



Irish Association *of*
Corporate Treasurers

IACT Breakfast Meeting

23 September 2022

**Building High
Performance Teams**

Nina Noonan



Building high performing teams

NINA NOONAN

LEADERSHIP CONSULTANT,
PROGRAMME DIRECTOR AND
COACH

What makes a great team?







1

23

3

15

25

11

20

4

2

24

13





What do leaders need for the future?

- Cross-cutting
- Collaborating
- Coaching
- Culture shaping
- Connecting

Collaborating

So what makes
collaboration great and a
team high performing?

Please reflect individually for a few seconds and then share at your table:

What was your greatest/ most costly/ reputationally damaging mistake in 2022 so far?

Pick the worst one at your table and share with the wider audience.

Single best predictor of team
performance outcomes in Google?

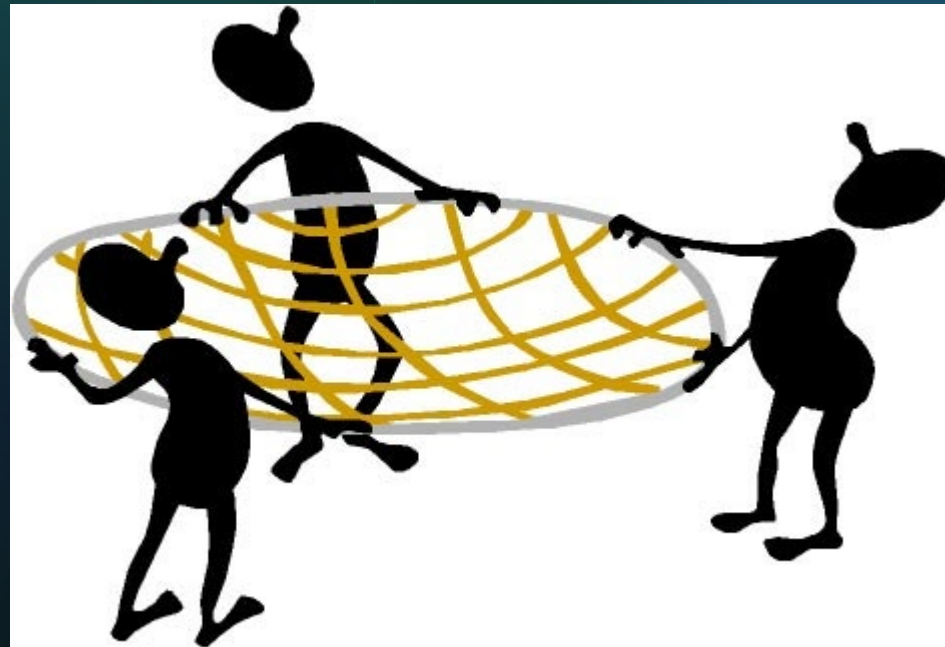
Psychological safety

Google research (Project Aristotle)



Psychological safety (Amy Edmondson)

The shared belief that the team is safe for taking risks.



If you don't want to look...

- **Ignorant** - don't ask questions
- **Incompetent** - don't admit weakness or mistakes
- **Intrusive** - don't offer ideas
- **Negative** - don't criticise the status quo



