

# BUILDING HIGH PERFORMING TEAMS

By Fadi Stephan

*KAIZENKO*



# Meet Your Neighbors

Think of a high-performing team.

What are some attributes of high-performing teams?

# Attributes of High Performing Teams

Have a Shared sense of purpose.

Work towards common goals that fit into the organizational priorities.

Are aligned and focused.

Clearly understand their roles and responsibilities.

Hold each other accountable.

Work collaboratively as a team.

Spend time together to bond and grow as a team.

Trust and respect each other's strengths and differences.

Communicate openly and resolve conflict effectively.

Open to giving and receiving feedback.

Continuously on a journey to learn and improve.

Have effective leaders.

# Attributes of High Performing Teams



Founder – Kaizenko

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Transform | Innovate | Deliver

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# The High Performing Team Canvas

# THE HIGH PERFORMING TEAM CANVAS

**KAIZENKO**

 <b>TEAM NAME</b>		 <b>DATE</b>	
 <b>GOALS &amp; ALIGNMENT</b> What long term goal is the team working towards? What short term goal is the team working on?		 <b>FOCUS AND BOUNDARIES</b> What constraints is the team working under?	
 <b>SKILLS &amp; DIVERSITY</b> What skills are needed to go from concept to cash? What skills does the team already have? What skills are missing?		 <b>STABILITY &amp; TRUST</b> How long has the team been together? When was the last change in team composition? How well do the team member know each other?	
 <b>EMPOWERMENT &amp; ACCOUNTABILITY</b> What decisions is the team empowered to make and what decisions are outside the team's control?			
 <b>FOUNDATION &amp; SUPPORT</b> What support does the team get in terms of tools, equipment, environment, skills, and education? What support does the team still need?		 <b>GROWTH &amp; EVOLUTION</b> How has the team evolved over time? What maturity stage is the team at?	





# 1. Goals & Alignment

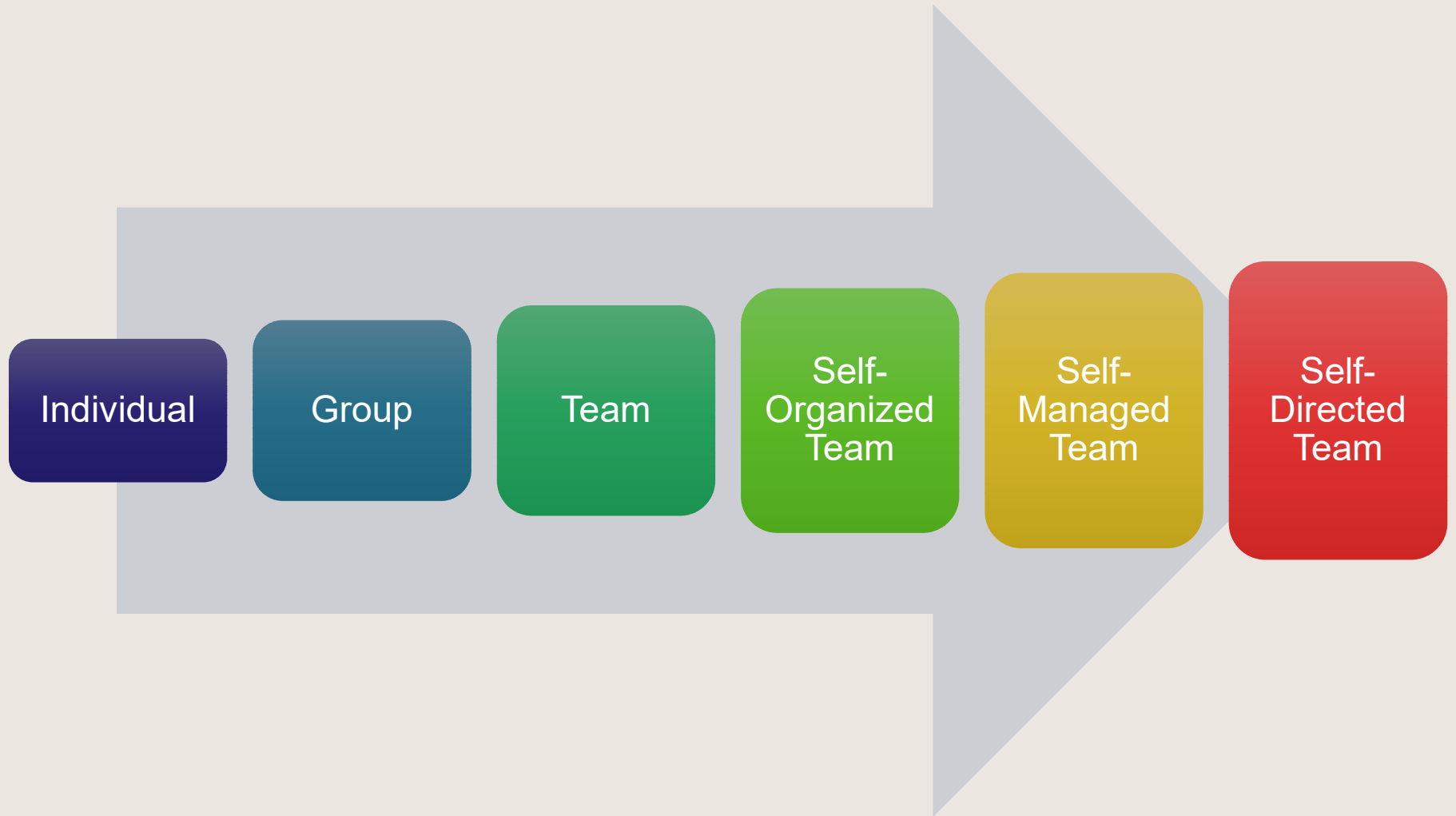
The Product Goal is the **long-term objective** for the Scrum Team.

