

# THE AUTHORITY GUIDE TO DEVELOPING HIGH PERFORMANCE TEAMS



How to develop brilliant teams and reap the rich rewards of effective collaboration in the workplace

**ANDREW JENKINS**

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## **The Authority Guide to Developing High-performance Teams**

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© Andrew Jenkins

ISBN 978-1-909116-92-4

eISBN 978-1-909116-93-1

Published in 2017 by Authority Guides

[authorityguides.co.uk](http://authorityguides.co.uk)

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Printed in the United Kingdom.

# Contents

Introduction	v
Build trust	1
Harness conflict	9
Collaborate	21
Use feedback	27
Develop a growth mindset	35
Use purposeful language	47
Define values and behaviours	53
Have a team charter	63
Plan creatively	69
Team development programmes	77
Further reading	85
About the author	87



“

Trust is the glue that binds people together and the lubricant which allows energy and passion to flow.

**Stephen M R Covey**

”

# Introduction

## A case for team building

To build a great business today isn't just about having a great product or service and an efficient means of producing it. In today's world, that's not a differentiator, it's a given.

Also while KPIs and business metrics are important for business effectiveness, they aren't the be-all-and-end-all for success. To make a real difference means working together to build a great high-performing team.

## Changing from the inside out

I believe any team with the right people, input and direction can learn to become a high-performing team. But it doesn't involve some extrinsic magic formula that you apply from the 'outside in'. You can't become a high-performing team that way. It's more subtle than that. I believe that becoming an effective team is an intrinsic and organic process that takes time (and teamwork) to nurture.

It's about changing people from the inside out. You must work on yourselves. That requires a willingness to grow as individuals

and as a team. It also needs you to commit to a process designed around your needs. That's what this book does.

### Why this book?

This *Authority Guide to Developing High-performance Teams* gets that ball rolling. It helps any leadership or management team dynamically to learn to build collaborative skills together. By learning and developing these skills and qualities, teams can grow into becoming high performing and resilient. Business success then follows.

The guide is designed to be used as a toolkit for leaders, managers, consultants, trainers and facilitators to get the most out of working with newly formed teams or well-established teams, leadership teams, management teams or *any* sort of team for that matter.

It is *not* a book about improving *what* you do as a business person. It is *not* about business acumen or skills, or about business practice, how to get more customers, leadership governance or process.

These aspects of business are essential, of course, and this book assumes that those qualities are being (or have been) acquired through experience. However, even if managers are highly competent, that doesn't mean they'll make an effective manager of people. That requires completely different skills.

So, this book helps leaders and managers of teams to develop effective teamwork skills. It will also help people to grow into *who* they are meant to be as individuals and to make a difference at work.

## Building a great team

Becoming a great high-performance team needs to become a goal to which you are dedicated. Planning to take time out is essential. Moreover, to get there you will need to:

- commit to developing together as a team
- be humble and vulnerable with one another – letting go of ego
- learn how to collaborate, cohere and boost your emotional intelligence
- work towards identifying and reaching your ‘big goals’.

Ultimately, having developed into a high-performance team means that you can then get on and focus on running your business successfully without having to spend unproductive time working through people issues.

Good leadership is about creating enterprises that flourish. However, it is certainly possible to create workplaces in which everybody connected with that enterprise thrives and in which everybody matters. There is a lot of evidence to suggest that it is these organisations that flourish the most.

All this starts with great teamwork. So, that’s why you need this book.

### Using this *Authority Guide* with its supporting website

This book is unique in that it works hand in hand with my supporting website ([pdx-consulting.com/resources.htm](http://pdx-consulting.com/resources.htm)).

The benefit to you as the reader is that all the worksheets referred to in this book are downloadable in ready-to-use format, directly from the website listed on the previous page.

I suggest that to get the full sense of using any of the exercises in this book that you are interested in, then download the supporting worksheets from the website and read in conjunction with this book.

Each chapter in this book is designed to have a practical stand-alone team-building theme. Specific easy-to-follow activities, exercises, models and tools develop distinct teamwork skills, qualities and attributes.

The book's chapters are arranged logically. Starting with building trust, each chapter follows in order and progressively builds on the previous topic. The sum of all the chapters will lead to the creation of a successful high-performing team.

In the final chapter, I provide some typical team development programmes and event suggestions with approximate timings, along with other useful resources.

I have successfully used and honed all the content in this book over many years with teams of all shapes, sizes and seniority. So, it's all been tried and tested.

