

TRAIN THE TRAINER

**CATALYST'S 4**  
**TEAM PERFORMANCE™**

# TRAIN THE TRAINER

Supporting leaders to create  
high performing teams

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## BENEFITS

Easy to apply, scalable framework.

Based on international best practice.

Conversational strategies that leaders can apply immediately

No complex assessment or tools that require specialist input.

Balances the “work of the team” with “how the team works”.

Adds significant value to performance and culture.

“The best Learning and Development initiative  
I have ever seen, for ease of use and impact  
they have on leadership teams”  
Rick Carpenter – GMHR Fonterra Australia

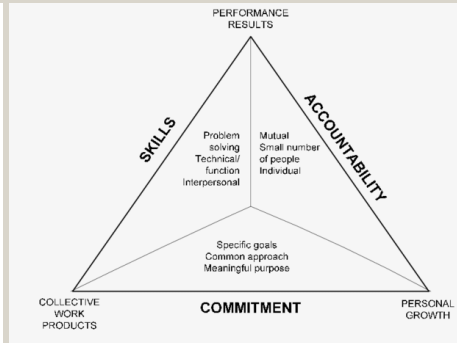
# GLOBAL RESEARCH

## HIGH PERFORMING TEAMS

KEY GLOBAL RESEARCH POINT TO THE SAME UNDERPINNING FACTORS THAT MAKE UP A HIGH PERFORMING TEAM



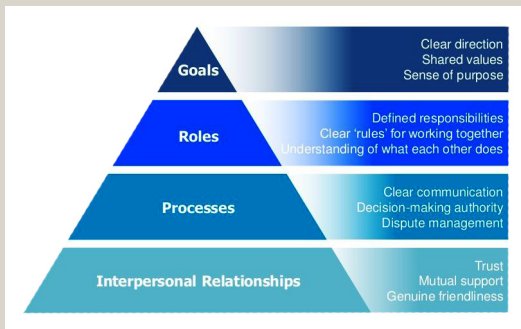
**HACKMAN & WAGEMAN'S CONDITIONS FOR TEAM EFFECTIVENESS**



**KATZENBACH & SMITH'S TEAM BASICS**



**LENCIONI'S FIVE FUNCTIONS OF A TEAM**



**RICHARD BECKHARD'S GRPI**



**GUTTMAN DEVELOPMENT STRATEGIES**

There is remarkable consistency in the five key pieces of global research on team effectiveness. While each model uses a different language, and has a slightly different emphasis, our framework integrates the five key factors that underpin high performance in teams as identified by the global research. As such, we are confident that the conversations our framework creates are focused in the areas that will make the biggest difference to team effectiveness.

# CATALYST'S 4 TEAM PERFORMANCE™ FRAMEWORK



1 >>> MATURITY LEVEL >>> 4

## OUTLINE OF THE FRAMEWORK

# CATALYST'S 4 TEAM PERFORMANCE

## ROADMAP

For team leaders using the tools there are three key steps outlined in the Roadmap.

### CATALYST'S 4 Team Performance™ - Roadmap

How are we doing?  
Assessment Options

What should we work on?  
Provide Focus and Plan

What tools can we use to improve?  
Facilitator Guide, Slides, Exercises

**CATALYST4**  
Maturity Matrix  
Self Assessment

**CATALYST4**  
Quick On-line  
Assessment

**CATALYST4**  
1:1  
Interviews

**Foundations of  
High Performing  
Teams**  
½ day workshop

**CATALYST ONE**  
Inspiring Team Purpose

**CATALYST TWO**  
Clear Goals and Roles

**CATALYST THREE**  
Trusted Ways of Working

**CATALYST FOUR**  
Leveraging Others Contributions

**CATALYST FIVE**  
Positive Relationships and Reputation

Team Charter

Calendar of Team Development

## THREE KEY STEPS:

01

UNDERSTAND  
HOW THE TEAM  
IS CURRENTLY  
DOING  
(ASSESSMENT).

02

PROVIDE A  
FOCUSED PLAN  
ON WHAT  
SHOULD BE  
WORKED ON.

03

USE THE  
TOOLS TO  
IMPROVE TEAM  
PERFORMANCE.

01

### ASSESSMENT OPTIONS

There are three options for how teams can do this:

#### CATALYST4 Maturity Matrix Self-Assessment

Our matrix provides a 1-page snap shot that will help the team quickly self-assess where they sit in each of the areas considered important for creating a high performing team.

#### CATALYST4 Quick On-line Assessment

Our Quick On-line Assessment provides team members information on where they sit in each of the areas considered important for creating a high performing team. It also provides qualitative data and questions that provide further insight into how the team works.

