

The Ideal Team Player



2018 LEADERSHIP SERIES – PART 1 OF 4

2018 LEADERSHIP SERIES DATES

THURSDAY, APRIL 26TH

THURSDAY, AUGUST 23RD

THURSDAY, NOVEMBER 29TH

** COURSE TOPICS TO BE ANNOUNCED SOON*



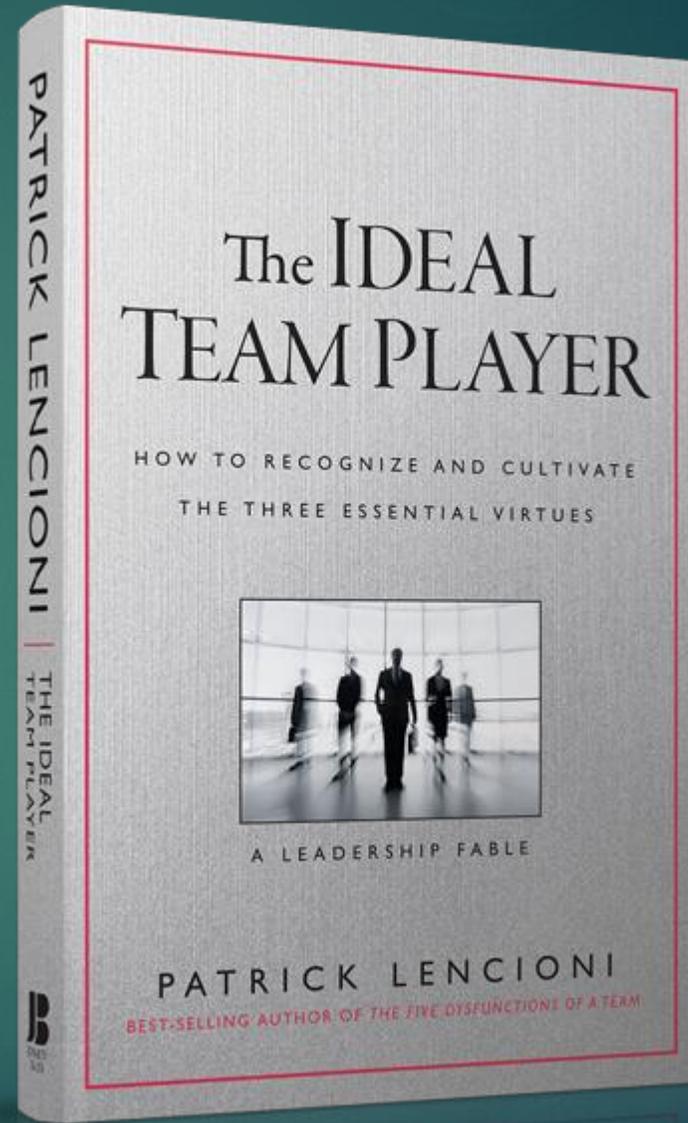
2018 LEADERSHIP SERIES

Our Goals for Today

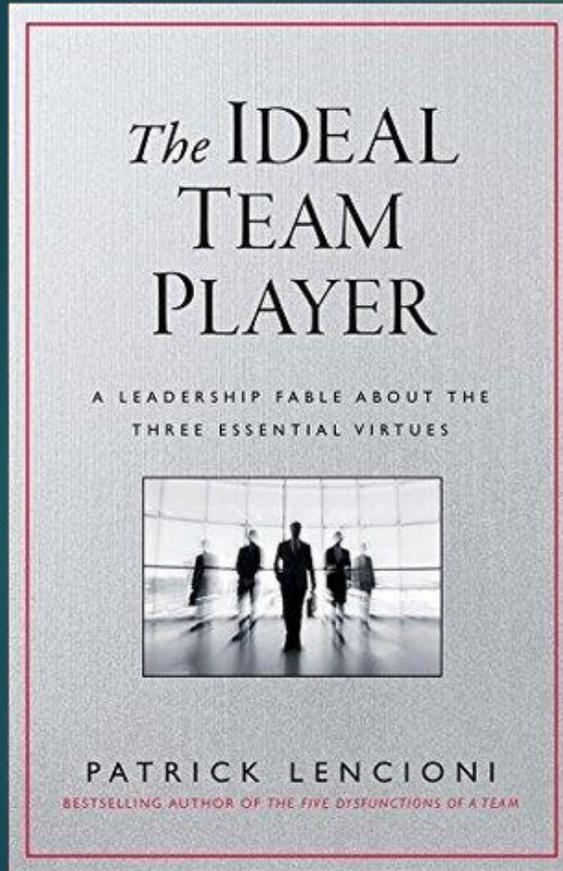
- Learn how to identify, coach and hire “Ideal Team Players”
- Complete Self Evaluation and Have Small Group Discussion
- Learn strategies to improve Emotional Intelligence



Why this book?



The Ideal Team Player



- Author: Peter Lencioni
- President of The Table Group, a management consulting firm specializing in executive team development and organizational health.
- Best known as the author of *The Five Dysfunctions of a Team* that explores work team dynamics and offers solutions to help teams perform better.



Teamwork in Commercial Real Estate



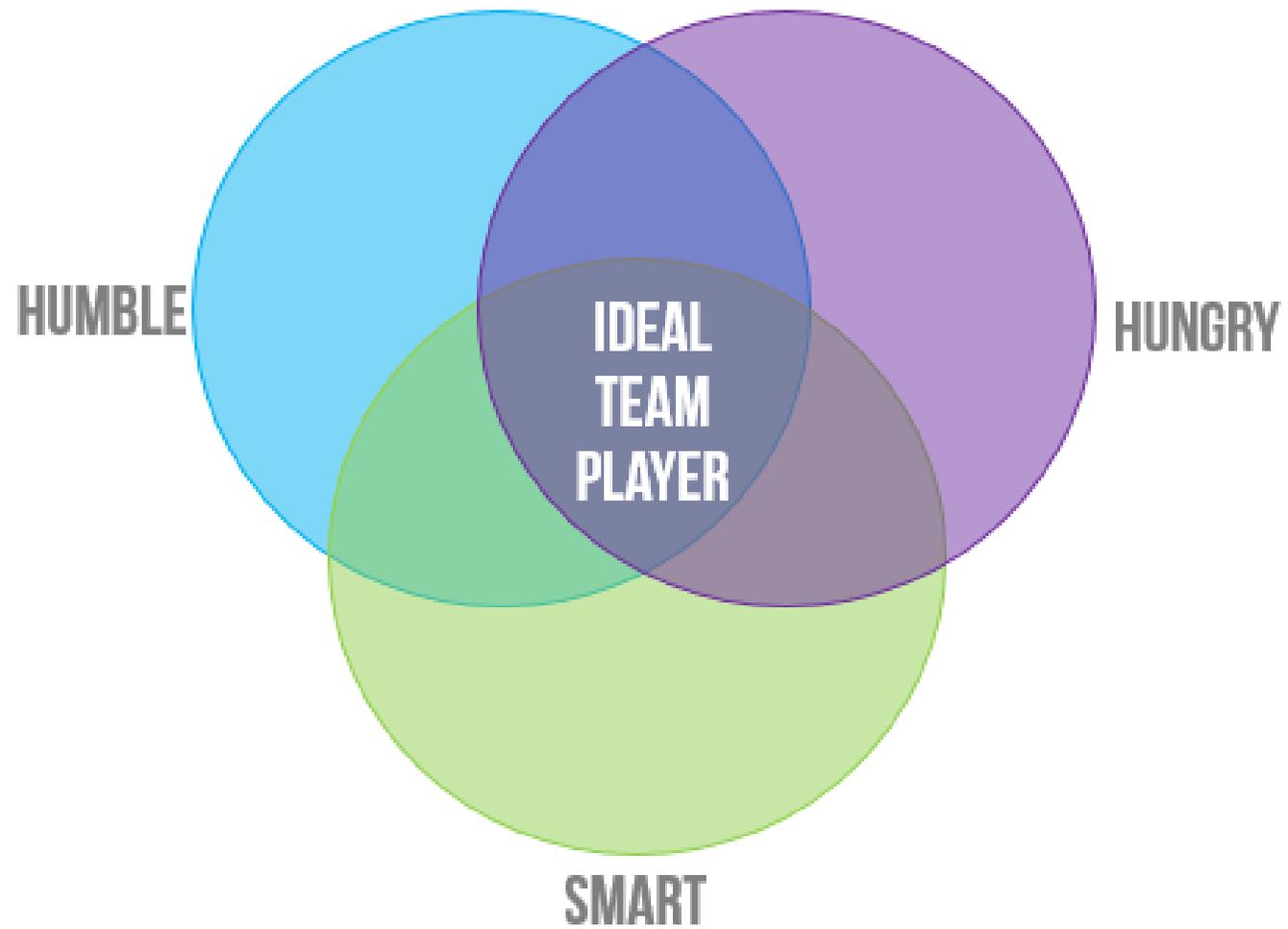
What does poor teamwork look like?



