



Team Dynamics Program Insight Report

*"Athletes that stepped up and got medals that we didn't think were going to be around the mark. **I think that was because the team was so well prepared, so well functioning.** Individuals understood what they individually needed to do, but also supported everyone else in the team."*

– Performance Director



Project background

This is a summary of an Insights Report that was produced after the consultation. Access to the full report can be requested from the L&C Team.

*"I think having a **top-down, integrated model** like this will be great for all sports"*

– Coach

Team Dynamics Program Aims, Outcomes and Audience

*The program will support teams to establish the internal **conditions** and **behaviours** necessary to **achieve sustainable high performance**.*



Primary aims

- To create a **team success profile**.
- To build a **diagnostic process** to evaluate the current and desired conditions and behaviours that enable team performance.
- To develop **interventions** and supporting resources aligned to the team success profile.
- To **lift the capability of teams** to monitor their team dynamic and implement strategies aimed at development needs.



Desired outcomes

- **Lift in the capability** of team's across the high-performance sport system to self-manage activities that improve their team dynamics.
- Supporting the **enhanced functioning of teams**, leading to improved team performance.



Target audience

- **High performance teams** within National Sporting Organisations and the National Institutes.
- The program could be run with an **entire team** or **subgroups** within teams (e.g. coaches and performance support staff).





The Team Success Profile

*"In group meetings we develop and try to infuse the importance of **working as a team and the importance of supporting the team members**. We talk a lot about it, because I think it creates a better environment and then the final product, which is a competition, becomes better."*

– Coach

Team success profile

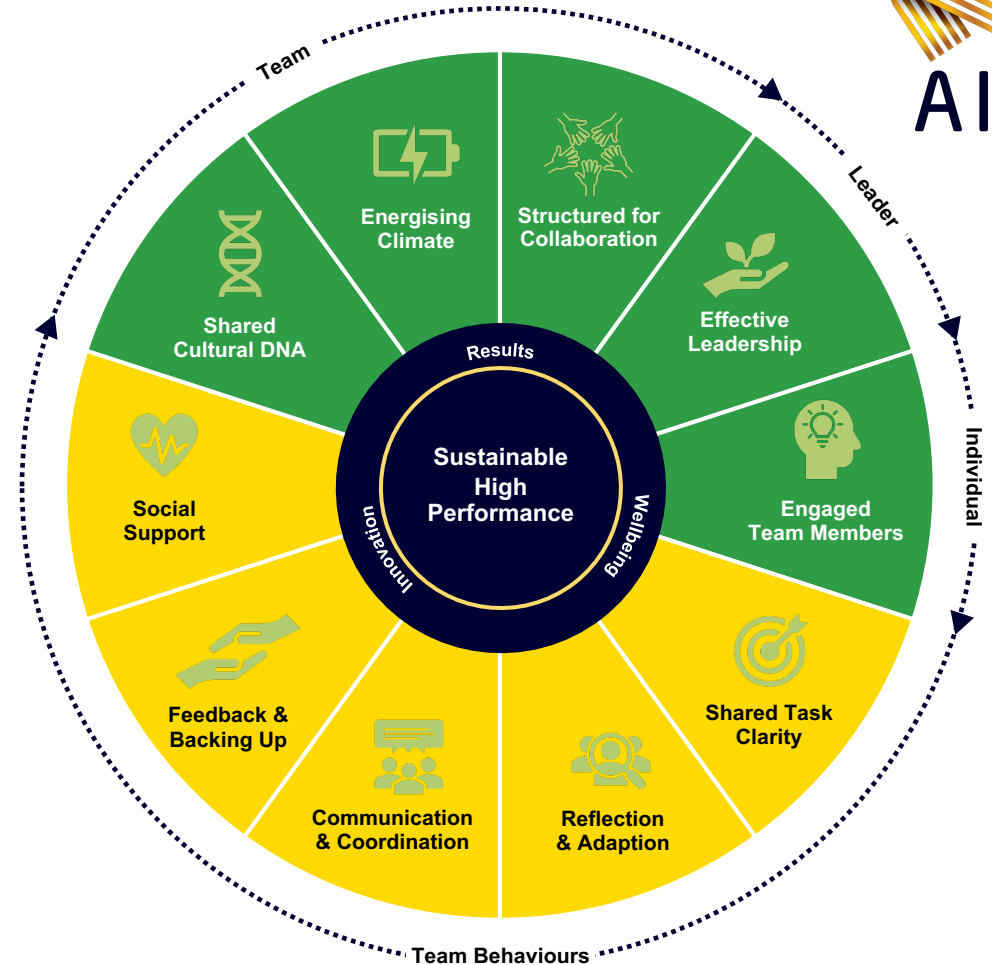
10 Factors that Optimise Team Performance

The findings from the consultation and literature review uncovered 10 factors which optimise team performance. These factors were organised into **conditions** and **behaviours**.

