THE ALTRIS
HIGH PERFORMING
TEAMS PROGRAMME

The Philosophies:

Philosophies

Our High Performing Teams Programme (HPT) is not a traditional leadership development programme.

Why? Because the Altris HPT programme focuses on the purpose of a leader and how they turn that purpose into action.

As such it moves away from the traditional theory approach to leadership and leadership style and instead focuses on what it takes for the leader to take a group of individuals and build a team from them.

Like all Altris programmes, the leader has access to a range of mechanisms to support them on the journey of turning concepts into their reality, again unlike traditional training where the passing on of theory is assumed to be all that is required.

There are a number of philosophies that underpin our programme and the approaches that we take.
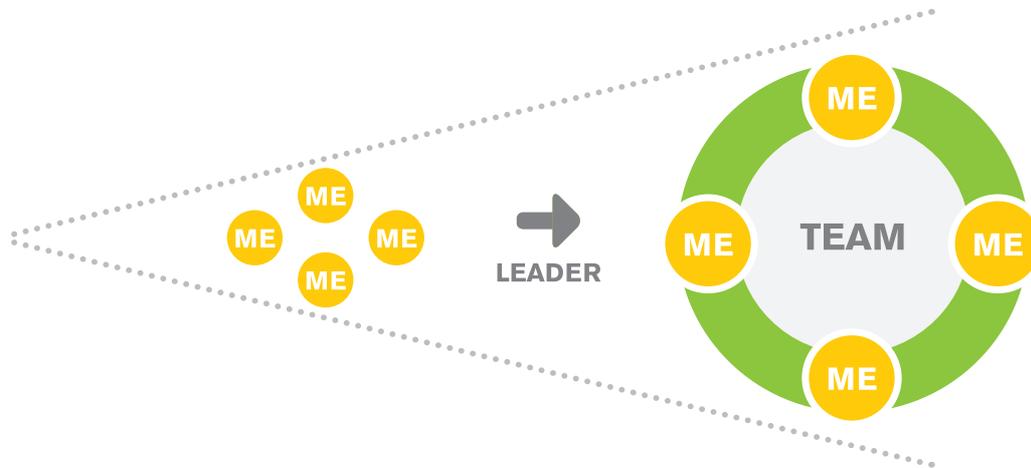
HPT is a Journey (DIEM)

Our experience shows that the development of high performance in any team or organisation needs to be treated as a change programme. Our DIEM model underpins a number of the phases of our programme and is based on best practice change management:

DESIRE: Our experience has shown us that the initiation of the programme is vital and, like any change initiative, if you move to implement before there is desire then there is a risk of the programme failing. That is why we put significant effort into our Blueprint process (explained in detail in our HPT Elements section) as part of the Desire phase. It contains a series of interventions that clearly establish the team and individual needs but also engages the team in the programme, setting out the vision for success that the programme depends on and establishing the programme KPIs that the Measure phase needs.

IMPLEMENT: Role out new models, processes and ideas with participants having the chance to use and learn with the support of their coach.

EMBED: As new practices are rolled out, participants actively embed them into their 'leadership brand' through day by day delivery, again supported by their coach.

MEASURE: Once practices are fully embedded, measure against original expectations, learn where we need to improve, set goals for the following year, etc. We build in a measurement process with every programme, again differentiating our HPT from the norm.

DESIRE

**IMPLEMENT**

EMBED

**MEASURE**

Our Underpinning Delivery Model (EAR)

The Implement and Embed Phases of DIEM are built on our EAR philosophy which underpins our approach to learning to ensure the organisation achieves the desired ROI from our programmes.

The principle is simply that with each new model and tool the participant needs to take action to develop their capability. The participant then learns from that practice by reviewing it with their coach or manager or gradually through self reflection.
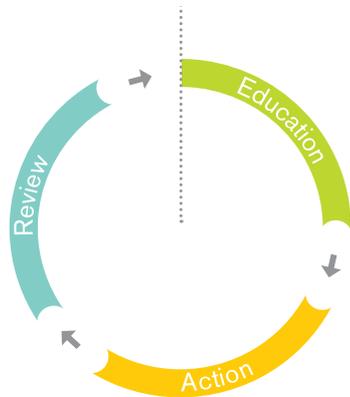
In practice this approach results in a series of interventions each designed to build one on top of the other. In each education session the participant will have the opportunity to try new skills and concepts and prepare for the action phase that follows. It is a key part of the programme that each participant understands that they are committing to take action and use the new tools after each education session.