#### CATALYST4 1:1 Interviews

For teams that are dealing with complex or long-standing issues, CATALYST4 has developed a template for one on one interviews with team members which are then collated and form the basis of the first workshop.

# 02

## FOCUSED PLAN ON WHAT SHOULD BE WORKED ON: FOUNDATIONS OF HIGH PERFORMING TEAMS WORKSHOP

This ½ day workshop focuses on developing a shared understanding of why developing as a team matters (and how it fits the broader strategies within the organisation). Team members use the results from their assessment to establish a shared view of where the team is currently and create a focused action plan that will help create high performance and engagement within the team. The outcomes of this are mapped on a Calendar of Team Development which outlines the focus, frequency, and timing of the team's development over a 12 month period.

# 03

## USE THE TOOLS TO IMPROVE

Using the facilitator guides (see page 10), slides and supporting exercises, teams are guided through the conversations to get to clear decisions and agreements that accelerate the team's effectiveness. The outputs of these sessions are collected in the Team Charter.

### OUTLINE OF THE TOOLS

Over the page is a high level outline of each of the tools. There are nine tools (each approximately 2-4 hours) spread across the five catalysts for high performing teams. You will note in the high level outline, distinctions made between working groups and teams. The difference reflects the nature of interdependence in the work. The following questions help teams establish whether they need to be a high performing team or a high performing working group.

Do you:

- Discuss, decide and do real work together? (i.e. are you like a rugby/netball team where delivering the work requires high levels of interdependence).
- Have both individual and mutual accountability? (i.e. are there places where you are jointly held accountable for results)?
- Have collective work outcomes (joint, real outputs of team members)? For example, leadership teams collectively work on the organisational strategy, so the strategy document would be an example of a collective work output.
- Is performance measured directly by assessing collective work outcomes?

If you answer yes to these questions you are likely a team.

Or, do you:

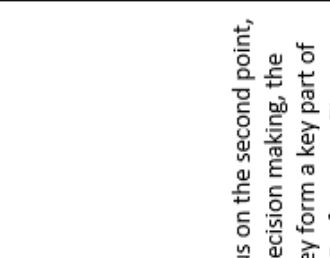
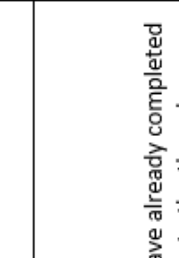
- Discuss, decide, and then delegate? (i.e. the work itself is done relatively independently).
- Have individual accountability?
- Have individual work outcomes? (i.e. the decisions help each person do their individual jobs better).
- Is performance measured indirectly by its impact on others?

If this sounds more like you it is likely you are a working group.



	<b>Purpose</b>	<b>Key Outcomes</b>
<b>Foundations for High Performing Teams</b>	To understand the current state of the team and create an action plan to develop the team to high performance.  To understand the key elements that underpin a high performing team.  To establish a shared baseline view of where the team is currently, and to create an action plan that will help create high performance and engagement within the team.	To create a shared understanding of why developing as a team matters (and how it fits the broader strategies within the organisation).  To understand the key elements that underpin a high performing team.  To establish a shared baseline view of where the team is currently, and to create an action plan that will help create high performance and engagement within the team.
<b>Inspiring Team Purpose</b>	To create a team purpose statement that is inspiring for the team.	To start (and possibly complete) the process for creating a team purpose that is inspiring.  To identify how to use your inspiring team purpose.
<b>Clear Roles</b>	To ensure individuals are clear on their own role, other's roles and the overlaps and boundaries with other team members (for network/working group) AND clarity on the unique team role (for a team).	To ensure individuals are clear on their own role, other's roles and the overlaps and boundaries with other team members to identify (where the team has rated a target level of 4) the unique team role (i.e. what is best done together, rather than alone).
<b>Clear Goals</b>	To create clarity on goals (for network/working group) or shared goals (for team).	<b>Working Group</b> To clarify the priorities and targets within the group. To ensure alignment of the priorities and targets with wider organisational goals and priorities. To clarify the "bring to" and "take away" factors for each person.  <b>Team</b> To clarify the shared goals of the team. To deepen the mutual accountability for our shared goals.
<b>Dealing with Difference</b>	To agree ways of working that build trust, allow honest and robust debate with different viewpoints encouraged and embraced.	To understand the value of conflict. To identify <b>personal</b> patterns that help and hinder robust engagement. To identify <b>team</b> patterns of interaction that help and hinder robust engagement. To agree ways of working that build trust, allow honest and robust debate with different viewpoints encouraged and embraced.
<b>Supportive Environment</b>	To create clear behavioural agreements that foster a supportive environment that accelerates the effectiveness and performance of the team.	<b>Working Group</b> To refresh the way decisions are made. To commit to the specific behaviours that will create a supportive environment  <b>Team</b> Working Group outcomes PLUS To agree the review of, and mutual accountability to, the team behaviours.
<b>Team Skills and Mix</b>	To create clarity on the required team mix and skills for the team.	To ensure the team has a diverse mix of strengths, views, experiences and backgrounds that benefit the team's goals.
<b>Leveraging Team Strengths</b>	To create clarity on members strengths and preferred ways of working to enhance team effectiveness.	<b>Working Group</b> To ensure individuals understand each other's strengths and preferred ways of working.  <b>Team</b> To ensure the team uses their understanding of each other's strengths and preferred ways of working to enhance the effectiveness of the team and to stretch and <u>develop</u> each other.
<b>Internal Networks</b>	To agree ways of working that ensure we draw from and contribute to networks across the organisation, including proactively sharing our learnings with other parts of the business.	To identify and effectively use networks and teams across the organisation that contribute to and are impacted by the work we do (enhance our operational network). To agree ways that we can proactively capture and share insights with other parts of the organisation (enhance our strategic network).
<b>Customers and Stakeholders</b>	To agree ways of working that ensure we are seen positively by our customers and/or key stakeholders and have a reputation for being committed to achieving results.	Identify and prioritise key customers/stakeholders. Have an in-depth understanding of customers/stakeholders expectations and perceptions. Use insights from customers and/or stakeholders to drive new initiatives and changes.

