



Building High Performing Teams

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Session Objectives...You'll learn

The process to identify or hire the right person(s) for the team

How to use behavioral interviewing and skills assessments to assist in hiring and team planning/development

Tips for onboarding, mentoring, and training to ensure team retention, productivity, and sustainability

Tips for getting the best performance from remote teams

Agenda

- Characteristics of High Performing Teams
- Building the Team
- The Journey to High Performing
- Managing/Leading a High Performing Team
- Getting the Best Performance from Remote Teams
- Getting Started with Action Plans
- Summary
- Q&A

Characteristics of High Performing Teams

What is a High Performing Team?

Highly focused on their goals

Have specific roles and complementary talents and skills

Able to interchange their roles

Aligned with and committed to a common purpose

Have clear goals tied closely to team and organizational priorities



Consistently show a high level of collaboration and innovation

Trust and respect each other

Practice continuous learning

Celebrate success together and recognize contributions

Achieve superior business results

Leadership within the team is not vested in a single individual.

There is an “I” in TEAM

A team is made up of unique and diverse individuals with common goals.



For a team to be effective, the team members need to have a strong sense of “I” to achieve excellence in their individual roles, and they also need a strong sense of “we” for team cohesion and collaborative work.

Teamwork is all about putting together individual skills to amplify the quality of the output from the group effort.

