

How To Be A Great Manager Teleseminar Series, Module 2

The Role of the Group

*How a group can help to accelerate the achievement
of high priority business outcomes*

Dan Coughlin's Free Teleseminar Series

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The Four Components of Business Acceleration

The Role of the Group

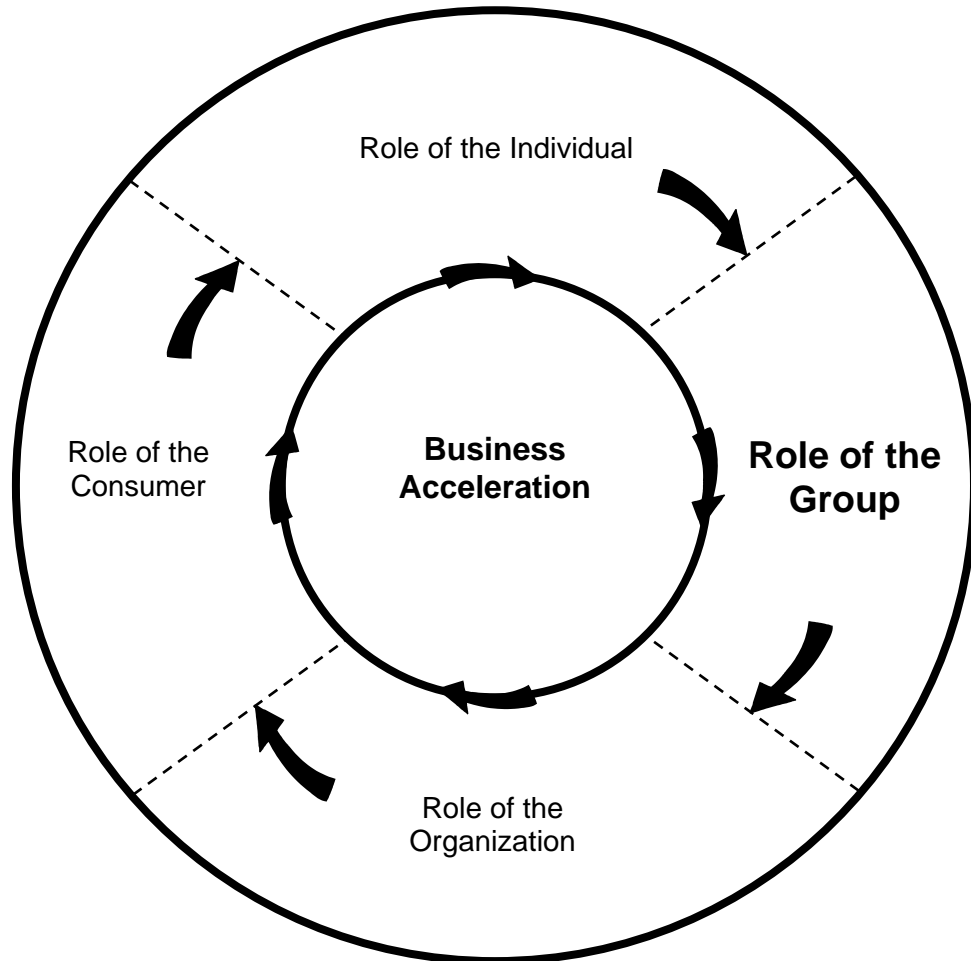


Figure 1

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Understand the Harsh Realities of Business Teamwork

The harsh reality of business teamwork is that it almost never happens.

Most business groups called “teams” couldn’t be more the opposite of a true team.

The 10 Primary Reasons Why Teamwork Fizzles and Silos Multiply

1. *The Best of Intentions from Family and Friends*
2. *The Manager’s Lack of Vision*
3. *The Bad Apples Require a Doctor Everyday*
4. *The Individual’s Ego*
5. *Lack of a Crisis*
6. *“Are we winning or losing?”*
7. *No Truth Or Consequences*
8. *Removal of the Iconic Leader*
9. *No Collaboration, No Teamwork*
10. *No Money, No Mission*

Dan’s Coaching Tip

Don’t ever assume that a group is a team. Without serious intention and significant work, it is far more likely that a group of individuals will splinter off into self-centered silos than into a synergistic approach toward achieving a common objective.

