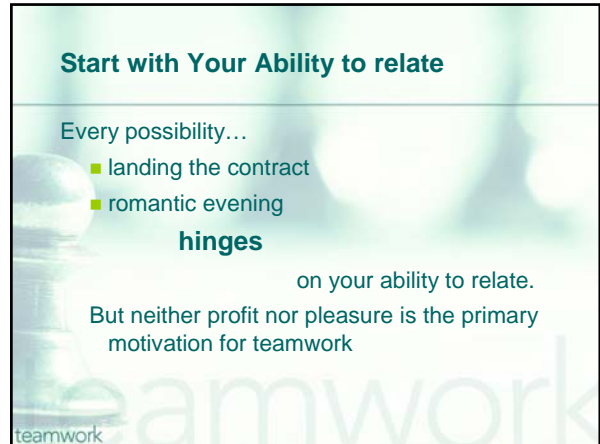




**Using Vision,
Commitment & Trust**

To Build a Successful Team

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Start with Your Ability to relate

Every possibility...

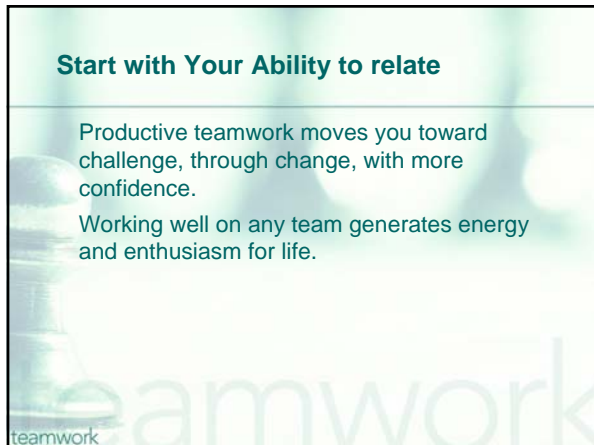
- landing the contract
- romantic evening

hinges

on your ability to relate.

But neither profit nor pleasure is the primary motivation for teamwork

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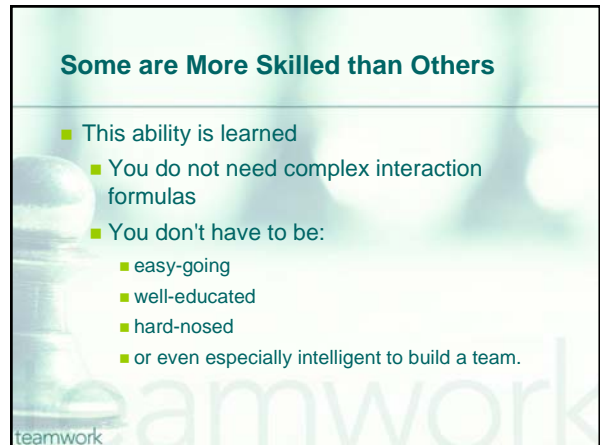


Start with Your Ability to relate

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

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

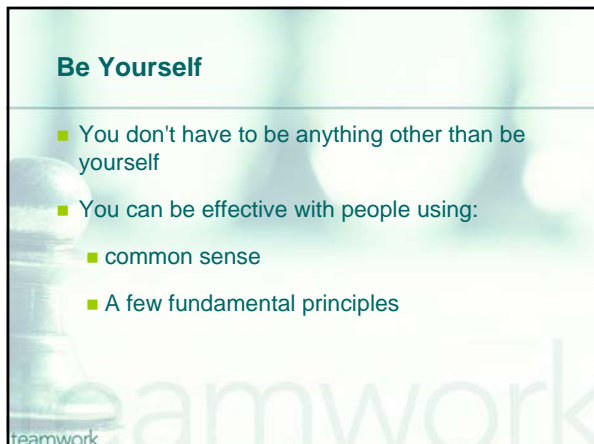
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Some are More Skilled than Others

- 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.

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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

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Principles

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

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Vision

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

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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.

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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.

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Commitment

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

When Expectations are Defined, Success Rates Soar

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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

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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.

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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

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Pre-commitment process

What happens?

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

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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.

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Desired solution

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

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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

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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.

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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.

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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

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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.

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Three communication skills

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

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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

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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

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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

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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."

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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

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Obtaining consensus

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

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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.

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Questions

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

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