Building the Team

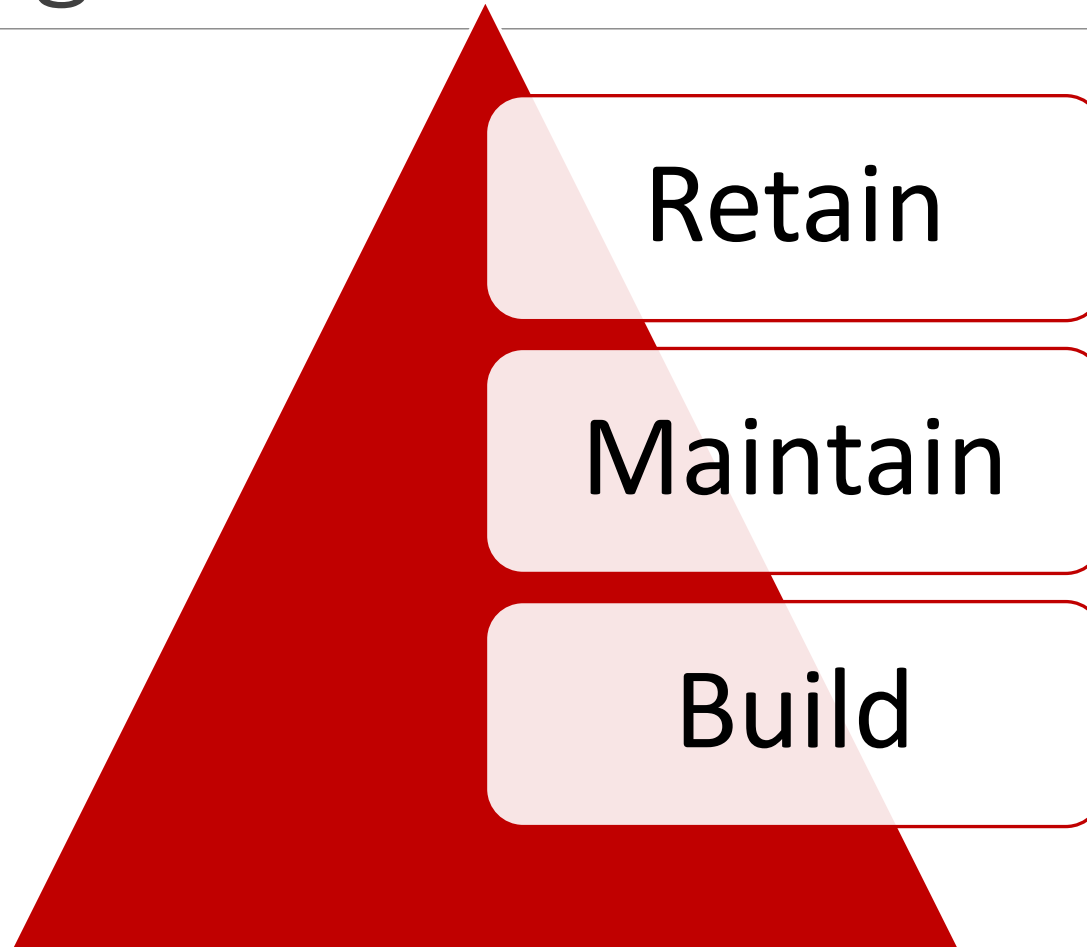
THE RIGHT TEAM, AT THE RIGHT TIME, DOING THE RIGHT THINGS

High Performing Team

Building a high performing team takes careful planning, preparation and execution.

Anything that you put time and effort into building, you will want to maintain.

In addition, you don't want to invest time and effort into something or someone and then lose it (them).



To Choose or Not To Choose

Inherit Existing Team

- *Meet 1 on 1 with each individual team member*
- *Perform skills assessment of each individual*
- *Understand current team dynamics*
- *Perform Personality Tests assessments with the entire team*

Hire a New Team

- *Develop an effective interview process*
- *Perform skills assessment prior to, during and/or after the team has been in place for a while*
- *Onboard team and perform Personality Tests assessments with the entire team*
- *Meet 1 on 1 with each individual team member*

Inherit Existing Team and Hire Additional Resources

- *Meet 1 on 1 with each individual team member*
- *Perform skills assessment of each individual*
- *Understand current team dynamics*
- *Develop an effective interview process*
- *Perform skills assessment prior to, during and/or after the interview*
- *Onboard team and perform Personality Tests assessments with the entire team*

Plan for Success

Planning is a key component in ensuring you are able to identify and recruit the “right people” with the “right skills.”

The 1st step in the planning is to clearly understand and articulate what your needs are.

Failing to plan is planning to fail.

Right Skills, Right People to Meet Team Goals

- Identify skills required and desired
 - For the job and the company (current and future work)
 - Include technical needs (if applicable)
- Determine skill categories
 - Domain area knowledge (e.g. Testing, Audit, Data Management, etc.)
 - Tools
 - Technical Skills (e.g. MS Office, Google Suite, etc.)
 - Soft Skills (e.g. Presentation, Writing, Negotiation, Facilitation, etc.)
 - Education and Experience
- Develop a skills assessment matrix
- Develop an interview process that will help to identify people with the skills and characteristics needed



Skills Assessment Matrix

- Document key skills required for the job role in each category identified
- Determine rating scale
- Calculate the final score per candidate

Rating Legend:

4 = Expert - exceedingly strong

3 = Proficient - strong skill

2 = Competent - adequate skill

1 = Beginner - some competency

0 = Novice - very little or no skill

	Resource Name	Resource Name	Resource Name
General Testing			
Knowledge of SDLC	3	3	2
Knowledge of various test methodologies	4	3	2
Test planning experience (includes writing test plans and summaries and coordination and facilitating test planning meetings, etc.)	4	2	2
Understanding of test environments and test data management	2	1	3
Test design and test case development experience	3	3	2
Knowledge and understanding of test specification techniques	4	4	2
Understanding of the testing lifecycle	4	5	1
Test execution experience	4	3	3
Requirement Traceability Matrix	3	2	1

Interviewing Process

Consider the following for an effective interview process

- Phone screens vs. face to face vs. virtual
- Type of interview (1 on 1 vs. panel)
- Use traditional and behavioral interviewing (understand past experience)
- Plan ahead with a standard list of interview questions to help capture and address the required skills and behaviors of the interviewee
- Post interview summary and analysis
- Use of standard templates to be consistent while interviewing
- Review resumes ahead of time and make some notes to help guide questioning
- Include skills assessment as part of the interview process (if possible)

Behavioral Interviewing

Behavioral interviewing is interviewing based on discovering how the interviewee acted in specific employment-related situations.

