



# Building a High Performing Team

Why are we here ?



# Global Engagement Data

**Engaged – ‘committed and positively contributing’**

**Not engaged – ‘lack motivation’**

**Actively disengaged – ‘unhappy and unproductive’**





# The Bottom Line

Defensiveness and entrenched positions, stop the flow of ideas, lower productivity, create cultural entropy...

Less innovation and creativity resulting in lower growth and lower profit





*“Not finance. Not strategy. Not technology. It is **tear***

Patrick Lencioni



# Cohesive Teams

- *Make better, faster decisions*
- *Tap into skills and opinions of all members*
- *Avoid wasting time and energy on politics, confusion, and destructive conflict*
- *Create a competitive advantage*
- *Are more fun to be on!*



# Organisational Health



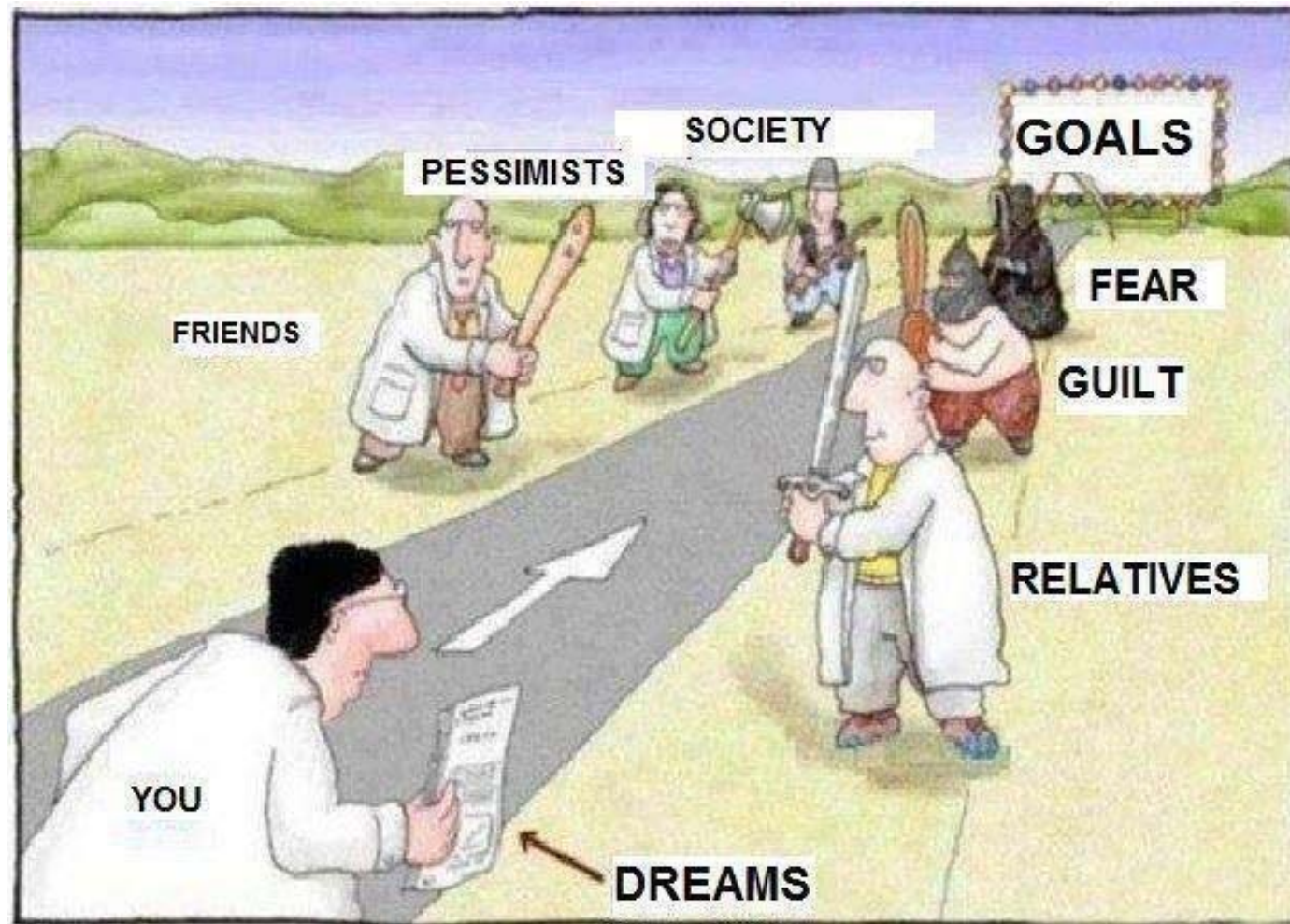
Patrick Lencioni





The **LONG**  
& the **SHORT** of It

# Peak Performer





The LONG  
& the SHORT of It

# Attributes of a Peak Performer

80%  
Attitude

V

20%  
Skill







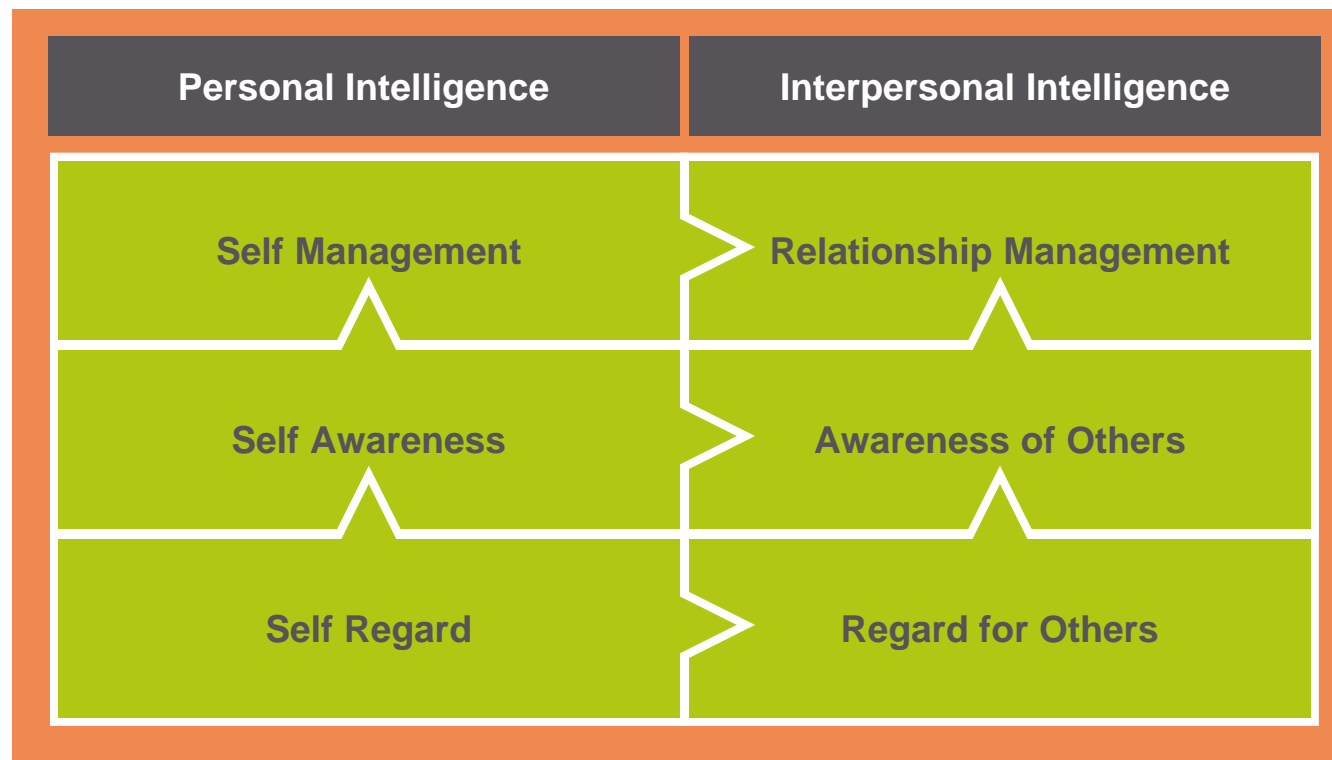
The **LONG**  
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# Awareness





