisation need from our team, and why?
2. What are our team goals and responsibilities, and why do they exist?
3. How does what we do impact other teams in the organisation?
4. What do we currently do to support those other teams, and what else could we do?
5. How does what other teams do impact our team?
6. What other organisational or team factors impact our team?

Internal factors:

7. How does what I do (my specific role) impact others in our team?
8. How do my actions, or lack of actions, planning, and decisions, impact our team?
9. Do we manage all we can through each other first before our manager?
10. Are we always there for each other in every way we can be?
11. Do we all know and appreciate each other's situations?
12. What can we stop, start, or continue doing for each other to create our HPT



Together **E**veryone **A**chieves **M**ore