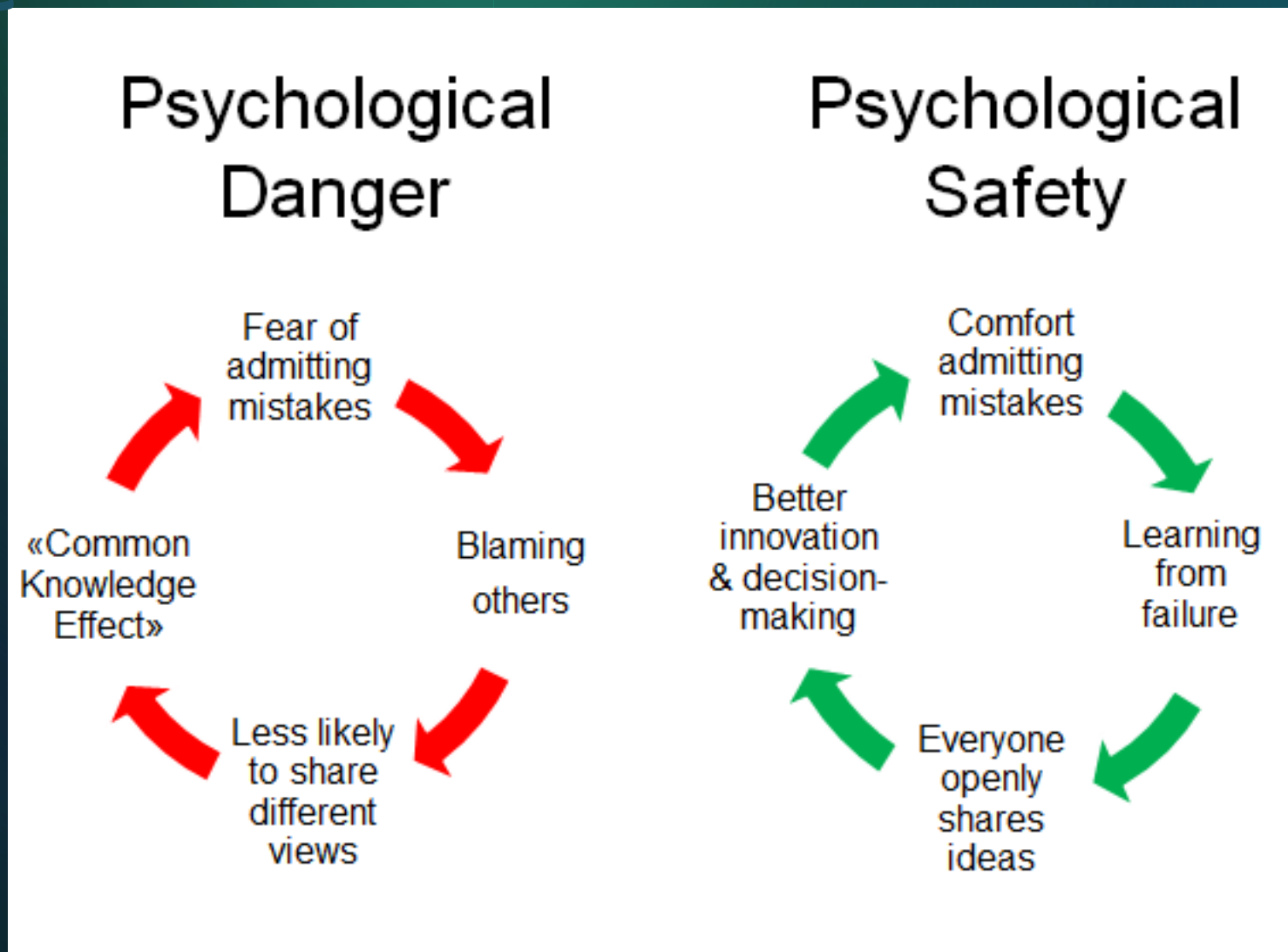


Psychological Safety – Why does it matter?

Without Psychological safety,

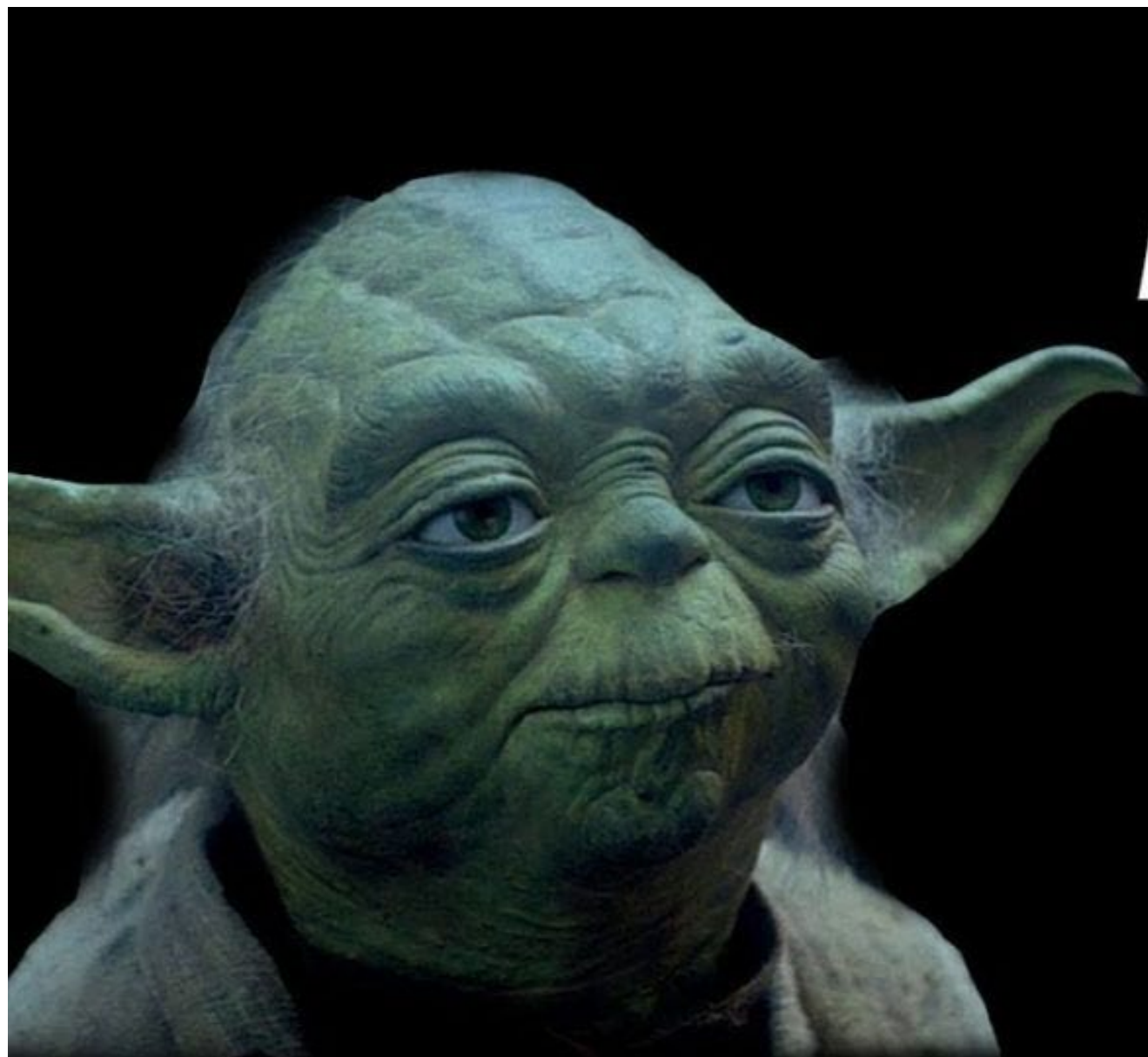
- Learning doesn't happen
- Innovation is stifled
- Creativity is limited
- Things don't get better, but likely worse