What does good teamwork look like?

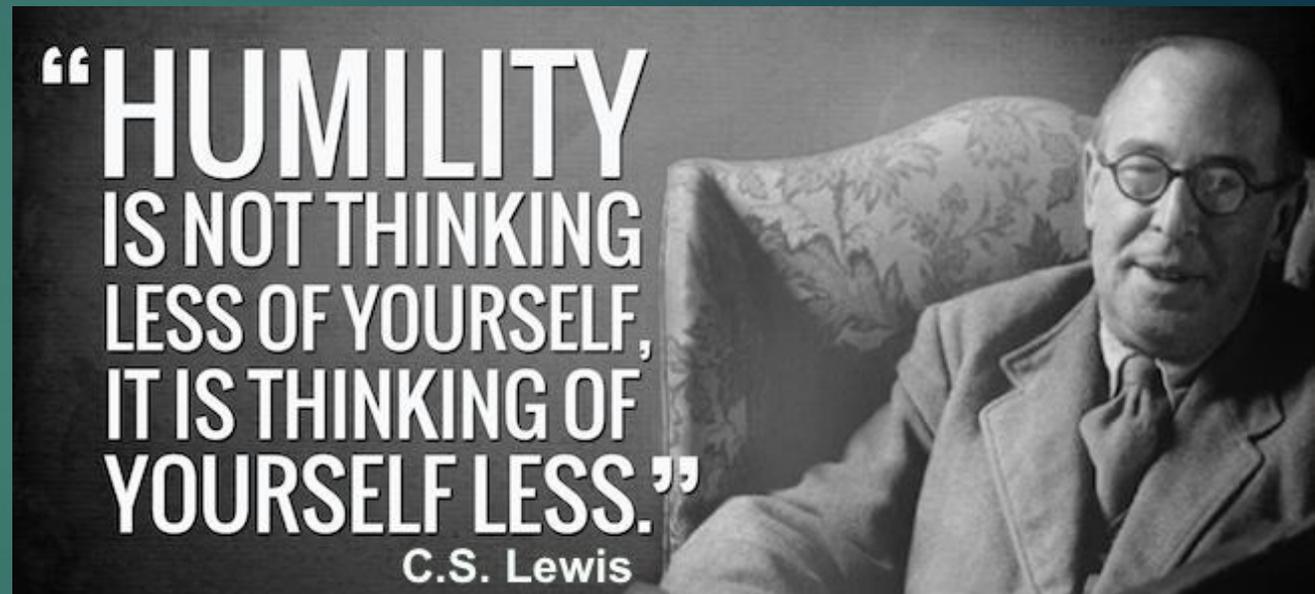


The Model



Humble

Ideal team players are humble. They lack excessive ego or concerns about status. Humble people are quick to point out the contributions of others and slow to seek attention for their own. They share credit, emphasize team over self and define success collectively rather than individually.



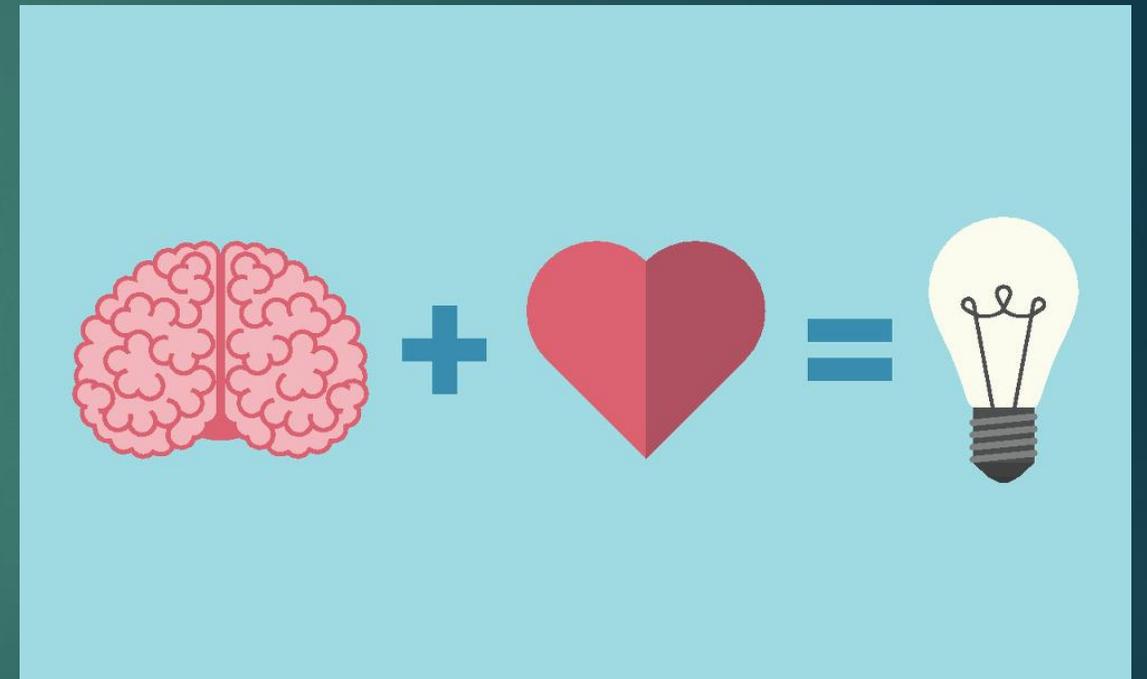
Hungry

Ideal team players are hungry. They are always looking for more. More things to do. More to learn. More responsibility to take on. Hungry people almost never have to be pushed by a manager to work harder because they are self-motivated and diligent. They are constantly thinking about the next step and the next opportunity.