The **conditions – behaviours – outcomes model** is used to organise the various factors which influence team performance. Specifically, team conditions (coloured green) influence team behaviours (coloured yellow) which subsequently affect team outcomes (coloured blue). This process is dynamic, as team behaviours and the outcomes a team achieves influence subsequent team conditions, behaviours and outcomes. Teams cannot be viewed as static entities. The way the team behaves and the outcomes the team attains will change in response to a variety of individual, team, organisational and system factors. This model intends to support teams to monitor and continuously improve their teamwork.

The benefits of using this **team dynamics model** are:

- **It recognises that multiple factors contribute to team success:** Teams are complex. A multi-factor approach helps account for the complexity of team dynamics and highlights the interrelationships between various factors. Previous approaches to team development merely test whether a single factor (e.g. planning) affects a single outcome (e.g. performance), rather than testing the effects of multiple factors on multiple team outcomes (e.g. team performance, wellbeing and innovation).
- **Team performance is influenced by and at multiple levels:** There is a nested nature to teams. Team members exist within the team, which exists within an organisation which exists within the high-performance sports system. Only focusing on individual-level factors (e.g. members' capabilities or attitudes) without considering team, organisation and system factors fails to account for the influence that these broader factors can have on the team.
- **Teams are dynamic:** Rather than viewing teams as static entities that progress in a linear fashion, this model illustrates the dynamic nature of teams. Teams evolve over time through developmental processes, shared experiences and processes of renewal. It is important to consider the impact time and situational changes have on the various factors that contribute to team effectiveness.



*"And I think that's what's most important when you're talking about building a team, is **finding something that you can unite in pursuit of**"*