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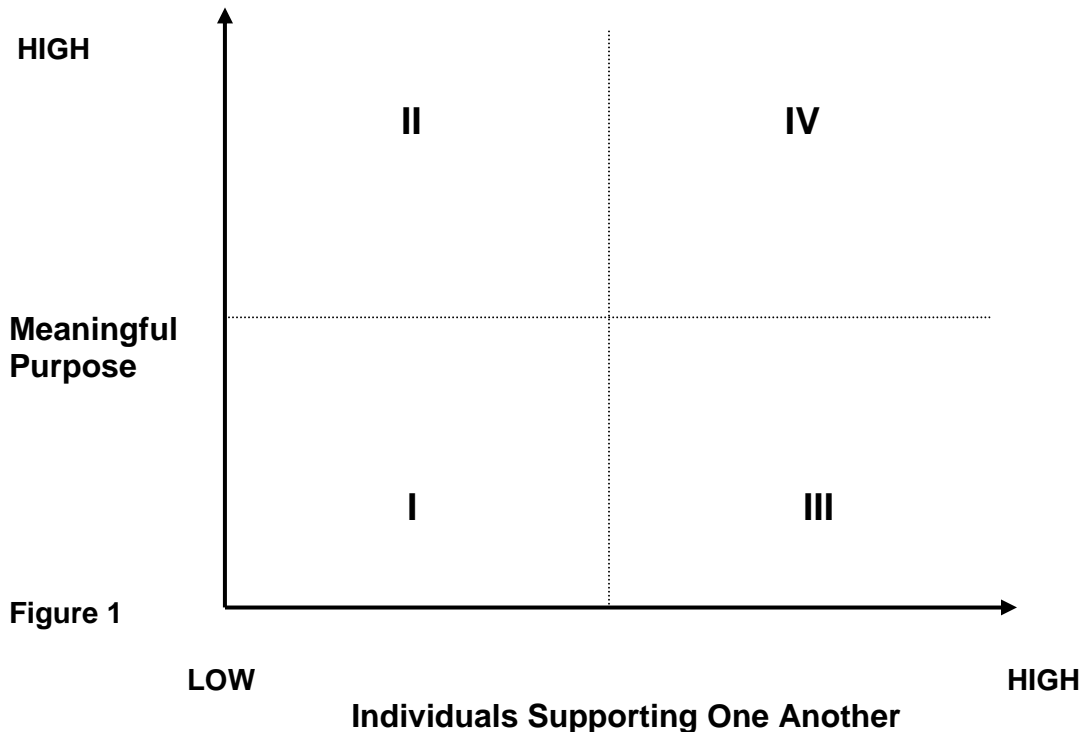
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The Ensemble Approach

No manager is an island.

I've never worked with an executive or a manager who provided value to a customer all by himself. All business results are achieved through the efforts of other people. In running a business unit, this thought is critically important to keep top of mind. Even though we operate in a business environment where some CEOs are ridiculously overpaid, the truth is that business results are generated by groups working throughout the organization.

Teamwork happens when individuals support one another toward achieving a meaningful purpose.



Quadrant I is **The Tragedy Quadrant**. People have no purpose and don't support each other.

Quadrant II is **La-La Land**. People have a purpose, but they don't support one another.

Quadrant III is **The Party Quadrant**. People in the group support one another, but the group has no overarching purpose.

Quadrant IV is where **true teamwork happens**. People have an important purpose and support another toward fulfilling it.

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Five Reasons Why Teamwork Is Important

1. *You get better ideas.*
2. *You attract and retain talent.*
3. *You attract and retain better customers.*
4. *More money flows to the bottom line.*
5. *Teamwork is the golden goose that keeps on giving.*

16 Keys to Building Great Business Teamwork

1. *Clarify One Meaningful Purpose*
2. *Maintain Urgency in the Absence of Emergency*
3. *Recognize and Reward The Supporters*
4. *Anticipate the Next Adventure*
5. *Use the Ensemble Approach*

The four keys to creating a successful Ensemble Approach are:

- Use open-ended questions.
- Draw input from a wide variety of people.
- Steadily guide the group toward a desired end state.
- Frequently recognize and reward people for contributing and listening and collaborating.

6. *Build In Championship Objectives Regularly*
7. *Relationships and Results are the Twin Engines of Long-Term Success*
8. *Keep the Good of the Organization at the Forefront of Decision-Making*
9. *Individuals Have to Experience Success As Well*
10. *Great Teams Give Birth to Great Leaders*
11. *The Power of the Past*

- What was the group?
- What was the purpose of the group?
- How did people in the group support one another?
- How did that experience affect you?
- What lessons did you learn from that experience?
- How could you apply those lessons to your current group?

