



CURPHY LEADERSHIP SOLUTIONS

CREATING HIGH PERFORMING TEAMS

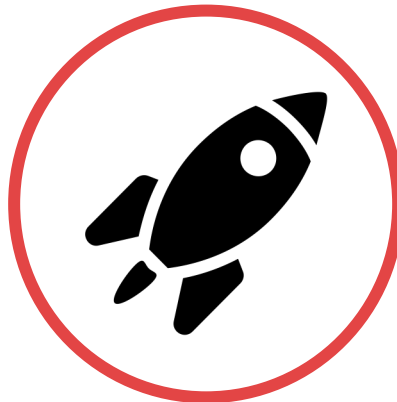
ORGANIZATIONAL CONSIDERATIONS

Gordy Curphy, PhD

AGENDA



**SETTING THE
STAGE**



**RATING YOUR
ORGANIZATION**



**TABLE
WORKSHOP**

SETTING THE STAGE

- ▶ **Winsborough Ltd's world class expertise**
- ▶ **Teamwork is the killer app...**
- ▶ **The Industrial Revolution killed teamwork**
- ▶ **Teamwork is making a comeback**

SETTING THE STAGE

- ▶ Sometimes its not the seed, it's the soil
- ▶ What can organizations do to foster teamwork?



ORGANIZATIONS AND EFFECTIVE TEAMWORK

▶ 1. Start At The Top



Cloning

Alpha paralysis

