



Take Action Results

Profit! Freedom! Lifestyle!

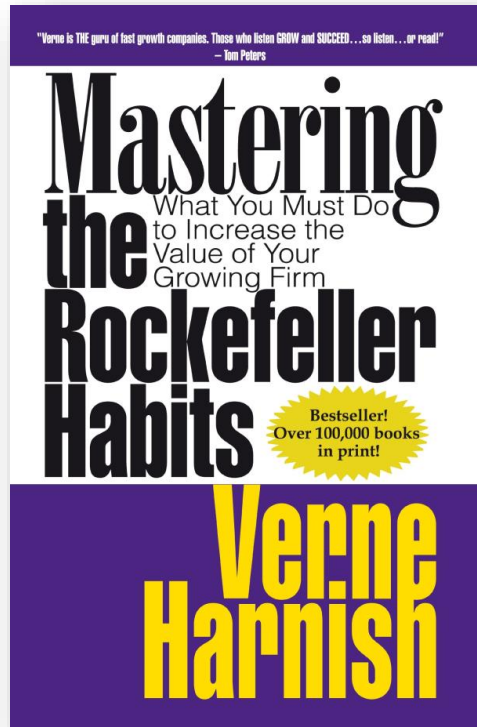
Building Team Work

Team Meeting Rhythm

What is a Team Meeting Rhythm? It's a disciplined rhythm of recurring team meetings focused on goal-setting, alignment, reporting, and accountability that occur on an annual, quarterly, monthly, weekly, and daily basis.



Formula for Winning



The RIGHT People
Doing The RIGHT Things

RIGHT!



Existing Meetings

1. Is there an agenda?
2. What's the purpose of the meeting?
3. What's typically accomplished?
4. Who participates and why?
5. How often do they happen?
6. How long are they?



Accountability Pyramid



Mastering the Rockefeller Habits Copyright © 2002 Verne Harnish



Take Action Results

Profit! Freedom! Lifestyle!

2 Disciplines of Executive Leadership

1%
VISION

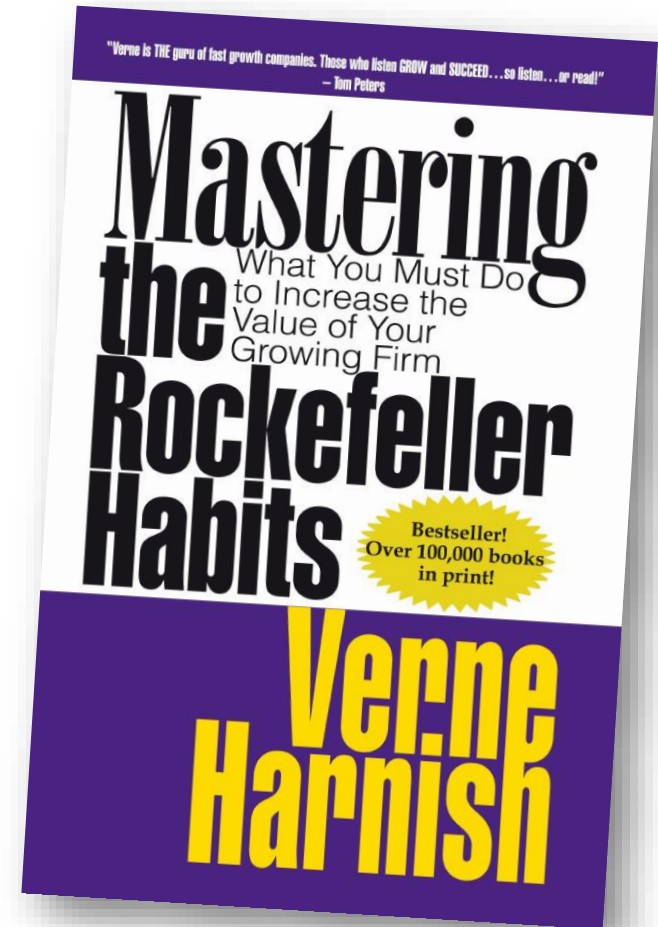
99%
ALIGNMENT

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Team Meeting Rhythm

1. Annual – 1 to 2 days
2. Quarterly – 4 to 8 hours
3. Monthly – 4 hours
4. Weekly – 2 hours
5. Daily – 10 to 15 minutes



**“The art of progress is to preserve
order amid change and to
preserve change amid order.”**

- Alfred Lord Whitehead

Team Building System

What is a Team Building System? It's a reliable system for placing your team members in roles best suited to their strengths and building them into a powerfully cohesive and committed team that delivers business results.