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12. Members Seek to Add More Value

In great teams the members proactively go up to each other and ask, "What am I doing that's adding value to you, and what can I do to add more value to you?"

13. Release Toxic Habits

Just as toxic chemicals ruin the environment, individual toxic habits are the words, actions, and decisions that ruin teamwork.

Three Steps to Releasing Toxic Habits

1) Awareness

2) Acceptance

3) Action

There are a variety of actions you can do to continue releasing your toxic habits including the following:

- Experience and express your negative emotions.
- Emotionally detach yourself from the desired end result.
- Forgive yourself for the mistakes you have made and other people for the mistakes they have made.
- Remain humble so your ego does not get in the way of your achievements.
- Reduce the complexities of your life.
- Replace this toxic habit with a more life-enhancing habit.

13. Use a Team Impact Reality Check

Ask yourself, "What am I doing to strengthen the clarity of purpose and the way the members of the group support one another toward achieving that purpose?" Then ask yourself, "What am I doing that weakens the teamwork within the group?"

14. Keep Things In Perspective

Lou Holtz, the former college football coach, used to say, "Things are never quite as good as they seem, nor as bad as they seem, but somewhere in between reality lies."

Take whatever results your team achieved and analyze them by asking what the original goal was, what efforts the group took to try to achieve that goal, what efforts worked out well and what ones did not work out well, what was learned, and how those learnings could be applied in future scenarios.

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12. And the most important key to building teamwork is.....building trust.

Three Steps to Building Trust

1. Work to understand the other person.

What do they want to achieve? What do they need to achieve? What is important to them? What could you do to add even more value to them?

2. Clarify what they can expect from you.

Consider what you've learned about the other person and decide what you will do and what you will not do and the rationale behind your decision. Communicate to the other person what you will do and what you won't do. Be clear as to what he or she can expect from you.

3. Deliver at a minimum what is expected of you.

Do what you said you would do. Before adding any new ideas to your plate, follow through on what you said you would do. If anything causes you to be unable to do what you said you would do, communicate immediately with the other person and let them know what expectations you are not going to meet.

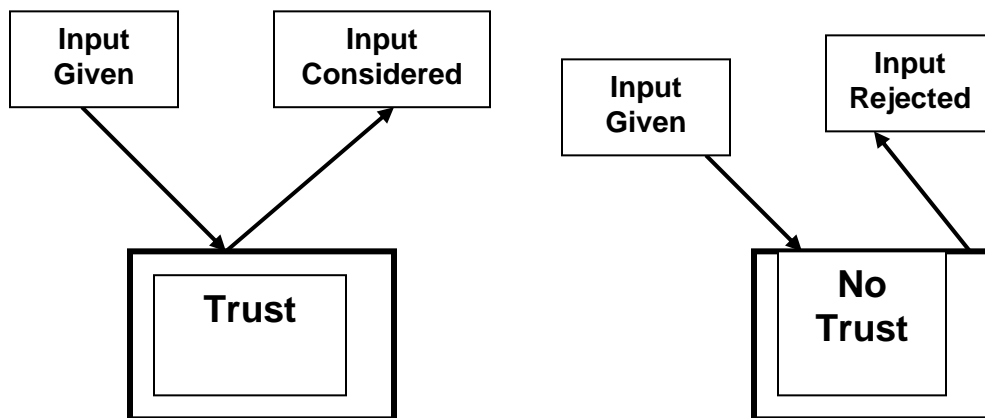


Figure 2

The next obvious question is, "What can I do if I've broken my trust with other people?" That requires five steps:

- First, be patient and know that it's going to take a long time.
- Second, apologize and ask for forgiveness.
- Then repeat the three steps I outlined above: listen for understanding, clarify what you can and can't do, and then do what you said you would do.

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Dan's Coaching Tips

Your most important job as a manager is to create a culture where people understand the overall purpose of their group, and support one another toward fulfilling that purpose. This is more important than incorporating the newest technology or finding the hot new product for the marketplace or starting up a pet project that you're dying to dig into. Focus your time and energy on continually clarifying the compelling purpose for why the group exists and rewarding people for supporting each other toward the fulfillment of that purpose. And everything is dependent on building trust with your team members and between your team members. That doesn't happen at a two-day retreat.