# EXTRACT FROM THE TRAIN THE TRAINER FACILITATOR GUIDE

Time	Slide	Notes and Activities	Notes
		<p><b>Show slide: <i>The Unique Role of the Team</i></b></p> <p><b>Explain:</b></p> <ul style="list-style-type: none"> <li>Teamwork has two key elements –             <ul style="list-style-type: none"> <li>the ‘work of the team’, and</li> <li>the ‘way in which the team works’.</li> </ul> </li> </ul> <p>Most people when thinking about teamwork – often focus on the second point, the way in which the team works e.g. the quality of the decision making, the quality of the interactions, etc. And these are critical (they form a key part of the Trusted Ways of Working on the CATALYST’S 4 Team Performance™ Framework).</p> <p>However, many teams fail to adequately address the first point – what is the ‘work of the team’ – i.e. what work is best done together or what work gets more value because we do it together. And it’s this question that we are focusing our attention on today.</p> <ul style="list-style-type: none"> <li>It is possible to over-invest and under-invest in teams. By clarifying “<b>what is best done together</b>” and focusing shared time only on those factors we will ensure we don’t over or under invest in teamwork.</li> </ul> <p><b>In essence, the work we are doing today is like creating a job description for the team as a whole – the work that is best done together.</b></p>	
60mins		<p><b>Show slide: “Clarifying the Unique Team Role”</b></p> <p><b>Explain:</b></p> <ul style="list-style-type: none"> <li>There are three steps to the process. The first you have already completed – you have individually thought through your answers to the three key questions</li> </ul>	

