

# Five Imperatives for Building High-performance Teams



Exercise 1

## Vocabulary

### eventuality

NOUN

**a possible event or outcome**

We should provide for every **eventuality** in the budget.

Some policies will also include **eventualities** like job loss.

### perseverance

NOUN

**persistence in doing something despite difficulty**

It took **perseverance** to overcome his reading problems.

### imperatives

NOUN

**an essential or urgent thing**

Economic **imperatives** drive change in the structure of product and financial markets.

### resilience

NOUN

**ability to respond to change or adversity proactively and resourcefully**

That left him the **resilience** he needed to enjoy the rest of his life properly.

# Article

## Five imperatives for building high-performance teams in the 21st century

As the world moves around its axis faster and faster, coercive leadership has been no longer required, however developing a series of new skills that empowers us to work among others in a firm way and and take the company to new heights.

Topics such as openness, compassion, empathy, vulnerability, gratitude and generosity, as well as productive perseverance, are indispensable faculties for integrating high-performance teams in the 21st century.

Let's start with the **openness**. Today, to integrate a high-performance executive team, it is necessary to be frank. That each member openly shares their point of view, experience, and beliefs.

On the flip side, each member is required to develop their sense of **compassion** and **empathy**. First, towards himself, so he can feel it and later exercise it towards others.

The third component is **vulnerability**. It turns out that vulnerability is the basis of trust. And therefore, for a management team to be high-performing, it requires that there is a deep trust, which is only achieved through the members getting to know each other as human beings.

We continue with **gratitude and generosity**. For a team to really work, it is required that all members recognize and appreciate the contribution of each and every one of their colleagues. Likewise, it is essential to start from a perspective of generosity in which we accept that all of us, human beings, are fallible, make mistakes and have unfortunate missteps. Faced with these eventualities, we must be supportive and generous, and recognize that, thanks to reciprocity at first, tomorrow when we have a bad day, our companions will also be there to cheer us up.

Finally, there is **productive perseverance**. And this is where all of the above comes together and makes it shine. When you have a frank, empathetic, vulnerable, generous and grateful team, it transforms the dynamics. An outdated management system that pushes is no longer required, but the same dynamic is transformed into a new, super powerful model that pulls based on co-responsibility. A close-knit team that shares vision and values, and supports and demands each other, provides the solid foundation for extraordinary results.

Exercise 3

## **Roleplay**

Choose one of these five imperatives. Think of a scenario in which you think your word of choice can be mostly used. Discuss your answer with your partner.

Exercise 4

## **Discussion**

1. How important are the five imperatives in the current time?
2. Are they still practiced or forgotten from the past?
3. How are generosity and gratitude related?

Exercise 5

## **Further Discussion**

1. Which value do you think you were thinking before that you're still exercising?
2. Have you been with a team before? What are your strategies to build a high-yielding team?
3. How do you identify leadership? What defines an effective leader?