

High Performance Team Working using the ASTA

Social scientific research into the advantages of good team working is now vast and it universally acknowledges that high performance team working can produce positive outcomes of complex organised behaviour. It can improve innovation and creativity, employee engagement, productivity, as well as job satisfaction and psychological health.

The ASTA

The ASTA is a diagnostic instrument which measures the performance of teams. It has been developed to fill a gap in the market for high performance team development instruments. Our starting position was to ask the question, "What are the crucial factors of high performance team working?" Our ambition was to establish an instrument that measures the view of team members about how well they think their team performs against critical factors of high performance team working, and to benchmark the instrument against a variety of comparative organisations.

High Performance Team Working Workshop - Finding the Edge

In the first place we work with our clients to identify the key strengths and weaknesses of the team. We use the ASTA as a high calibre diagnostic. This provides a benchmarked profile of how well the team is doing against the ASTA factors.

We then bring the team into a workshop to discuss, explore and evaluate how well the team is doing. This is an open, semi-structured workshop that guides the team through key development phases.

Summary of ASTA Factors

Factor1: Team Manager

Manager support, trust of manager, feedback from manager, supportive development, appreciation, listens, helpful, provides guidance, is a role model

Factor2: Strategy & Direction

Purpose of team, direction, vision, strategy, end game, big picture, output, deliverables

Factor3: Contribution

Collaboration, diversity of viewpoint, trusted to make decisions, influence

Factor4: Harnessing Climate

Atmosphere, dynamics, collective spirit, team is greater than parts, positive tension, sparks, respectful challenge, ego channelling, honesty and openness

Factor5: Getting things done

Organising progress, skills & capabilities, effectiveness, geared for change, prioritising, meetings

Factor6: Goals & Roles

Role clarity, me-delivery, goal challenge, goal alignment with business strategy

Factor7: Team Glue

Comradeship, values within the team, togetherness, team members investing in each other, individual commitment, the team huddle

Factor8: Team Connectedness

Inter-team relationships, team networking, business as a team, team reputation, stakeholder needs, other teams

Finding the Edge

Team Development Workshop

We look at the guiding principles of high performance team working and what makes a team successful or unsuccessful. We explore where things can go wrong with teams, and with people in teams. We discuss and debate the pros and cons of team working and we look at the conditions needed for different kinds of teams to perform, from small scale operational teams, through to highly complex, internationally positioned virtual teams.

Our workshop uses the ASTA profile as the basis for discussion. We look firstly at the cluster of interpersonal factors; Personal Contribution, Team Climate and the Team Glue, and we ask in what way do the interpersonal relationships and the climate that this produces enhance or hinder team member performance. We explore the issues of trust, collaboration, consensus, and conflict, and we look at the way in which these key team dynamics are being handled.

Next we look at the cluster of factors Strategy & Direction, Roles and Goals and Getting Things Done. These factors relate to the productivity and effectiveness of the team and the processes needed to ensure the team delivers on its objectives. We explore the understanding that team members have of the organisational strategy and the way in which the team is aligned with this strategy. We discuss the appropriateness of the strategy and whether team members feel that there is a common understanding of what needs to be achieved.

We also look at the clarity of team member roles. Does everyone understand what the key strategic and day-to-day priorities are in relation to their own role and do they feel that they are appropriately skilled, knowledgeable and trained to deliver a high performance?

We then look at the role of the team leader. We discuss and reflect on leader-member relationships and the issues of leader motivation, self motivation, and the quality of interaction and discussion that team members have with their leader. We know from research that leadership plays a critical role in team performance. We also know that the views and opinions of team members towards the leadership can be very important in creating team climate.

Finally we look at Team Connectedness, the way in which the team is positioned within the organisation; its reputation with other teams, the extent to which other teams understand what the team does and what it is trying to achieve.

We ensure that each workshop that we run is properly tailored and appropriately delivered according to the kind of team that we are working with, from company boards, senior leadership teams, sales teams, marketing teams, support teams, operational teams. We work with our customer beforehand to ensure that what we deliver is appropriate and professional.

Contact us



www.smithfieldperformance.com

Smithfield Performance Limited
Carlton Place
22-24 Greenwood St.
Altrincham
Cheshire WA14 1RZ

tel: 00 44 (0) 161 929 7994
fax: 00 44 (0) 161 928 4030
email: me2you@smithfieldperformance.com

Contact Us

Smithfield Performance is a business psychology consultancy delivering services to clients across a broad range of people and leadership performance areas. We hold true to our consultancy values of Innovation and Good People Science

Innovation

We consistently deliver high quality and cost effective services that exceed expectations. We deliver original creative and thought provoking solutions. We are willing to try new ideas and differentiate ourselves from our competitors through our imaginative service

Good People Science

We apply scientific rigour to our solutions. All of our work is delivered within the context of well grounded and scientifically robust people management principles.

Smithfield Performance Ltd
Carlton Place
22-24 Greenwood Street
Altrincham
Cheshire
WA14 1RZ

Telephone: +44 (0) 161 929 7994
Mobile: +44 (0) 7785 232651
Email: joe.jordan@smithfieldperformance.com
Web: www.smithfieldperformance.com