- Effective if you've identified what skills are needed in the person(s) you want to hire
- Ask questions to find out if the candidate has those skills
- Instead of asking "how would you behave", ask "how did you behave"
- Instead of asking "how would you handle this situation", ask "how did you handle this situation"

Past performance predicts future success

The Interview Process

Ask questions according to predefined planning, capturing strengths and key skills, capabilities and potential

Consider the following while interviewing: first impression, personality, team fit, fit in company culture

Complete the interview summary form for each candidate and meet with the interview team to review and decide which candidates are an absolute "Yes"

Further analyze the "maybe" candidates to determine if they should be hired or not, taking into account skills needed and skills you already have accounted for

Candidate Interview Evaluation

- Job Title, Requisition #, Manager Name
- Rating Scale
- Weighting Scale
- Formula for calculating the score per skill and the total
- Skills or competencies being accessed
- Each candidate's name with their respective rating for each skill/competency
- Evaluate each candidate individually and across all candidates

Job Skill/Competency		Weight	Candidate 1		Candidate 2		Candidate 3	
			Rating	Score	Rating	Score	Rating	Score
1	Automation Skills	5.0	3	15	5	25	4	0
2	Collaboration & Teamwork	5.0	4	20	5	25	4	20

The Journey to High Performing

ONBOARDING, TRAINING, MENTORING

Step 1 – Planning and Preparation



Step 2 – Onboarding, Training, Mentoring

Onboarding

Integrate into work environment

Consistent and standardized

The job, the team, the company

Training

Needs assessment

Training roadmap

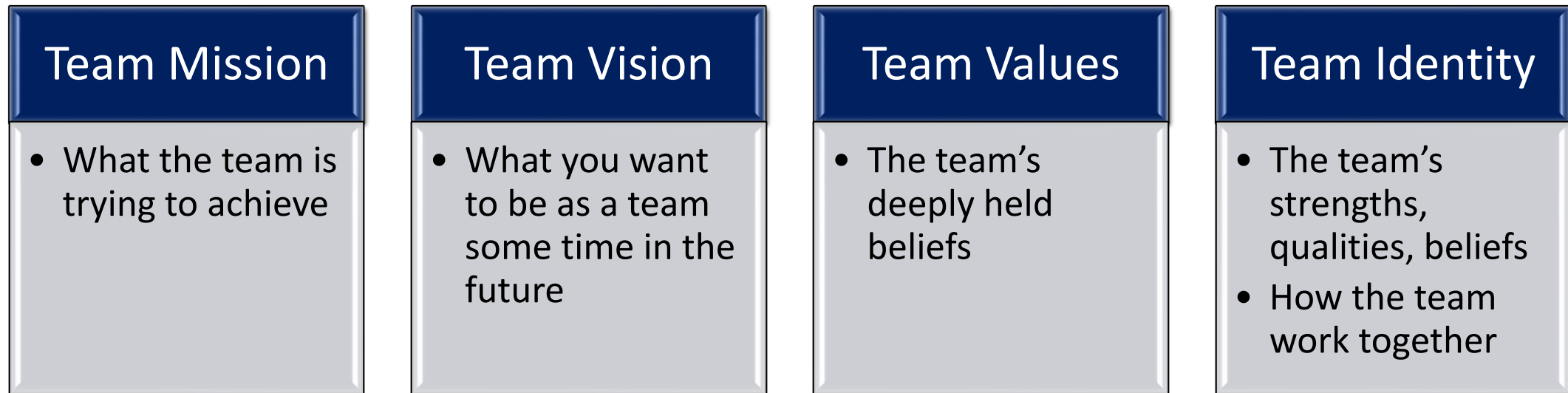
Certifications

Mentoring

Team member mentoring

Company sponsored mentoring

Team Alignment and Assessment



Google Guide: Set and Create a Team Vision

<https://rework.withgoogle.com/guides/managers-set-and-communicate-a-team-vision/steps/introduction/>

Personality Assessments: <https://www.workstyle.io/best-personality-test>

Tester Style Analysis: <https://www.methodsandtools.com/archive/archive.php?id=30>