Are you building a...

Salaried folks clocking

Time on the job

And just barely

Following orders with no

Fun at all



Or are you building a...

T OGETHER
E VERYONE
A CHIEVES
M ORE



GET THE **RIGHT PEOPLE** ON THE BUS



Team Building System

1. RIGHT PEOPLE
2. RIGHT SEATS
3. RIGHT BEHAVIOR



TEAM DIMENSIONS 3.0

Your Core Nature of Work
and the S.P.E.E.D. Relay



Center for
Internal
Change

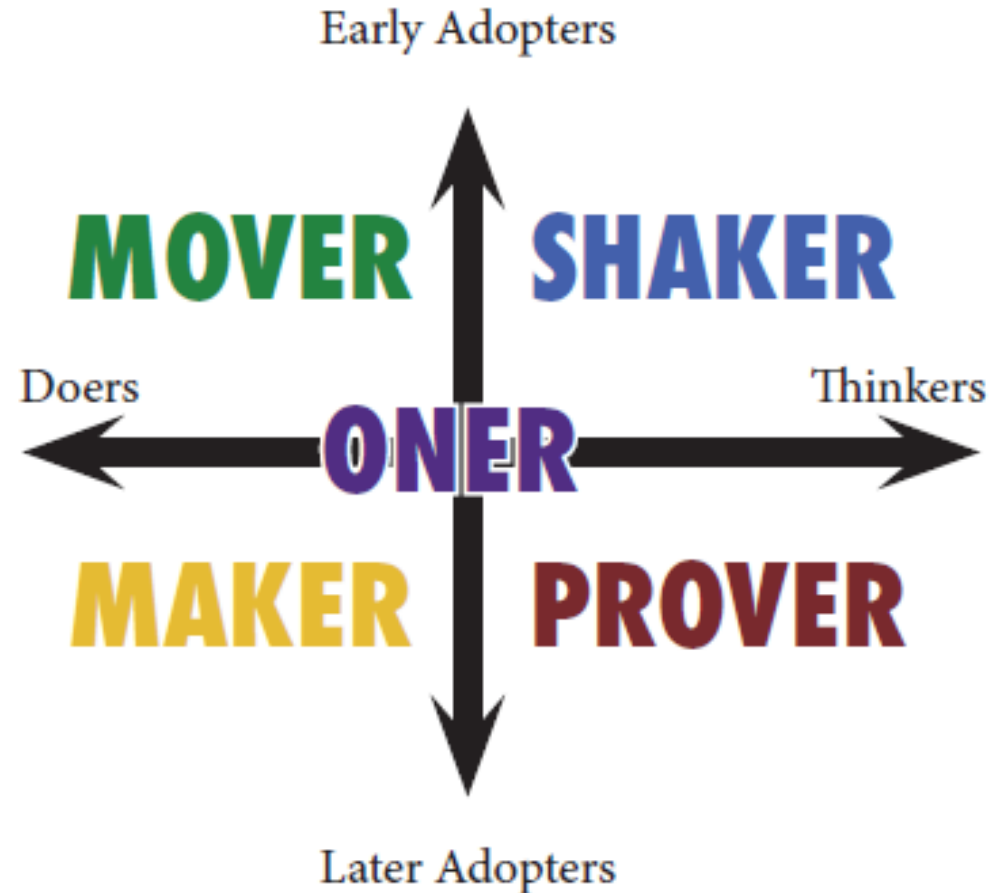
Team Dimensions Profile

- Identify your team members' strengths
- Place team members in roles that allow them to use those strengths



5 Key Roles

- Movers – 15%
- Shakers – 35%
- Provers – 25%
- Makers – 25%
- Oners – less than 1%



