



LEADING HIGH PERFORMANCE TEAMS

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A “Winning” Culture

- Creating a winning culture is a vast, all-encompassing process.
- It requires consistent effort.

Set the Highest Standards — For Everyone (6:30)

- Be a stickler for details.
- Winning is about attitude, and it starts with an attention to detail.
- No job is too small even for the CEO.
- The feeling that each team member matters is very powerful.

Put People Front and Center (11:15)

- People are important: “I don’t run cars; I run people who run cars.”
- Be genuinely interested in the people that you work with.
- Build a bond so you can have the hard conversations.
- Define what matters, and actually follow through.

Analyze Mistakes — Even When Winning (14:00)

- Many companies are not good at analyzing mistakes or what goes well.
- Tough love means telling others when they have made a mistake.



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- Understand not only why something went wrong but also why things went right.
- If you can't explain why you're doing well on a good day, you cannot fix what is going wrong on a bad day.
- Have a consistent debrief meeting.

Foster an Open, No-Blame Culture (16:30)

- Naming mistakes doesn't mean that you're also going to assign fault.
- Have the person's back.
- There's a tendency for the leader to say it wasn't their own fault and to blame the team member.
- It's on the team leader to consider if the person had the right tools and training.
- Admit your own mistakes.
- Create a culture of openness where you see it, say it, and fix it.
- Everyone bears the brunt of mistakes that are being made.

Trust Superstars But Maintain Authority (20:30)

- Allow freedom as long as there is performance.
- Address when team members think about themselves more than the team.
- Sometimes leaders need to show their team that they have limits.



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Relentlessly Battle Complacency (24:45)

- Foster a hunter mentality.
- Imagine a counterpart on a rival team when you make decisions.

Tailor Your Approach (26:30)

- Effective leaders understand that different stakeholders require a different approach.
- You can't be the same person to the whole spectrum of stakeholders.
- Leaders can shape a winning culture through their mindset, values, and actions.
- Be aware of how what you do as a leader affects the culture.