Team Charter

What is our mission and vision? (Define the purpose, mission and vision of the team)	Who is involved? (Define team members, stakeholders, vendor partners, etc.)
What are our goals and objectives? (Define how the team will know they have been successful)	Who will do what? (Define the skills or roles and responsibilities of each team member)
What are our milestones? (Define major activities and timeframes)	What are our values? (Define the team values that drive how they get work done and interact with others)

Managing/Leading a High Performing Team

LEADERSHIP IS KEY

Characteristics of A High Performing Team (1)

Characteristic	
Participative leadership	Using a leadership style that involves and engages team members
Effective decision-making	Using a blend of rational and intuitive decision making methods
Open and clear communication	Ensuring that the team mutually constructs shared meaning, using effective communication methods and channels
Valued diversity	Valuing a diversity of experience and background , contributing to a diversity of viewpoints, leading to better decision making
Mutual trust	Trusting in other team members and trusting in the team as an entity
Managing conflict	Dealing with conflict openly and transparently and not allowing grudges to build up and destroy team morale

Characteristics of A High Performing Team (2)

Characteristic	
Clear goals	Goals created using SMART criteria and goals that have personal meaning and resonance for each individual team member , building commitment and engagement
Defined roles and responsibilities	Each team member understands what they must do (and what they must not do) to demonstrate their commitment to the team and to support team success
Coordinative relationship	The bonds between the team members allow them to seamlessly coordinate their work to achieve both efficiency and effectiveness
Positive atmosphere	An overall team culture that is open, transparent, positive , future focused and able to deliver success

Leading High Performing Teams

- Be approachable and encourage involvement and continuous improvement
- Establish team ground rules or rules of engagement
 - The team should help to define these as well
- Clearly state the mission of the team and revisit the mission as needed
 - Involve the team in defining it
- Ensure performance goals are clearly communicated as well as role definition and expectations
- Ensure an effective feedback loop is defined for the team to express concerns, ideas, etc.
- Have regularly scheduled 1:1 meetings with each individual on the team
 - How are things going? Do you need help from me? Any changes I need to know about? Any ideas or suggestions for improvement?
 - Try not to cancel these often; sends a message of not being important

Leading High Performing Teams

- Have regularly scheduled team meetings and make them fun!
 - Project and/or company updates and information, process and policy updates, work status, topic of Interest presentation, Teambuilding
- Develop a plan for cross training within the team
- Make teambuilding a “normal” part of team meetings and team culture
 - Scavenger hunts, birthday month celebrations, games, fun quizzes and brain teasers, etc.
- Make recognition and rewards a “normal” part of the team culture
 - Celebrate small and big wins; individual and team successes
- Provide required support, be there for your team
- Effectively manage change
 - Involve the team in the change whenever possible
 - Encourage them to get onboard of organizational changes that impact them; answer questions; know “why” the change is happening and the WIIFM (What’s in it for me)

How You Lead

Compassion

Actively listening to
others without
judging them

Empathy

Being curious about
their lives and
interests

Trust

Showing support for
your team members,
even when they
make mistakes

Getting the Best Performance from Remote Teams

FLEXIBILITY, COMPASSION, EMPATHY, TRUST

Tips for Leading Remote Teams

Set expectations

1/1 Check-ins
(video)

Effective and
timely
communication

Effective use of
technology

Request
feedback

Provide a way to
collaborate and
showcase work

Remember to
Listen

Be available to
build
connections

Show flexibility

Remove
obstacles

Encourage
remote social
interactions

Celebrate
successes

Case Studies

REAL LIFE SUCCESS STORIES

High Performing Teams Case Studies

COMPANY A

- QA team made up of employees and contractors
- Inherited an existing team
- Supplement with contractors
- Developed standard interview process with standard questions and summary template
- Performed panel interviewing
- Developed onboarding process and checklist
- Developed mentoring plan where Sr. QA Analysts mentored Jr. QA Analysts
- Used skills assessment and tester style analysis