Team Dimensions Profile

TEAM DIMENSIONS 3.0

Your Core Nature of Work
and the S.P.E.E.D. Relay



- Describe preferred role
- Explore strengths and challenges
- Gain insight into work habits
- Learn about team members' contributions
- Learn how to work effectively as a team



No role is **better** or
worse than any
other

Movers

- Early Adopters who are natural doers
- Know how to get and keep things moving
- Easily plan how things will get done
- Choose the best idea
- Introduce the right people to each other

Movers are 'fast forward' on a remote control



Shakers

- Early Adopters who are natural thinkers
- Like to shake things up with new ideas
- Easily solve problems by seeing the larger context of a situation
- Some of their ideas may seem outlandish, but many are potential home runs

Shakers are the 'power' button on a remote control



Provers

- Late Adopters who are natural thinkers
- Often seen as skeptics by others, they challenge new ideas
- Comfortable with proven solutions
- Feel like it's their duty to warn others about what can go wrong

Provers like to 'rewind' things and go through them again



Makers

- Late Adopters who are natural doers
- As great finishers, they put ideas into action
- They are the ones who dot the i's and cross the t's
- Honor the details that others miss
- Would rather do 'real' work than sit in meetings

Makers are the 'play' button



























Oners

- Their role depends on the needs of the team and the phase of the project
- Equally balanced across all four Core Natures of Work: Mover, Shaker, Prover, and Maker.
- Equal parts early and later adopters
- Equal parts thinkers and doers

On a remote control, Oners are the MULTIFUNCTION button



Relationships

	 MOVER	 SHAKER	 PROVER	 MAKER
 MOVER				
 SHAKER				
 PROVER				
 MAKER				

S.P.E.E.D. Relay Process

Solutions: Brainstorm by looking at the issue in different ways.

Priorities: Identify the best idea, or set of ideas and focus on them.

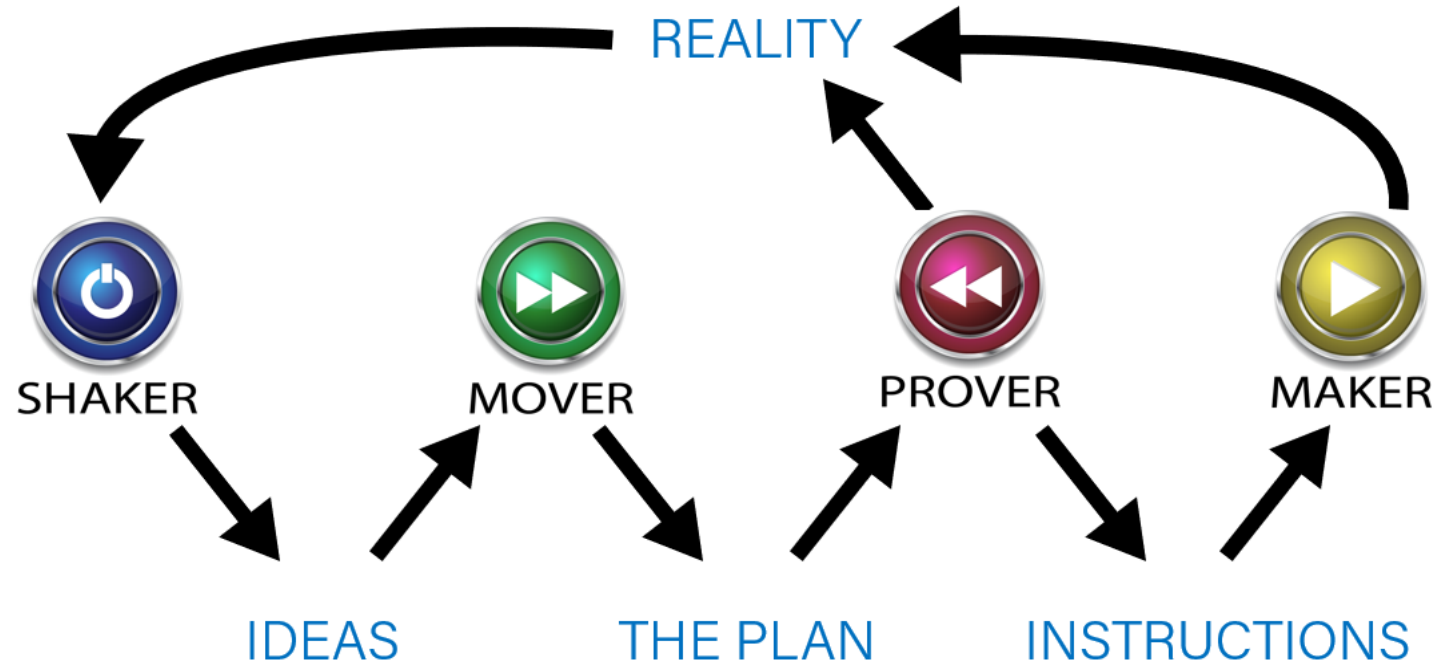
Errors: Take a closer look at the chosen idea(s) and identify their flaws.

