

General Instructions:

1. Review the elements and principles of an effective Performance Management System on Pages 2 and 3. What elements do you believe your county uses on a regular basis? What elements are missing or could stand for some review?
2. Managing team performance is another critical aspect of performance management. Researchers have identified 6 factors that high-performing teams have in place. Which ones does your team have in place? Which ones could be missing?

A clear purpose, mission, and team objectives	Team Metrics allowing team members to assess their performance	Ongoing communication, feedback and coaching
Decision making authority	Team-based rewards and evaluation	An open culture with easy access to giving and receiving feedback and team-specific information

3. Creating a clear team charter helps a team be clear on some of those 6 factors, including team norms, which are a vital part of highly effective teams. Pages 4-6 provide a description and the elements that make for a clear team charter.
 - a. Is your team clear on the purpose or mission of your team?
 - b. Would your team benefit from creating a team charter?
 - c. Team norms are those “rules of engagement” or rules or guidelines that a team establishes to shape the interaction of team members with each other. What team norms could be helpful for your team?
4. Review the DiSC Communication styles on pages 7-8. As you reflect upon the many activities involved in managing individual and team performance, how could your style impact your ability to deal with performance issues? How could the strengths and the possible blind spots of your style impact your ability to provide effective performance management? More on DiSC styles is found in the pre-work on Communication Styles.
5. As you think about creating a cohesive team, Patrick Lencioni (author of “The Five Dysfunctions of a Team”) identified five behaviors that highly cohesive teams have in place. Read page 9 and think how your team would rate in each of those elements.

A good performance management system incorporates the following:

1. Accurate Job descriptions, job positions & classifications
2. Clear job expectations & Performance standards
3. Professional Development
4. Performance evaluations
5. Documentation
6. Recognition
7. Good hiring process
8. Structured on-boarding process
9. Team goals and outcomes
10. On-going feedback and coaching

PRINCIPLES OF DEVELOPING A PERFORMANCE MANAGEMENT PLAN

1. Performance management is considered a **process**, not an event.
2. The Performance Management Plan is primarily a **communication tool**.
3. Elements for discussion and evaluation should be **job specific**.
4. The **major duties and responsibilities** of the specific job should be defined and communicated as the first step in the process.
5. **Performance standards** for each major duty/ responsibility should be defined and communicated.
6. **Team performance criteria** should be clearly defined and communicated.
7. **Employee and team involvement** is encouraged in identifying major duties and defining performance standards.
8. **Professional development** should be an important component of the plan.
9. Supervisors and employees should provide **documentation**.
10. The gap between desired and actual performance may indicate a potential need for **training**.
11. The performance management process includes a clear **connection** between the county's (and team's) mission and the job.
12. The performance evaluation process includes the employee providing **feedback** to the supervisor.

Team Charter Elements

Team Charter:

A document that defines the purpose of the team, how it will work and what the expected outcomes are. A team charter is a “road map” that helps each team member know where the team is headed and why the team exists. Ideally, the team charter is created when a team is formed.

Charter sections should include:

- Purpose (Mission)
- Vision
- Team Values
- Team Operating Guidelines (Norms)
- Recognition Guidelines

Other Elements:

- Key Objectives and Goals
- Composition and roles
- Boundaries within which team members work and make decisions
- Processes for sharing information
- Clear team expectations
- Shared team responsibilities
- Authority and empowerment
- Resources and support available

Team charters can also be created for project teams. When a project charter is created for a team, everyone understands why the project needs to be carried out, what the objectives and measures of success are, and who is doing what. And if all are involved in negotiating a charter, they will be more bought into the project's success. If a team is performing less than ideally, a team charter can help in clarifying objectives and goals, aligning roles, and recommitting resources.