Your choice



Psychological Safety & Motivation





***Fear** is the path to the dark side. Fear leads to **anger**. Anger leads to **hate**. Hate leads to **suffering**.*

- Yoda

Goalcast



How do you build psychological safety?

- Frame the work as a **learning problem**
- Acknowledge **your own fallibility** ('I may miss something I need to hear from you')
- Model **curiosity** - ask questions
- Respond to different types of failure **appropriately**
- Ensure participation is **evenly** distributed
- Develop **social sensitivity/ empathy**

MEMORANDUM TO STAFF OF THE VICE PRESIDENT

FROM: VICE PRESIDENT BIDEN
RE: FAMILY OBLIGATIONS
DATE: NOVEMBER 7, 2014

To My Wonderful Staff,

I would like to take a moment and make something clear to everyone. I do not expect nor do I want any of you to miss or sacrifice important family obligations for work. Family obligations include but are not limited to family birthdays, anniversaries, weddings, any religious ceremonies such as first communions and bar mitzvahs, graduations, and times of need such as an illness or a loss in the family. This is very important to me. In fact, I will go so far as to say that if I find out that you are working with me while missing important family responsibilities, it will disappoint me greatly. This has been an unwritten rule since my days in the Senate.

Thank you all for the hard work.

Sincerely,



5 (DYS)FUNCTIONS OF A TEAM

(LENCIONI)

RESULTS

ACCOUNTABILITY

COMMITMENT

HEALTHY CONFLICT

TRUST

**Psychological
Safety**





Building Trust

- Be vulnerable
- Be consistent
- Earn it!
- Walk the talk
- Trust others
- ALWAYS keep your commitments