– Athlete

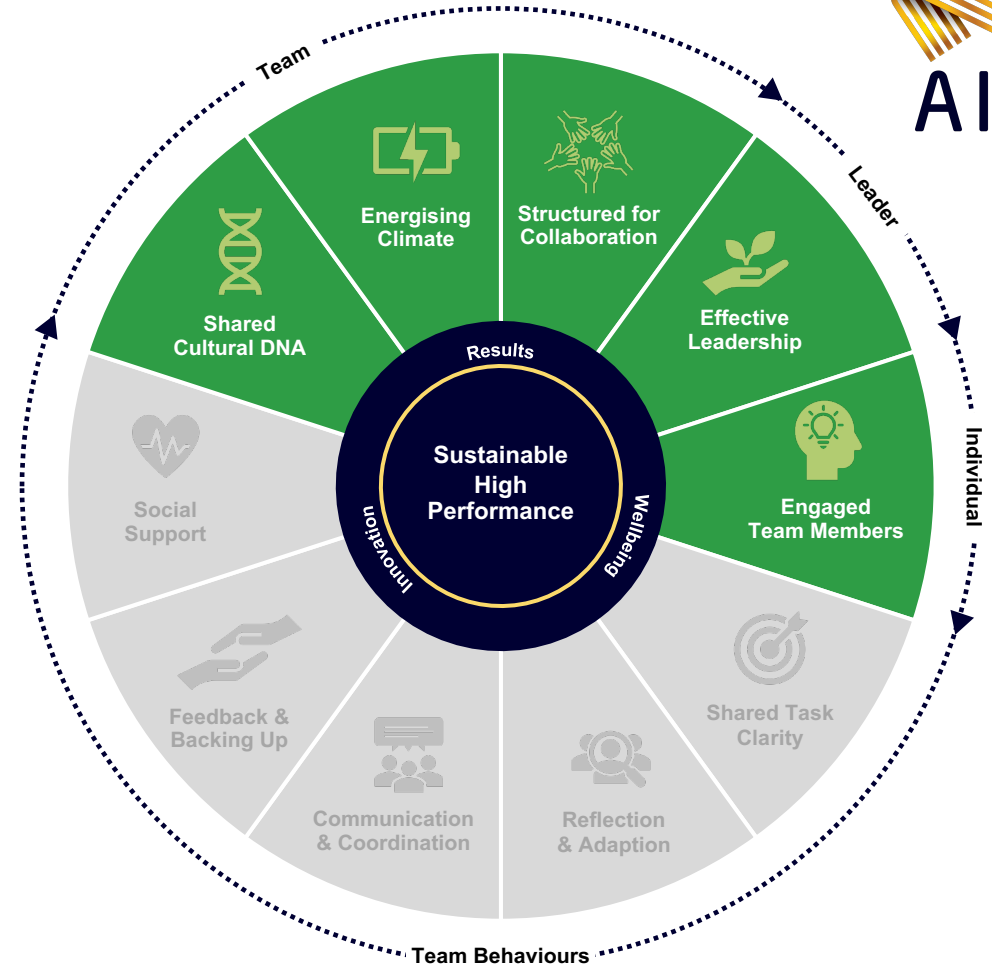
Team success profile

Conditions 'how we set the stage'

Conditions are the variables that enable and constrain team members behaviours.

Condition factors can include individual, leader, team, organisational and system-level factors. These factors can mutually influence each other. Individual-level variables (e.g. member confidence) can be influenced by and/or influence a team context (e.g. team culture), which is influenced by external contexts (e.g. funding, board expectations). The team dynamics model focusses on individual, leader and team-level conditions as they are all directly within a team's ability to control.

- 1 Shared Cultural DNA:** The team has an aligned purpose, values, expectations and identity that sets the standard for behaviour.
- 2 Energising Climate:** A performance environment that supports team member autonomy, is psychologically safe and emphasises mastery.
- 3 Structured for collaboration:** Team tasks and interactions are structured in a way that enhances role clarity, increases opportunities for connection between team members, and promotes shared leadership.
- 4 Effective Leadership:** Team leaders lead by example, are open to new ideas, encourage collaboration, empower team members and set purpose and direction for the team.
- 5 Engaged Team Members:** Team members are emotionally intelligent, think critically and are accountable for their own performance.



*"What we want is **optimising the talent you've got through the cultural frameworks or conditions** around those athletes."*

– SSSM Lead

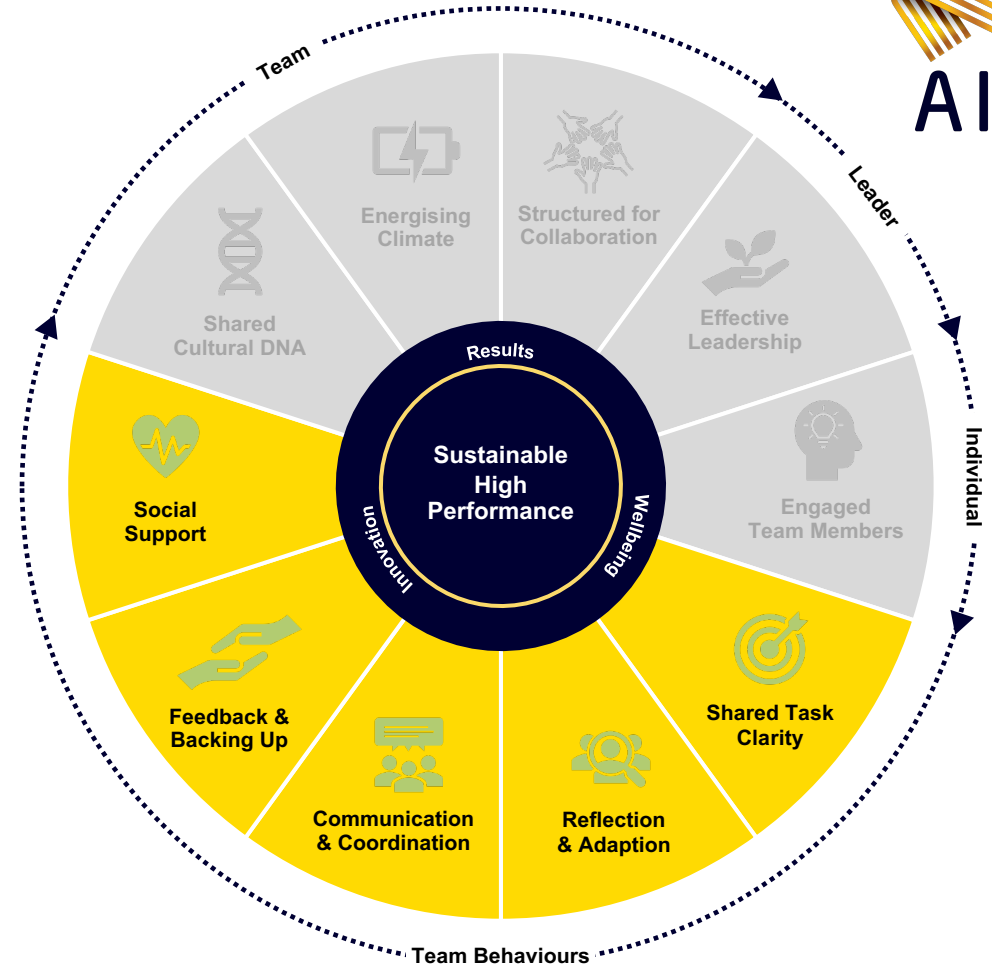
Team success profile

Behaviours 'how we work together'

Conditions combine to drive **team behaviours**, which refer to how members interact to achieve outcomes.