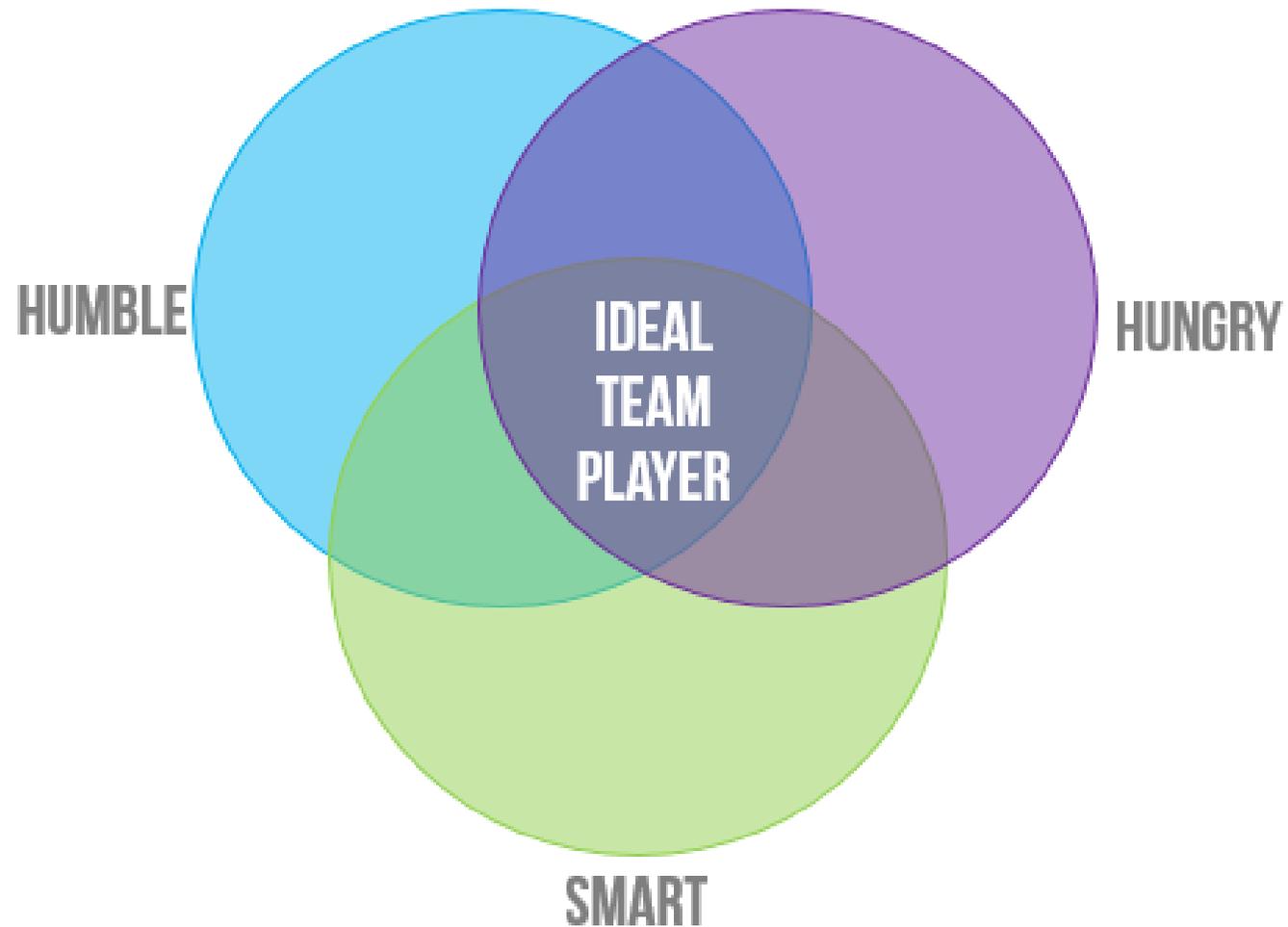


Smart (Emotional Intelligence aka EQ)

Ideal team players are smart. They have common sense about people. Smart people tend to know what is happening in a group situation and how to deal with others in the most effective way. They have good judgment and intuition around the subtleties of group dynamics and the impact of their words and actions.