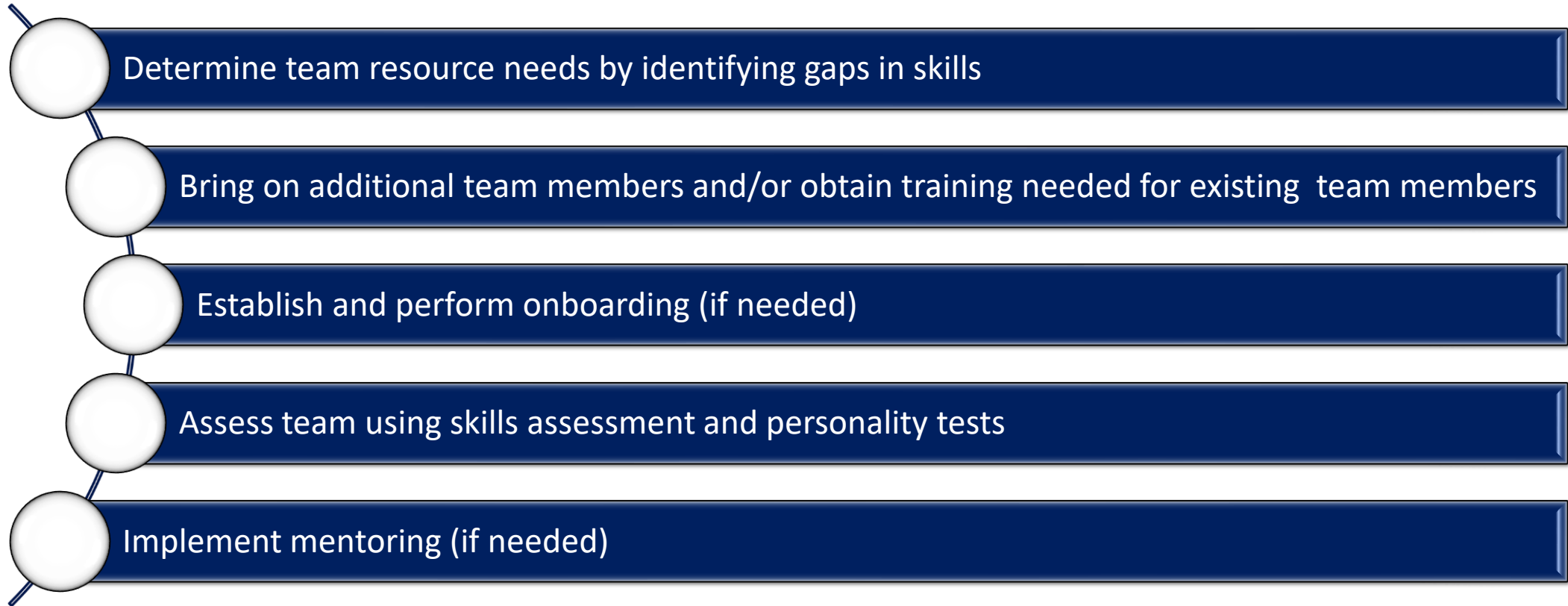
COMPANY B

- Chartered with building a team of ~60 new QA testers
- IT background was required; QA background optional
- Developed onboarding process and checklist
- Performed interview “blitz” over 1 week using standard questions and templates for interview summary
- Developed mentoring plan and implemented once team was onboarded
- Developed training roadmap for 1st 7 weeks
- Used skills assessment and tester style analysis

Where Do I Start

DEVELOPING AN ACTION PLAN

Action Plan – Building the Team



Action Plan – Maintaining the Team

Identify the team's core values

Define the team's purpose

Define team goals and objectives

Create team mission and vision statement

Establish clear roles and responsibilities

Identify areas of opportunity and work together to prioritize and address

Action Plan – Retain the Team

- Lead with compassion, empathy, and trust
- Be flexible
- Empower the team
- Create a safe environment; where employees feel secure; safe to fail; encourage respect for everyone
- Involve the team in key changes and decisions when possible
- Listen, give feedback, request feedback
- Communicate often and effectively
- Support continuous learning and improvement
- Celebrate the team success and give individual recognition (public and private)
- Have fun

Summary

You've Learned...

How to build a
high performing
team

Tips for
onboarding,
training and
mentoring

Key leadership
skills when
managing high
performing teams

Tips for getting the
best performance
from remote
teams

Actionable steps
you can take today

QUESTIONS





Thank you for attending!
