



Puhujien Foorumi

Joulukuu 2006

Gurra Krantz

Tämän otsikon alla esittelemme teille puhujia niin Suomesta kuin maailmalta. Tutustumalla heihin saat uusia ajatuksia ja ideoita. Ota riski ja tutustu uusiin ihmisiin ja ajatuksiin.

SpeakersForum välittää puhujia yrityksille ja yhteisöille. Puhujat edustavat laajaa osaamisen kirjoa ja eri kansallisuuksia. Puhujien Foorumilla esittelemme säännöllisesti näitä ajatuksia herättäviä henkilöitä. Mikäli haluat puhujasta lisätietoa tai tarvitset puhujaa joltain toiselta aihealueelta, ota yhteyttä meihin sähköpostitse info@speakersforum.fi tai soita 0201-552990.

Voitte myös ilmoittaa meille, mikäli ette jostain syystä halua postiamme jatkossa.

SpeakersForum ja EventForum toivottavat kaikille hyvää ja rauhallista joulua! Joulutervehdyksiin varatut varat osoitamme tänä vuonna Mannerheimin Lastensuojeluliitolle.

Patrik Ekman, TJ

Peak Performance – Teamwork and Leadership

Peak performance in a group is a challenging situation to achieve. Even more interesting is the situation when forming the group out of specialists with strong personal drives, yet they have to operate as a team. Leadership is important, but even more important is the type of leadership being used. Same thing with the team membership. What type of personality is behind each skill represented in the group?

Other important factors when analyzing a group's performance are:

Is the team newly put together?

Are there any dangers in the mission for the team?

Is there a definite deadline that has to be met?

In the environment I have been working, commercial sailing projects on the ocean, it is very clear what is making it or breaking it. It is, at the end of the day, my own personal mindset that matters. Whether I am on the drivers seat or a "normal" team member, my own way of relating to the mission and my team mates, will ultimately play the most important role when looking at what level the team will perform.



Gurra Krantz

Gurra Krantz is a merited sailor whose vast experience in leadership is a solid basis for his popular lectures.

[Please click here for a presentation on Gurra Krantz.](#)



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There are three different stages of performance:

1) Low performance is categorized by a team performing at a minimum with basically no consequences if the targets are not met. Nobody cares and the leadership is almost non existing. Negative flow of comments and communication. The individuals in the group have a mindset of "might as well do it tomorrow rather than today" as it is not important, meaning it doesn't matter. Sense of humor is low and people do not communicate.

2) Good enough performance occurs when targets are met and no new goals are set up in order to improve the organization. There isn't any development and stagnation is obvious. Leadership is without contours and might consist of somebody being the boss rather than the leader. Team members are doing what they are asked to do and that's it. No risk taking, no development which leads to stagnation, but performance is good enough not to be last and business is as usual.

3) Peak performance is a result of something rather than a consequence. It is the result of a group built out of strong individuals with a capacity to work in a team. Leadership is also strong but open minded and used for optimizing and utilizing the individual skills. The team member has a capacity to accept other strong personalities and skills without feeling threatened in their own position. If there is a problem people speak directly to other members of the team rather than about them. Conflicts are not classified as problems. They are being dealt with and looked upon as an asset and development for the team.

When organizing a team for around the world races one has to remember that such a team is not only a bunch of sailors on a boat. Of course the crew is the most visible part but as in any company, organization or group, there is a lot more behind the scenes. We have a shore team, administrative team, boat builders, sail makers, computer specialists, sponsor representatives etc. It is vital for the success of the team that the entire group has the same feeling of belonging. If the team culture creates an "us and them" situation, that team will ultimately fall short of



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the Peak Performance. Energy will be spent on prestige, positioning and manifestation instead of development for top results.

The complex situation in the challenge of around the world race participation includes, technical issues, research on boats and weather, commercial impact, teambuilding, leadership, precise deadlines, 32000 miles of racing, shore team, logistics around the world, a constant change of the working environment for both the boat crew and shore crew and millions of unforeseen situations.

In order to be prepared one has to use the old "check – double check – trouble check" . The most unlike but still possible events can occur. Are we prepared, having the right readiness for the situation? Most important of all, the mindset of the team, are we focus on how to proceed and overcome the problems or, are the problems a reason to fold and give up?

This will be decided more than anything by the mindset within the team, the flexibility in the leadership and the utilization of the skills and personalities in the group. Management of the assets in the team will ultimately decide the outcome of the situation.

It is a constant challenge to run a highly competitive team. Very often we experience a mix of cultural background among the team members. We need those differences in the group. Too much alike will not make the group versatile enough. Here the challenge is to create the trust, need and respect for those differences built in to the group.

Another balance to manage is the risk profile. What level of risk taking do we allow? We all know that no risk leads to no development which leads to stagnation which leads to a poor result. Not last but not at the top, just in the middle is the most likely result. We need to take risks in order to get the top results. Here we do not make any comparison between taking chances and taking a calculated risk. Taking a chance is something totally different and does not belong in the context of this subject.



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“To do your job you must be willing to risk it!”. Sometimes decisions have to be made without full information. Not only sometimes but most of the times that is the case. This will, in my opinion, be the difference between being a Leader and being the Boss/Chief.

The Leader analyses the risk factors, believes in his/her decision, communicates with the team, uses the skills and talents in the group, gets the commitments and goes ahead with the execution of the decision with the full support of the team. Leading is sometimes taking a calculated risk in to the unknown, but fully trusting the capacity of the team should there be a problem.

A team lead by a “Boss/Chief” with a more administrative function, for example that person is responsible for a specific budget thus the mandate, will have difficulties to reach their Peak Performance.

Why? Because, very likely, the leadership is not the essential part for that Boss/Chief. It might be that he/she is waiting for more information before taking the decision, trying to fit the consequences of the decision into a budget, hoping for a risk free decision. Delay, hesitation and sometimes frustration. This group will not reach the Peak performance and will most likely not use all skills and talents available. The leadership is authoritative by appointment and not skill and personality.

All this is developed under very special circumstances, on a small yacht, sailing in the Southern Ocean, on the edge of a disaster every second. The trust and respect among the team members become a tie that last for life. Life at the extreme is different, but in the end we find the same mechanisms of interaction between human beings as in any other company. Be it that the development is faster and sometimes more brutal. It is a more condensed environment and therefore a lot faster developed team spirit.