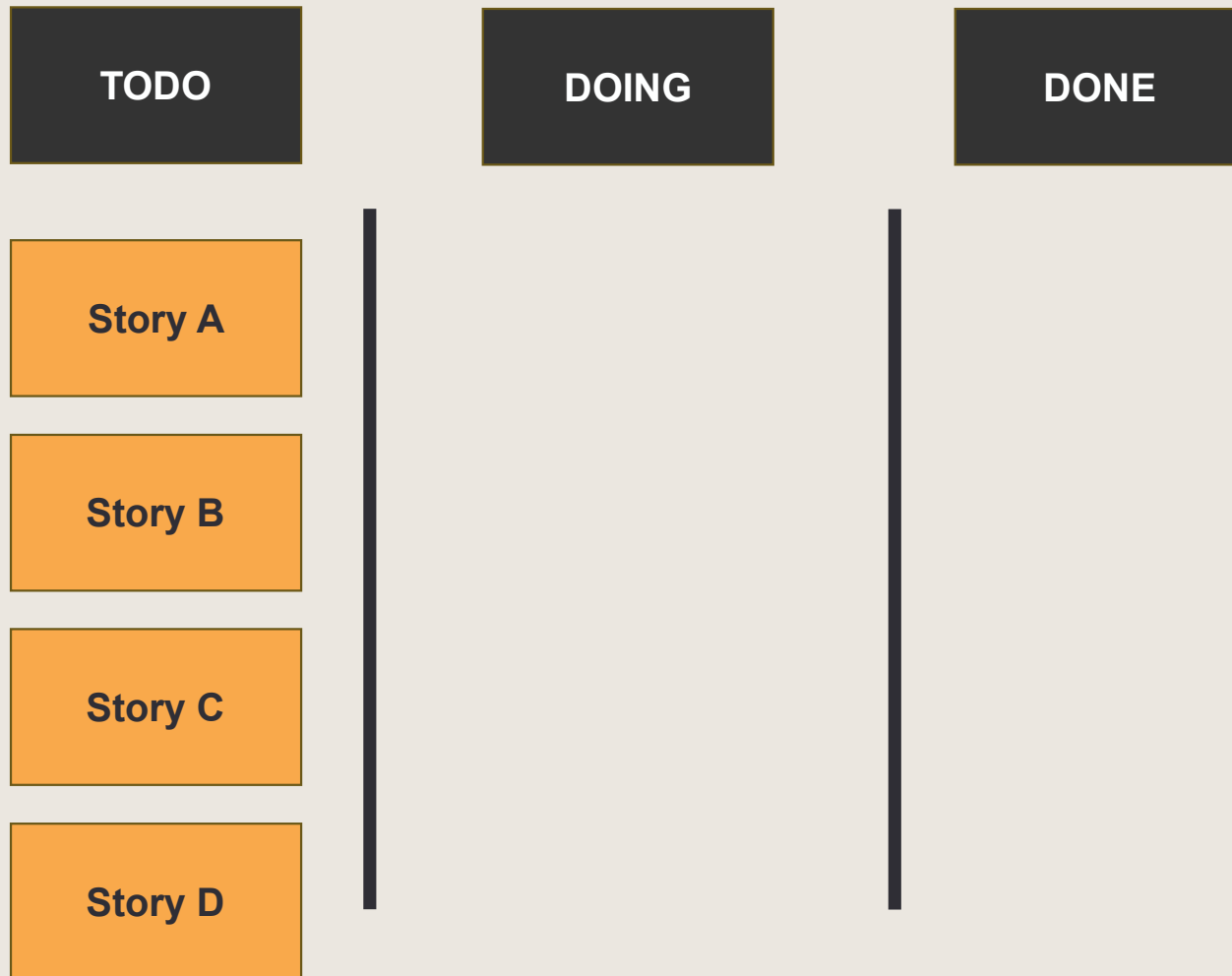
The Sprint Goal is the **single objective** for the Sprint... The Sprint Goal also creates **coherence and focus**, encouraging the Scrum Team to **work together rather than on separate initiatives**.

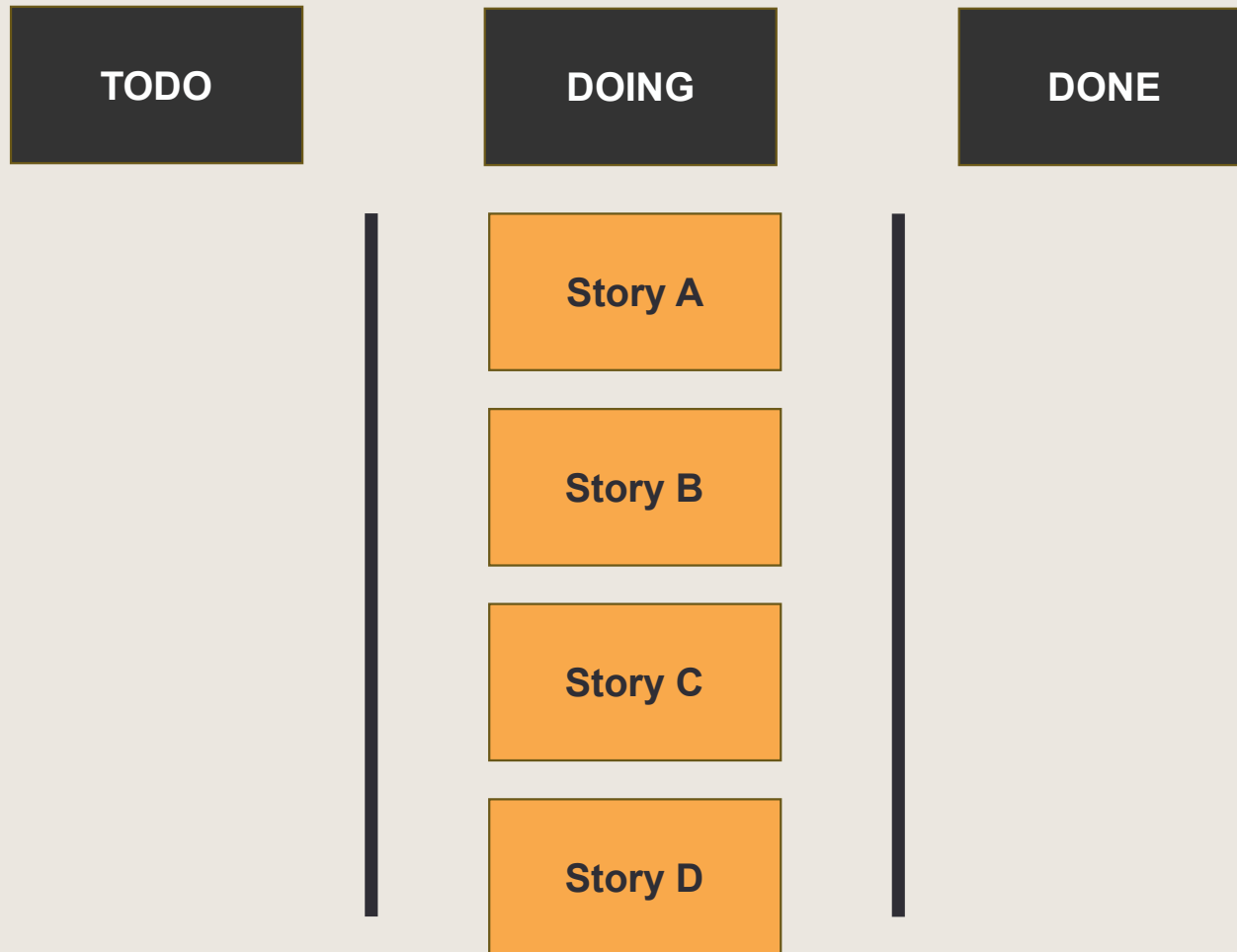
Each Sprint Should  
Have 1 Sprint Goal  
That Results...

