No human is wise enough by himself!

Plautus

Team IQ needs to be higher than, rather than lower than, any one individual’s.

The Many Faces of Intelligence

1. Verbal Intelligence: The ability to speak and have a command of the language—to understand and use it well.
2. Mathematical Intelligence: The ability to use numbers, to read financial statements, and to develop financial ratios.
3. Physical Intelligence: The extraordinary timing and coordination as enjoyed by athletes and dancers.
4. Musical Intelligence: The innate ability to create and play music, and express in exceptional range.
5. Visual and Spatial Intelligence: The ability to see shapes, forms, and patterns—the ability of an architect, engineer, painter, artist. The ability to visualize clearly.
6. Interpersonal Intelligence: The ability to communicate, negotiate, influence, and persuade other people. It consists of a high degree of sensitivity to the moods, thoughts, and feelings of others and an ability to interact with others effectively to get things done.
### The Many Faces of Intelligence

1. **Intrapersonal Intelligence**: The advanced ability to be very aware of yourself, to reflect on how you're thinking and feeling, to know exactly what you want and don't want, and to be able to set clear goals for accomplishment.

2. **Entrepreneurial Intelligence**: The ability to see market opportunities and then combine various resources to produce products and services that can be sold at a profit.

3. **Intuitive Intelligence**: The ability to sense the rightness or wrongness of a situation, to judge people quickly and accurately, and to come up with ideas and insights using your intuition.

4. **Practical Intelligence**: The ability to take a television or an engine apart completely and put it all together again without instructions.

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**No one is good enough to lead without consent.**

*Abraham Lincoln*

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**If you think you are a leader but no one is following, then you're only taking a walk.**
People don’t follow titles.

The Leadership Equation

Leader + Follower(s) = the Power called Leadership

Team: Each member is comfortable moving in and out of the roles of leading and following.
The leaders who work most effectively, it seems to me, never say ‘I.’
And that’s not because they have trained themselves not to say ‘I.’
They don’t think ‘I.’
They think ‘we’; they think ‘team.’
They understand their job to be to make the team function. They accept responsibility and don’t sidestep it, but ‘we’ gets the credit.
This is what creates trust, what enables you to get the task done.

Peter Drucker

Leader

Supervisor
Team Lead
Project Manager
Team Player

Leadership is Partnership
Picking Up the Baton and Taking the Leadership Role

Task Functions
- Establishing direction and assisting the team in moving toward its goals

You must
- Initiate actions
- Initiate discussion
- Clarify issues
- Clarify goals
- Summarize points
- Test for consensus or agreement
- Give information

Maintenance Functions
- Keeping the team together and interacting effectively

You must
- Encourage involvement
- Encourage participation
- Sense and express team feelings
- Harmonize
- Facilitate reconciliation of disagreements
- Set standards for the team
- Bring people into discussions

The Learning Team Creates The Learning Organization

Shifting to Learner

Anti-Judgmental

Googling Oneself
ABCD of Choosing

- **AWARENESS**
  Am I in a judgmental mindset?

- **BREATHE**
  Create a gap between stimulus and response.

- **CURIOSITY**
  What’s really going on with me?
  What am I missing?

- **DECIDE**
  What’s my decision?
  What’s my choice?

---

Why is Team-Building a Complex Process?

1. Team work becomes particularly difficult when members recognize that they will each have to change some parts of their behavior to accommodate the needs of the team.

2. Team is the quintessential contradiction of a society grounded in individual achievement. (In school we don’t receive a team report card or learn the names of those who traveled with Columbus.)

3. Huge demands are made on Interpersonal Skills.

---

It is not differences that divide us.

It’s the judgments about each other that do.

*Margaret Wheatley*
Know that your words, internal and external, create your reality.

What are you speaking?