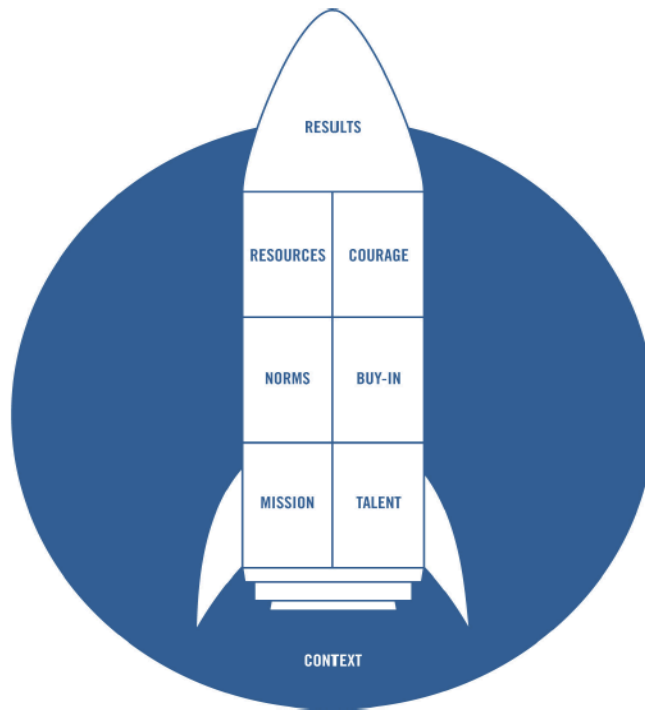
Artificial harmony

Myopia

Operating at the wrong level

ORGANIZATIONS AND EFFECTIVE TEAMWORK

► 2. Provide A Roadmap



ORGANIZATIONS AND EFFECTIVE TEAMWORK

▶ 3. Enable Team Leaders



ORGANIZATIONS AND EFFECTIVE TEAMWORK

► 4. Bake It In



Competency models

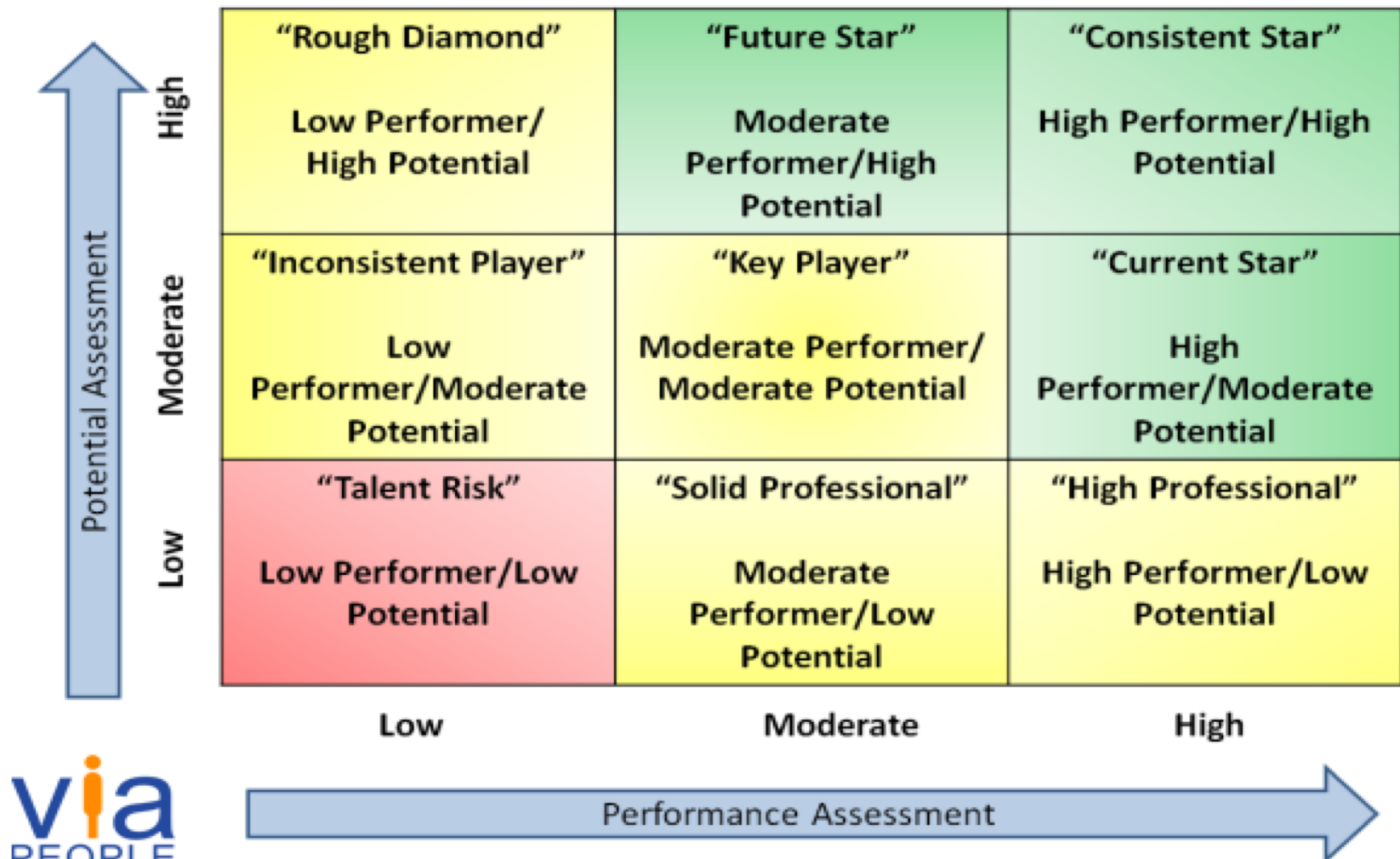
Selection and on-boarding

Development

Performance management

Succession planning

ORGANIZATIONS AND EFFECTIVE TEAMWORK

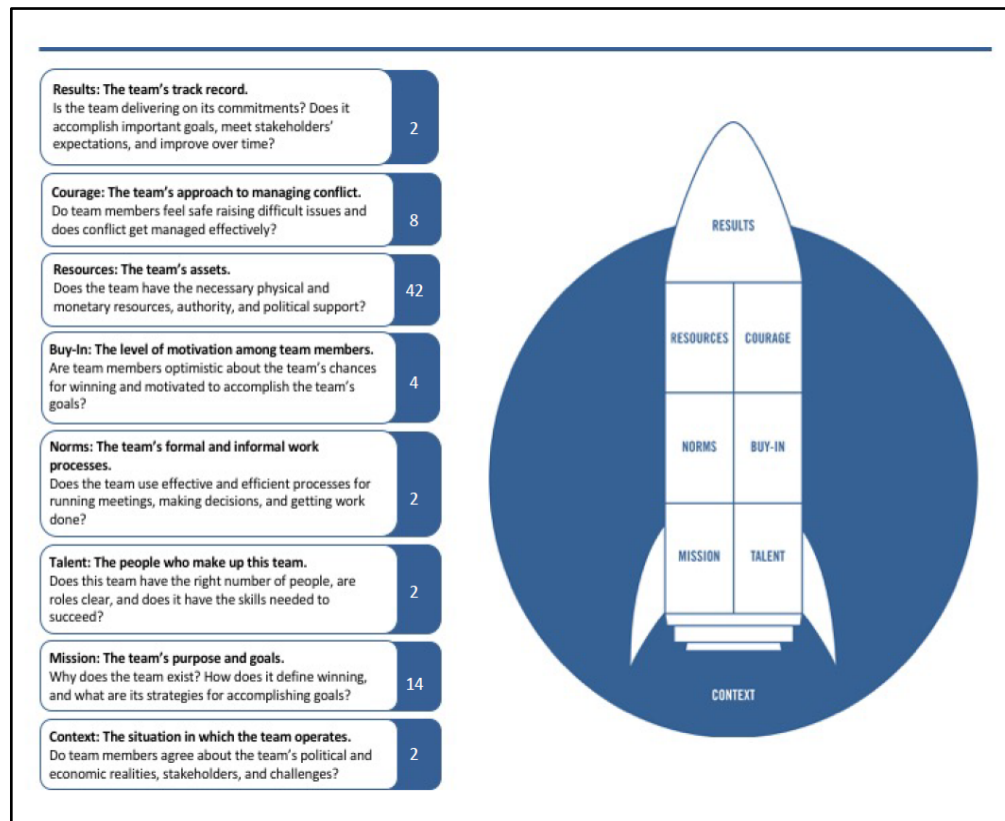


ORGANIZATIONS AND EFFECTIVE TEAMWORK

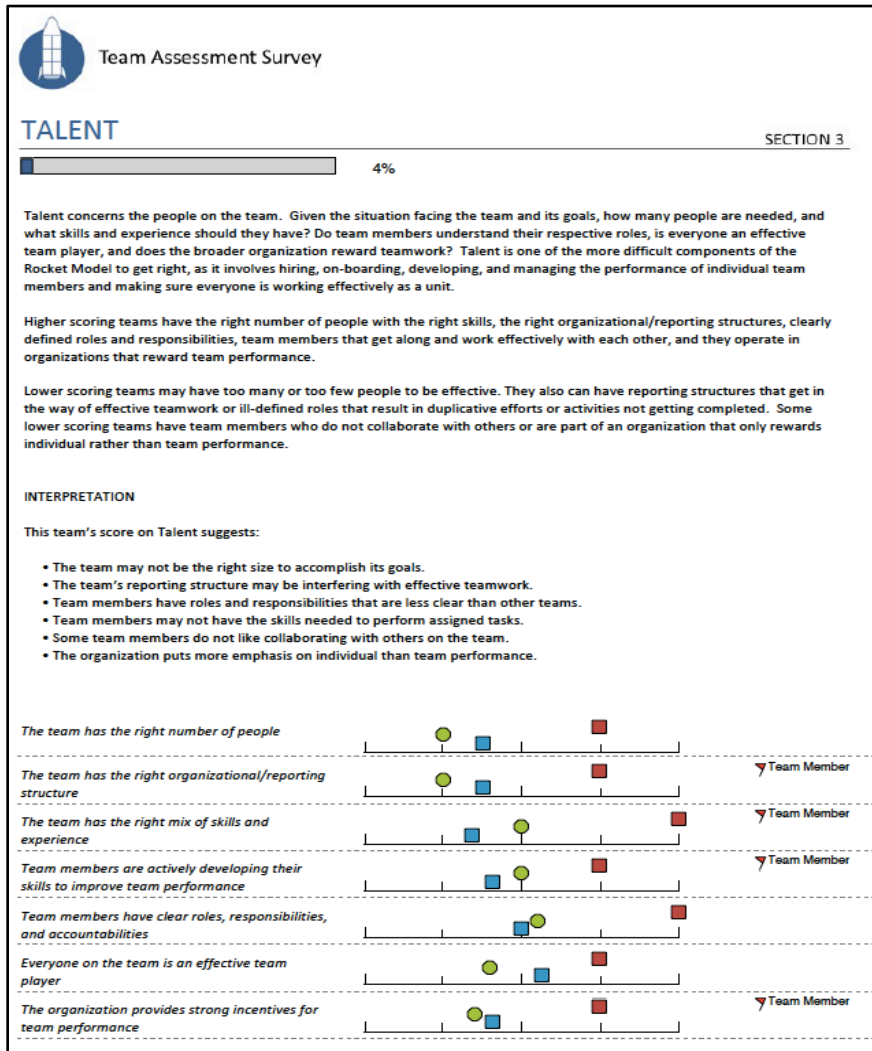
Name	Context	Mission	Talent	Norms	Buy-In	Resources	Courage	Results	TQ