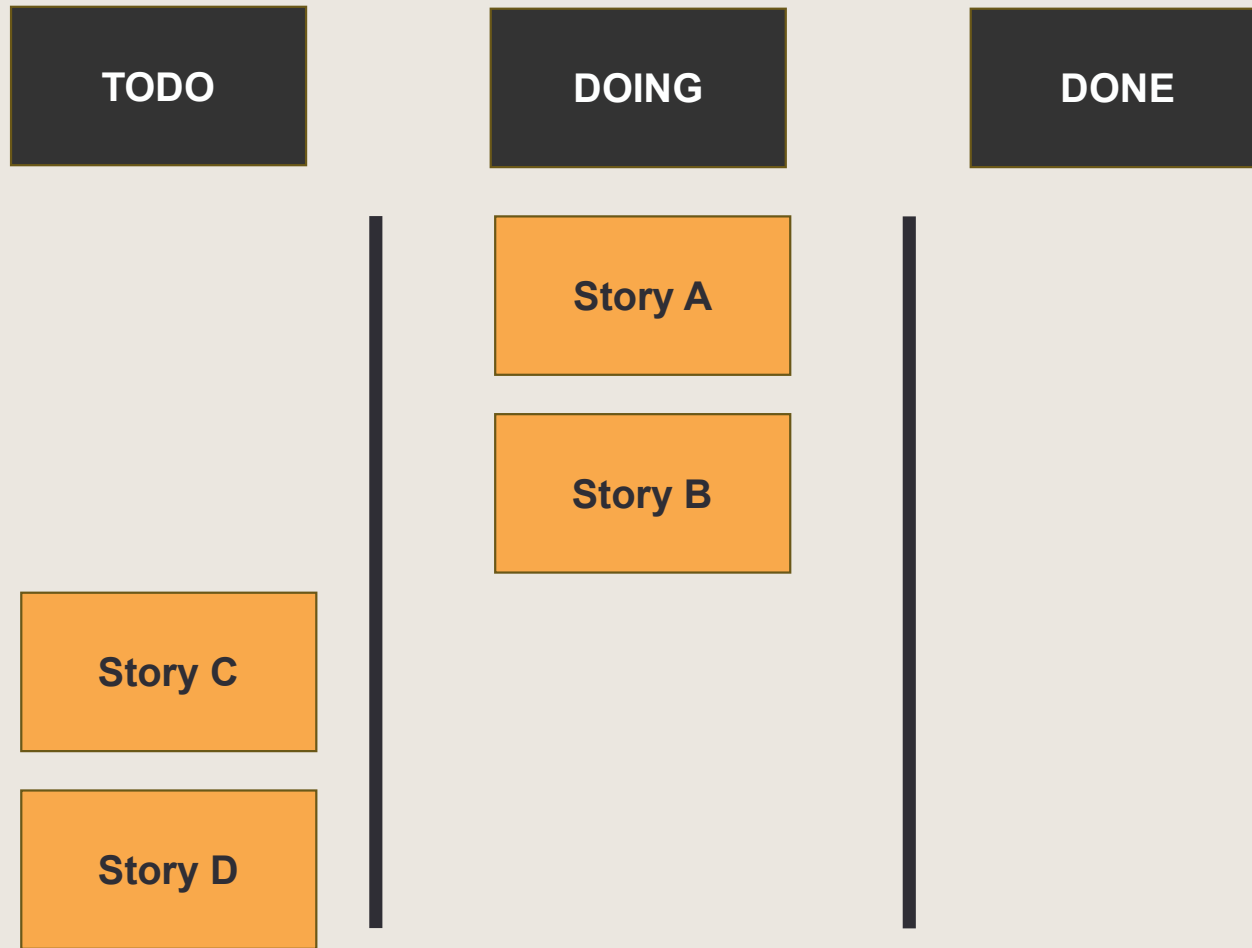
**In A Product  
Increment That  
Gets the Team One  
Step Closer to the  
Product Goal**