The Three Virtues Combined

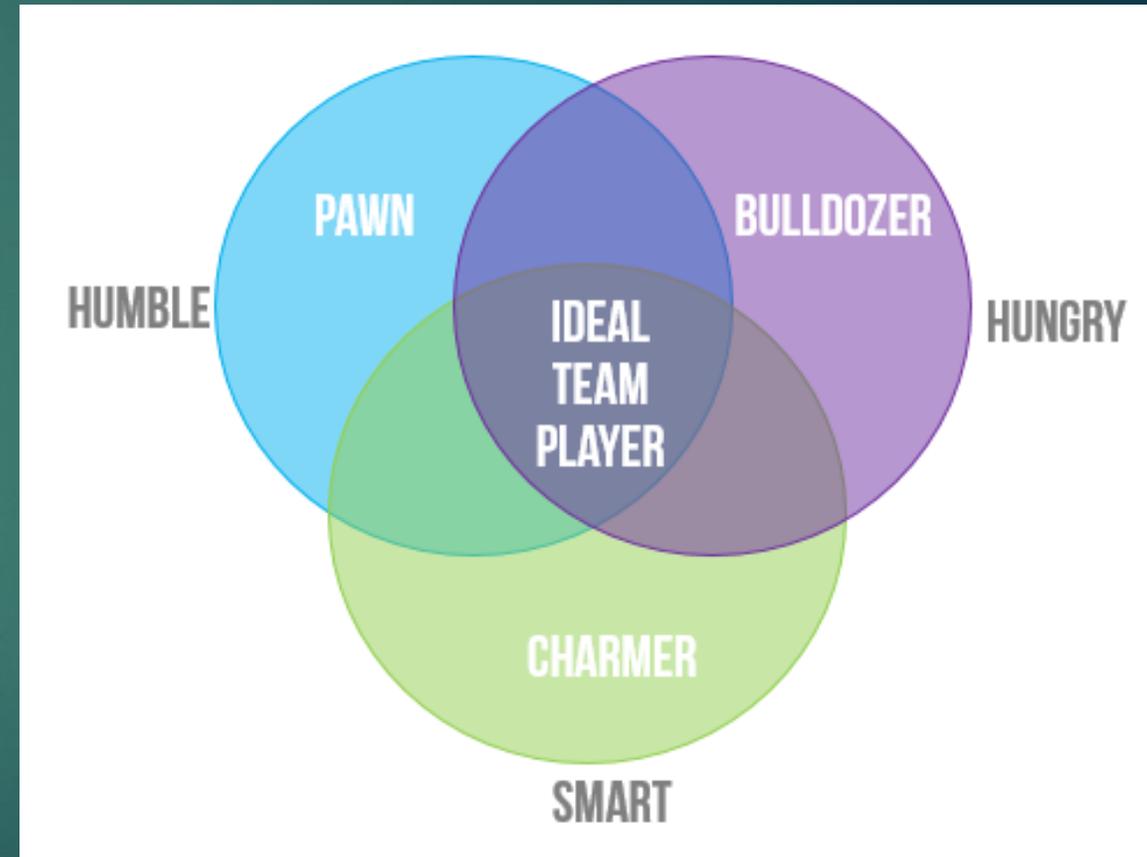


If someone lacks 2 of 3 Virtues

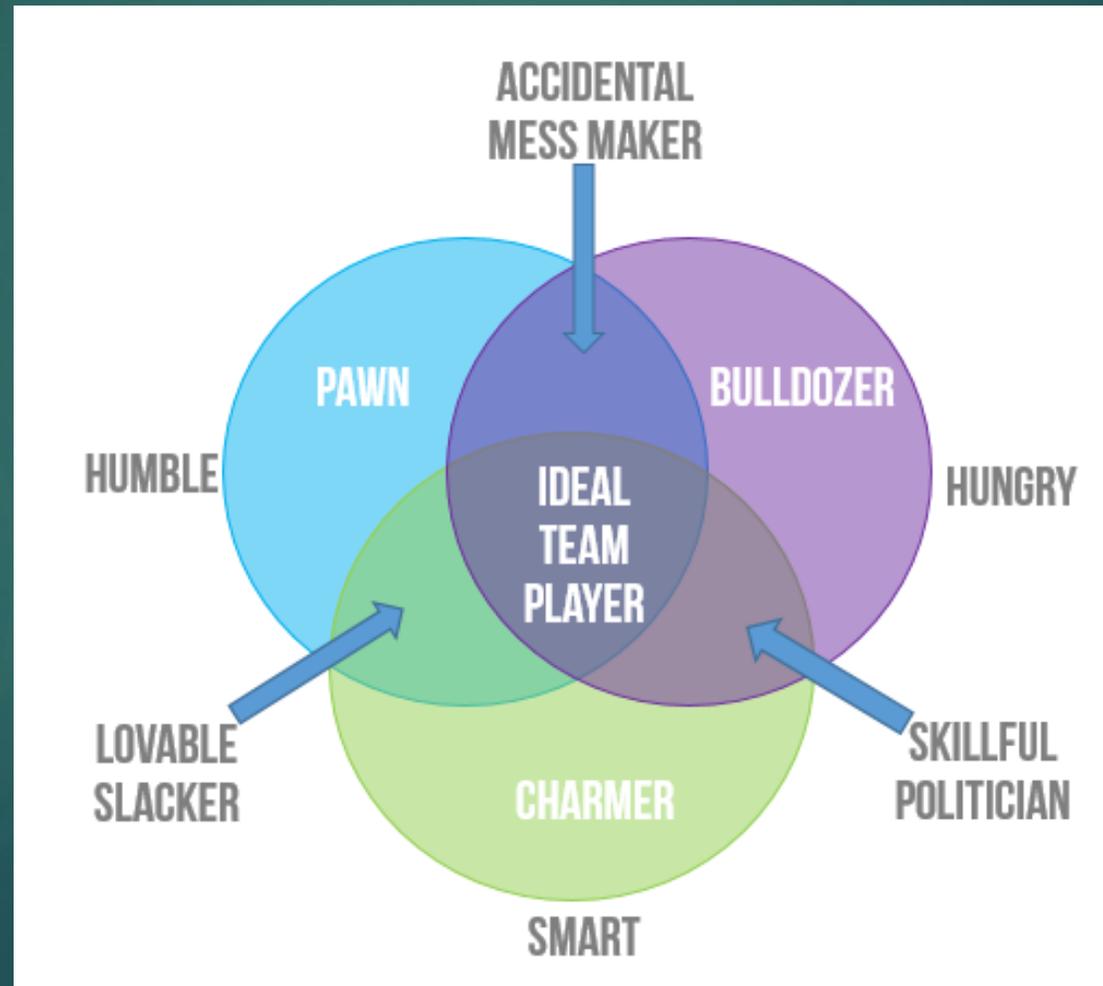
Pawn – only humble

Bulldozer – only hungry

Charmer – only smart



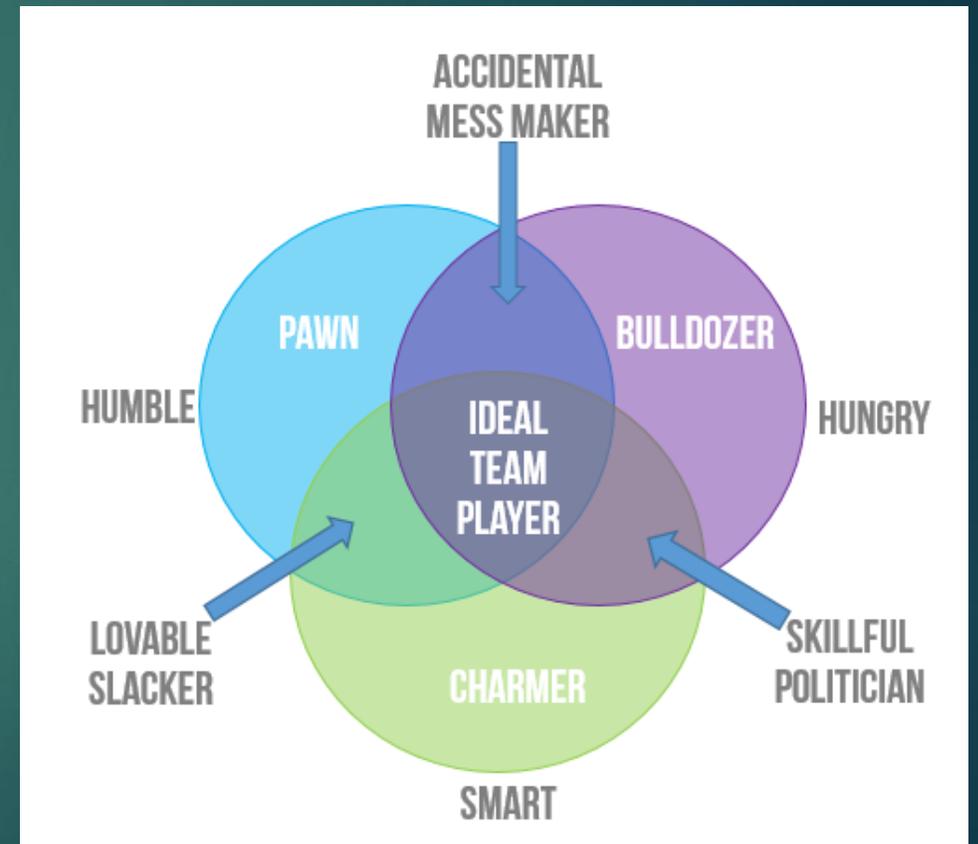
What happens when one of the three virtues is lacking?



If someone lacks 1 of 3 Virtues

The Accidental Mess-maker

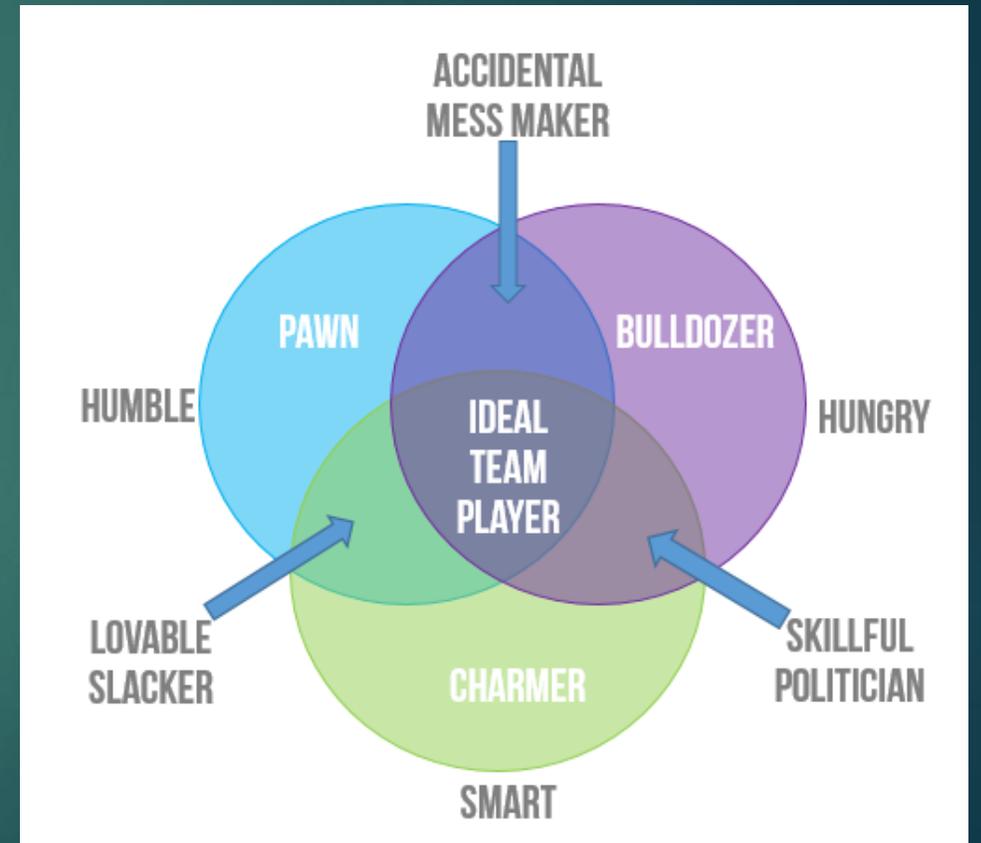
This person is humble and has plenty of drive but lacks people smarts. So, they are likely to create messes, acts with very little emotional intelligence and team savvy. This person may accomplish a great deal but leave behind a trail of interpersonal destruction.