It is through this practising of the new ideas that they will learn and get the most from the 'review' element of the model. These reviews are delivered by our coaches in team and individual formats, using a coaching style and methodologies. The team is given the opportunity to work through new ideas or processes together and to discuss issues and barriers. Similarly individuals can have personal leadership coaching that supports them in their use and application of new skills. In addition we use tools such as online discussion groups, journalling and peer presentations to provide a range and variety of ways for the leader to embed their learning.
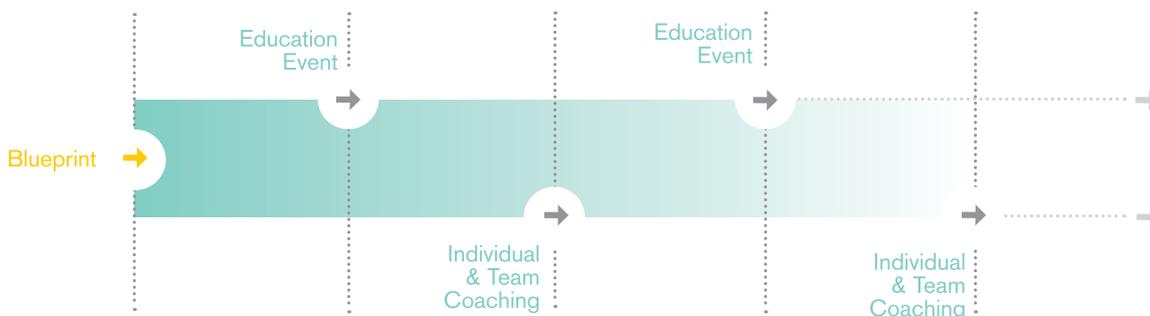
The Programmes:

The Programmes

Our experience has shown us that each team and each organisation has different needs. To that end we have three levels of high performing team offerings, described below.

Each programme will always have the Altris Blueprint process to initiate it, education sessions where the team learns together, and coaching formats where the team and individuals grow together.

Initiator
This is our basic HPT and is designed to start a team working together, with all the elements needed to fast track their capability of delivering together.

Cabinet
Our mid-range HPT is targeted at the development of a high performing senior team. This programme works with the individuals as well as the whole team to deliver the capability needed in any achieving environment.

Executive
Our top end HPT not only delivers a high performing team but equips those leaders with all that they require to take the HPT concepts out and lead high performing teams themselves.

The content of each of these offerings is summarised in the following table and explained further in the Elements section.

We recognise that teams and organisations will have some variation in needs. Clarity on this is part of the Blueprint process and we will always tailor your programme to meet your exact needs. Like any good change project we find that good dialogue in the design stage will produce better results at the end, so we recommend that we engage in discussions to help you understand what each offering involves and we can advise you on what will meet your needs.

Element	Content	Initiator Programme	Cabinet Programme	Executive Programme
Blueprint	What your organisation & team needs pre-survey	✕	✕	✕
	Sustainability Review of Existing Tools	■	■	✕
	Individual Diagnostic	✕	✕	✕
	Individual Development needs review	✕	✕	✕
	Initiation Workshop	■	■	✕
	Programme Success Measures Session	✕	✕	✕
	Blueprint Report and Recommendations	■	✕	✕
	Blueprint Report Presentation	■	✕	✕
Education Modules	Developing Team Purpose	✕	✕	✕
	Understanding your team-mates thinking	✕	✕	✕
	How your Colleagues Communicate	✕	✕	✕
	Leading and Following	■	■	✕
	Coaching & Feedback	■	■	✕
	Peer Feedback and Collaborative Working	■	✕	■
	Team Processes, Meetings, Decisions, Problems	■	✕	✕
	Motivating, Delegating and Followership Traction	■	■	✕
	Leading Change	■	■	✕
	Building Relationship Equity	■	✕	✕
	Courageous Conversations (Managing Performance)	■	■	✕
	Building Personal Resilience	■	✕	✕
Teaming Support	HPT Surveys	1	2	3
	Leadership Team Accelerator Insight Reports	2	4	5
	Team Member Communication and Thinking Insights	■	■	✕
	Team Insights Dashboard	■	✕	✕
	Manager Support Time hours	0	4	6
	Manager Support Workshops	0	0	2
	Echo Feedback On-line Tool	■	■	✕
	On line discussion forum and resource base	■	✕	✕
Coaching	Team Coaching (sessions)	3	5	8
	Individual Leadership Coaching 3-way sessions	0	2	3
	Individual Leadership Coaching Sessions	0	6	8
Close	Programme Measurement Session	✕	✕	✕
	Close Out Report	■	✕	✕
	Recommendations	■	■	✕

The Elements:

HPT Elements
As shown in the HPT content tables there are many different elements available to you, which we describe in more detail here.