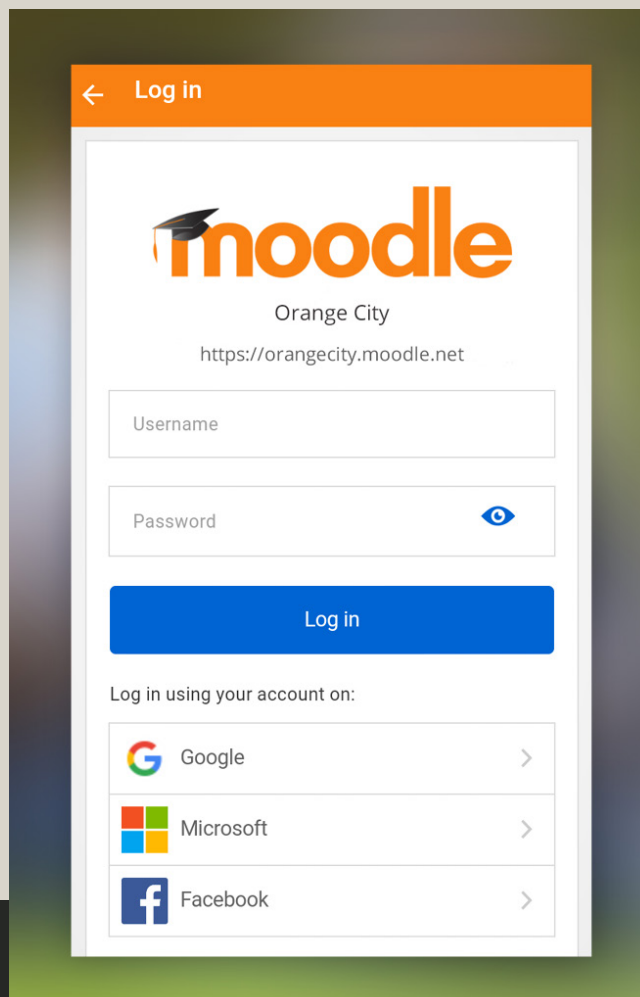
# ON LINE RESOURCE

## SELF-DIRECTED ONLINE RESOURCES ARE AVAILABLE VIA OUR LEARNING MANAGEMENT SERVICE

A unique aspect of our approach is that it has been designed to be self-directed. Each team effectiveness element has a targeted tool complete with facilitation guide, slides, and exercises. These can all be customised by the team to fit the time and focus of their team.

We currently use a Moodle LMS platform to provide access to our resources. Moodle is web-based so it can be accessed from anywhere. The Moodle platform is easily accessible and consistent across different web browsers and devices.

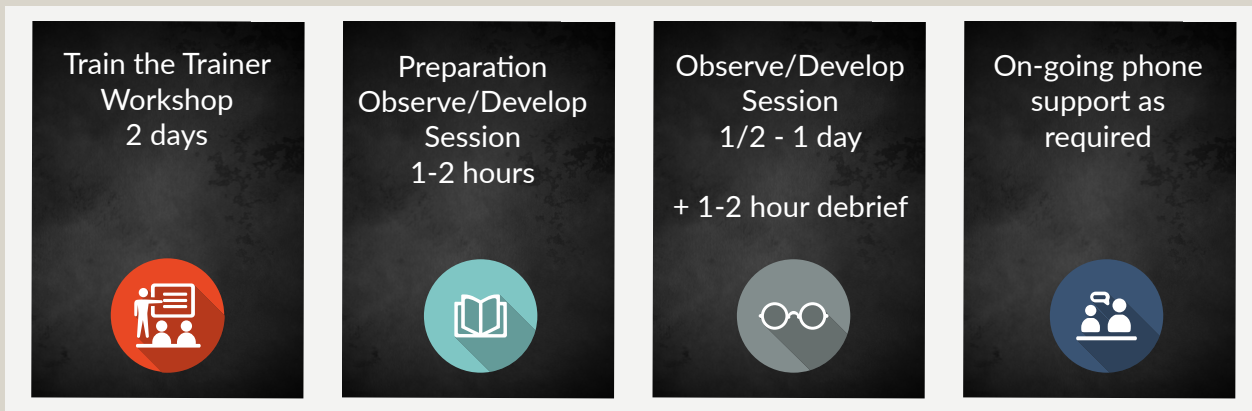
Participants can also download and use the official mobile app for Moodle - Moodle Mobile. With the Moodle Mobile app, you can easily access programme content - even when offline.



# TRAIN THE TRAINER

While the materials can stand alone, there is a Train the Trainer option for key staff within SportNZ.

The Train the Trainer approach consists of the following elements:



## 01

### TRAIN THE TRAINER WORKSHOP

In groups of no more than 10, leaders are taken through a 2-day workshop where they:

Get an in-depth understanding of the CATALYST'S 4 Team Performance™ programme and the resources available to them.

Practice by interviewing a peer and using this information to contextualise why team development matters for this team and get insights into the team's likely development focus.

Practice presenting the CATALYST'S 4 Team Performance™ framework and data.

Practice facilitating two core sessions:

- Clarifying the Unique Team Role
- Agreeing Team Behaviours

Familiarisation / Q&A for other Team Tools

# 02

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## **PREPARATION FOR OBSERVE/ DEVELOP SESSION**

A 1-2 hour phone/skype/zoom call to support the preparation of the workshop they are going to facilitate.

# 03

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## **OBSERVE/DEVELOP SESSION AND DEBRIEF**

CATALYST4 will sit in on the first workshop the leader delivers and provide facilitation support as needed. There will then be a thorough debrief after the workshop.

# 04

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## **ONGOING PHONE SUPPORT AS REQUIRED**

CATALYST4 can be available for ongoing support to help with design/customisation of future sessions.

TRAIN THE TRAINER  
For more information contact:  
[peter@catalyst4.co.nz](mailto:peter@catalyst4.co.nz)