Huang	84	28	88	58	78	70	78	40	66
McCartney	52	94	54	42	62	38	44	62	56
Pilar	46	22	60	58	42	62	56	56	50
Poon	34	32	60	46	40	42	40	48	43
Matumbo	68	66	30	16	20	68	20	40	41
Jiang	34	60	56	32	30	38	30	24	38
Whelan	32	32	20	22	38	50	38	46	35
Wiener	16	50	34	22	18	34	30	30	29
Takaki	4	4	38	16	38	20	26	40	23
Schell	16	20	28	22	16	4	6	8	15
Average	39	41	47	33	36	43	37	39	

ORGANIZATIONS AND EFFECTIVE TEAMWORK

► 5. Measure It



ORGANIZATIONS AND EFFECTIVE TEAMWORK



ORGANIZATIONS AND EFFECTIVE TEAMWORK

Name	Context	Mission	Talent	Norms	Buy-In	Resources	Courage	Results	TQ
Foundation	96	92	90	98	98	98	98	98	96
Business Unit #1	92	86	92	84	88	74	96	98	89
Corporate Services	78	50	82	92	94	60	92	92	80
Compliance	92	86	38	92	92	50	76	92	77
Audit	74	58	74	84	54	80	76	66	71
Legal	32	50	74	78	20	96	34	64	56
IT	60	84	52	62	34	64	18	62	55
Corporate Communication	30	8	12	24	30	36	46	70	32
Finance	12	26	6	22	38	60	28	46	30
Investment	6	10	32	36	32	38	34	56	30
HR	4	8	34	26	50	12	28	52	27
Business Unit #2	10	6	16	22	24	58	22	6	20
Average	49	47	50	60	55	61	54	67	55

ORGANIZATIONS AND EFFECTIVE TEAMWORK

► 6. Don't Overdo It



Individuals vs. Groups vs. Teams

Malcolm Baldrige Awards

Collaboration Overload

CLOSING REMARKS

ORGANIZATIONS CAN HELP OR HINDER TEAMWORK

YOUR ROLE

CURPHY LEADERSHIP SOLUTIONS

THANK YOU

Gordy Curphy, PhD