If someone lacks 1 of 3 Virtues

The Loveable Slacker

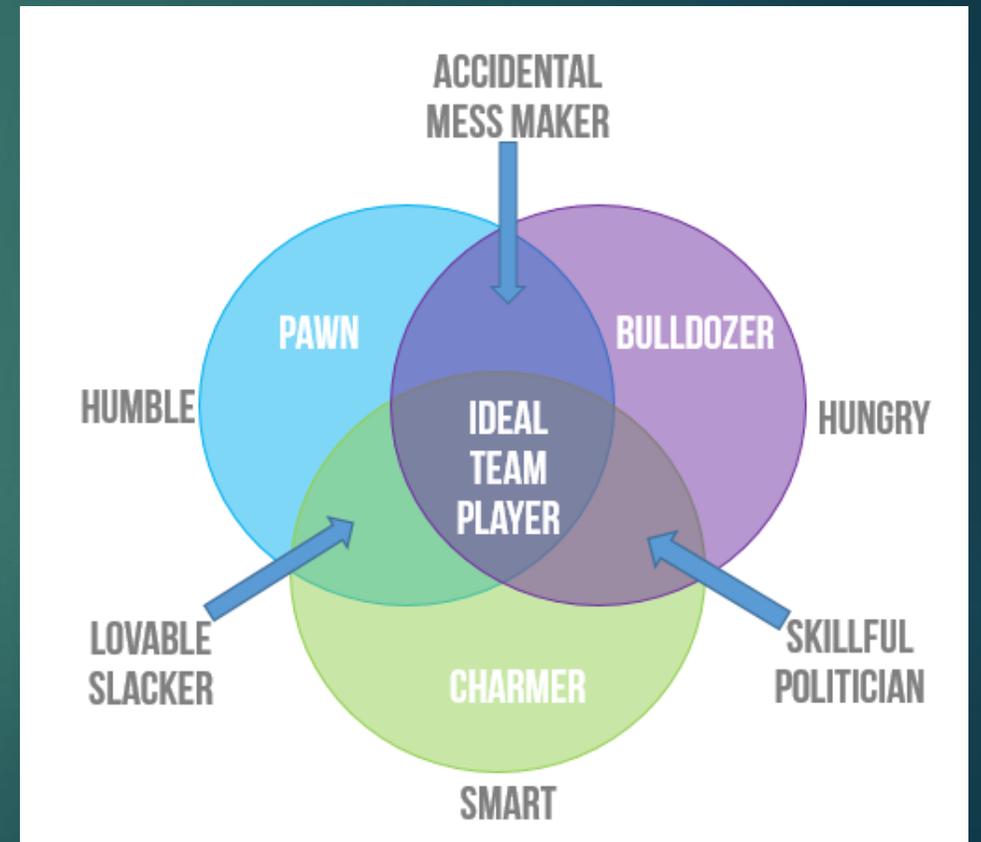
This person may at first appear ideal because they are humble and people smart, and therefore very likeable. But they lack the drive to go the extra mile. They do only what is required of them and soon frustrate all the truly conscientious members of the team.