By using this approach, I believe that you will help teams to do their very best work.

## Are you making the most of the greatest asset in your business?

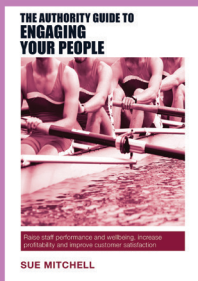
To make your good business a great business you need to have more than just a strong product or service. Having a high-performing team in your organisation is guaranteed to give you a competitive advantage. Andrew Jenkins helps you discover how to cultivate in your people the willingness to grow as individuals and as a group. Packed with easy-to-follow activities, exercises and models, this *Authority Guide* explains how to build a high-performing, collaborative, trusting and resilient team.



**“Andrew blends substance with a style that is informal, engaging yet challenging all wrapped up into one highly experienced package that leads the team to a higher level than they perceived possible.”**

Karen T., UK operations director

The Authority Guides are pocket-sized books offering highly practical and accessible guidance on business matters of every description. Aimed at the busy business professional and business owner, each book in the series has been written by an author who is not only an expert in their field but who is working today at the coalface of their specialism.



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Available in paperback and ebook [here](#).

## THE AUTHORITY GUIDE TO TRUSTED SELLING

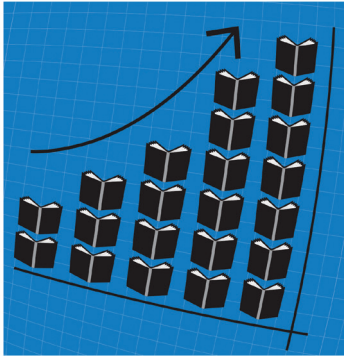


Building stronger, deeper, more profitable relationships  
with your customers to create lifetime loyalty

**PAUL AVINS**

In today's volatile world sales professionals must know how to build trust in their company, their products and ultimately themselves in order to win the business. In this Authority Guide, sales coach Paul Avins shares his proven, 4-step system to help you contact, connect and convert more customers with less effort and no pressure.

## THE AUTHORITY GUIDE TO MARKETING YOUR BUSINESS BOOK



52 easy-to-follow tips  
from a book PR expert

**CHANTAL COOKE**

It's never too soon to start thinking about how to market and promote your book. In this Authority Guide, leading book PR and marketing expert Chantal Cooke, presents 52 tips that will make your book stand out from the crowd, build your credibility as an author, and ensure you achieve those all-important sales.

## THE AUTHORITY GUIDE TO PRESENTING AND PUBLIC SPEAKING



How to deliver engaging  
and effective business presentations

**STEVE BUSTIN**

Whether it's your first presentation or you're an experienced speaker, this Authority Guide will give you the tools, tips and confidence to deliver engaging, creative and effective presentations. Steve Bustin, an award-winning business speaker, an executive-level speech coach and corporate presentation skills trainer, will teach you simple but effective techniques to keep your audience engaged.



**THE AUTHORITY GUIDE TO  
PRACTICAL  
MINDFULNESS**



How to improve your productivity, creativity and focus by slowing down for just 10 minutes a day

**TOM EVANS**

Enhance your wellbeing, creativity and vitality with mindfulness meditation.

In this Authority Guide, Tom Evans invites you to embrace the benefits of meditation in both your life and your business. With the practical mindfulness meditative techniques described in this book, you will learn how to get more done in less time. You will discover how to generate ideas off the top of your head and how to allow serendipity to land at your feet. This book opens the door to a new way to be and do.

**THE AUTHORITY GUIDE TO  
FINANCIAL  
FORECASTING FOR SMES**



Pain-free financials for finance and planning

**SIMON THOMPSON**

In this Authority Guide, forecasting guru Simon Thompson shows you how to build financial forecasts quickly, effectively and cheaply through his unique, proven and easy-to-follow 10-step process. By learning how to create effective forecasts you will master the ability to understand the potential financial outcomes for your business and be able to communicate financial information in order to successfully raise investment or loans.

**THE AUTHORITY GUIDE TO  
PUBLISHING YOUR  
BUSINESS BOOK**



Take your business to a new level by becoming an authority in your field

**SUE RICHARDSON**

Publishing expert, Sue Richardson, shows you how to use your expertise, knowledge and experience to become a published authority in your field and gain the visibility you and your business needs. This Authority Guide will help you to create a plan that ensures you write and publish the right book for your business.

