Pulling Together

10 RULES FOR HIGH PERFORMANCE TEAMWORK

The book was written by:
John J. Murphy
“Cooperation is thorough conviction that nobody can get there unless everybody gets there”

Virginia Burden
Rule 1

PUT THE TEAM FIRST
Put the team first

“We-opic” What’s in it for we?

Cooperation means working together for mutual gain

It is with this spirit of cooperation that effective teams learn to capitalize on individual strengths and offset individual weaknesses using diversity as an advantage
Put the team first

To embrace the team-first rule, make sure your team purpose and priorities are clear.

- What is our mission
- What is our game plan
- What is expected of each of us
- How can we each contribute
- What holds us together
Ask yourself…are you putting your team first?
“None of us is as smart as ALL OF US.”

Ken Blanchard
RULE 2

COMMUNICATE OPENLY AND CANDIDLY
“A group becomes a team when each member is sure enough of himself and his contribution to praise the skills of the others.”

Norman Shindle
High performance teams are empowered teams and information is a great source of great power.

Lack of communication can lead to “dependency syndrome” which is a “give it to the boss to solve” attitude.

Empowered teams take ownership and act responsibly.
To empower a team begin by sharing information

- What are the key metrics and performance indicators for the team?
- What do team members need to know daily, weekly, monthly to manage performance responsibly?
- How do team members know the score without asking?

Feedback is not always pleasant but, it is necessary for the team to learn and grow from mistakes.
“Communicate with others as clearly as you can to avoid misunderstandings”

Don Miguel Ruiz

If you don’t have an understanding it is a misunderstanding
RULE 3

BE PART OF THE SOLUTION NOT THE PROBLEM
“Again and again, the impossible problem is solved when we see that the problem is only a tough decision waiting to be made.”

Robert H. Shuller
BE PART OF THE SOLUTION, NOT THE PROBLEM

- WANTED: High performance team members; passive observers need not apply.
- Speak up
- Share your ideas
- Put “we” in front of “me”
- Volunteer your time and talents
- Effective teamwork requires all members to be an active part of the solution
- There is no room for dead weight
Stop and ask yourself

- What part of the load do I carry?
- What special gifts, talents or competencies do I offer?
- To what extent do I lead and follow effectively?
- What is my contribution to the team?

Remember you do not need permission to be a team player.
“If we did all the things we are capable of, we would literally astound ourselves.”

Thomas Edison
When everyone on the team is accountable, the team’s effectiveness rises above the sum of it’s parts.

- How are you doing in the area of personal ownership?
- Do you accept responsibility for your outcomes?
- Are you part of your team’s solutions…or it’s problems?

Ask yourself these questions not your team members!
“Problems are good, not bad. Welcome them and become the solution.”

Mark Victor Hansen
RULE 4

RESPECT DIVERSITY
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The secret to developing win/win solutions is to listen to the people closest to the problem.

Socrates said: ”You have two ears and one mouth. Use them proportionately.”
RESPECT DIVERSITY

How well do you listen?

- When you are listening are you empathizing?
- How well do you really understand and value your teammates especially when they disagree with you?
- How well do they understand you?
- Are you communicating effectively?
- Do you have an open, honest, trusting relationship, built on respect?
How well do you listen?

- When you are listening are you empathizing?
- How well do you really understand and value your teammates especially when they disagree with you?
- How well do they understand you?
- Are you communicating effectively?
“I have never seen a man who could do real work except under the stimulus of encouragement and enthusiasm and the approval of the people for whom he is working.”

Charles Schwab
RULE 5

ASK AND ENCOURAGE THE RIGHT QUESTIONS
Profound questions generate profound understanding.

“If you desire a wise answer, you must ask a reasonable question.”

Johann von Goeth
As a team member ask yourself:

- Do we have our priorities straight?
- What really matters?
- Are we asking the right questions?
RULE 6

USE A RATIONAL PROBLEM-SOLVING PROCESS
“The significant problems we face cannot be solved at the same level of thinking we were at when we created them.”

Albert Einstein
USE A RATIONAL PROBLEM-SOLVING PROCESS

- Gather data
- Review the facts
- Clearly define the problem
- Weigh the pros and cons
- Create a plan
USE A RATIONAL PROBLEM-SOLVING PROCESS

Ask…

- What will we measure?
- When will we measure it?
- How will we measure it?
- Who will measure it?

Are we using a rational process for making decisions?
“Each problem that I solved became a rule which served afterwards to solve other problems.”

Rene’ Descartes
RULE 7

BUILD TRUST
WITH INTEGRITY AND EXAMPLE
“You must be careful how you walk, and where you go, for there are those following you who will set their feet where yours are set.”

Robert E. Lee
Trust is a learned behavior, as is distrust and it is a direct reflection of the team’s leadership.
BUILD TRUST

How will your team remember you?

- Are you learning as much from your team members as they are you?
- What evidence do you have to support this?
- Are you putting the team first?
- Are you a positive role model?

How would your team members answer these questions about you?
“Trust is not a matter of technique, but of character. We are trusted because of our way of being, not because of our polished exteriors or our expertly crafted communications.”

Marsha Sinetar
RULE 8

COMMIT TO EXCELLENCE
The most important bond that holds teams together is a commitment to excellence and a united quest for on-going improvement.

This requires positive attitudes and inspiring beliefs from all team members.

To sustain peak performance requires: humility, dignity and grace.
COMEIT TO EXCELLENCE

Ask yourself:

- Are you stepping up to the plate?
- Are you putting your heart and soul into your work?
- Do your teammates honestly believe that you are giving everything you can?
When you look in the mirror, do you see a person that is:

- COMMITED TO EXCELLENCE?

- A TENACIOUS TEAM MEMBER STRIVING FOR TOTAL EQUALITY?
RULE 9

PROMOTE INTERDEPENDENT THINKING
“Thinkers help others to think, for they formulate what others are thinking. No person writes or thinks alone; thought is in the air but its expression is necessary to create a tangible spirit of the times.”

Elbert Hubbard
High performance teamwork is an interdependent process where team members rise to a level of sharing, accepting, giving and going beyond oneself.

- Showing up on time
- Paying attention
- Asking for and providing help
- Offering encouragement and support
- Valuing diversity
- Viewing your teammates as being important
Thinking interdependently means shifting from “what’s in it for me?” to “what’s in it for we?”

Ask yourself:

- Are you willing to step up?
- Are you looking beyond your existing position and limiting excuses?
- Do you see how your job fits into something larger?
- Do you see how interdependent you are?
“Build for your team a feeling of oneness, of dependence on one another and of strength to be derived by unity.”

Vince Lombardi
RULE 10

PULL THE WEEDS
A “weed” is someone that refuses to accept these rules and chooses to behave independently of the team.

Weeds make their own rules, undermining team consensus.

Weeds:
- Refuses to share and participate
- Shifts responsibility to others and rejects accountability
- Looks at the rules as a disruption to getting the job done
PULL THE WEEDS

- Weeds often seem harmless and may blossom from time to time
- Weeds cannot be trusted
- Beneath the surface it is doing everything it can to take over your garden

PULL THE WEEDS AND GIVE EVERYONE SOME ROOM TO GROW
“I am a member of a team and I rely on the team. I defer to it and sacrifice for it, because the team, not the individual, is the ultimate champion.”

Mia Hamm
A FLOCK OF GEESE
As geese flap their wings, they create an uplift for the bird following. By flying in a V formation, the whole flock adds 71% greater flying range than if any bird were to fly alone.
Consistently applying the ten rules generates:

- Trust
- Respect
- Unity
- Power

A violation of any one rule destroys the bond of a team!