Edits: Solving issues takes new ideas.

Doing: Implementation means making something repeatable and scalable. It means people following the instructions and making things happen. That work becomes the new reality, and the relay starts all over.



S.P.E.E.D Relay Graphic



Team Building System

1. RIGHT PEOPLE
2. RIGHT SEATS
3. RIGHT BEHAVIOR





The Five Behaviors of a Cohesive Team

The Five Behaviors of a Cohesive Team

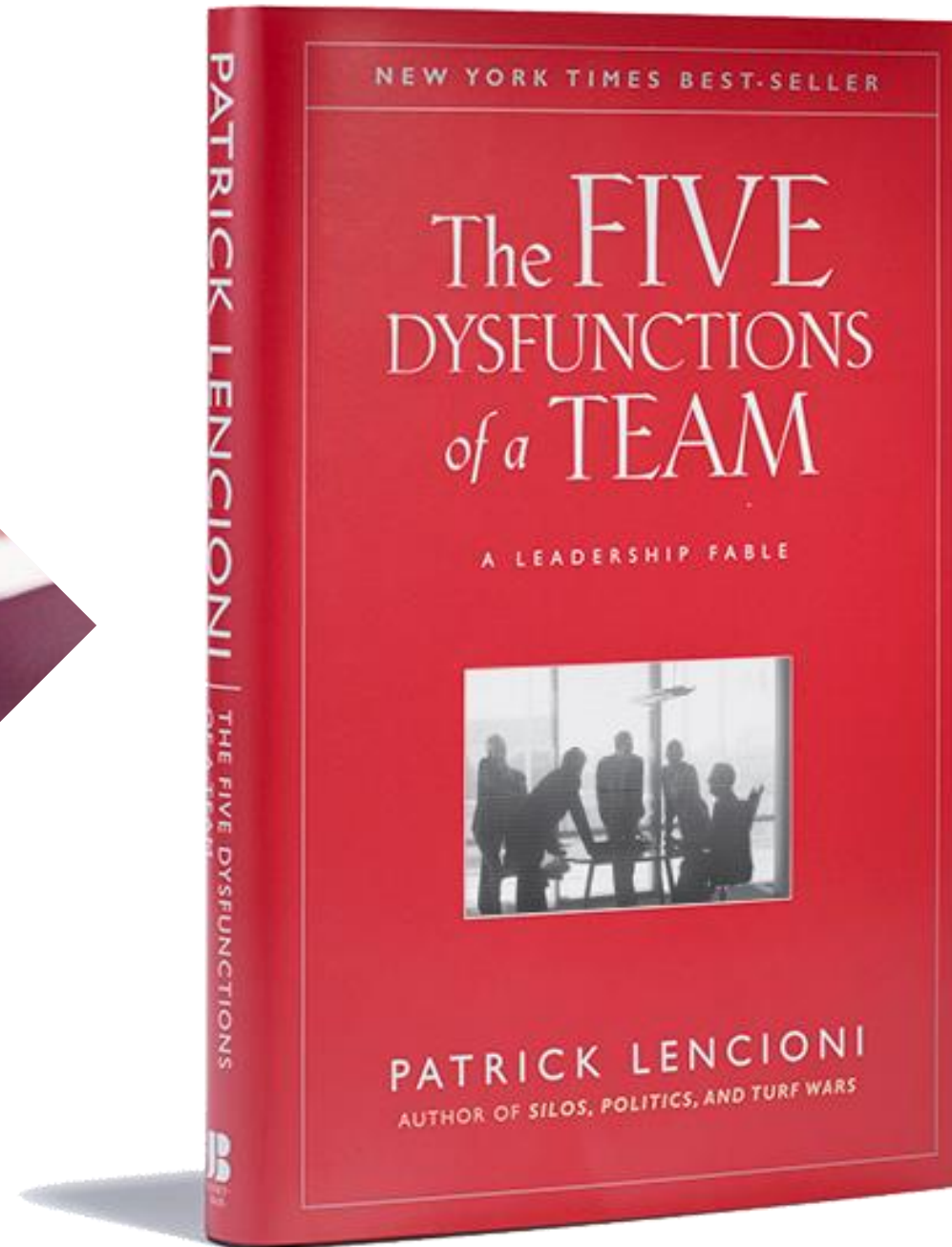
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THE FIVE BEHAVIORS
OF A COHESIVE TEAM™