<table>
<thead>
<tr>
<th>JUDGMENTAL</th>
<th>LEARNER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reactive/autocratic</td>
<td>Responsive and thoughtful</td>
</tr>
<tr>
<td>Critical/negative</td>
<td>Appreciative and has humility</td>
</tr>
<tr>
<td>Close minded</td>
<td>Open minded</td>
</tr>
<tr>
<td>Know-it-all-self-righteous</td>
<td>Comfortable not knowing</td>
</tr>
<tr>
<td>Blame oriented</td>
<td>Takes multiple perspectives</td>
</tr>
<tr>
<td>Own point of view only</td>
<td>Flexible/adaptive/creative</td>
</tr>
<tr>
<td>Inflexible/rigid</td>
<td>Questions assumptions</td>
</tr>
<tr>
<td>Defends assumptions/rationalizes</td>
<td>Mistakes are to learn from</td>
</tr>
<tr>
<td>Primary stance: protective</td>
<td>Possibilities seen as unlimited</td>
</tr>
<tr>
<td>Primary stance: protective</td>
<td>Primary stance: curious</td>
</tr>
</tbody>
</table>

Judgmental Questions include:
- What’s wrong with me?
- Whose fault is it?
- Why are they so stupid?
- How can I prove that I’m right?
- Haven’t we been there, done that?
- Why bother?

Results of Judgmental Questions:
- A mood of pessimism, stress, and limitation
- A mindset that’s judgmental, reactive, inflexible
- Relating with “attack or defensive” behaviors
Learner Questions include:
- What do I want?
- What works?
- What are the facts and what can I learn?
- What are my choices?
- What action steps make sense?
- What’s possible?

Results of Learner Questions:
- A mood of optimism, hope, and possibilities
- A mindset that’s thoughtful, understanding, flexible
- Relating that is connected and collaborative

Leading is Energy Management

**Learning LANGUAGE**
- What kind of support do you need to assure success?
- What action should we take now?
- What are the benefits of achieving that objective?
- What will it take to have it work?
- What will it take to move closer to our objective?
- What would work here?
- What key things need to happen to achieve our objectives in a timely manner?

**Judgmental LANGUAGE**
- What’s your problem?
- What action did that?
- Why did you do that?
- Don’t you know better than that?
- Why are you behind schedule?
- Who made that decision?
- Why are you so far behind the other team?

If you are going to make a change, you are going to have to change the way you speak to others.
Overbearing vs. Respectful/Diplomatic

**Overbearing**
- You’re wrong
- That’s not true
- How do I phrase this so that you understand?
- I argue that
- I have to inform you that
- Let me be perfectly clear
- Shut up!

**Respectful/Diplomatic**
- I disagree or I have a different opinion
- I don’t see it that way
- Allow me to explain this more clearly
- I believe that
- I want to let you know that
- I want to emphasize
- Can I make a point?

It’s uncomfortable to communicate with someone who is temporarily insane.

Mind Storming
Brain Storming
Q-Storming
“Your mind will answer most questions if you learn to relax and wait for the answer.”

William S. Burroughs

Energy Management
(Explanatory style: Self-Refer, one refers to oneself:
Beliefs, experience, values)

**Learning LANGUAGE**
- I’ll have the report by Monday.
- I am in control of my life.
- I control my own feelings.
- Let’s look at the possibilities.
- Let’s look at some alternatives.
- I can choose a different approach.
- I choose to...

**Judgmental LANGUAGE**
- I’ll try to have the report by Monday.
- Why does this always happen to me?
- He makes me so mad.
- I can’t do that.
- There’s nothing I can do.
- That’s just the way I am.
- I have to...

For research behind this feedback system Google:
“On the reliability and validity of manual muscle testing: a literature review.”

You will find several scholarly articles at www.icakusa.com

or read the following:
The Body Doesn’t Lie (Diamond)
Applied Kinesiology (Goodheart)
Discretionary energy is the energy that an employee chooses to exert in service to coworkers or customers at work—or not.

Discretionary energy is the get-up-and-go that the employee is willing to contribute beyond the basic requirements of the job.

Leading people is management of energy!
Judger hijack equals the Amygdala Hijacking

Our Internal Pharmacy

- Stress Hormone
  - Cortisol

Our Internal Pharmacy

Feel-Good Chemicals, Happy Chemicals

- SEROTONIN: maintains mood
- OXYTOCIN: the love hormone

Social/Selfless Chemicals:
trust, loyalty, love, bonding, cooperation, empathy and service

- DOPAMINE: focuses on goals
- ENDORPHIN: masks physical pain

Selfish Chemicals:
get what I need, get things done
Changing your questions…
…changes the way you relate to the situation and the team members in the situation.

