

Business Skills and Performance Management

Lecture Title:

Measuring and Managing Team Performance



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Learning Objectives

- Critically evaluate frameworks for measuring team performance – critical evaluation in new contexts
- Apply high-performance team models to organisational contexts
- Analyse challenges in managing remote and hybrid team productivity



Group Discussion

Do you think there are other advanced indicators of team performance beyond traditional metrics like KPI's?



Team Performance Indicators Beyond KPI's

Indicator	Definition	Example / How to Measure
Team Cohesion	The degree to which team members collaborate effectively and trust each other	Peer feedback surveys Observation of collaboration Network analysis of communication
Psychological Safety	A climate where team members feel safe to take risks and share ideas	Edmondson's 7-item survey Analysis of participation in meetings
Innovation Output	Ability to generate novel solutions or improvements	Number of new ideas implemented Prototypes developed Peer/leadership evaluation of creativity

Team Performance Indicators Beyond KPI's

Indicator	Definition	Example / How to Measure
Adaptability	Capacity to respond effectively to change and unexpected challenges	Response time to changing priorities Quality of adaptive solutions
Team Learning & Knowledge Sharing	Continuous improvement of skills and sharing of expertise	Participation in knowledge repositories Peer recognition Retrospectives or internal training sessions
Team Culture Alignment	Alignment between team behaviors and organizational/team values	Culture surveys Observation of behaviors Alignment with stated team norms and values

Group Discussion

“If you could pick two advanced indicators to track in your current or future team, which would they be and why?”



Group Discussion

Can you highlight some team performance challenges even if there are performance management frameworks in place?



Team Performance Challenges

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Reason	Description	Example / Implication
Overreliance on Metrics	Teams focus on hitting KPIs rather than achieving meaningful outcomes	Meeting targets but neglecting innovation or engagement
Framework Rigidity	Frameworks are applied mechanically and not adapted to changing contexts	Teams keep outdated measures despite shifting goals
Misalignment with Organisational Strategy	Team objectives conflict with wider organisational priorities	Marketing focuses on visibility while company prioritises cost efficiency
Lack of Human Factors Consideration	Frameworks overlook trust, communication, and motivation	High turnover or disengagement despite good metrics
Hidden Productivity Inhibitors	Issues like conflict, social loafing, or cognitive overload reduce effectiveness	Collaboration breaks down and performance declines

Group Discussion

Choose 1 challenge from the list and discuss how you would address it.



Detecting & Addressing Challenges

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Challenge	How to Detect It	How to Address It
Conflict	Frequent disagreements, tense communication, decision delays	Establish clear roles, facilitate open dialogue, use mediation or team coaching
Social Loafing	Uneven workload distribution, missed deadlines, low accountability	Set clear individual goals, use peer evaluations, recognise contributions
Cognitive Overload	Signs of burnout, errors, slower decision-making, information fatigue	Prioritise tasks, streamline communication channels, balance workloads
Misalignment with Strategy	Team goals don't support organisational objectives, duplicated effort	Revisit team KPIs, hold alignment meetings, communicate strategic priorities
Low Psychological Safety	Silence in meetings, lack of idea-sharing, fear of mistakes	Encourage risk-taking, model inclusive leadership, celebrate learning from errors
Weak Knowledge Sharing	Information silos, repeated mistakes, dependence on few experts	Create knowledge platforms, reward collaboration, hold regular retrospectives

High Performance Team Models



Group Discussion

“What makes a team truly high performing? Is it skill, motivation, structure, or something else?”



Katzenbach & Smith's Team Performance Model

This model is developed from research on real-world teams (*The Wisdom of Teams*, 1993). It defines six key stages that lead to high performance.

Stage	Description	Key Characteristics
Working Group	Individuals work independently with limited collaboration.	Information sharing, minimal interdependence.
Pseudo-Team	Called a “team” but lacks collective accountability or shared goals.	Poor coordination, focus on individual results.
Potential Team	Recognises need for teamwork but lacks discipline and clarity.	Growing trust, unclear performance approach.
Real Team	Small group with complementary skills, shared purpose, and mutual accountability.	Clear goals, trust, commitment to performance.
High-Performance Team	Deep commitment to each other's growth and collective success.	Shared leadership, strong trust, exceptional results.

Hackman's Model of Team Effectiveness

Hackman's model focuses on conditions for team success, not just outcomes.

When all five conditions are present, team performance, learning, and satisfaction are optimised.

Condition	Description
1. Real Team	Clear boundaries, interdependence, and stable membership.
2. Compelling Direction	Clear, challenging, and meaningful purpose.
3. Enabling Structure	Well-designed tasks, right skill mix, and supportive norms.
4. Supportive Context	Access to information, resources, and recognition.
5. Expert Coaching	Timely guidance to enhance learning and performance.

Lencioni's Five Dysfunctions of a Team

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This model was developed by Patrick Lencioni (2002) and identifies the core behavioural pitfalls that undermine team performance.