>2.5m sold
worldwide



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THE FIVE BEHAVIORS
OF A COHESIVE TEAM™



Patrick Lencioni

“Not finance. Not strategy. Not technology. It is **teamwork** that remains the **ultimate competitive advantage**, both because it is so powerful and so rare.”

Teamwork

noun | team-work | 'tēm-, wər-k



The work done by people who work together as a **team** to do something.



Competitive Advantage

Resources:

- Tangible/Intangible Capabilities
- Core Competencies



CHARACTERISTICS OF A DYSFUNCTIONAL TEAM

Unhealthy Competition

Finger Pointing

Poor Results!

ME-Focused

LACK OF TRUST

Pessimism

Few Opportunities to Learn

Blame





"I'm right there in the room, and no one even acknowledges me."



It's Time To Get Real

With yourself &
with your teams



CHARACTERISTICS OF A COHESIVE TEAM

Transparency
Healthy Conflict

Accountability

Goal-Focused

Results!

TRUST

Direct

Optimism

Support

Learning Environment



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The Five Behaviors™ Framework

RESULTS

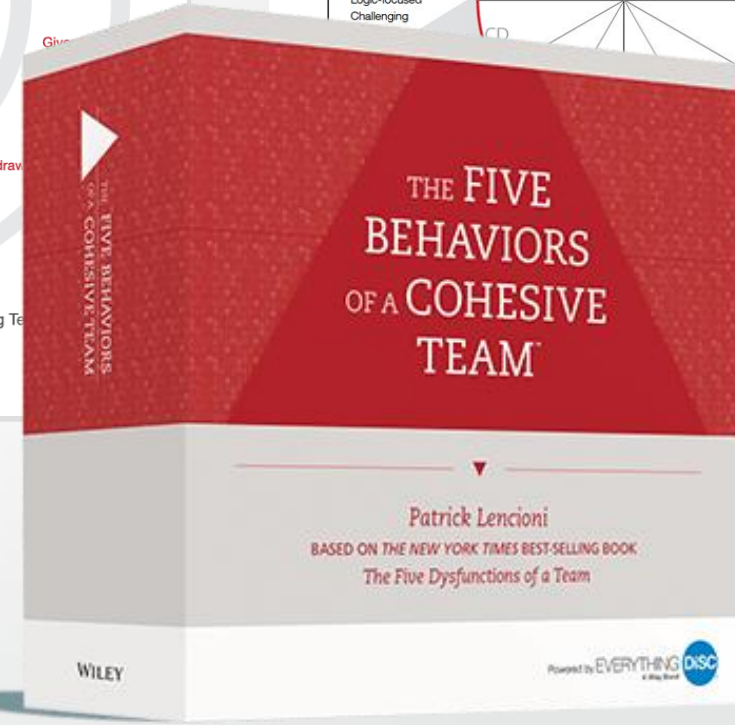
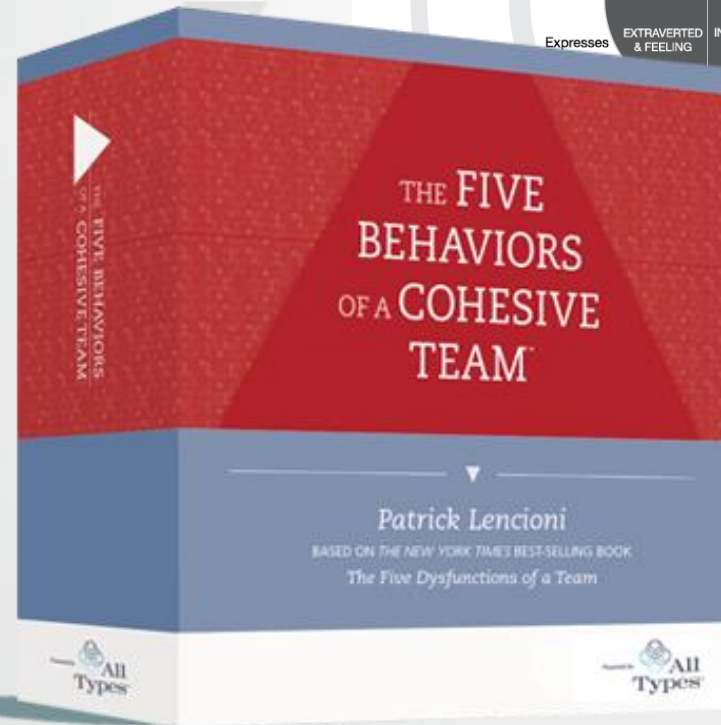
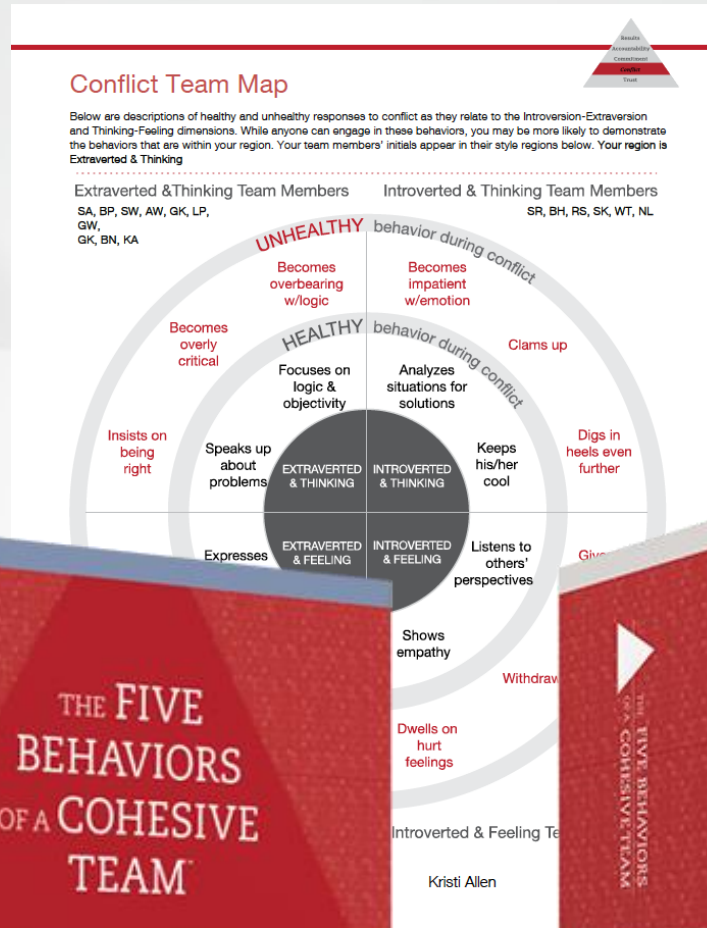
ACCOUNTABILITY

COMMITMENT

CONFLICT

TRUST

Assessment-based Learning Program



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OF A COHESIVE TEAM™



The Process of the Program

The Five Behaviors™ Assessment

▼
1

Everything DiSC® or All Types™ Questions

Full adaptive version
will provide the
personality piece
of the profile.