# Is Your Team Cooperating, Coordinating, or Collaborating?



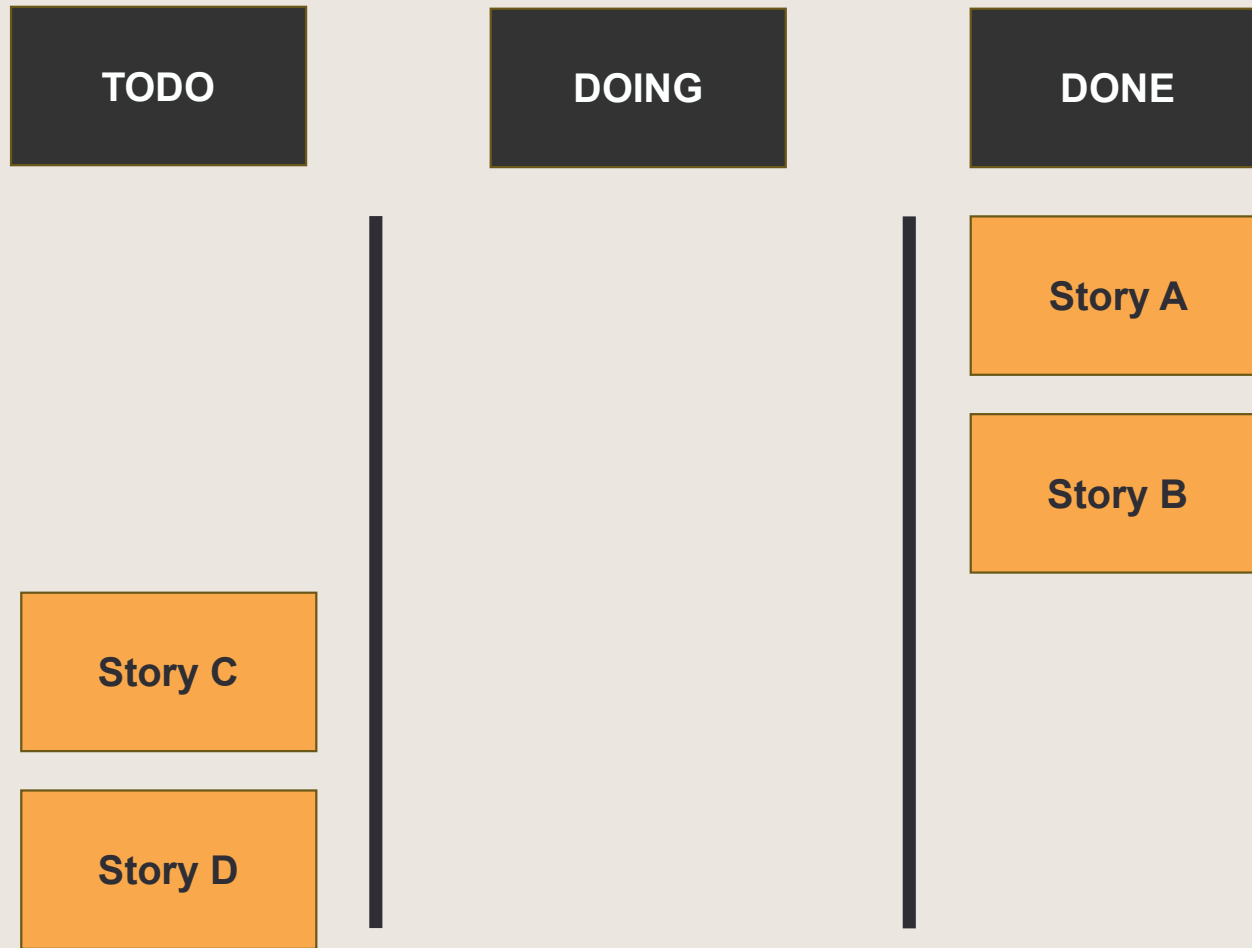


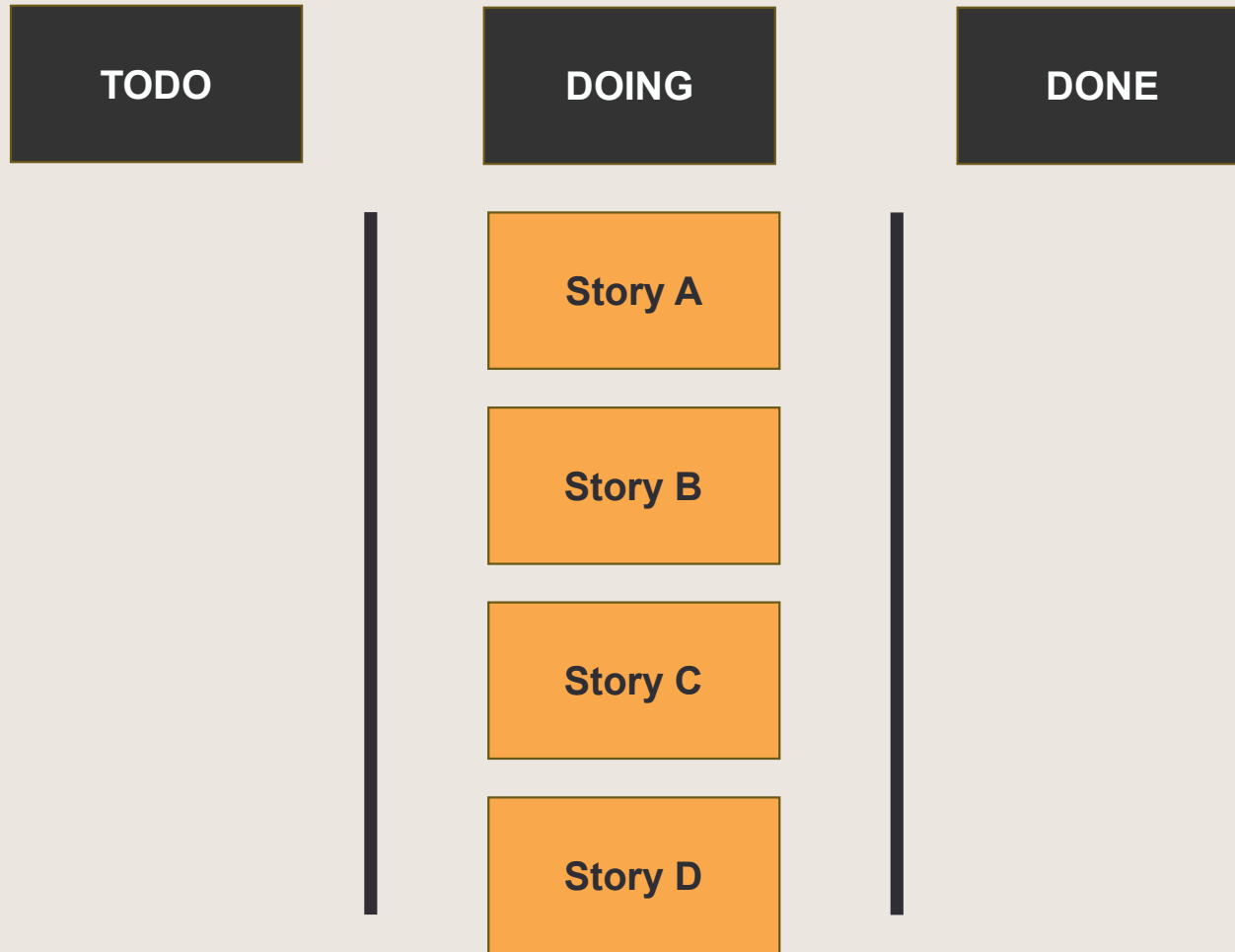




Stop Starting








**Start Finishing**





# THE HIGH PERFORMING TEAM CANVAS

KAIZE

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## 2. Focus and Boundaries

**Deliver a working, useful,  
valuable product increment  
each and every Sprint**

Constraints

Help  
Teams  
Prioritize

Priority

Help  
Teams  
Focus

Focus

Help  
Teams  
Deliver

Delivery

Help  
Teams  
With  
Feedback

Feedback

Help  
Teams  
Continuously  
Improve

Successful use of Scrum depends on people becoming more proficient in living five values:  
*Commitment, Focus, Openness, Respect, and Courage*

These values give **direction** to the Scrum Team with regard to their work, actions, and behavior.

# 3. Skills & Diversity





Within a Scrum Team, there are **no sub-teams** or hierarchies. It is a **cohesive unit** of professionals focused on one objective at a time, the Product Goal.

Scrum Teams are **cross-functional**, meaning the members have **all the skills necessary to create value** each Sprint.