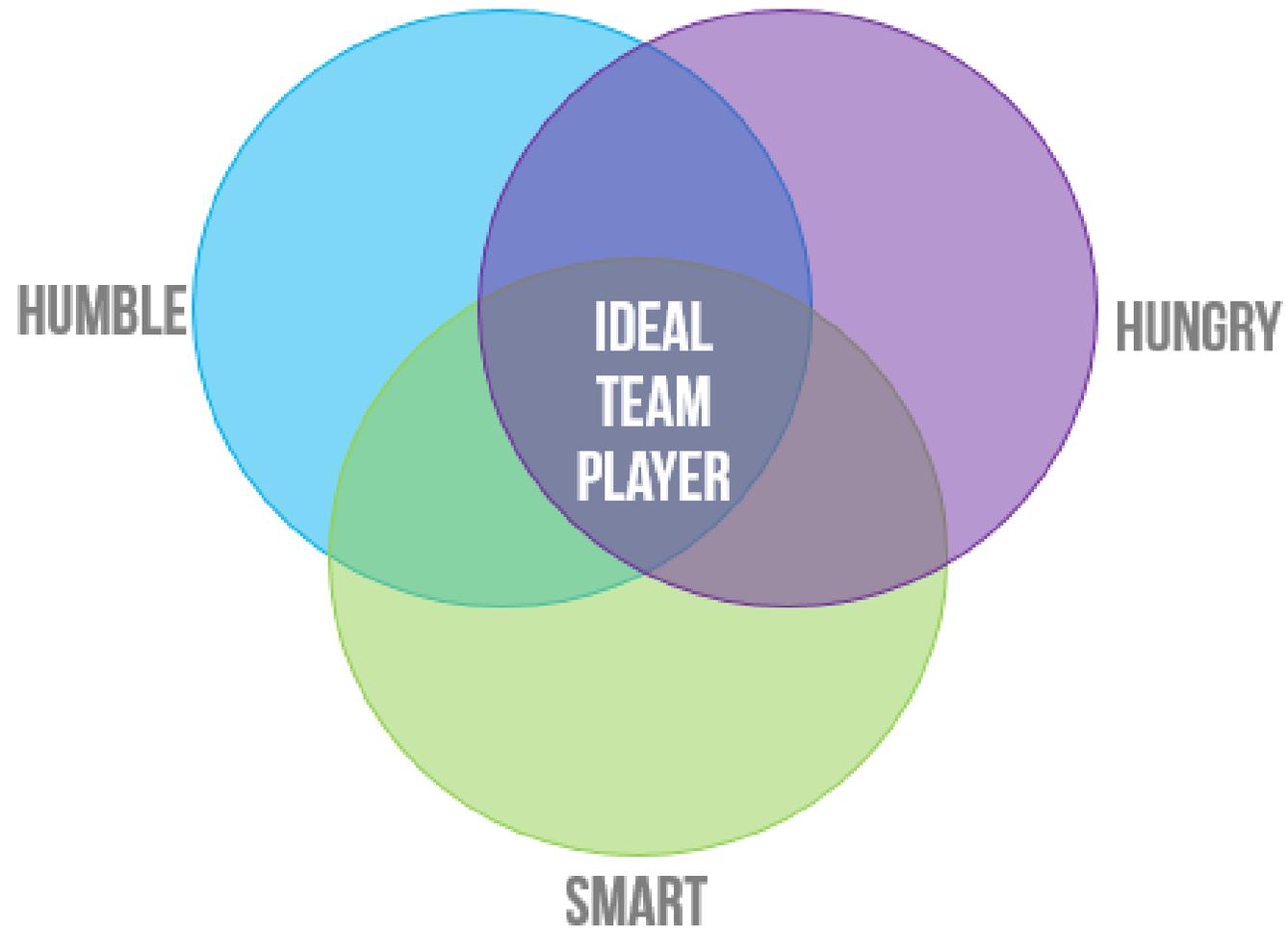
If someone lacks 1 of 3 Virtues

The Skillful Politician

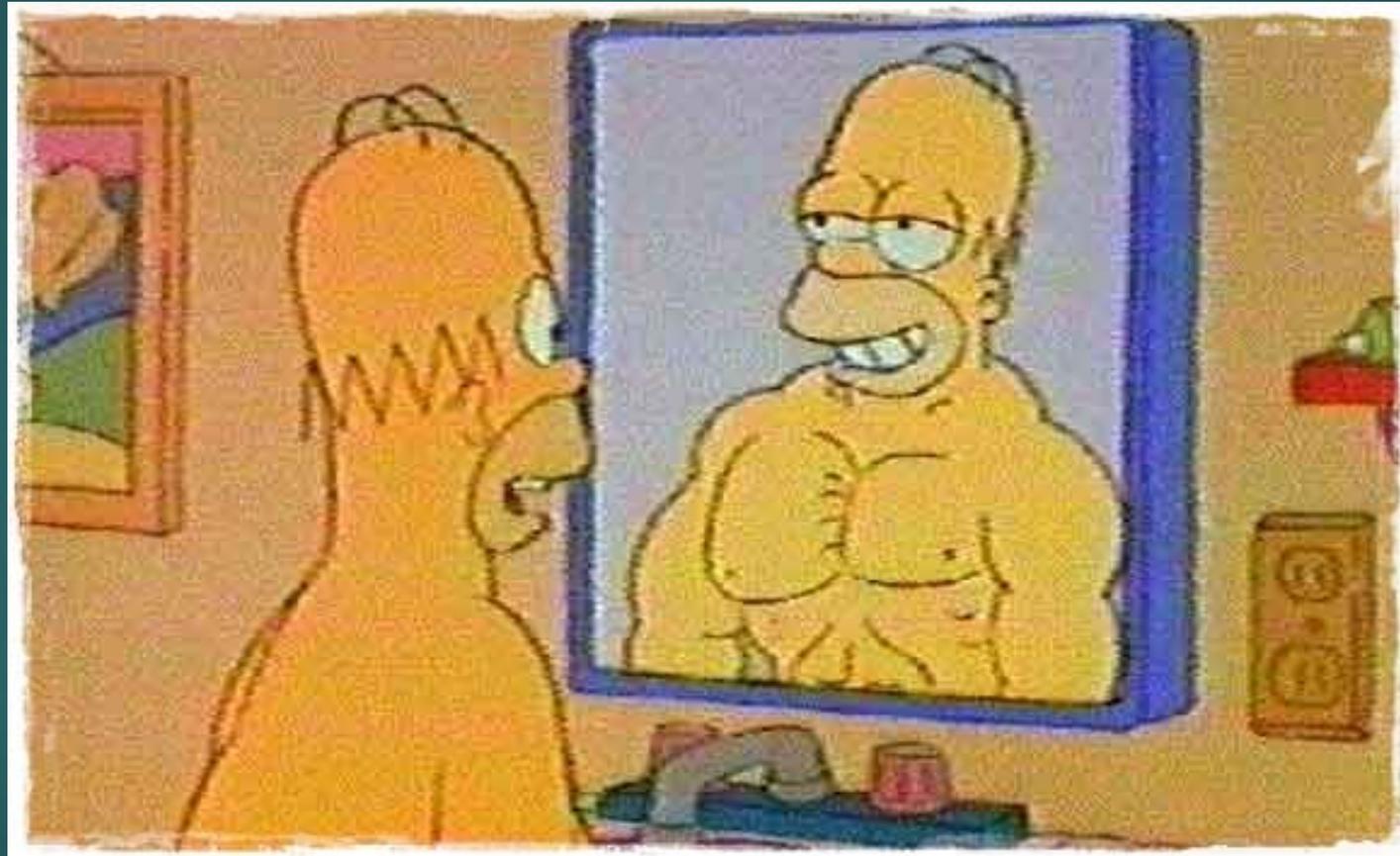
Perhaps the most dangerous of the three “incomplete” players, the skillful politician knows how to present him/herself very skillfully and knows how to look well-intentioned and even humble. But all the while this person is egocentric and looking out only for his/her own interests. Team mates can end up feeling manipulated and scarred.



Ideal Team Players



So, where do you stand?



4 Applications for the Model

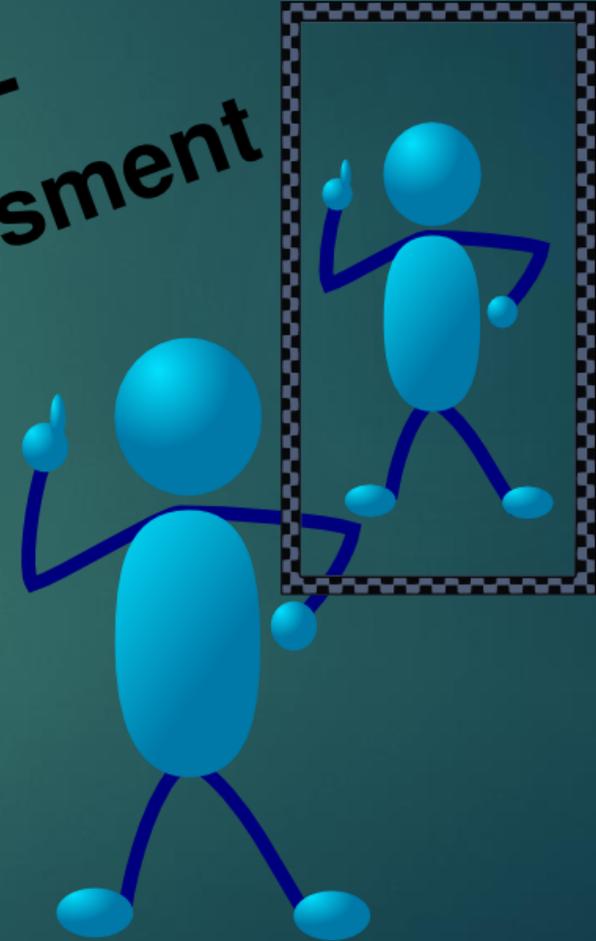


- ▶ Assessing Current Employees
- ▶ Hiring New Employees
- ▶ Developing Employees Lacking in 1 of the 3 areas
- ▶ Embedding the Model into a company's culture

Assessing Current Employees

- ▶ Self Assessment Tool
- ▶ Group Discussion / Activity
- ▶ Management Assessments

**Self-
Assessment**



Ideas discussed on improving your weakest virtue

▶ **Those where HUMILITY is weakest...**

- ▶ Discuss with your manager. Ask, do you consider me a humble person? Why or why not?