Team behaviours can be divided into 3 groups: transition behaviours, action behaviours and interpersonal behaviours. Transition behaviours (**shared task clarity, reflection and adaption**) describe actions that teams execute between performance episodes. Action behaviours (**communication and coordination, feedback and backing up**) occur as a team works toward the accomplishment of its objectives. Interpersonal behaviours (**social support**) include activities that are focused on the continual management of relationships between team members.

- 6 **Shared task clarity:** When faced with a specific task, team members build a shared understanding of strategies, goals and level of performance required to realise team objectives.
- 7 **Reflection and adaption:** Teams pay attention to, interpret and communicate the information necessary to gauge progress towards goals. The team develops courses of action and make adjustments when necessary.
- 8 **Communication and coordination:** Teams coordinate actions and share task-relevant information during collective task execution.
- 9 **Feedback and backing up:** Team members share timely feedback and go out of their way to assist other members when necessary.
- 10 **Social support:** Team members provide support to others to help them cope with task demands, maintain confidence and motivation.



*"Great teams, I do think, are able to **put an idea out there** and **debate it** and in the process of debating it, potentially **refine** a really good idea and then **commit to it**"*

– Performance Team Director



Team success profile

Outcomes 'what we achieve'

Outcomes are the by-products of team behaviours and indicate whether a team has successfully achieved its objectives.

Outcomes involve higher order outcomes linked to a team's stated objectives (e.g. **sustainable high performance**). Outcomes also involve **individual and team shifts** that occur because of team member interactions (e.g. team cohesion, trust). As teams develop over time, the reinforcement effects of conditions, behaviours and outcomes on each other will be cyclical in nature.

Sustainable high performance:

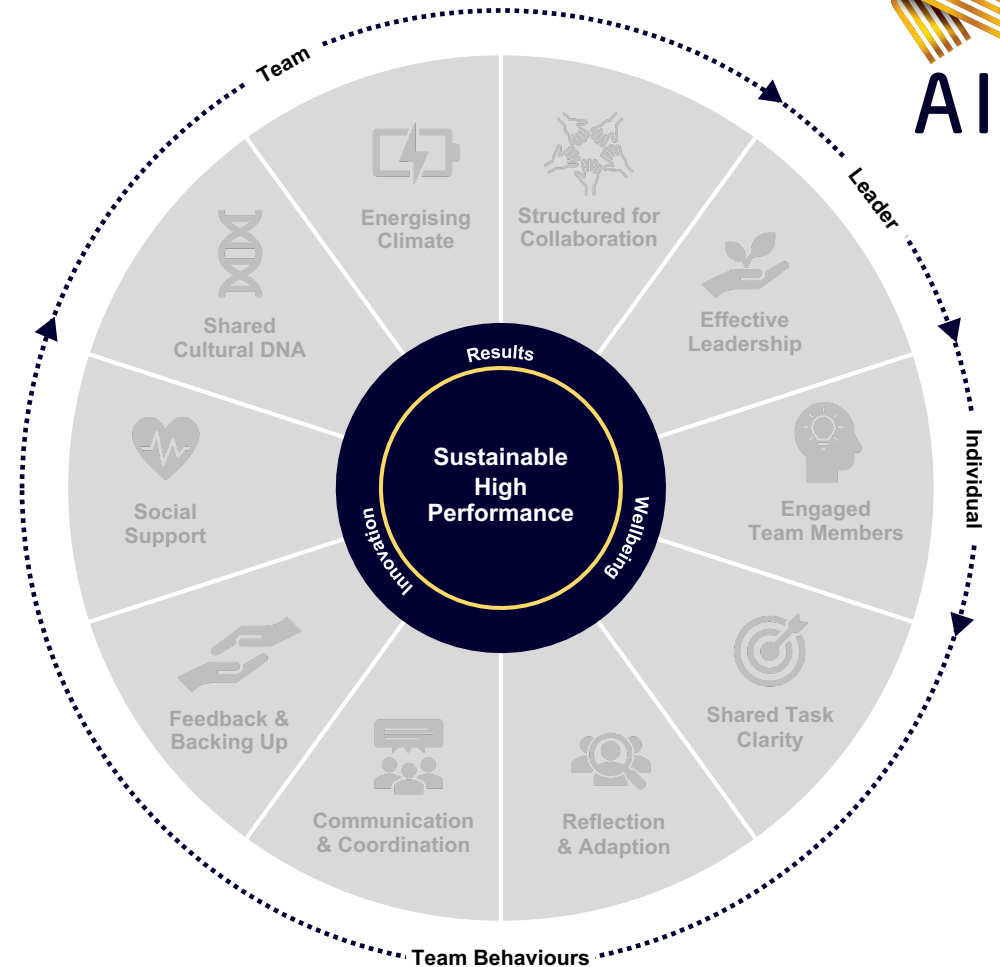
- Results
- Wellbeing
- Innovation

Team shifts

- Trust
- Respect
- Cohesion
- Collective efficacy
- Shared leadership
- Shared mental models

Individual shifts

- Autonomy
- Competence
- Relatedness
- Resilience
- Motivation/challenge seeking
- Engagement
- Reduced burnout
- Reduced anxiety
- Reduced stress



*"I'm a firm believer that the **team improves and every individual in the chain improves** when the team is functioning highly"*

– Athlete



Insights to support program design and delivery

*“Define what **high performance culture** is, then you **measure it** and then you do an **intervention based upon what the data says you need to intervene at** and then you **support the team**”*

– SSSM Lead

Program design principles

Based on the insights from stakeholders, the following 10 program design principles have been developed:

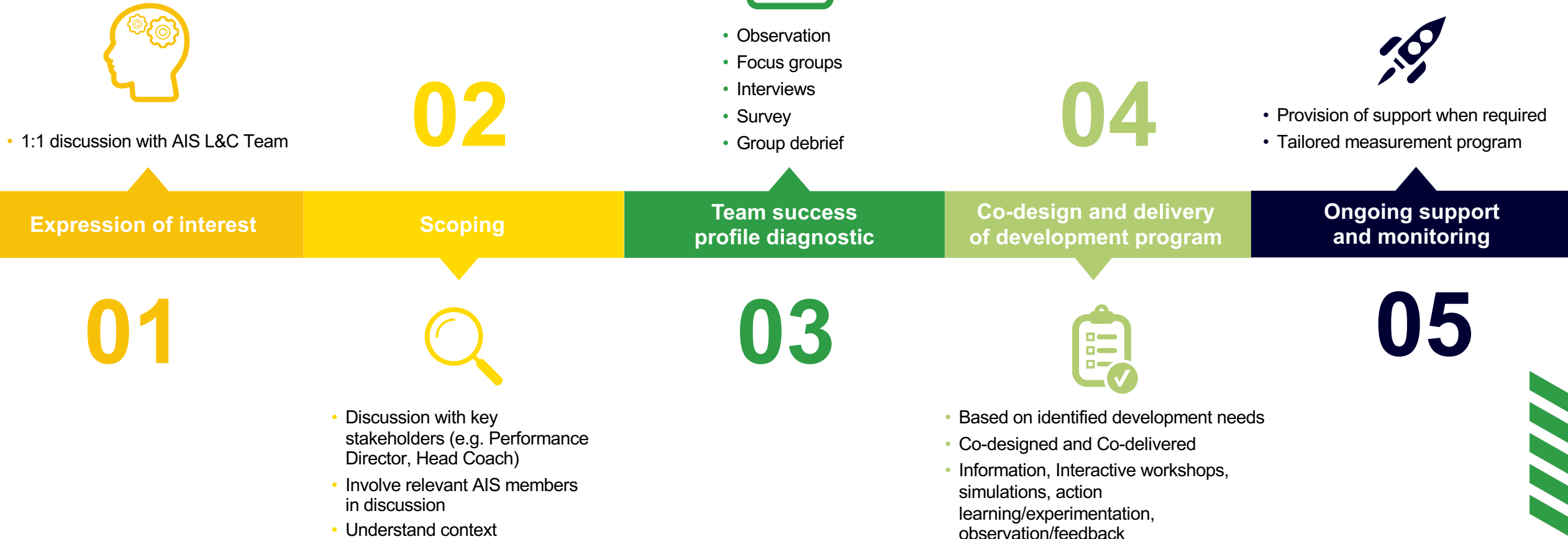


- 1 This program is a **proactive strategy for those teams that want to continually improve**, it is less suited to fix a crisis that has already happened.
- 2 **We will meet each team where it is.** The design, development and delivery of the program involves the active engagement of team members with knowledge of the team.
- 3 The focus of the program delivery will be **clearly aligned to team needs**. The intensity of the support/interventions we recommend will depend on the **diagnostic** result.
- 4 The program will be **contextualised** and **highly responsive** to needs. The trade-off is that it is not highly scalable (yet), so if the program has a strong uptake.... there might be a waiting list.
- 5 Quite often it will be a **marathon** (or, at least, a middle-distance race), not a sprint. Depending on what we find, the shift to enhanced levels of team performance may take time.
- 6 The program will focus on **addressing in-team factors**, not trying to change the causes of systemic influences on team performance.
- 7 The program will involve **engagement with the team at multiple time points** and is delivered when most appropriate/relevant to team needs.
- 8 The program will include **multiple opportunities for varied feedback**.
- 9 At least **2 or more dimensions of teamwork will be targeted**, and all programs will include the exploration and development of **interpersonal dynamics**.
- 10 **Multiple delivery formats** will be used. (e.g. information, demonstration, interactive workshops, simulations, on-the-job practice, observation and feedback).



Team Dynamics Program Roadmap

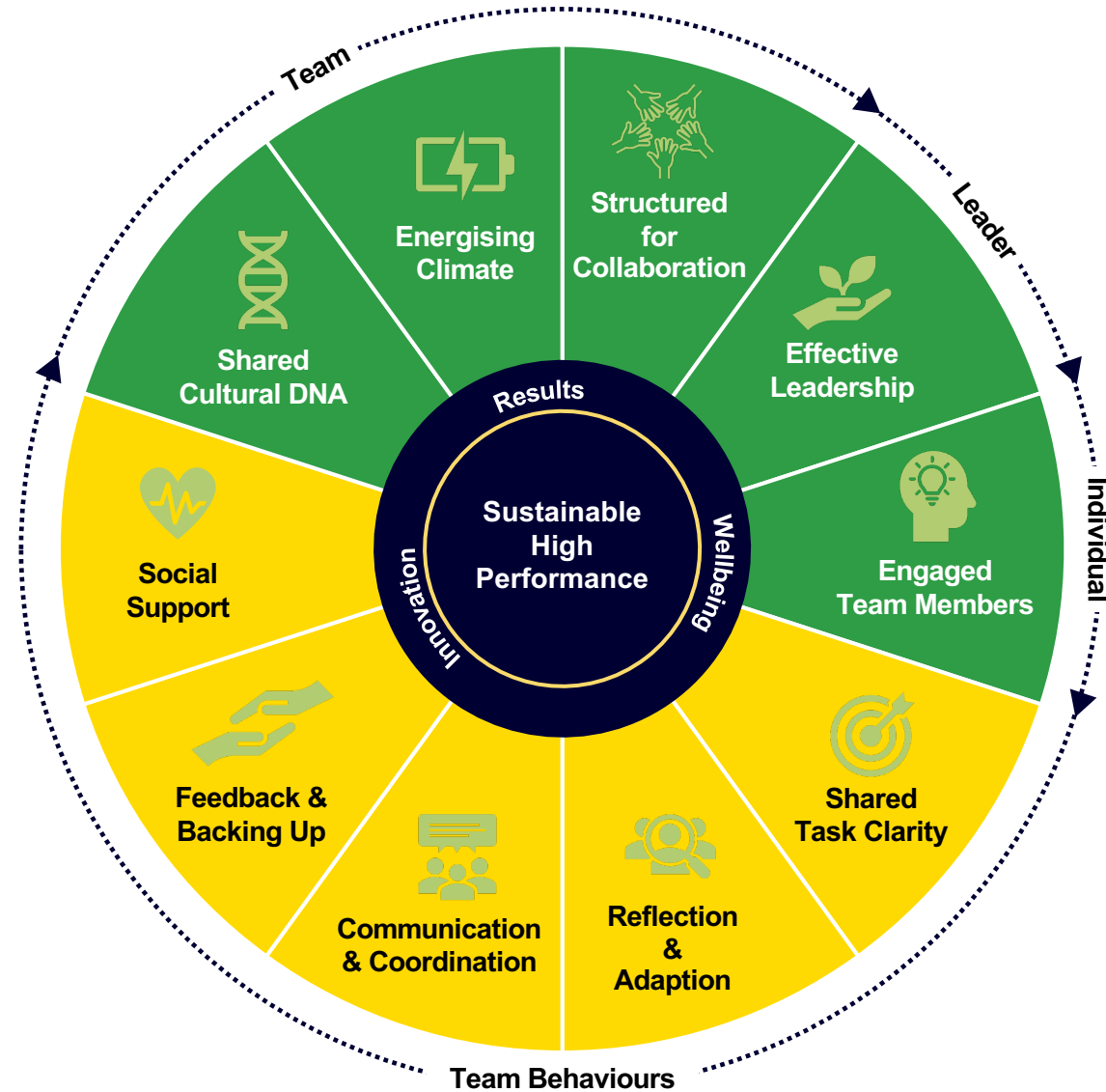
The design principles that were developed following the consultation led to the design of the **Team Dynamics program roadmap**. The roadmap outlines the stages that a team will go through during the program. Further detail on the **diagnostic** and **delivery** elements of the program are provided on the following pages.



