Creating and Leading High Performance Teams
The Teams on K2

<table>
<thead>
<tr>
<th>Team</th>
<th># of Climbers</th>
<th># of Sherpas</th>
<th># on Summit</th>
<th># Dead</th>
<th>Fixed Ropes</th>
<th>Used Oxygen</th>
<th>Would you climb w/ this team?</th>
<th>Was this team a Success or a Failure?</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

Notes:
In Mountaineering and in Business, Success is traditionally defined by Results.

-Did you make the summit?
-Did you make your numbers?

How have teams traditionally created Results?

Notes:
Researching successful teams, we keep hearing the same thing: “It is how we behave that makes us so successful.” “We hire based on skills, but fire based on behaviors.” “We have non-negotiable rules of behaviors.”

The research clearly demonstrates the destructive force that dysfunctional behavior has on American business. Too many teams are held hostage by their under-performers. The statistics are startling (as the following pages point out). The sad truth is too few of us have ever seen or been part of a truly great team. As a result we accept the status quo. It is possible (and worth it) to build a high performance team. There is a formula.
30% = Rate of efficiency at which most businesses operate because of poor engagement levels. —Human Capital Institute

Teams that contain Jerks, Deadbeats and Downers perform 30-40% worse than teams with no Idiots — Will Falps Erasmus University.

What is the cost of an Idiot?
- 87% of other employees want to change jobs.
- 93% of other employees report a loss of performance.
- 73% of managers DO NOT feel comfortable improving and/or removing Idiots from their team.
—Leadership IQ

40% of managers are ineffective and each poor manager costs the organization up to 10X the manager’s salary — Sullivan, 2005

12.4 = On average, the number of people in your company that a manager’s actions can impact.
—Michael Watkins, 2009
If Managing a team is so difficult, how can we get our teams to higher and higher summits?

We have to start by asking ourselves some questions:

What do team members want from their leaders and their team?
Your team members have 6 psychological needs that they want the team to provide. If your team (with you as the leader) isn’t providing these, the team members will suffer from feelings of isolation, loneliness, confusion, distrust, disrespect and dissatisfaction. Are you meeting these needs?
What does the Company want from it’s leaders?
Is there any link between the GOALS we choose and the BEHAVIORS we get?

What happens if we choose a goal that is too easy, or too hard to reach?
How do teams that consistently get to higher and higher summits do it?

High Performance Teams are:
- MOTIVATED by the MISSION
- UNITED by the VALUES
- PROUD of the REPUTATION

-Epluribus Group
The best **Mission** answers this question: Why does the world need your team to succeed? The greater the “good” that you are working towards, the easier it is to transform behaviors. **Core Values** set the behavioral expectations.

**Goals:** Beware of Goal Creep. If your goals are not aligned to the Mission, you are in big trouble.

Too many Managers live on the **tactical** level. “If you want something done right, you have to do it yourself.” Leaders must act from higher up on this pyramid. Sadly in times of stress, most leaders retreat to the tactical level.
The following are the four characteristics that distinguish the members of High Performance Teams.

Can I suggest to you that there is a greater good than money? Not everyone is motivated by money. In fact we tend to be more motivated by money when we don’t have any. As our careers advance, money becomes less important. A study of 400,000 sales people (who have a reputation as being motivated by money) revealed that only 50% of the top sales people are motivated by money. They were motivated by their love of the sales process. Your best performance in life comes from the things that give you the greatest pleasure. Remember the psychological needs that your team members expect you and your team to provide: respect, recognition, belonging, freedom (autonomy), personal growth, and meaning.

“Emotional Factors are 4 times more effective than Rational Factors when it comes to Employee Efforts” – Corporate Executive Board
Visioning starts with goal setting. It doesn’t end there. After goals, comes strategies and tactics. But if it starts with goal setting let me ask you this? How many of you have written goals?

In a survey of 400,000 sales people it was found that 100% of the top performers have written goals.

In sports that say that you have to have two types of goals: performance goals and outcome goals. On K2 we had two outcome goals: get to the summit and get home. And we had our performance goal: climb the mountain in a style that we would be proud of. We talked all the time about these goals especially the style goal. Style is so subjective, that we worked hard to define it for ourselves.