▼
2

Team Survey Questions

Addresses how
often a statement is
true for their team.

▼
3

Team Culture Questions

Addresses broad
aspects of the team
culture.

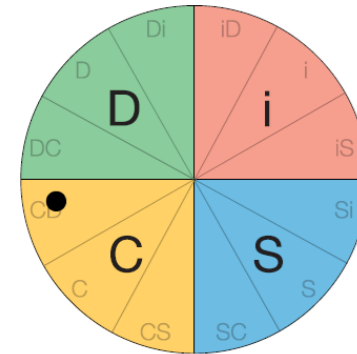
20 MINUTES

Personal Profiles

The Impact of Your DiSC® Style

Your DiSC® style: CD

Because you have a CD style, Martin, you probably take an efficient, no-nonsense approach to your work. You may be drawn to positions of authority that give you the freedom to ensure that things are done correctly. And, since you value expertise, people



Your dot location is near the edge of the circle, so you probably relate well to the characteristics associated with the CD style.



Pg. 9

Pg. 4



ALMOST
NEVER
1

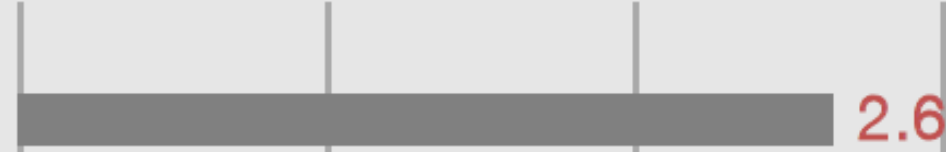
RARELY
2

SOMETIMES
3

USUALLY
4

ALMOST
ALWAYS
5

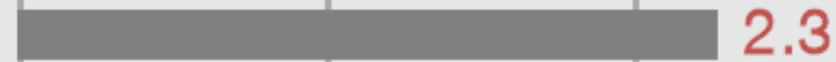
*Team members acknowledge
their weaknesses to one another.*



*Team members willingly apologize
to one another.*



*Team members are unguarded
and genuine with one another.*



*Team members ask one another
for input regarding their areas of
responsibility.*



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Team Culture

Building Trust

What is needed to achieve trust?

As part of the assessment, you and your team members also had an opportunity to identify specific areas for the team to focus on in the interest of building trust. The results of this assessment are shown in the corresponding box below. Note:

There would be more trust on our team if people:

- 7 Reduced the amount of gossiping
- 6 Admitted their mistakes
- 5 Let go of grudges
- 5 Understood each other's working styles
- 4 Were more forthright with information

There would be more trust on our team if people:

- | | | | |
|---|--|---|--|
| 7 | Reduced the amount of gossiping | 2 | Got to know each other on a personal level |
| 6 | Admitted their mistakes | 1 | Readily apologized |
| 5 | Let go of grudges | 1 | Spent more time together |
| 5 | Understood each other's working styles | 0 | Shared professional failures and successes |
| 4 | Were more forthright with information | | |

Points of Discussion

1. A number of group members felt that there might be more trust on the team if the amount of gossiping was reduced. How has this hurt trust in the past? Are people ready to let go of that past? What is it going to take to reduce gossiping?
2. Trust might also improve if people more readily admitted their mistakes. Why would not admitting mistakes be an obstacle to trust? How valuable would it be to the group's effectiveness?

Points of Discussion

1. A number of group members felt that there might be more trust on the team if the amount of gossiping was reduced. How has this hurt trust in the past? Are people ready to let go of that past? What is it going to take to reduce gossiping?
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Taking Action to Build Trust

How does a team go about developing vulnerability-based trust? Unfortunately, trust cannot be built overnight. It requires shared experiences over time, multiple instances of follow-through and credibility, and an in-depth understanding of the unique attributes of team members. However, taking a focused approach, a team can dramatically accelerate the process and build trust in relatively short order. Consider the importance of building trust, outlined below, as you create an action plan.

Without Trust, Team Members...

- Conceal their weaknesses and mistakes from one another
- Hesitate to ask for help or provide constructive feedback
- Hesitate to offer help outside their own areas of responsibility
- Jump to conclusions about the intentions and aptitudes of others
- Hold grudges

If a Team is Trusting, Team Members...