Effective Teams are clear about their:

- Purpose/Mission/Values/Ground rules
- Job roles
- Strengths/Weaknesses of team members
- Communication styles
- Expectations
- Guidelines for dealing with:
 - Communication (What information can be shared with everyone?)
 - Dealing with conflict
 - Making Decisions

Team Charter Worksheet

Vision: Desired Future State:
Purpose: Why the team exists:
Key Objectives:
Boundaries:
Team Goals:
Team Communication Guidelines:
Team Norms:
Shared Team Member Responsibilities:
Processes:
Conflict Resolution and Decision Making Processes:

Team Norms

Definition: Team norms are a set of rules or guidelines that a team establishes to shape the interaction of team members with each other and with employees who are external to the team. Once developed, team norms are used to guide team member behavior. 2

Purpose: Through a well-defined process, everyone is aware of what is and is not acceptable behavior of all team members.

Team norms cover the "process" of the team. Elements include: how does a team make decisions? Assign work? Hold members accountable? Most team members won't intentionally harm the project or the team's success. But, the lack of an agreed-upon framework for interaction creates the potential for misunderstanding and negative conflict.

Adapted from <http://humanresources.about.com/od/teambuilding/qt/norms.htm>

SAMPLE GROUND RULES (Team Norms)

Be a good listener	Keep an open mind	Loyalty to the absent
No cheap shots	Participate in the discussion	One idea at a time
Ask for clarification	Give everyone a chance to speak	All meetings will have an Agenda & Action Items
Focus on the present and future, not the past	Deal with specific rather than general problems	Assume positive intentions
Don't be defensive	Carry out team decisions and follow through with commitments	Be polite - don't interrupt
All comments remain in the room	Everyone is an equal	No cell phones/texting during meetings

MORE ABOUT YOU

If you are a **Dominance** style, your strengths include that you:

- Can make a decision when no one else wants to
- Are not afraid to confront tough issues/situations
- Accept change as a personal challenge
- Keep the team focused and on task

Those you work with may see the following limitations:

- May come across as unapproachable
- Insensitive to others
- Impatient with others
- Try to get the team moving along before its ready

You can be more effective by:

- Developing more patience
- Toning down your directness – asking more questions
- Working on your approachability –watch body language and offer more encouragement in conversation

If you are an **Influence** style, your strengths include that you:

- Are always available to others – give your time easily
- Are good at inspiring others
- Spread your enthusiasm and positive attitude to others
- Easily give positive feedback to those you work with

Those you work with may see the following limitations:

- Disorganized
- Superficial in your approach
- Lack of follow through

You can be more effective by:

- Listening more carefully to what people really need
- Getting more organized
- Providing more detail

MORE ABOUT YOU

If you are a **Steadiness** style, your strengths include that you are:

- A good team player
- Empathetic and sensitive to the needs of others
- Methodical and good at preparing meeting agenda and minutes
- Good at listening
- Easy to get along with

Those you work with may see the following limitations:

- May come across as indecisive
- Indirect communicator
- Resistant to change

You can be more effective by:

- Becoming more assertive and direct with others
- Coping better with change
- Not carrying the burden of everyone else's problems

If you are a **Conscientiousness** style, your strengths include that you are:

- Thorough
- Certain to follow standards accurately
- Conscientious
- Accurate

Those you work with may see the following limitations:

- Overly concerned with perfection
- Aloof
- Limit creativity in others with your desire to stick to the rules

You can be more effective by:

- Better accepting differences
- Being more open to possibilities
- Communicating more often



TRUST ONE ANOTHER

When team members are genuinely transparent and honest with one another, they are able to build vulnerability-based trust.

ENGAGE IN CONFLICT AROUND IDEAS

When there is trust, team members are able to engage in unfiltered, constructive debate of ideas.

COMMIT TO DECISIONS

When team members are able to offer opinions and debate ideas, they will be more likely to commit to decisions.

HOLD ONE ANOTHER ACCOUNTABLE

When everyone is committed to a clear plan of action, they will be more willing to hold one another accountable.

FOCUS ON ACHIEVING COLLECTIVE RESULTS

The ultimate goal of building greater trust, healthy conflict, commitment, and accountability is one thing: the achievement of results.

Adapted from *Five Behaviors of a Cohesive Team*, based on the book by Patrick Lencioni, *The Five Dysfunctions of a Team*.