From Idea

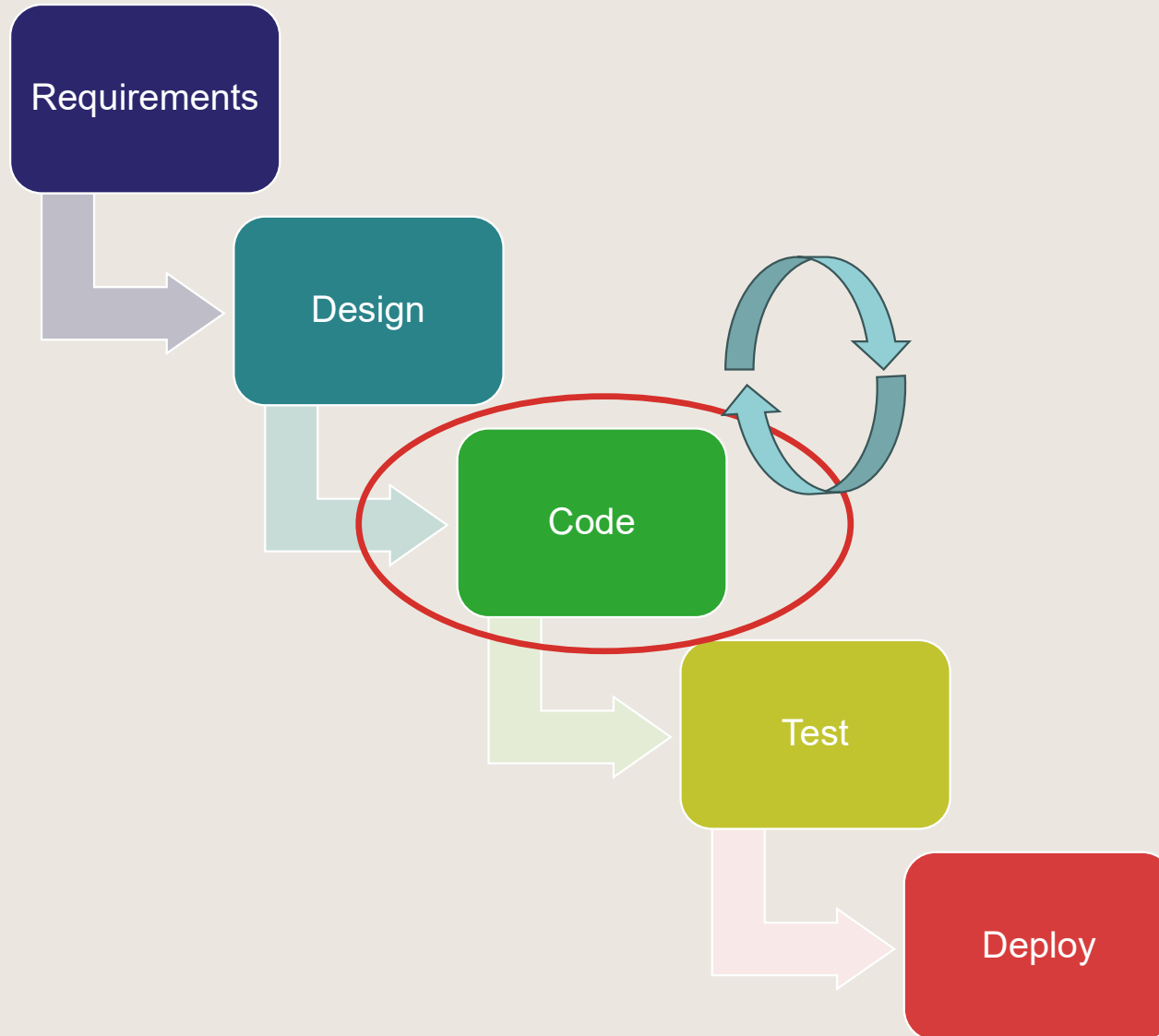
To Delivered  
Product

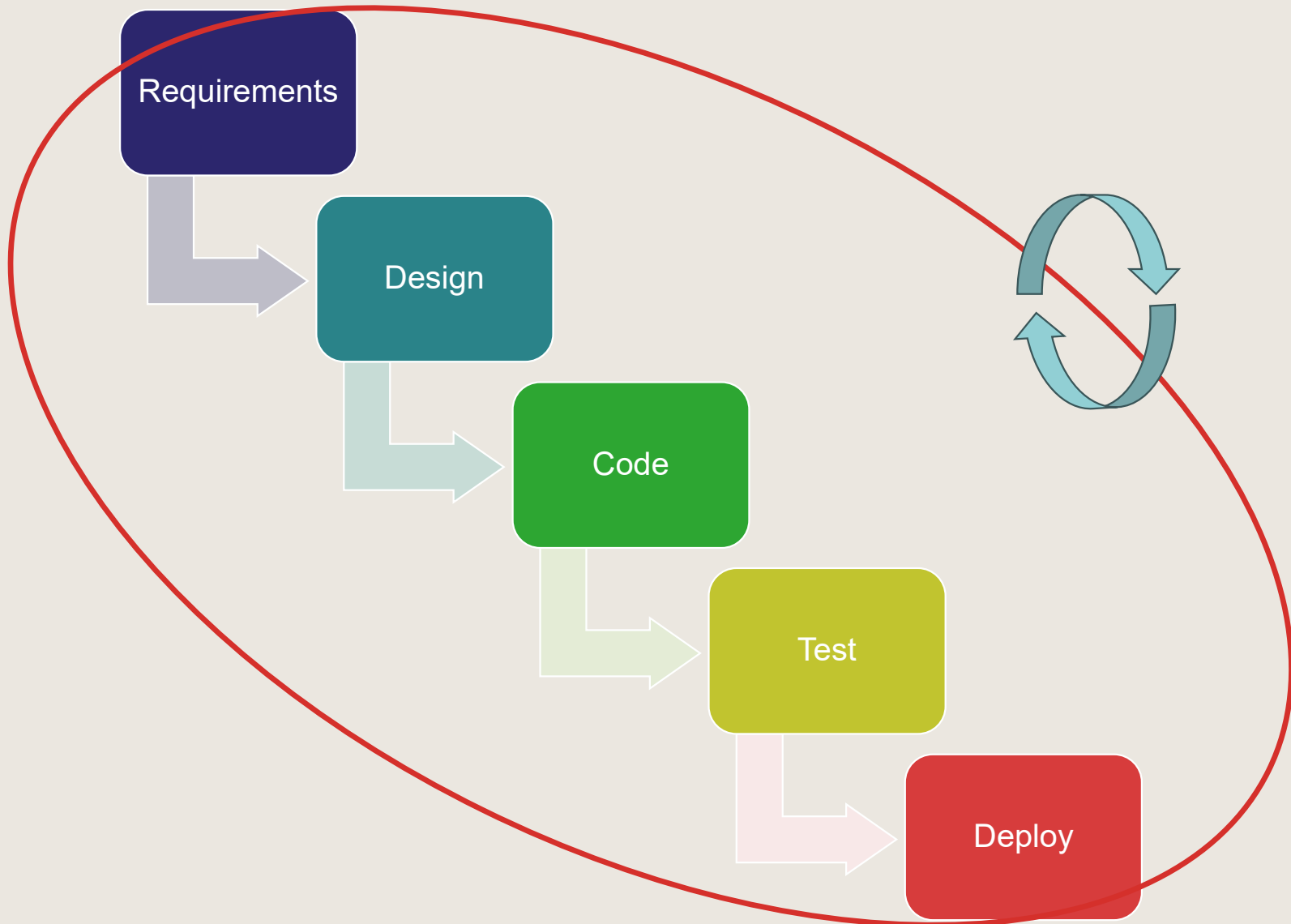
From Concept

To Cash

The Scrum Team is responsible for all product-related activities from **stakeholder collaboration, verification, maintenance, operation, experimentation, research and development, and anything else that might be required.**