Blueprint process

Our DIEM model sees the Programme initiated through a series of activities that aim to ensure the success of the Programme. As such we call them our Blueprint processes as they provide clarity on the specific needs of your organisation and the Programme participants while also defining the Programme content and measures, and ultimately giving impetus to the Programme through building ownership and desire. A number of these are included in each platform as shown in the Programmes table. The success of the Programme is built on this unique element and uses the skills and experience of the Altris team to help the organisation truly understand and define their real needs from a high performing team.

Organisation/Team Needs Pre-Survey

This simple survey is our first step in alignment as it engages each team member in what they think the needs of the team are and what the organisation needs from the team. The output of this survey is used to engage the team in discussion of their different views and the creation of a common one; the first step in their high performance journey.

Sustainability Review

We aim to ensure that the high performing team process builds on any existing or planned programmes, tools, models and language that are embedded in the business. This approach adds to the credibility of the programme and ensures ownership of it by the leadership. In addition this approach guards against the programme being seen as just another "initiative", disconnected from the reality of running the business.

Individual Diagnostic

A key part of the Blueprint is engagement with the team as individuals. We find that initial involvement, through a structured 1-1 interview, allows the team members the right to express their views of the organisation and its needs before the creation of a team view of the world. This diagnostic also provides a great deal of useful information on the current alignment of individuals within the team and the issues that may be faced on the high performance team journey.

Individual Development needs review

While many organisations have development planning processes, this is an opportunity for each team member to consider their development needs as a leader or as a member of the team. Bringing together feedback they will have received from their manager and others we engage in a discussion of their past development and what approaches they take currently to produce an individual needs summary that can bring them focus during the programme and/or build in specific learning elements to our programme. This is key to gaining individual commitment through aligning their own needs to the programme content and approach.

Blueprint Workshops

Once the initial diagnostics are complete, the team is brought together in our Blueprinting workshops. As a result of their involvement in the diagnostic, they develop a sense of urgency and commitment to the programme. Each workshop brings the team together to create their future through facilitated dialogue.

Success Measures

An integral part of the success of the initiative is the development and tracking of measures. In our success measures session the team define their KPIs as a high performing team as well as the measures for the high performance process. Progress against the agreed measures is then tracked throughout the programme.

Initiation Workshop

Our Initiation workshop is designed to create a rich view of what success means for the team. The initiation workshop brings together visioning, current reality and then gap analysis to define the extent of the journey and shape the elements (education; support and application) of the high performance team programme.

The visioning process begins the team on their journey by defining what high performance means for them as a team and in their roles for the team and the organisation, how they work together, and with their own teams to ensure a direct connect to the culture that you are aiming to create.

In our current reality analysis the team is challenged to consider where they are now compared to their vision. The outcomes of the earlier diagnostic are used as input and the team are encouraged to voice their views.

In our gap analysis stage the team review the current reality against their vision, leading to discussion of how to close the gap through the programme.

Education Stream

- A series of monthly/six weekly events staged to meet the outcomes and needs of the team, as defined in their Blueprint. The aim of these events is to prepare the team for using the tools and philosophies and move them into action so are designed with a high degree of interaction.
- The workshops are facilitated by subject matter experts with key knowledge in the specific development area. This high value, high quality input approach ensures that participants receive a focused level of attention to increase their self-awareness and interpersonal adeptness (as opposed to solely improving technical capability).
- Reading materials, guidebooks, workbooks and working materials are provided for every module/tool/process in the programme.
- The team has access to an internet based sharing and conversation tool which is used to access pre-read, pre-work and post-work, ask questions and see everyone's answers, engage in debate and share learning. Tools that are to be used with their teams and to support their high performance activities are also made available by way of this site along with podcasts on various topics that arise throughout the programme.
- The workshops are delivered in coaching style with a combination of 'chalk and talk', debate and discussion, trying the tools together, self-reflection, peer coaching and action planning. The approach is designed to meet the varied learning styles in the room and to ensure that everyone leaves the workshop with a practical understanding of how to put their learning into action.

Team Support & Coaching Stream

Along with the education stream, we incorporate individual/team coaching and team support elements. The team support element focuses on working with the team together as a team, and with each leader and their own teams (in the Executive version) to design high performance. Team coaching facilitates the team in the use of the theories, concepts and tools together and delivers the review aspects of our EAR model. It provides a platform for engagement of the team in team issues, again using the discussions in the workshops to build upon. This is a vital component of the programme and as such is included in every platform.

