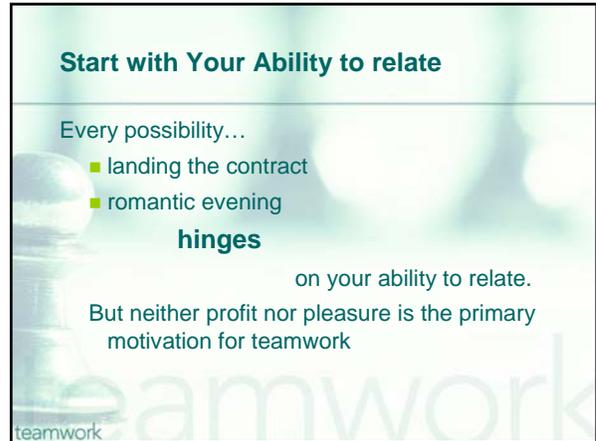




**Using Vision,
Commitment & Trust**

To Build a Successful Team

teamwork



Start with Your Ability to relate

Every possibility...

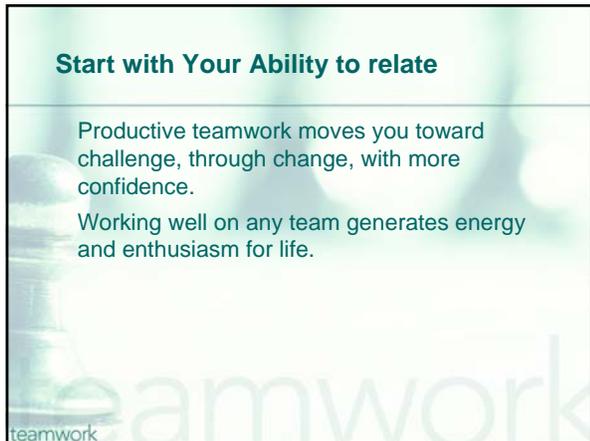
- landing the contract
- romantic evening

hinges

on your ability to relate.

But neither profit nor pleasure is the primary motivation for teamwork

teamwork

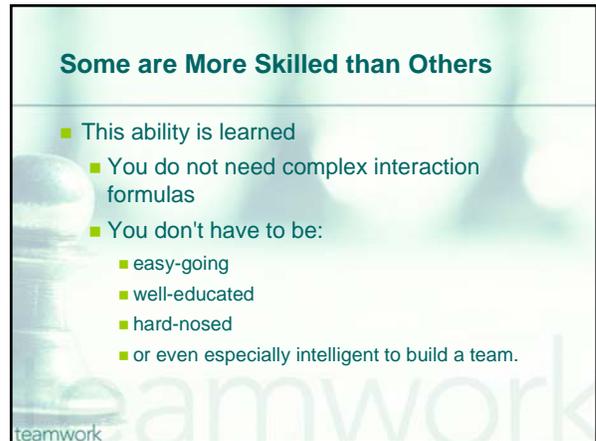


Start with Your Ability to relate

Productive teamwork moves you toward challenge, through change, with more confidence.

Working well on any team generates energy and enthusiasm for life.

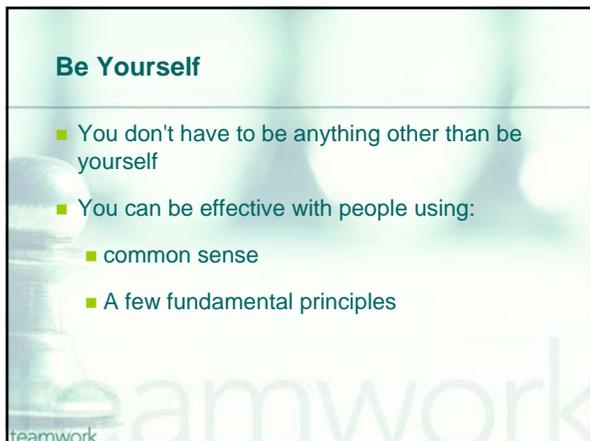
teamwork



Some are More Skilled than Others

- This ability is learned
- You do not need complex interaction formulas
- You don't have to be:
 - easy-going
 - well-educated
 - hard-nosed
 - or even especially intelligent to build a team.

teamwork



Be Yourself

- You don't have to be anything other than be yourself
- You can be effective with people using:
 - common sense
 - A few fundamental principles

teamwork



Principles

- **Vision**
- **Commitment**
- **Trust**
- **Inclusion**
- **Help Exchange**

teamwork

Vision

Vision means being able to **excite** the team with large, **desired outcomes**

teamwork

Vision: Large Outcomes

Large outcomes mean

- Devising goals that attract missionaries
- Goal must be bigger than a pay check.
- It must contain challenge.
- Appeal to personal pride
- Provide an opportunity to make a difference and know it.