In the work that we do with teams we demand that the team chooses an improbable goal: one in which failure is more likely than success. If the goal is too easy, we find that people don’t give 100% and failure is actually more likely. We want a goal that the team can reach only if everyone modifies their behaviors.
We have this “lone hero” myth in the US. “If you want something done right, you have to do it yourself.” The Lone Hero myth gives narcissists and socio-paths permission to be selfish. How do the best teams leap over so many crevasses? They know that the team is more important than the individual. It is the team’s culture that allows the individual to be so successful. And the individuals, no matter if they are titled as leaders or followers, know that they are responsible for creating a work environment in which the feelings of trust and caring are sacrosanct. Gallup and other organizations have looked at dozens of team based characteristics/behaviors and the research clearly states that the teams that rank highest in trust and caring outperform their peers by as much as 5 times. An environment of trust and caring allows people to approach challenges in new ways. It allows people to take personal risks, and if you do not try new things, talk to new people, explore new leads, you cannot grow.
It takes 10,000 hours of deliberate practice to reach mastery in any field. That’s about 5 years at 40 hours a week.

The best teams practice all the time. They see themselves as having a craft, a set of skills that demands constant evaluation to approach flawless execution. They subscribe to what the Japanese describe as KAIZEN: constant, daily improvement.

One of our biggest problems is that life seems to move at the speed of light. We jump from crisis to crisis. We don’t stop after every challenge and reflect upon it. Without reflection, we can not learn. The best teams use a process called after action reviews, a structured process that examines the critical question: did we move closer to our goal? And they answer this question by looking at all three drivers of results: Tools, Techniques and Behaviors.
## High Performance Team Survey

*Copyright: Warner 2011* (this survey can be customized for your team and can be web based to better allow for analysis by contacting Chris Warner: cw@earthtreksclimbing.com)

### Mission:
*Insert your organization’s mission statement here*

How motivated are you by the spirit of this mission?

<table>
<thead>
<tr>
<th>Extremely Motivated</th>
<th>Motivated</th>
<th>Not Very Motivated</th>
</tr>
</thead>
<tbody>
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<td>6</td>
</tr>
<tr>
<td>7</td>
<td>8</td>
<td>9</td>
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</tbody>
</table>

### Core Values:
*Insert your organization’s core values here.*

Do you feel that you and your co-workers live up to and share these values?

<table>
<thead>
<tr>
<th>These Values Unite and Define Us</th>
<th>We Usually Act in Accordance</th>
<th>Mis-Aligned Values are Dividing Us</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
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</table>

Your organization’s history and future promise are central to its success. In your recent experience, how proud are you of the company’s reputation?

<table>
<thead>
<tr>
<th>Extremely Proud</th>
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<th>Not Very Proud</th>
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### Thinking about your career, where do you fall on this continuum?

I Love My Job, My Co-Workers and I Am Excited About the Challenges Ahead

I Am Satisfied, Hard-working and Still Developing

I Am Looking For a Different Career

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |

### How would you describe yourself on this continuum?

I See Amazing Opportunities, Have a Plan in Place and Have Shared that Plan with my Customers and Co-workers

I Wish Someone Would Tell Me Where We are Going and What I Can Do to Help

I Don’t Like Where We Are Headed

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |

### Which best describes your experience as a member of this organization?

We Trust and Care about Each Other, Allowing Us to Grow Faster

We Are Happy and Function Effectively

I Wouldn’t Describe Us as a Team

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |

### Which best describes the work habits of your team.

Everyone contributes to mind blowing results.

We work hard and are improving.

Some of us work hard at cleaning up the same old messes.

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
Chris Warner is an Emmy nominated film maker, author, expedition leader and entrepreneur (with 175 employees serving 400,000 customers each year). He’s led teams to the summits of Mount Everest, K2 and hundreds of slightly smaller peaks. With over 27 years of experience creating and leading High Performance Teams, he teaches these skills at Wharton, Hopkins and other MBA Programs, Fortune 500 companies, CEO groups (YPO, WPO, SmartCEO and Vistage) and to mission critical teams. His multi-media, keynote presentations will have your audience on the edge of their seats. And with their hearts pounding, palms sweating and minds fully engaged, he will teach them the non-negotiable standards practiced by the world’s best teams.

This workbook captures some of the overt lessons of his presentations. To learn more, read High Altitude Leadership, co-authored with Don Schmincke. The book is available through Amazon and other book stores.