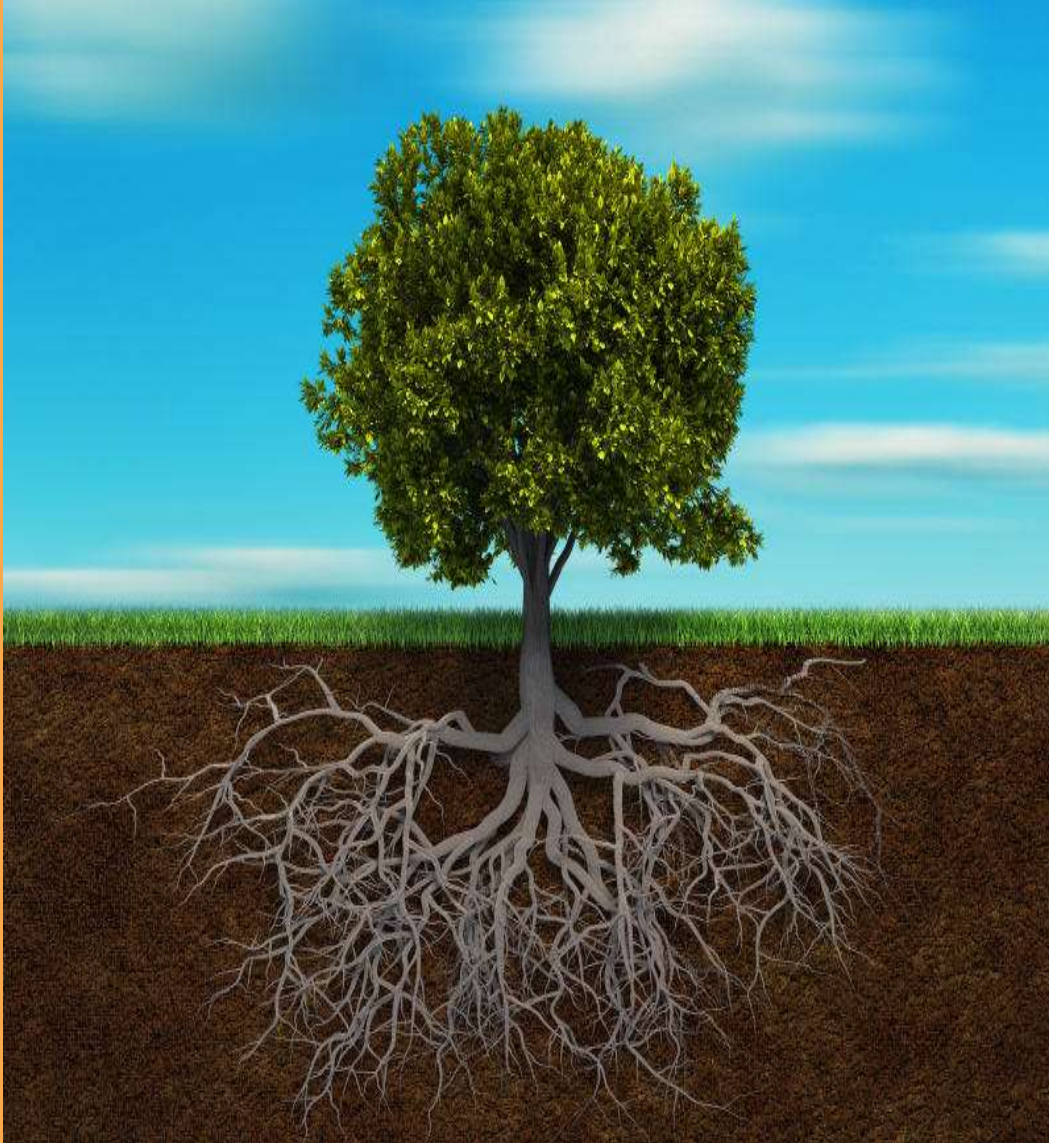
The entire Scrum Team is accountable for creating a **valuable, useful Increment every Sprint...**In order to provide value, the **Increment must be usable.**