▶ **Those where HUNGER is weakest...**

- ▶ Recognize that “mom guilt” exists
- ▶ Read professional books, not just books for entertainment
- ▶ Recognize and act on the “seasons of life”
- ▶ Include tedium (tedious tasks) in one’s goals

▶ **Those where PEOPLE SMARTS is weakest...**

- ▶ Have difficult conversations when they are needed, don’t avoid them.
- ▶ Work on active listening and “being present” in conversations
- ▶ Tailor your communication to your audience...know your audience
- ▶ Recognize time constraints and be patient with teammates

Hiring New Employees



- ▶ Ways to Improve the Hiring Process
 - ▶ Not being too generic
 - ▶ Debrief each interview as a team
 - ▶ Consider group interviews
 - ▶ Make interviews non-traditional
 - ▶ Ask questions more than once
 - ▶ Ask what others would say
 - ▶ Ask candidates to do some real work
 - ▶ Don't ignore hunches
 - ▶ Scare people with sincerity

Hiring New Employees

- ▶ Incorporating “Ideal Team Player” Interview Guides



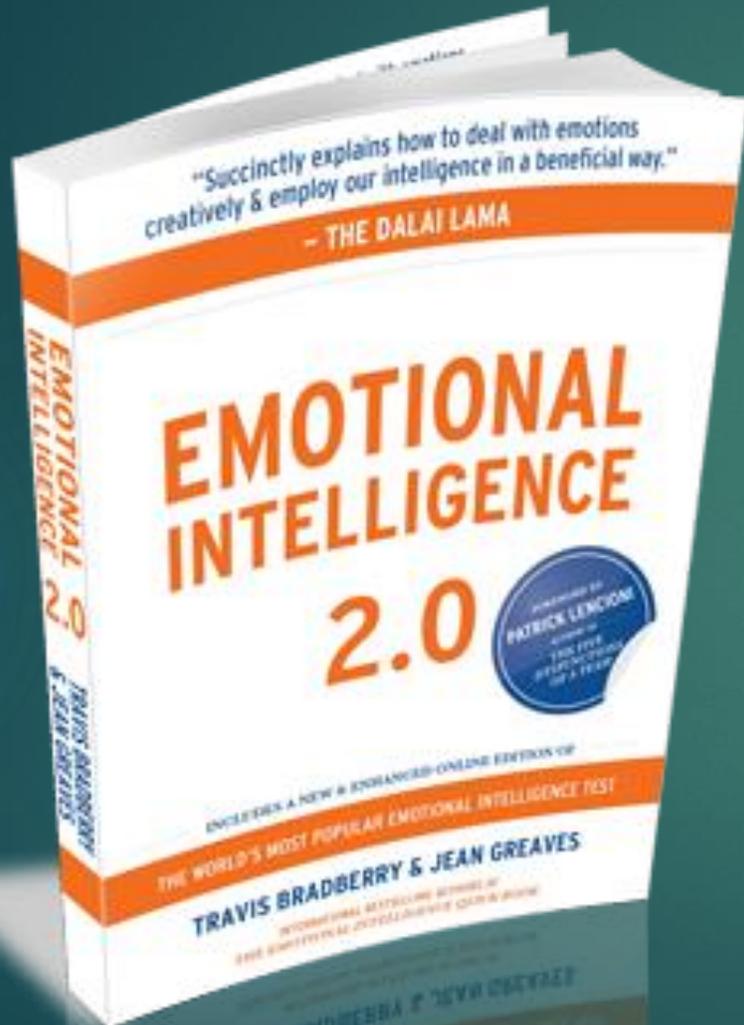
Developing Employees Lacking in 1 of 3 Virtues

- ▶ Once a leader has established a clear sense of his employee's relative strengths and weaknesses related to these three virtues, the process of improvement can begin.
- ▶ The leader's commitment in constantly reminding the employee, even if unpleasant, is important in this process.
- ▶ When the manager steps up the challenge, one of two things would happen – either the employee strives to improve and achieves the breakthrough or he/she might decide to leave the organization.
- ▶ A third possible outcome could be the person sticks on to the organization without making the necessary behavioral changes – in which case he/she might have to be forcibly asked to go.

Developing Employees Lacking in 1 of 3 Virtues

- ▶ **Humility** – one of the most sensitive of the three and is mostly rooted in psychological improvements
- ▶ **Hunger** – least sensitive of the three and is the most difficult to change.
- ▶ **People Smarts** – the one virtue that is the easiest to work on and make significant change.

Emotional Intelligence (2.0)



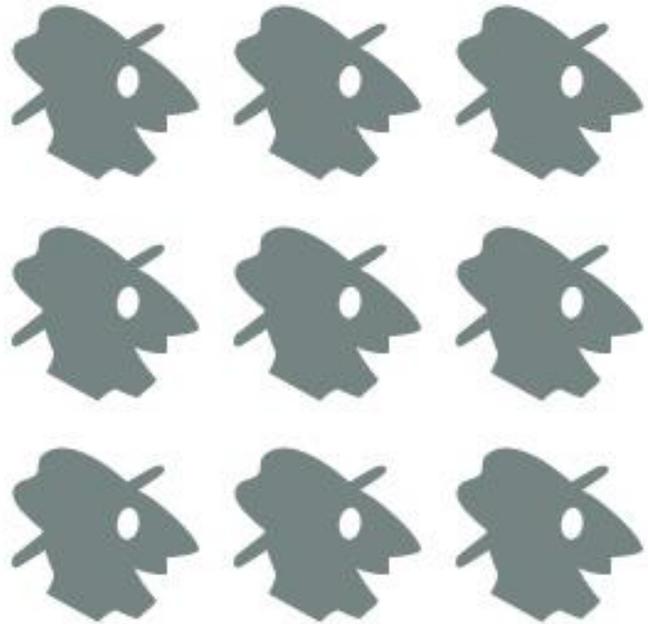
TRAVIS BRADBERRY
FOREWORD BY PATRICK
LENCIONI

Emotional intelligence is your ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behavior and relationships.

Why should you care?

- ▶ Intelligence Quotient non-issue at work?
 - ▶ Average IQ's outperform High IQ's 70% of time
- ▶ Emotional Intelligence “discovered”
 - ▶ EQ and IQ not correlated
 - ▶ EQ accounts for about 58% of performance in most jobs (from high- to low-touch jobs)
 - ▶ Every point increase in EQ correlates to \$1,300/yr
- ▶ EQ CAN BE IMPROVED!!

Got EQ?



