

# The 5 Shifts

Building a high-performance team requires fostering individual performance while fueling intelligent collaboration. Transform your team's performance through these 5 key shifts:

## 1. SHIFT FROM TEAMWORK TO PARTNERING



Partnering includes the best of teamwork, but transcends it in important ways. The partnering ethos, "We hold out for each other's highest good", humanizes team performance. We spot each other's true potential. We nudge and course-correct each other, holding each other accountable for:

- our impact on results
- our impact on relationships

As a team shifts toward partnering, they stop doing things to each other or for each other - but always with one another. Partnering fuels maturity, mutuality, reciprocity, and an expanding focus from me, to we to us, to *all of us*.

## 2. SHIFT FROM APPS TO OPERATING SYSTEM



One organizational Operating System can power up many apps. The *Partnering Operating System* is comprised of 3 key capabilities:

1. Connect on what matters most
2. Explore what's possible
3. Co-create shared value

Proficiency with these 3 capabilities powers all the apps needed for building high-performing teams; peer coaching, problem-solving, feedback, effective meetings and productive conflict.

## 3. SHIFT FROM PREFERENCES TO NEEDS

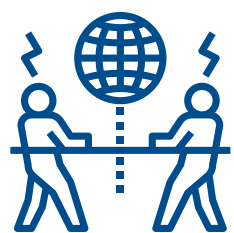


We all have driving needs, that, when fulfilled, release energy inside our brains and prime our executive function to work superbly. The problem? We tend to suppress & stuff down these valid needs and talk about our preferences instead. When we do, and our needs go unfulfilled, they get expressed - but in unskillful ways that destroy the fabric of a team.

Teams make strides toward high performance when they:

- build need literacy
- learn the skillful expression of their valid needs

## 4. SHIFT FROM HARMONY TO TENSION



The most common response to tension is to avoid it - to do whatever it takes to restore team harmony. Why? Tension is perceived as a fear source, not a fuel source. But there's something right inside tension we desperately need to build high-performing teams: energy - the delta between our current reality and our desired future.

Using the partnering ethos we guide teams through the good work of stepping into their real-world tensions, connecting on what matters most, exploring what's possible and co-creating shared value.

## 5. SHIFT FROM OSCILLATION TO INTEGRATION



When we face the tension of opposing points of view or competing priorities, we tend to have one of two powerful drives: a push drive (my way) or a pull drive (your way). Team members often oscillate between the two. This proves to be exhausting. But maturity lies in integrating the push and the pull drive: directness with inquiry, courage with compassion, challenge with support.

When teammates learn to integrate, they get beyond my way or your way and discover the 3rd way - the innovative solution that harmonizes competing needs and recombines knowledge in ways that co-create shared value.

### LET'S TALK

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We've helped companies all over the world — from just a few employees to tens of thousands — energize their essential people and teams. Let's chat about team building strategies for your organization.