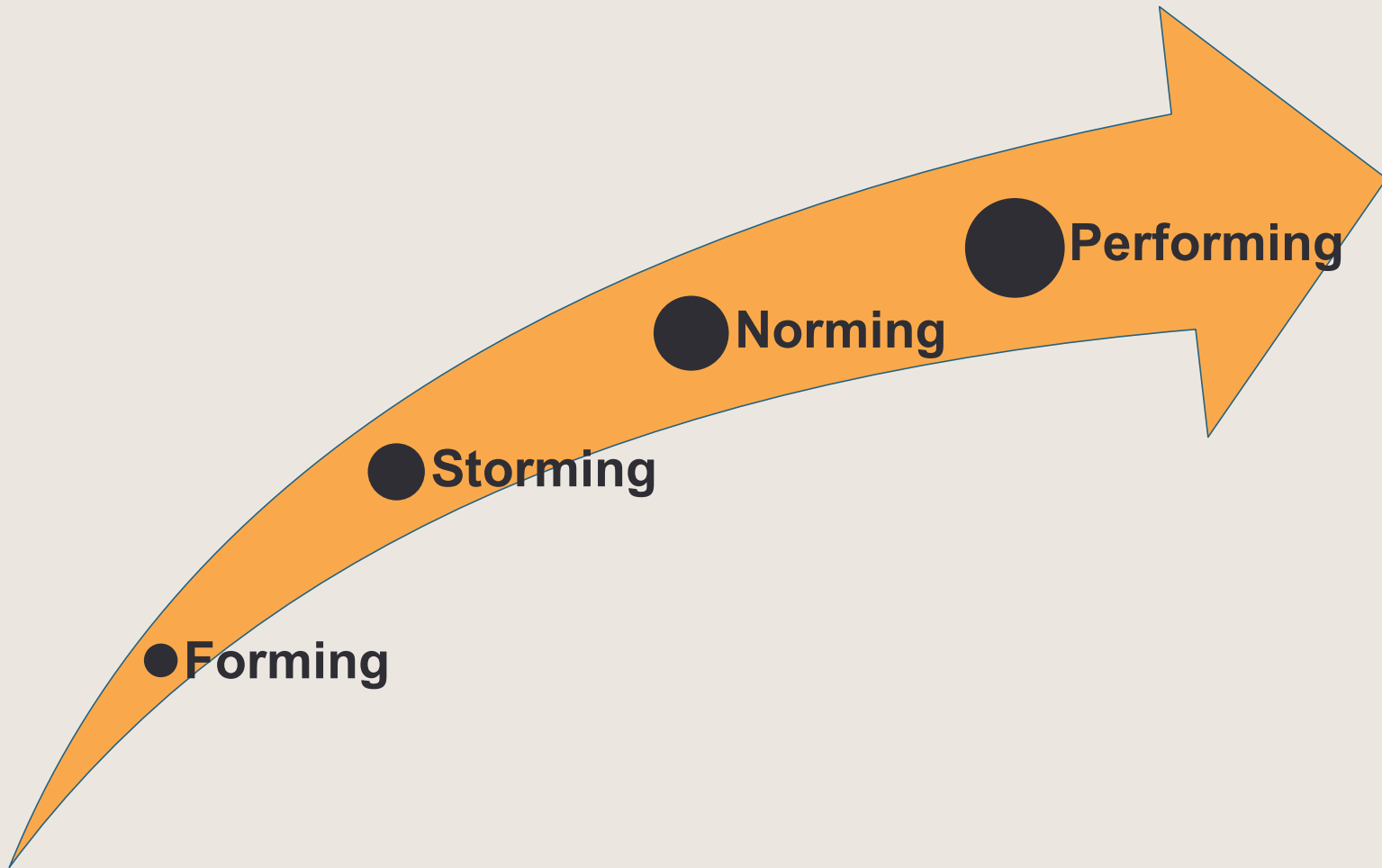


A Sprint is not just  
about delivery

**It's about discovery,  
de-risking,  
validation, learning,  
and delivery**



## 4. Stability & Trust











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- Tuckman's Stages of Group Development

# THE HIGH PERFORMING TEAM CANVAS

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		 <b>GROWTH &amp; EVOLUTION</b>	

# 5. Empowerment & Accountability



Scrum Teams are ... also **self-managing**, meaning they internally decide **who does what, when, and how**.

**Adaptation** becomes more **difficult** when the people involved **are not empowered or self-managing**. A Scrum Team is expected to adapt the moment it learns anything new through **inspection**.