Symptoms of Unhealthy Teams

- Absence of trust
- Fear and avoidance of conflict
- Lack of commitment
- Not holding associates accountable
- Lack of focus on results

Healthy Teams

- Minimal politics
- High energy
- Minimal confusion
- High productivity
- Low turnover of good employee
- High retention of customers (students)
- Intelligent use of resources
### Dysfunctions of the Team

- Absence of trust
- Fear and avoidance of conflict
- Lack of commitment
- Not holding associates accountable
- Lack of focus on results

### Symptoms of Unhealthy Teams

- Absence of trust
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### Countering Dysfunctions of the Team

On a scale of 1 to 5; 1 = poor, 5 = excellent.

1. Team members apologize to one another when they say or do something inappropriate.
2. Team members can speak honestly and openly about their weaknesses and mistakes.
3. Team members are comfortable being vulnerable, sharing elements of one another’s personal lives.
Trust is the foundation of teamwork. It must be maintained over time.

1. What do we do that encourages trust?
2. What must we eliminate that causes mistrust?
3. Eliminate false disharmony.

Trust levels will be high if team members perceive balance between what they are giving to the situation and what they are getting from it.

Simply put, a balance between what you give and get builds trust.

A Team Culture Makes Assumptions About People on the Basis of Trust

- Think of teammates as honest and trustworthy.
- Show teammates dignity and respect.
- Recognize that teammates are willing to work hard.
- Keep teammates informed of the purpose of their work and of the goals of the organization they serve.
- Recognize that teammates are able to take a strong hand in determining what to do and how to do it.
- Allow teammates to be accountable for results.
- Be aware that teammates are responsive to positive leadership based on purpose.
- Encourage teammates to learn from their mistakes.
- Treat teammates equally.
- Be open and frank to encourage confidence in teammates.
- Recognize that teammates are generous and willing to forgive.
- Allow teammates to have input; they are unlikely to resist change they have helped develop.
PERFORM Model

Productivity
Empathy
Roles and Goals
Flexibility
Open Communication
Recognition
Morale

Productivity: It’s got to accomplish something.
Empathy: Good sense of each other; willingness to help each other.
Roles and Goals: What are goals of the team and what are our relationship to the goals? Our role in achieving the goals and the contribution of each player.
Flexibility: Our ability to move with change and unexpected challenge.

Open Communication: The ability and willingness to give and receive feedback.
Recognition: Agree on what will increase the team’s energy level.
Morale: Do you feel good about being part of the team?
What is a Team?

- A common purpose, performance goals and approach

What is a Team?

- Clarify their goals
- Clearly define team roles
- Create ground rules
- Engage in 2-way communication
- Have a well-defined decision process
- Balance participation

Team Agreement

*Five Agreements* by Don Miguel Ruiz

1. Be impeccable with your word.
2. Don’t take anything personally.
3. Don’t make assumptions.
4. Always do your best.
5. Be skeptical but learn to listen.
1. What are we in charge of?
2. Are we stronger together than we are alone?
3. Teaming is a learned process.
4. Are we clear about what control the team has?
5. We trust only 11% of the people we work with.
6. The #1 reason people leave a job is lack of appreciation.
7. Conflict will increase in the team setting.

Symptoms of Unhealthy Teams

- Absence of trust
- Fear and avoidance of conflict
- Lack of commitment
- Not holding associates accountable
- Lack of focus on results

Countering Avoidance of Conflict

On a scale of 1 to 5; 1 = poor, 5 = excellent

1. Team members have lively, candid and unguarded discussions of issues.
2. Team meetings are charged with energy and not boring.
3. During team meetings the most difficult issues are placed on the table to be resolved.
1. Anticipate healthy conflict and do not shy away from it because of fear of personal conflict. Expect productive debate.

2. Expect discomfort.

3. Clarify the ground rules for your team’s engagement.

---

**Countering Avoidance of Conflict**

- How do we create healthy, productive and constructive conflict resolution?
- How do we remove false harmony?
- How do we move from tolerate to trust?
- How do we remove conflict which is relentless and destructive?
- How do we disagree but end up promoting discussion and becoming a loyal opposition?
- How do we end passive or active sabotage when we are not on the winning vote?
- How do we create active agreement and commitment out of conflict?

---

**Symptoms of Unhealthy Teams**

- Absence of trust
- Fear and avoidance of conflict
- Lack of commitment
- Not holding associates accountable
- Lack of focus on results
## Countering a Lack of Commitment

On a scale of 1 to 5; 1 = poor, 5 = excellent

- Team members know what each member is working on and how each member contributes.
- Team members leave the meeting knowing that every team member is committed to the decisions made even if they disagreed initially.
- Every discussion ends with clear resolutions and individual, specific actions to take.