## THE AUTHORITY GUIDE TO **EMOTIONAL RESILIENCE IN BUSINESS**



Strategies to manage stress and weather storms in the workplace

**ROBIN HILLS**

The emotional resilience of those involved in a business will contribute significantly to the organisation's success. This Authority Guide from leading emotional intelligence expert, Robin Hills, will help you change the way you think about yourself and the way you approach potentially difficult situations. You will be able to develop your own personal resilience and understand how to develop resilience within the hearts and minds of your team and your organisation.

## THE AUTHORITY GUIDE TO **MEANINGFUL SUCCESS**



How to combine purpose, passion and promise to create profit for your business

**TIM JOHNSON**

Tim Johnson, founder of Meaningful Success, shows you how to integrate practical business thinking with practical personal development to build a global network through your business or charity. This Authority Guide blueprints how we can embrace the best elements of entrepreneurial drive and passion, enabling blame-free culture to lead teams and provide personal fulfilment for all those involved.

## THE AUTHORITY GUIDE TO **ENGAGING YOUR PEOPLE**



Raise staff performance and wellbeing, increase profitability and improve customer satisfaction

**SUE MITCHELL**

This Authority Guide addresses how businesses can increase their performance, productivity and customer/ staff satisfaction through focusing on engagement. Sue Mitchell, an authority in coaching and leadership development, shows you how to build a team who is committed, inspired and eager to deliver their best work in order to make a difference.

**THE AUTHORITY GUIDE TO  
PR FOR SMALL  
BUSINESSES**



Use the power of public relations and the media to reach your target customer and grow your business

**STEVE BUSTIN**

Any business wanting to reach new customers should be embracing public relations to spread their key messages. If you don't, your competitors will. This Authority Guide shows you how to grab the headlines (for all the right reasons), reach huge audiences and grow your business by accessing the media to tell your story.

**THE AUTHORITY GUIDE TO  
MINDFUL  
LEADERSHIP**



Simple techniques and exercises to manage yourself, manage others and effect change

**PALMA MICHEL**

Today's leaders and organisations need to develop an agile mindset and take bold risks. This Authority Guide shows you how to link mindfulness directly to business challenges and offers practical and accessible tools for change. Written by an expert on leadership, meditation and mindfulness, the book teaches you how to manage your inner landscape of thoughts, emotions and interruptions so that you can create a compassionate, innovative and sustainable working culture.

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## THE AUTHORITY GUIDE TO WRITING & IMPLEMENTING A MARKETING PLAN



A step-by-step manual to make you a smarter marketer and maximise your business profits

**AMBROSE & JO BLOWFIELD**

Written especially for small businesses, this Authority Guide shows you how to write and execute your marketing plans efficiently and accurately. Ambrose and Jo Blowfield will help you create a plan using proven, affordable marketing tactics for both digital and traditional strategies. You'll have a year long marketing plan that is structured, well thought out and targeted to your ideal clients, allowing you proactively to promote your business.

## THE AUTHORITY GUIDE TO PERFORMANCE MANAGEMENT



How to build a culture of excellence in the workplace

**GENE JOHNSON**

In this Authority Guide you will explore how to set expectations, give and receive real-time feedback and, as managers, become mentors in your workplace. These are essential to building and sustaining an excellent performance culture. Work psychologist, Dr Gene Johnson, teaches you how to focus on a results-driven culture, how to build it and how to not get muddled up in the mechanics of the process.

## THE AUTHORITY GUIDE TO NETWORKING FOR BUSINESS GROWTH



How to master confident, effective networking and win more business

**ROB BROWN**

Overcome all your networking fears and learn how to effortlessly build and leverage the powerful connections you need to enhance your reputation, raise your profile and win more business. Networking expert Rob Brown will coach you on all the essential skills that will help you meet new people, create new leads, open up opportunities and grow your business – confidently and efficiently.



**THE AUTHORITY GUIDE TO  
CREATING BRAND  
STORIES THAT SELL**



Smart and simple strategies to  
make your business irresistible

**JIM O'CONNOR**

Connect with your customers and make your business almost impossible to resist using this sharp, practical Authority Guide that will save you time, money and frustration. Combine psychology, creativity, logic and emotion expertly into a brand story that will make your business stand out from the crowd. And using Jim O'Conner's hard-won knowledge and vast experience give your business the focus, affinity, distinction and competitive advantage it needs to succeed and thrive.

**New titles of the Authority  
Guides to come soon.**