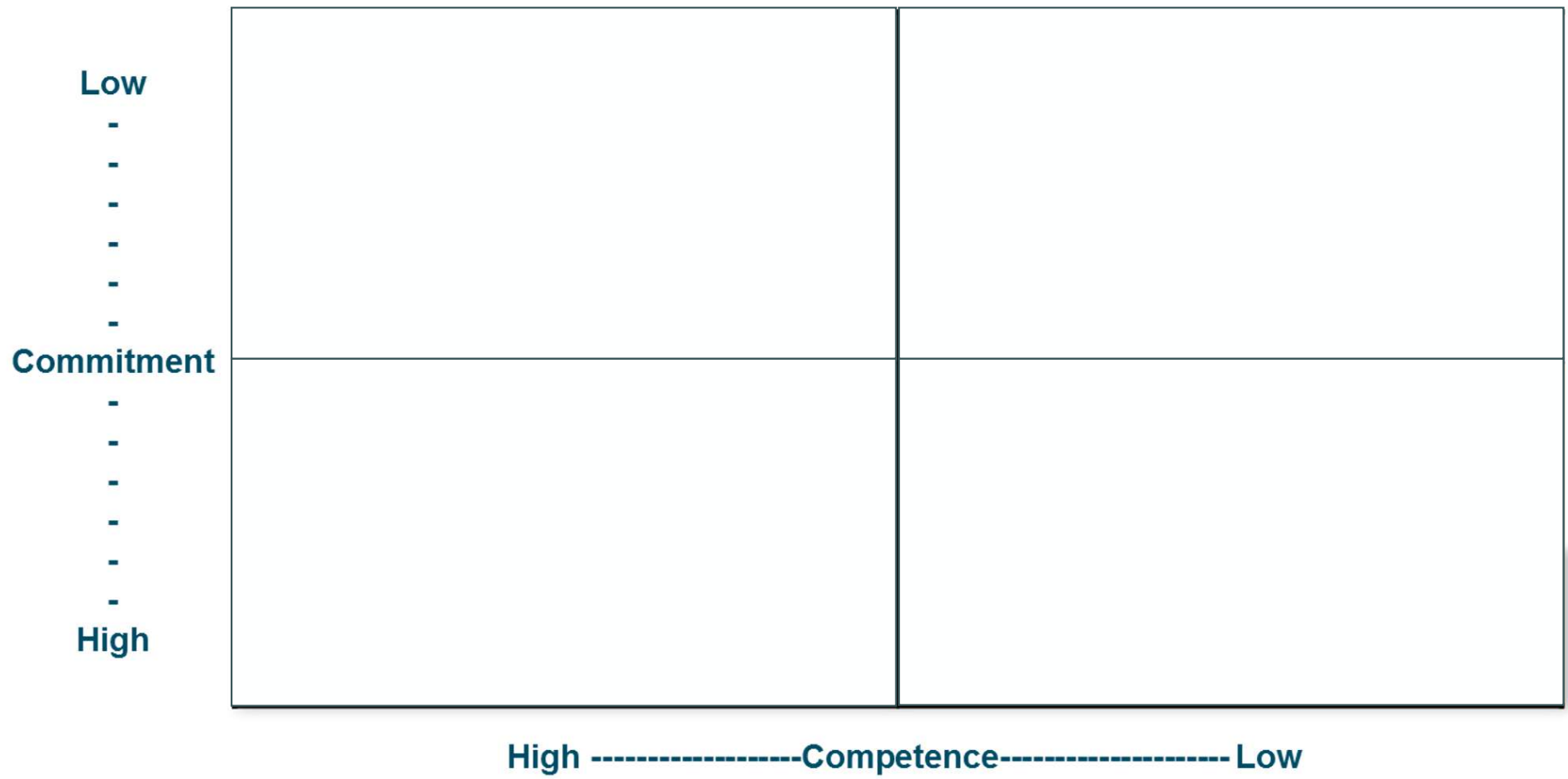
# Situational Leadership®



Diagnose  
Developmental  
Level

Determine  
Leadership  
Approach

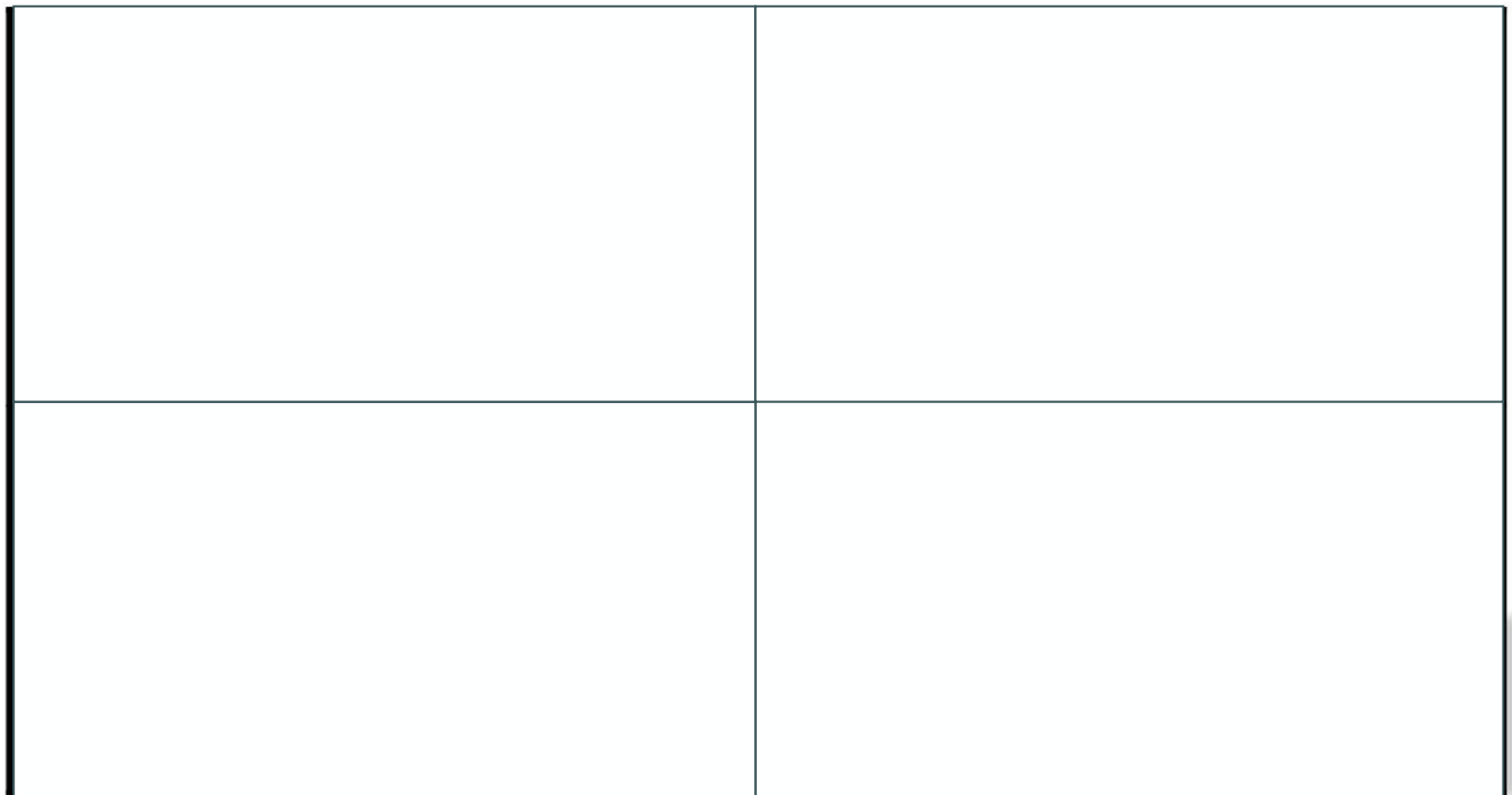
Apply  
Approach and  
Monitor  
Development



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- Situational Leadership

High  
-  
-  
-  
-  
-  
-  
Supportive Behavior  
-  
-  
-  
-  
-  
-  
Low



Low-----Directive Behavior-----High

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- Situational Leadership

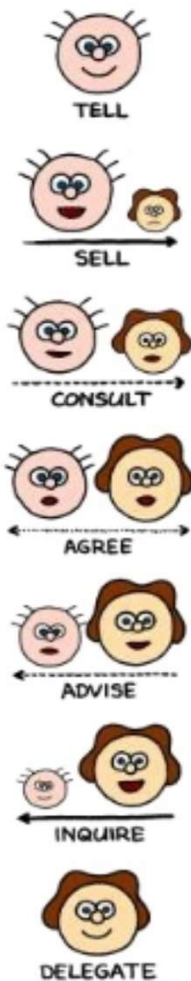
## Situational Leadership

- Tell/Direct
- Sell/Coach
- Participate/Support
- Delegate

## RACI Matrix

- Responsible
- Accountable
- Consulted
- Informed

## The Seven Levels of Authority



1. **Tell:** make decision as the manager
2. **Sell:** convince people about decision
3. **Consult:** get input from team before decision
4. **Agree:** make decision together with team
5. **Advise:** influence decision made by the team
6. **Inquire:** ask feedback after decision by team
7. **Delegate:** no influence, let team work it out

# THE BOUNDED AUTHORITY CANVAS

**KAIZENKO**

TEAM NAME					DATE		
What decisions is the team empowered to make and what decisions are outside the team's control?							
DECISION	TELL	SELL	CONSULT	AGREE	ADVISE	INQUIRE	DELEGATE
Vacation					X		
Tech Stack			X				
Team Members	X						
Priority		X					
Estimates							X



## 6. Foundation & Support



“Build projects around motivated individuals. Give them the **environment** and **support** they need, and **trust** them to get the job done.”

“The best architectures, requirements, and designs emerge from **self-organizing teams.**”

# Supportive Context

Tools

Equipment

Environment

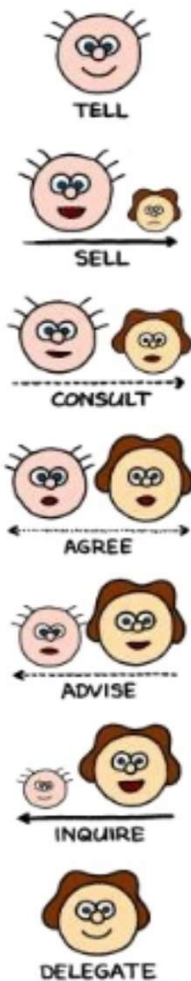
Skills

Education








## 7. Growth & Evolution

## The Seven Levels of Authority



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


Have effective leaders.

# Attributes of High Performing Teams

# Start Using The Canvas To Foster High Performing Teams

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# Slides and Resources

<https://www.kaizenko.com/pmi-nyc-2026/>



Visit [kaizenko.com](https://www.kaizenko.com) for more info on our tools, templates, and training classes

Contact [info@kaizenko.com](mailto:info@kaizenko.com) for in-house customized training or coaching

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