

## **PERFORM at Stage Four of Team Development: THE TRUSTED TEAM**

### **P** Purpose and Values

- Each team member can describe and is committed to the purpose of the team. They have created a statement that represents their Team Vision, but they constantly refer to it and live it.
- They have already defined how they want to work together as a team and linked it to their Values....but they now live it
- Individual roles and process handover between team and leader are clear. The team constantly reviews and improves those processes

### **E** Empowerment

- The team has travelled the learning journey and been supported. They understand the stages in this process and could help others through it
- There is now low dependency on the leader. Team members are trusted and capable of directing their own activities to achieve the goals
- There is a higher degree of challenge than before...which is welcomed.
- The team themselves initiate change and have all the resources needed to deal with imposed change

### **R** Relationships and Communication

- This team really does bring out the best in each other
- They know each other well and value each other's differences.
- Feedback is asked for and given with the intention to help
- Team members can express themselves openly and honestly without fear of rejection.
- They really listen to each other and express warmth, understanding and acceptance
- They defend their right just to have fun together ...as a valid team building activity

### **F** Flexibility

- Team members understand the team role they and others prefer to take, but are capable of taking on other roles as required.
- Team members go the extra mile and are willing to step outside the normal procedure to get things done
- Leadership of the team is no longer distinct and automatically the role of the manager
- Individuals share the leadership tasks such as chairing team meetings
- There is a good process for deputising in place which uses people identified as ready for development into the next grade

### **O** Optimal productivity

- This team is proud of having a reputation for delivering on it's promises
- Each team member knows the current performance against KPIs for the whole team
- They review their own performance with their manager and create their own Performance Action Plans
- They feel a sense of ownership and help each other achieve team targets
- Expertise on the team is shared and members help each other become more effective
- The team members have highly developed problem-solving and decision-making skills

## **R** Recognition and Appreciation

- There is a strong feeling of respect and appreciation among team members.
- They are proud of their position in any league tables that measure team performance
- Individual and team accomplishments are frequently recognised by team members, as well as by the formal leadership.
- The leader is recognised by the business for the skill in developing a self-responsible, engaged and committed team. who say 'they did it themselves'

## **M** Morale

- Team members feel a sense of pride and excitement in being part of the team.
- Their confidence is strong, and they are very satisfied with the work that is being accomplished...and are willing to take on further challenges
- They score highly in Employee Engagement surveys and see the results as a team effort, not something the leader has achieved
- The leader feels a high degree of satisfaction and pride in the way he/she has supported and developed the team to achieve self-responsibility