A number of the following are included in each platform:

High Performing Team (HPT) Survey

The Altris High Performing Team survey gathers data on how the team see themselves performing against a set of key factors seen in high performing teams. The survey also begins the process of the team exploring what high performance actually means.

Leadership Team Accelerator Insights Reports

Each team member receives a number of personal insights profiles that will be used in the programme, their coaching and working together. These in depth tools help the leader to understand themselves and also how to understand and relate to their colleagues. Many of these tools are only available to Altris in New Zealand. We also summarise these in team dashboards showing the collective profile of the team. This is invaluable in demonstrating the team's collective thinking biases and inattentions as well as identifying potential clashes between team mates through their opposed thinking, motivation or behaviours.

Team Member Insights (Communication and Thinking)

In the Executive platform we provide insights on the thinking and communication styles of each leader's direct team through a series of dashboard reports. This enhances the leader's ability to work with their team members, just as the same insights help the senior team. In addition these provide opportunities for the leader to engage their team in working together. The team data suite focuses on an understanding of the uniqueness of the people within their team. As a result the team can design their activities around the way that they think best thereby achieving high performance quickly by accessing the talent they have. Each team member would also be given their own reports which are safe and useable with other team members.

Manager Support Time

We recognise that there is an onus on the manager to be a focal point for bringing together the concepts and using them in the team activities that they lead and facilitate. We believe that the provision of support just for this purpose helps the manager in the embedding process. This also ensures that the individual coaching for the manager remains focused on the manager's development and is not sidetracked in to 'how should I use this with the team?' discussions.

Manager Support Workshops

Dedicated one to one support from your allocated Altris team coach, to support the manager in teaming activities, thereby letting the manager engage in the process rather then try to engage and facilitate. These can be teaming workshops to work through the team members' understanding of how to get the most from each other, team charter workshops, team purpose workshops, team roles workshop etc.

Echo Feedback Online Tool

Support can also include access to our unique online Echo tool, which supports the embedding of coaching practices that are a part of the 'Coaching & Feedback' module included in the Executive programme.

On Line Discussion Forum and Resource Base

We use technology to increase the high touch aspects of the programme. Through regular posting of discussions and thoughts along with the opportunity for team members to share their learning, and hear answers that others receive to their questions, we regularly keep the HPT concept top of mind. In addition we use this as a way of providing pre-read material and workbooks that each leader can use themselves, enhancing the sustainability aspects of the programme.

Individual Coaching

In line with the Altris E.A.R model, coaching is the preferred individual support method (a key part of the review).

When the programme is for leadership teams each team member is encouraged to develop and grow their leadership capability to meet their purpose for the organisation and their team. It is recognised that this personal change is challenging and that each leader will be experimenting with new approaches. Each leader is supported through coaching to develop their leadership style to be the best leader they can be for their team

Individual Coaching is geared towards setting up conditions for success based on the uniqueness of each individual within the team. The individual coaching provides the opportunity for each participant to explore themselves, their thinking and behavioural styles, develop clarity of purpose and a clear brand, and turn it into action through their personal leadership plan (PLP). This increases self-awareness and interpersonal adeptness and helps them to use peer feedback and learning from the education days.

A key part of the individual coaching is the use of the Altris accelerated coaching tools and reports to engage them in understanding and utilising the thinking that makes them unique.

Measure & Review

The final phase of the programme involves the collation of all measures, with Altris supporting the team in assessing the outcomes of the programme, the changes in their performance and ultimately that of the organisation.

Executive Programme Phasing:

In the Executive platform we move from purely 'teaming together' to 'leading other teams'.

There are many ways we can implement this second phase, depending on the needs identified in the Blueprint and the preferred approach of you and your team. With some clients we take a two stage approach (as shown in the diagram opposite). This starts with the Senior team themselves, focusing on teaming philosophies and processes that build their capability as a high performing team. The second stage expands to the development of their own teams and the leading and teaming philosophies and processes that they and their team will need to develop capability as a high performing team/organisation. The two stage approach establishes the senior team as an icon of high performance that the rest of the organisation feels happy to follow.

In other organisations, the imperative has been to deliver performance throughout the organisation and therefore the implementation phase has focused on all teams and therefore the teaming and leading philosophies have been interwoven from day one.

There is no right answer except the one that meets the needs of your organisation, and that will be defined during the Blueprint process.

PHASE 2:
Senior Team
as a Team

PHASE 1:
Blueprint

PHASE 4:
Measures

PHASE 3:
Senior Team
as Leaders of
Teams