Healthy Conflict



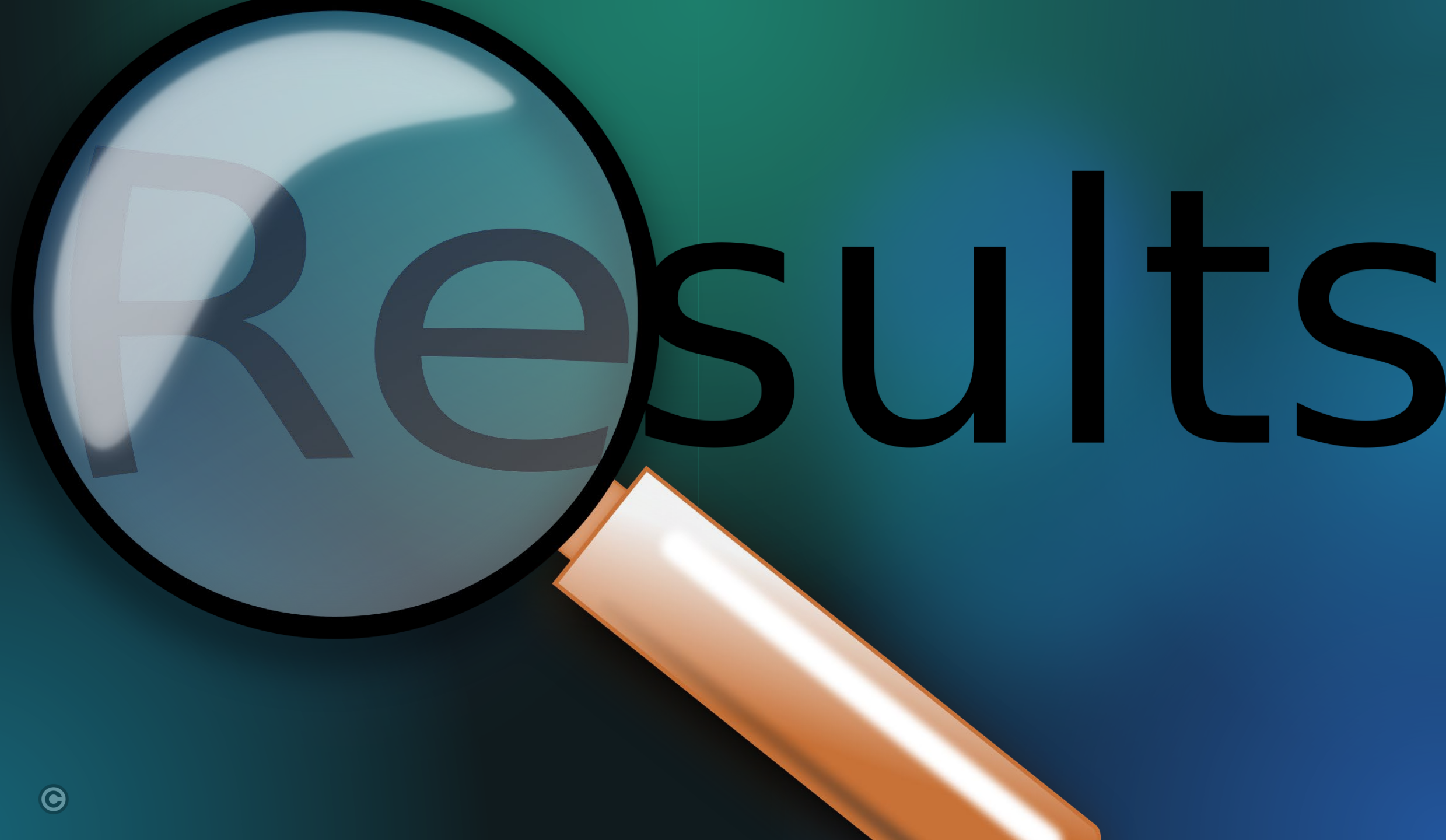


Commitment

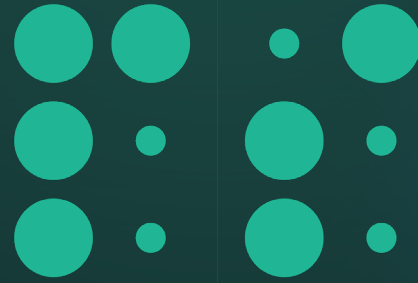
feedback

Accountability





Results



You can't do it alone!



Team Charter

What is your team's shared purpose?

Why do you exist?

What are your team values?

What roles exist in your team?

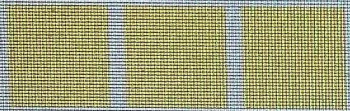
Build a common understanding with your team.

Most Important Things to talk about in the team to make sure your work as a group is productive, happy and stress free.
Instructions: <http://theteamcass.com/auw/>

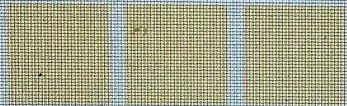
Team name

Date

PEOPLE & ROLES



COMMON GOALS



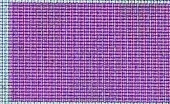
VALUES



RULES & ACTIVITIES



PURPOSE



PERSONAL GOALS



NEEDS & EXPECTATIONS



STRENGTHS & ASSETS



WEAKNESSES & RISKS



Change
Happens
One Step
at a Time



What's your next
step?

PLEASE TAKE A CARD AND WRITE IT DOWN, THEN SHOW US!

THANK YOU!

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All slides in this presentation are for personal reference only please- feel free to get in touch if you would like to use it commercially or within your organisation! Thank you.





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Q&A



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UPCOMING EVENTS 2022

- | | |
|-------------------|--|
| 29 Sept: | Young Treasurers' Evening "The Future of Money" |
| 4 Oct: | GT5k Corporate Run, Docklands |
| 7 Oct: | Annual Dinner |
| 19 Oct: | Technical Briefing – Tax, Legal & Accounting Update |
| 22-23 Nov: | Annual Treasury Management Conference |