Goal can become a powerful vision.

teamwork

Team Leaders with Vision Must...

- Position goal by picturing success
 - "What will it look like when we get there?"
 - "What will success be like, feel like?"
 - "How will others know?"

When a large, missionary-friendly goal has been pictured and clearly communicated, the vision is complete.

teamwork

Commitment

- Commitment can be a dangerous concept
 - associates assumptions
- Has different meaning
 - Long hours
 - Productivity

When Expectations are Defined, Success Rates Soar

teamwork

Commitment

- When leaders assume, difficulties with certain commitments get overlooked
- If people cannot initially commit, it doesn't mean they don't care
 - they do care
 - caught up in a process of doubt

teamwork

Process of Doubt

- Process precedes every meaningful commitment
- Catalyze this process
 - Help your people pass through this stage efficiently
 - The gain is genuine commitment and innovative strategies.

teamwork

Pre-commitment process

- Same for team leaders and members
- New commitment
 - Climb up to a mental diving board
 - Commitments contain unknowns
 - Possible failure
 - Common to neither jump nor climb back down

teamwork

Pre-commitment process

What happens?

- immobilized in pros, cons, obstacles, and worries
- Obstacles begin to rule
 - obscuring the vision
 - blunting motivation

teamwork

Leaders must understand commitment

- Tend to seek accountability without providing support.
- Without a means to process doubts and fears
 - feel pressured to commit, but can't.
 - often they pretend to commit, to say "yes" and mean "maybe" at best

The pretended commitment is a form of wholly unnecessary corporate madness.

teamwork

Desired solution

The solution to this set of problems is two fold:
establish an atmosphere of trust, and within that atmosphere **encourage inclusion**.

teamwork

Trust

- Antidote to the fears and risks associated to meaningful commitment
- Means confidence in team leadership and vision
- When trust prevails
 - team members are willing to go through a difficult process, supported through ups, downs, risk and potential loss

teamwork

Leadership commits to vision

- Trust is efficiently established
 - leadership commits to vision first
 - everyone knows those commitments are genuine
- Process for leaders to commit is the same as for everyone else:
 - assess pre-commitment doubts
 - questions, unknowns and fears.

teamwork

This involves three simple steps:

- List the unknowns
- Assess worst case scenarios and their survivability
- Research the unknowns
 - Every major commitment contains some irreducible risk & unknowns

We therefore make every major commitment in at least partial ignorance.

teamwork

Loss and gain of vision

- You now know the loss and gain
- Plan must include risk and reward
- Share the risk and rewards
- Commit to a clear vision
- Creates the atmosphere of trust

teamwork

Inclusion

Inclusion means getting others to commit to the team effort

- helping others through their "diving board doubts"
- The basic tasks are to:
 - communicate the vision
 - make sure it is understood
 - communicate leadership's commitment (including sharing risk and reward, and how)
 - elicit and address peoples' doubts.

teamwork

Three communication skills

- Non-assumptive question
- Good listening
- Directed response.

teamwork

Non-assumptive questions

- "What do you think?", "Can you tell me what is happening with this report?"
- invite real answers because they are inclusive, not intrusive
- Creates trust

teamwork

Assumptive questions

- Why are you skeptical?", "Why is this report so incomplete?"
- Questions containing assumptions invite defensiveness
- Added defensiveness is counter-productive
- Creates lack of trust

teamwork

Listening

Listening means separating the process of taking in information from the process of judging it

- Kept separate, both processes are valuable
- Mixed, when receiver is leader, the sender is invited to stop communicating or to change the message midstream

teamwork

Directed response

Effective team leaders demonstrate responsiveness

- Processed pre-commitment doubts allow:
 - questions to be answered on the spot
 - require research and a time line for some responses
 - some require a truthful "I don't know. I'm in the same soup as you."

teamwork

Help Exchange

The final step is to establish a corroborative, balanced strategy for reaching the committed vision

- consist of all of the tasks
- help exchange necessary task to realize the overall vision
- catalyze consensus, not issue orders

Consensus occurs easily when most feel their ideas were heard and considered

teamwork

Obtaining consensus

- Requires use of leadership communication skills:
 - non-assumptive questions
 - good listening
 - directed response

teamwork

Effective teams

- Effective teams produce lively discussions of divergent viewpoints before reaching consensus
- Diverse views can mean unresolved argument
or
- Increased team intelligence and ultimate consensus

The difference is a well built team.

teamwork

Questions

**Success is not an outcome.
It is a *choice* that must be pursued
with enthusiasm and purpose.**

teamwork