90%

*of top performers
have high EQ*



EQ is responsible for

58%

*of your job
performance*

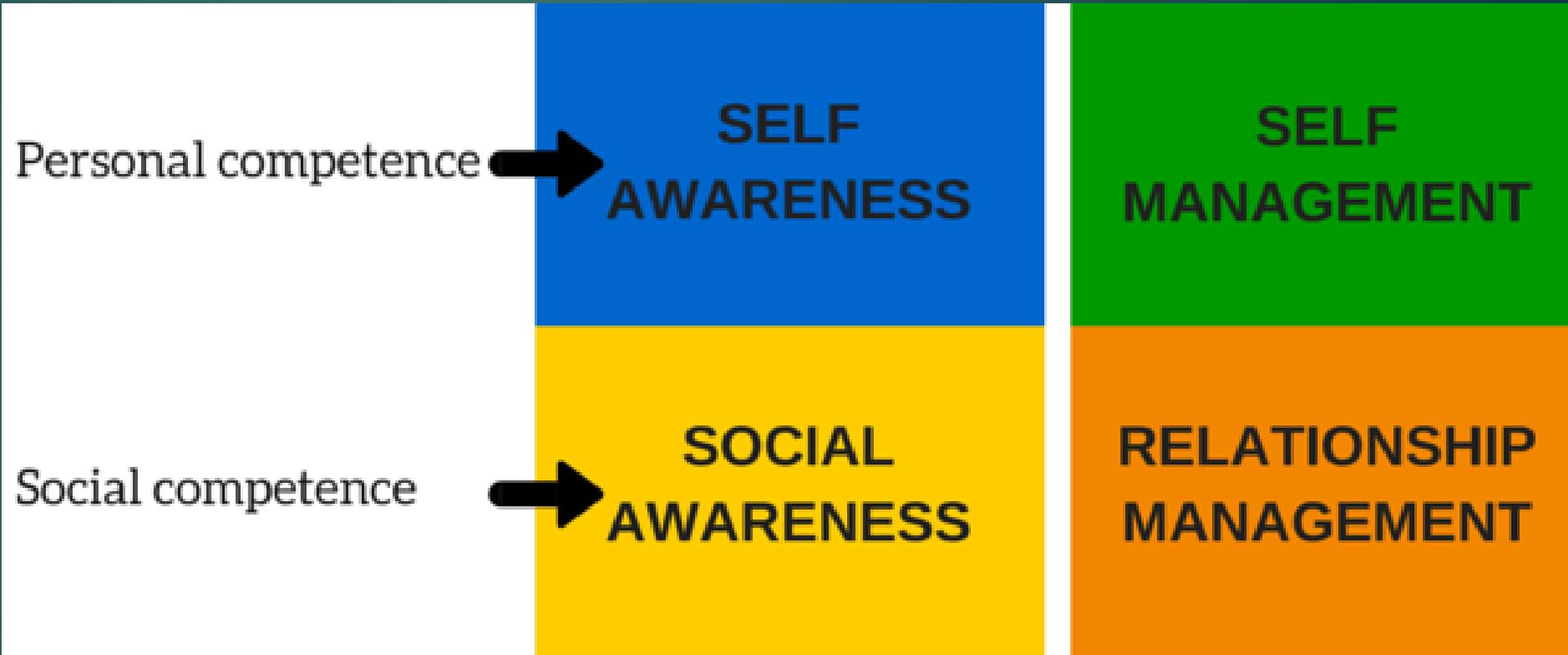


\$29,000

*People with high EQ
make \$29,000 more
annually than their
low EQ counterparts*

Four *Skills* of EQ

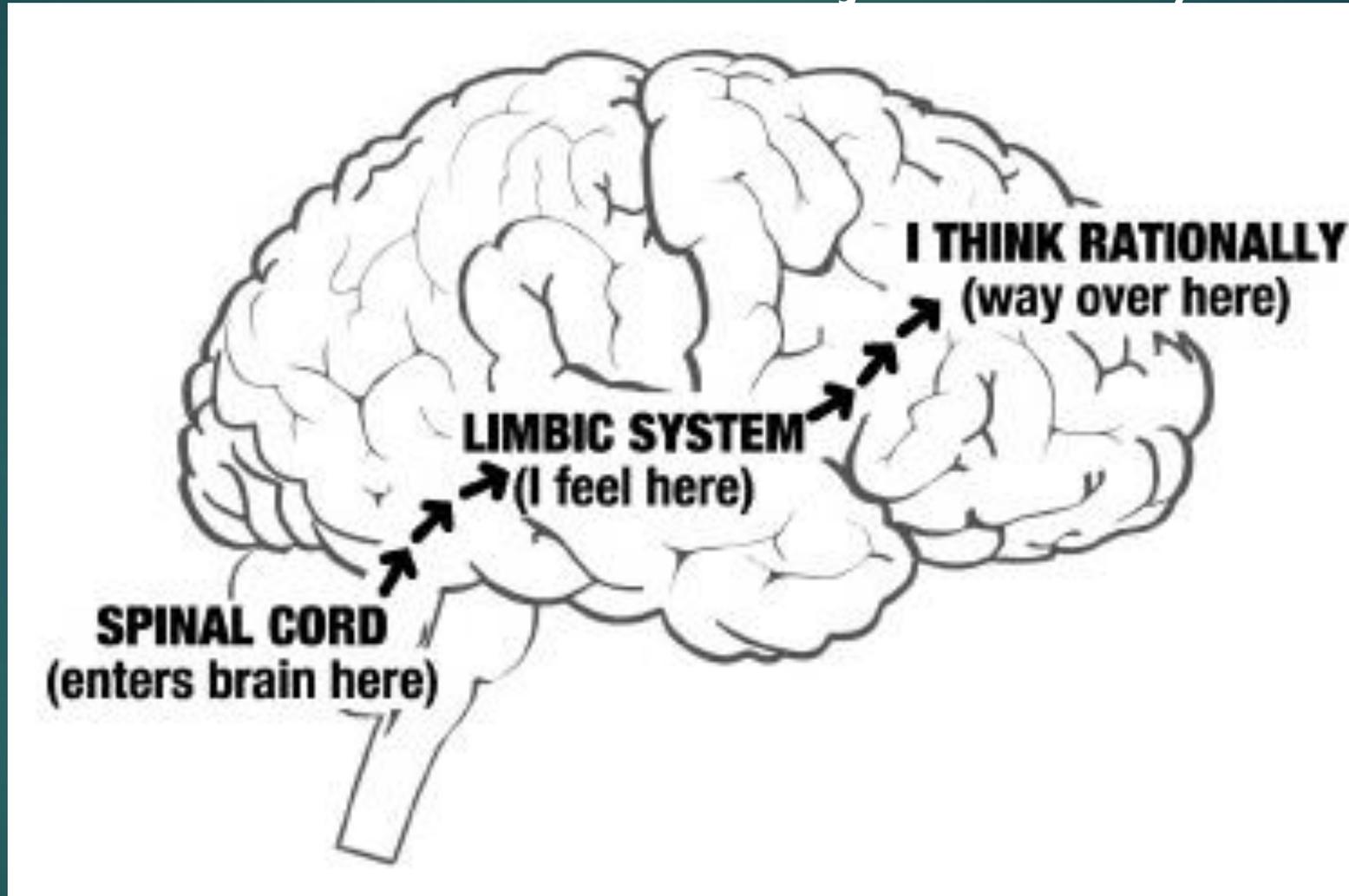
Ability to stay aware of your emotions and govern your behavior



Ability to understand other people's moods, behavior, and motives in order to improve your relationships



Self-Awareness & Objectivity



“Why Does She Annoy Me So Much?”

Self-Awareness Skill and Objectivity



Emotions Serve a Purpose

- ▶ What makes you tick? And talk? And Scream? And Run? And clench your teeth? And smile?
- ▶ 83% of High S-A are top performers
- ▶ Only 2% of bottom performers are High S-A
- ▶ High self-awareness steers us to paths of greater success!
- ▶ With fewer regrettable actions and mistakes

**“LUKE,
I AM
YOUR
MOTHER.”**

-Darth Vader



YOU'RE NOT YOU WHEN YOU'RE HUNGRY

Self Awareness -Boosting Tactics

- ▶ Quit treating your feelings as Good or Bad
- ▶ Dive into your discomfort
- ▶ Feel your physical manifestations
- ▶ Know Thy Buttons
- ▶ Jane Goodall yourself – journaling?
- ▶ Don't be fooled by moods, good or bad
- ▶ Contrast Values versus Behaviors
- ▶ Seek Trusted Feedback

What's Next?

- ▶ Decide if you agree with this model...if so, then...
- ▶ Make a commitment to hire only Humble, Hungry & Smart People
- ▶ Utilize your self assessment tool to initiate dialogue with your team
- ▶ Work ways to improve Emotional Intelligence
- ▶ Additional Reading, Training & Resources

Additional Resources

► Recommended Reading

The Ideal Team Player by Patrick Lencioni

<https://www.amazon.com/Ideal-Team-Player-Recognize-Leadership/dp/153186385X>

Emotional Intelligence 2.0 by Travis Bradberry & Jean Greaves

<https://www.amazon.com/Emotional-Intelligence-2-0/dp/B004HOQWMA>

► Website to Download Free Tools

<https://www.tablegroup.com/books/ideal-team-player>

Key Takeaways



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