Diagnostic Approach

We would engage with the team to conduct a team success profile diagnostic which would use a combination of:

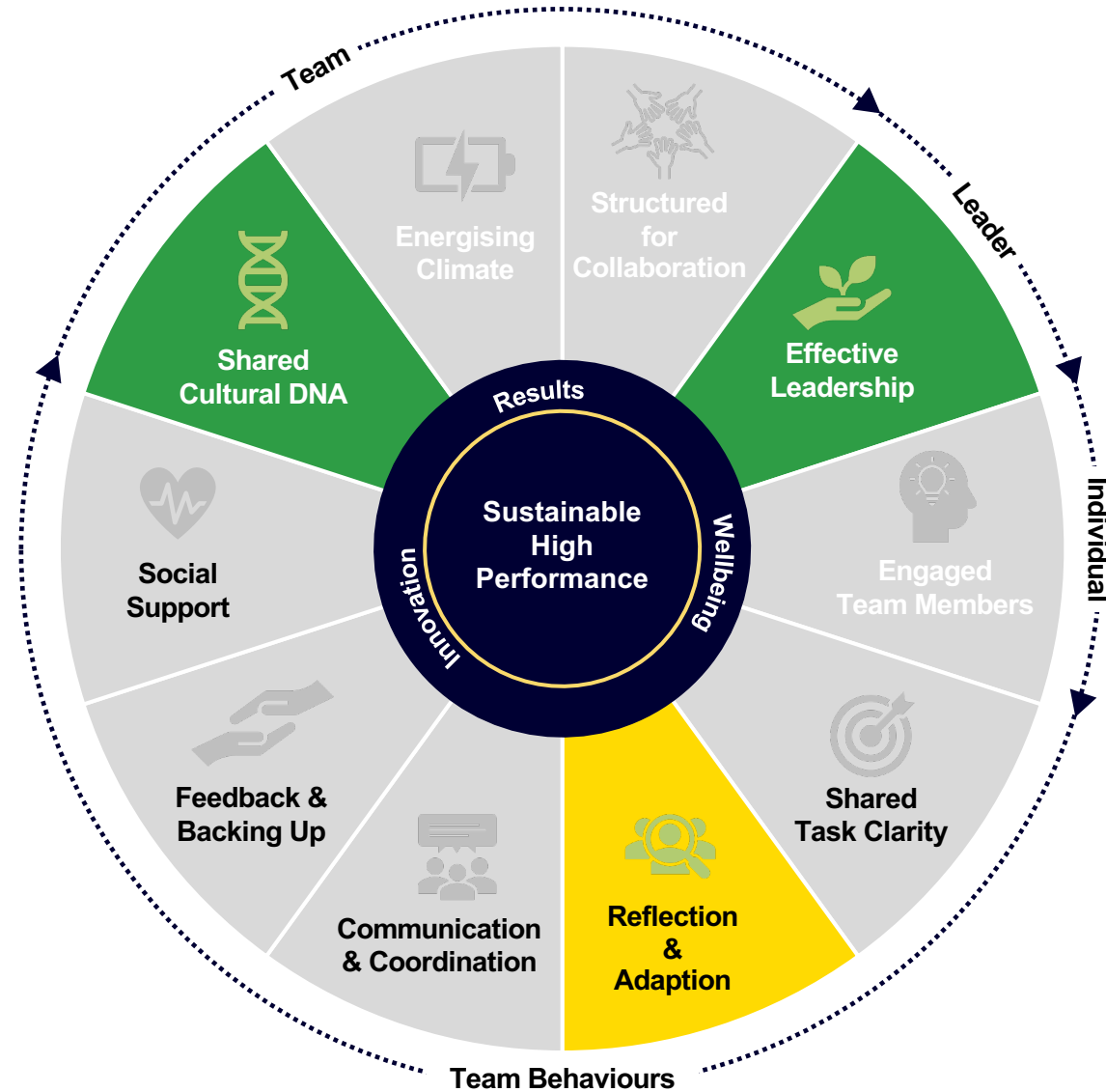
- Interviews
- Focus groups
- Observation
- Surveying