---

## Countering a Lack of Commitment

1. If an associate will be impacted by a decision or a plan they should be a part of the planning or decision-making process.
2. Associates don’t buy in if they haven’t weighed in.
3. Don’t leave the meeting room until we check for understanding and review our commitments.
4. Agree to communicate what we decided to our teams within 24 hours.
5. Commitment doesn’t require consensus. The members can disagree and still commit to a decision.

---

## Symptoms of Unhealthy Teams

- Absence of trust
- Fear and avoidance of conflict
- Lack of commitment
- Not holding associates accountable
- Lack of focus on results
### Countering a Lack of Accountability

On a scale of 1 to 5; 1 = poor, 5 = excellent

1. Team members give honest, straightforward feedback concerning unproductive behaviors.
2. Team members are genuinely concerned about letting their peers down.
3. Team members challenge the assumptions of their associates’ plans and approaches

---

### Countering a Lack of Accountability

1. Peer to peer accountability is the most effective.
2. The manager/leader must be willing to confront difficult issues.
3. The best opportunity to hold each other accountable is through regular feedback sessions: Appreciate/Improve (READS).

---

### Position for Influence

- **R**elationships: Build and Nurture
- **E**xpectations: Clarify
- **A**ssumptions: Test
- **D**estination: Determine
- **S**elf-Awareness: Enhance
Symptoms of Unhealthy Teams

- Absence of trust
- Fear and avoidance of conflict
- Lack of commitment
- Not holding associates accountable
- Lack of focus on results

Countering a Lack of Focus on Results

On a scale of 1 to 5; 1 = poor, 5 = excellent

1. Team members willingly make sacrifices (such as budget, turf, head count) in their departments or areas for the good of the team.

2. Team energy is significantly affected by the failure to achieve team goals.

3. Team members are slow to seek credit for their own contributions but quick to point out those of others.

Countering a Lack of Focus on Results

1. The team needs a scoreboard: a visual tool to assess its performance
2. Team members prioritize the team’s results over their individual results and department needs
3. To stay focused the team makes its desired results public and keeps them visible
Positioning The Team

1. The Concept

2. The Result

We work with organizations to build Professional Human Beings to reduce work stress and health-care costs and increase leadership capacity, productivity and profitability.

Tools

- Move in and out of leader/follower roles gracefully
- Judgmental vs. learner team
- Shifting to Learner (googling yourself)
- Brainstorm / mind-storm / q-storm (question)
- Reads
- Counter the five dysfunctions
- Eliminate Self delusion: Appreciate/Improve tool
Critical Skills of Teaming

- Asserting yourself
- Listening to others
- Resolving conflict

Assertiveness

The ability to express yourself openly and honestly without denying the rights of others.

![Assertiveness Diagram]

Reasons to Be Assertive

- reduces physical and mental stress
- solves problems more quickly
- encourages productivity
- achieves win/win solutions
## Passive People
- rarely get involved
- lack confidence
- get embarrassed easily
- never complain

## Passive/Aggressive People
- speak up
- complain about you or the situation behind your back

## Aggressive People
- are prone to “fly off the handle”
- are opinionated
- finish other people’s sentences
### Assertive People
- stand up for themselves
- use open body language
- maintain eye contact
- aren’t afraid to ask "why" or say "no"

### Personality Types and Characteristics

<table>
<thead>
<tr>
<th>Assertive</th>
<th>Aggressive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stands up for one’s rights and expresses needs, values, concerns and ideas in direct appropriate ways.</td>
<td></td>
</tr>
<tr>
<td>Does not violate rights or needs of others</td>
<td></td>
</tr>
<tr>
<td>Flight</td>
<td></td>
</tr>
<tr>
<td>Fear</td>
<td></td>
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</tr>
<tr>
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</tr>
<tr>
<td>Resistant</td>
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<td>Rebellious</td>
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<tr>
<td>Lack of respect for one’s own needs and rights</td>
<td></td>
</tr>
<tr>
<td>Expresses one’s feelings to the wrong person at the wrong time</td>
<td></td>
</tr>
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**Go out of your way to make teammates look good!**