- Admit their weaknesses and mistakes
- Ask for help
- Accept questions and input about their areas of responsibility
- Give one another the benefit of the doubt before

Action Plan

Use the following questions to help build an action plan for

1. Looking at the team survey (on page 5), your team rated itself lowest on acknowledging weaknesses. What keeps people from doing this more openly? Can people envision being able to admit important weaknesses on this team?
2. Based on your team survey, the group probably sees its reactions do people have to the idea of "vulnerability based trust?" In what ways is it uncomfortable? What potential gains might come with more of this type of trust?

The Connection to Conflict ▶▶▶

When team members build a foundation of vulnerability-based trust, the best possible answer.

Taking Action

Pg. 12

Action Plan

Use the following questions to help build an action plan for your team.

1. Looking at the team survey (on page 5), your team rated itself lowest on acknowledging weaknesses. What keeps people from doing this more openly? Can people envision being able to admit important weaknesses on this team?
2. Based on your team survey, the group probably sees itself as having a moderate level of trust right now. What reactions do people have to the idea of "vulnerability based trust?" In what ways is it uncomfortable? What potential gains might come with more of this type of trust?



Experience The Five Behaviors

The Five Behaviors™ Framework



TRUST

When team members are **genuinely transparent and honest** with one another, they are able to build vulnerability-based trust.



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Personal History

**Engage with
vulnerability-
based trust**

- ▶ Where did you grow up?
- ▶ How many siblings did you have and where do you fall in the sibling order?
- ▶ What was an important or unique challenge of your childhood? How did that impact your professional life?



Patrick Lencioni

“Members of great teams trust one another on a fundamental, emotional level, and they are comfortable being vulnerable with each other about their weaknesses, mistakes, fears, and behaviors.”

CONFLICT

When there is trust, team members are able to engage in unfiltered, **constructive debate of ideas.**



COMMITMENT

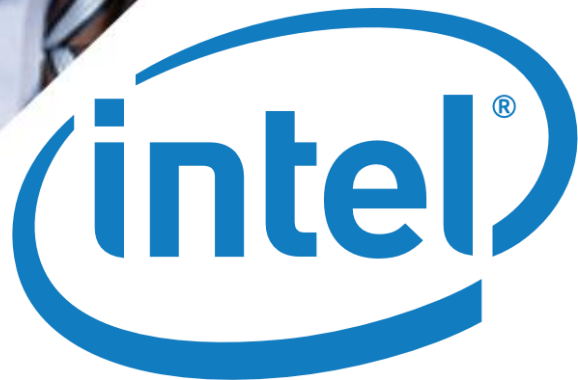
When team members are able to offer opinions and debate ideas, they will be more likely to **commit to decisions.**





Disagree and Commit

“You go to a meeting and you can disagree all you want, but at the end of that meeting you will commit and walk out of the room on the same page.”



ACCOUNTABILITY

When everyone is committed to a clear plan of action, they will be more willing to **hold one another accountable.**



Feedback is a Gift



- ▶ “It’s my manager’s job to do that. Not mine!”
- ▶ “It’s not my place to criticize anybody.”
- ▶ “My boss won’t do it. Why should I?”
- ▶ “I can’t be bothered with that. I have my own stuff to worry about!”
- ▶ “Every time I say something, he shuts down.”



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RESULTS

For a team to excel, all members must be willing to put the team's goals ahead of any individual goals.



TEAMS THAT FOCUS ON COLLECTIVE RESULTS

Bothered by losses to competitors

Minimalize

Members take personal
responsibility to fix
problems

individualistic behaviors

CELEBRATE SUCCESS!

AVOID DISTRACTIONS

Retain achievement-oriented members

MEMBERS POINT OUT EACH OTHER'S CONTRIBUTIONS

Members willing to sacrifice for the team



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OF A COHESIVE TEAM™

The Five Behaviors™ Framework



Why Does The Five Behaviors Work?

Gives the team a **common language** and process to talk about issues

Helps team members take and **internalize** ownership

It **surfaces** issues

Builds **trust** and courage on teams



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