Example Diagnostic Output

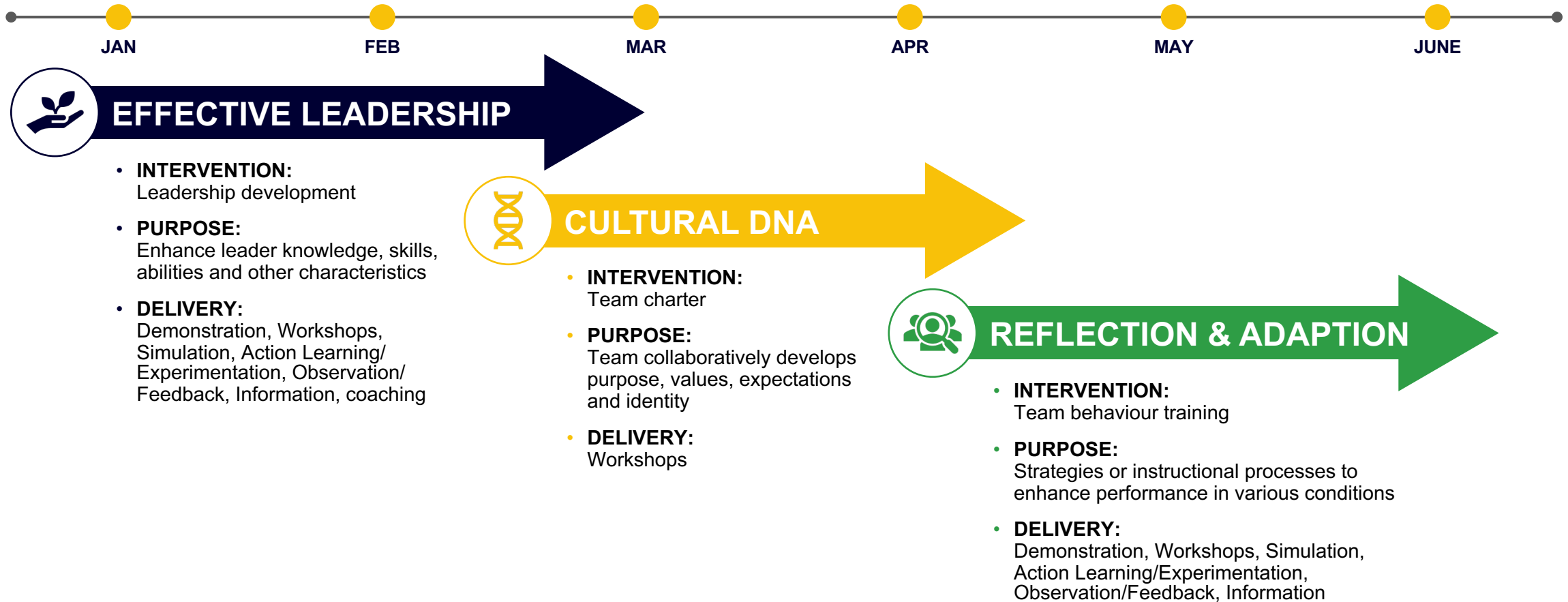
The diagnostic is likely to uncover a few key development areas.

- We would debrief the findings of the diagnostic with the team and collaboratively make sense of the findings.
- We would work with the team to co-design a program which targets the identified development areas.



Example Delivery Staging

We would work with a team to identify the most appropriate times to deliver program elements. Considerations that may influence when to deliver certain program elements could include the team's competition and travel schedule. Additionally, the research evidence that has informed the model will indicate which development areas should be prioritised. As a general rule, conditions will generally be focused on earlier in the program and behavioural development areas will be focused on later in the program.





If you have any questions or require any additional information about the Team Dynamics program, please email:

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*"It enables a **strong, collaborative, inquisitive group**.
They are resilient to setback, they are willing to fail,
and are willing to challenge each other respectfully.
They see failure as growth and a learning opportunity.
It's an exciting space to be working in."*

– SSSM Manager