Integrating The Models

Model	Focus	Key Strength	Practical Use
Katzenbach & Smith	Team evolution & performance levels	Shows stages of team maturity	Assess where your team is on the journey
Hackman	Conditions for team success	Emphasises environment and leadership support	Diagnose what's missing for effectiveness
Lencioni	Team behaviours & dysfunctions	Simple behavioural framework	Identify trust/conflict/accountability gaps

Integrating The Models - Exercise

Case	Scenario Description	Ideal Model / Models
1. The Struggling Hybrid Team	A technology project team operates across three countries. Despite strong technical expertise, deadlines are repeatedly missed due to confusion over goals and uneven workload.	
2. The Silent Boardroom	A senior leadership team avoids confrontation and rarely challenges each other's ideas. Meetings are polite but unproductive, and key issues remain unresolved.	
3. The Overachievers	A marketing team consistently hits targets but shows high burnout, lack of collaboration, and little shared learning. Individuals compete rather than support each other.	
4. The Newly Formed Taskforce	A crisis response team has just been assembled to handle an urgent client issue. Members are motivated but unclear about shared goals and roles.	
5. The Capable but Stagnant Team	A long-standing operations team performs reliably but hasn't innovated or adapted to new challenges. The team seems comfortable but uninspired.	

Integrating The Models

Case	Best-Fit Model	Reasoning
1. The Struggling Hybrid Team	Hackman's Model	Addresses conditions for effectiveness: lack of direction, structure, and supportive context.
2. The Silent Boardroom	Lencioni's Model	Captures behavioural dysfunctions: absence of trust and fear of conflict.
3. The Overachievers	Katzenbach & Smith's Model	Useful to understand the difference between working group vs. high-performance team.
4. The Newly Formed Taskforce	Katzenbach & Smith's Model	Explains team evolution from potential to real team; focuses on building shared purpose.
5. The Capable but Stagnant Team	Hackman's Model (or mix with Katzenbach)	Diagnostic lens to identify missing conditions like compelling direction and coaching to regain high performance.

Managing Performance in Remote & Hybrid Teams



Key Challenges in Remote & Hybrid Team Performance

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Challenge	Description	Example / Implication
Engagement & Belonging	Remote employees feel disconnected from team identity and purpose	“Out of sight, out of mind” effect Reduced morale and participation
Collaboration Barriers	Lack of informal communication reduces innovation and coordination.	Fewer spontaneous ideas Dependency on scheduled meetings
Accountability & Visibility	Managers struggle to track effort and outcomes fairly	Bias toward visible contributors Misjudged performance
Burnout & Overwork	Blurred work–life boundaries Constant connectivity.	Decline in wellbeing and sustained productivity

Adapting High-Performance Models to Hybrid Contexts

Model	Hybrid Adaptation Focus	Practical Example
Katzenbach & Smith	Move teams from “working groups” to “real teams” through intentional connection and shared goals.	Establish virtual charters defining purpose and norms.
Hackman’s Model	Ensure “supportive context” includes digital infrastructure and psychological safety.	Provide collaboration tools, access to data, and leader coaching.
Lencioni’s Model	Rebuild trust and accountability virtually; encourage constructive conflict.	Use video check-ins to share challenges, not just progress.

Innovative Approaches for Hybrid Team Performance

Approach	Description	Benefits
Asynchronous Tracking	Focus on outcomes and goals rather than online presence or hours worked	Encourages autonomy Supports global collaboration Reduces micromanagement
Digital Dashboards	Shared visual tools to track progress, workloads, and key results in real time	Promotes transparency Collective accountability Data-driven decisions
Team Rituals & Connection Practices	Regular check-ins, virtual stand-ups, retrospectives, and informal social time	Builds cohesion, trust, and team identity across locations
Feedback Loops & Peer Recognition	Frequent, lightweight feedback through digital tools or peer shout-outs	Increases engagement, motivation, and learning
Outcome-Based Evaluation	Shift from effort-based to impact-based performance metrics	Aligns performance with strategic goals and innovation



Ethical & Leadership Considerations in Managing Remote Teams

Theme	Key Idea	Leadership Focus
Avoiding Digital Micromanagement	Over-monitoring (logins, screen time) damages trust and autonomy	Shift from surveillance to outcome-based feedback and clear expectations
Promoting Psychological Safety	Remote settings can increase silence and isolation	Encourage openness, vulnerability, and space for honest dialogue
Ensuring Equity & Inclusion	Hybrid work can marginalise remote members	Rotate meeting leadership, ensure equal access to information and visibility
Transparent Communication	Ambiguity fuels mistrust and disengagement	Communicate rationale behind monitoring and decisions clearly
Ethical Data Use	Digital tools collect sensitive data on performance	Apply privacy principles and obtain consent where appropriate

“Any performance management plan for a remote team must be built on a foundation of trust and autonomy ... You’re not there in the office with the team each day, so you have to trust them to figure out how they’re going to get the tasks assigned to them done.” — David Burkus





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