High Level Notes: High Performing Teams Tool Kit

Tool	Explanation
1. **Structures for Successful Meetings** (Adaptive Schools)	Provides the recommended meeting standards from the work of *Adaptive Schools*, incl. strategies for implementation, to support effective and productive meetings.
2. **7 Norms of Collaboration** (Adaptive Schools)	Common to both dialogue and discussion → the day-to-day best practices/behaviours of high performing teams → help team members, develop & sustain collaborative cultures for better decisions, follow through, engagement, and accountability.
Next 2 tools go hand-in-hand…	
3. **The Iceberg Model** (McKinsey & Co.)	Supports leaders to look beyond the behaviour seen on the surface and to dive beneath the waterline to consider the underlying mindsets which drive the behaviour → to shift the behaviour, you need to shift the mindsets to align with the school's shared moral purpose.
4. The Influence Model (McKinsey & Co.)	Helps leaders to shift underlying mindsets using: • Role modelling • Fostering understanding and conviction • Reinforcement mechanisms • Developing talent and skills
5. **Who's on Your Boat?** (McKinsey & Co.)	Supports leaders to identify the various levels of influence of team members, as well as their openness to change → provides leaders with guidance on the best way to engage/manage staff.
6. **Energy Zones** (McKinsey & Co.)	Helps ensure more staff operate in the performance zone → does this by raising awareness → leaders are better able to supports themselves and their staff to manage energy.
7. **5 Behaviours of a Dysfunctional Team** (Lencioni)	Useful to look at Lencioni's model from the reverse perspective, it becomes a tool which provides a roadmap to build a cohesive, high performing team → characterised by: • High levels of Trust • Productive Conflict • Commitment • Accountability • Focus on results

8. **Trust and Transformational Leadership Assessment Rubric** (Browning)	The 10 key practices identified by Browning as being characteristic of highly trusted transformation leaders have been used to develop the trust & transformational leadership rubric. The rubric can be used as a self-reflection tool or as an appraisal tool (feedback provided by a leader's staff can provide helpful direction for future leadership growth).
9. **Walking the Cube / Conversations Cube** (Gervase Bushe)	Helps to plan & manage effective feedback conversations by referring to: • Observations • Thoughts • Feelings • Wants → useful for removing blame & defensiveness, facilitating positive discussion.
10. **Diagnostics for Project Management** (Cacioppe & McManus)	Helps diagnose potential problems if any of the essential elements for successful change are missing → assists team members to come up with appropriate solutions.
11. **5 Energy Sources** (Adaptive Schools)	By reflecting on the 5 energy sources, team members can better understand how they work together to achieve the shared vision → helps to maximise collective performance.