The **LONG**  
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## Your Emotional Intelligence profile

### Linear scoring

Scores are presented in decile bands. Each score is equivalent to 10% of the comparison group. For example, a decile score of 1 sits within the lowest 10% range. Therefore, a score of 8 would mean that 80% of the comparison group rated themselves equal to or lower than you rated yourself and 20% of the comparison group rated themselves higher. The ideal position is to score higher on each scale.

### Attitude

#### 1. Self Regard

The degree to which you accept and value yourself.



#### 2. Regard for Others

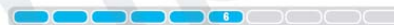
The degree to which you accept and value others as people, as distinct from liking or approving of what they may do.



### Feeling

#### 3. Self Awareness

The degree to which you are in touch with your physiology, feelings and intuitions.



#### 4. Awareness of Others

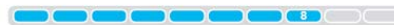
The degree to which you are in touch with the feelings of others.



### Self Management

#### 5. Emotional Resilience

The degree to which you are able to pick yourself up and bounce back when things go badly for you.



#### 6. Personal Power

The degree to which you believe that you are in charge of, and take sole responsibility for, your outcomes.



#### 7. Goal Directedness

The degree to which you relate your behaviour to long-term goals.



#### 8. Flexibility

The degree to which you feel free to adapt your thinking and your behaviour to the changing situations.



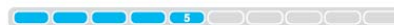
#### 9. Connecting with Others

The extent and ease with which you are able to make significant connections with other people.



#### 10. Authenticity

The degree to which you invite the trust of others by being principled, reliable, consistent and known.





# The LONG & the SHORT of It

Sample name  
Emotional Intelligence Profile Executive report

## Multi-scale scoring

Multi-scale scores are presented in decile bands. Each score is equivalent to 10% of the comparison group. For example, a decile score of 1 sits within the lowest 10% range. Multi-scale scores measure whether you display too much, too little or the ideal amount on a particular scale. The ideal position is to score low on the red scales (too little and too much) and high on the green scale (ideal). The blue bar represents the degree to which this overall balance between the three scales is achieved.

## Relationship Management

### 11. Trust

Your tendency to trust others.

Mistrustful

Carefully Trusting

Over Trusting



### 12. Balanced Outlook

How well you manage to balance optimism with realism.

Pessimistic

Realistically Optimistic

Over Optimistic



### 13. Emotional Expression and Control

The degree to which you are emotionally controlled.

Under Controlled

Free and in Charge

Over Controlled



### 14. Conflict Handling

How well you handle conflict.

Passive

Assertive

Aggressive



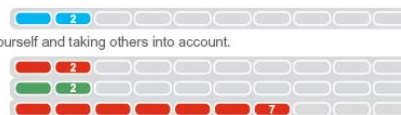
### 15. Interdependence

How well you manage to balance taking yourself and taking others into account.

Dependent

Interdependent

Over Independent



## Developing your Emotional Intelligence

### 16. Reflective Learning

The degree to which you enhance your Emotional Intelligence by reflecting on what you and others feel, think and do.





# Why do smart people fail?

181 different positions from 121 organisations worldwide – 67% of the abilities deemed essential for effective performance were emotional competencies.

Rosier



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# Exceptional Leadership

TQ	MQ	EQ	Exceptional
Strength	Not a strength	Not a strength	0%
Not a strength	Strength	Not a strength	0.5%
Not a strength	Not a strength	Strength	1.4%
Strength	Strength	Strength	87%

Zenger & Folkman 'The Extraordinary Leader', 200,000 assessments on 20,000 leaders



# High Performing Team



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25<sup>th</sup> November Offer

# 8 Steps to World Class Performance

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## Stay in Touch

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