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TEAMWORK: Make it Happen

CACUBO Breakout # 404
October 4, 2015  San Antonio
“It is best to learn as we go, not go as we have learned...”

LESLIE SAHLER
Teamwork

Carries the implication of being together and synergy
(e.g. 1 + 1 = 2.5 or 3.0)

Workgroup

Carries the implication of being together, but not of synergy
(e.g. 1 + 1 = 1.75)
Table conversation

We are all hired for the same reason – we have knowledge, talents and skills to get the job done.

What 3 things separate a work group from a team?
Workgroup vs. Team

1. Communication/dialogue about a Common Purpose that is larger than both of us?

2. WIIFM

3. Meaningful disagreement to achieve “all in.”
THE PATHWAY

WHAT

WHEN

WHY

HOW

WHERE

WHO

CLEAR
THE PATHWAY

WHY

WHAT

Do what you say you will do

CLEAR

HOW

Do it to the standard agreed to or above

It works!
THE PATHWAY

CLEAR

Do what you say you will do

ASK FOR ACCOUNTABILITY

Do it to the standard agreed to or above
THE TEAMS THAT WORK MODEL

- Based on six essential characteristics.
- Originally developed over 40 years ago.
- Incorporates the most recent research.
SIX CHARACTERISTICS

1. High Level of Trust
2. High Level of Respect
3. Commitment to a Clear and Common Purpose
4. Willingness and Ability to Manage Conflict
5. Focus on Results
6. Alignment of Authority and Accountability
1. HIGH LEVEL OF TRUST

We are willing to be **OPEN** with each other

- Perceived Integrity
- Perceived Authenticity
- Perceived Caring
2. HIGH LEVEL OF RESPECT

We have a high REGARD for each others’ skills and abilities to accomplish tasks
3. COMMITMENT TO A CLEAR AND COMMON PURPOSE

We all **BUY IN**

1. Purpose larger than self.
2. WIIFM (What’s In It For Me).
3. Room for disagreement.
4. WILLINGNESS AND ABILITY TO MANAGE CONFLICT

We ASK THE DIFFICULT QUESTIONS and address the issues
5. FOCUS ON RESULTS

We MEASURE AND RECOGNIZE OUR ACHIEVEMENTS AND OUTCOMES
6. ALIGNMENT OF AUTHORITY AND ACCOUNTABILITY

We ACT ON DEFINED ROLES AND EXPECTATIONS

1. We have the authority we need.
2. We know what we’re accountable for.
3. We know why we’re accountable for it.
4. We know how to ask for accountability.
THE TEAMS THAT WORK MODEL

5. High Level of Trust  (OPEN WITH)
6. High Level of Respect  (REGARD FOR)
1. Commitment to a Clear & Common Purpose  (BUY IN)
4. Willingness and Ability to Manage Conflict  (ASK THE DIFFICULT Q’s)
3. Focus on Results  (MEASURE & RECOGNIZE ACHIEVEMENTS/OUTCOMES)
2. Alignment of Authority and Accountability  (ACT ON DEFINED ROLES AND EXPECTATIONS)
TABLE TALK

1. Which characteristic do you do best? Your team?

2. Which characteristic do you need the most work on? Your team?
WILLING TO FOLLOW

Over 100,000 respondents…

1) Honest 88%
2) Forward Looking 71%
3) Competent 66%
4) Inspiring 65%
TYPES OF TEAM MEMBERS

1. Sheep
2. “Yes” people
3. Alienated
4. Survivor
5. Effective

source: Robert Kelley (Followership)
WHAT IS A “P. M. L.”?

Some one who is:

1. Political
2. Manipulative
3. Lazy

P.M.L.’s have little to no ability to separate “who they are” from “what they do”…

…in a given space or time.
P,M,L Behavior

- Defend
- Blame
- Justify

Why do this?
- They are busy protecting.
- They have different goal(s) and/or different values.
Self Image

Thoughts about self based upon how the world and the people in the world respond to me.
Self Concept

Thoughts about self based solely on my own thoughts – looking in the mirror.
Self Esteem

Feelings about self based upon how the world and the people in the world respond to me.
Self Worth

Feeling about self based solely on my feelings - looking in the mirror.
Purpose of your subconscious?

Make sure that what you think about yourself and what you feel about your self – whatever those are – come true.

So make sure what you think and talk about is what you want, not what you don’t want.
“I’m right” does not have to do with “right” or “wrong.”

It has to do with DIGNITY.

“Grant in fantasy that which you cannot give in reality.”  

(Between Parent and Child, Haim Ginott)
THE FOUR AGREEMENTS
Don Miguel Ruiz

1. Be impeccable with your word.
2. Don’t take anything personally.
3. Don’t make assumptions.
4. In everything, do your best.
IS THE BAR THE SAME SHADE OF GRAY?
SEEING THE “INTERNAL VARIABLES” CHANGES THE WAY THE “EXTERNAL BEHAVIOR” LOOKS
(Perceptions, Values, Beliefs, Emotions, Thoughts, Intentions)

(Behavior, Facial Expression, Vocal Aspects, Body Language)

Boundary Violation

INTERNAL

EXTERNAL
## EXAMPLES OF VIOLATING INTERNAL/EXTERNAL BOUNDARIES

<table>
<thead>
<tr>
<th>Boundary Violation</th>
<th>Staying within Boundaries</th>
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<tbody>
<tr>
<td>Your late arrival at team meetings clearly shows your disregard for my time.</td>
<td>I feel like my time is not valued when you are not here for the start of the meeting.</td>
</tr>
<tr>
<td>You’re productive but you don’t care about the details.</td>
<td>You’re productivity is great. I need you to proof your work more carefully for typos.</td>
</tr>
<tr>
<td>Why do you care so much about what he thinks?</td>
<td>In what way does what he thinks impact you?</td>
</tr>
</tbody>
</table>
HOW TO ASK FOR ACCOUNTABILITY

1) Start with “I”
2) State the feeling you have
   (start with less intense feelings)
   (PAUSE)
3) Clarify the difference
   (Avoid “you”)
   (use 1st or 3rd person)
4) Ask for clarification/provide a W.O.W. D.
   (muscles, volume, question)
Accountability Activity

Think of:
- Clear expectation – not met.
- Firm agreement – not honored.

Practice 4 steps of Accountability
- Explain the context
- Practice
- Get feedback from your partner
- Reverse roles
Interest

Do it only when it is convenient
Commitment

Accept no excuses - only results
USE YOUR SKILLS...

Be a DIFFERENCE MAKER in the lives of others...

...it is noticed
...others are validated
...and you will sleep good!