



Increase Your
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IT is estimated that hundreds of Billions of dollars are lost every year in American companies through diminished employee productivity!

Some leaders think, “*It's the cost of doing business.*” Or, “It's what you get when you deal with people.” The truth is however—it's neither!

Every day Tens of Millions of dollars are lost not to factors beyond our control but rather to a lack of understanding what the problem actually is. Like a doctor, if you treat the wrong illness you get little or no results. So what is the illness?

Too much emotion and not enough skills!

Introduction

Thank you for choosing to download my e-book, “Increase your team's productivity”. As the President of the Team Builder Leadership Institute, known nationally as the Team Builder, I have trained, consulted with, and coached thousands of individuals nationwide. Each organization I consult with or individual I train and coach has their own unique set of challenges or barriers to attaining the things they want or for some—need. This e-book addresses the fundamental needs that most share and must learn to overcome in order to reach their maximum performance and the steps that when followed have helped thousands to realize their dreams and obtain their desires.

Mastering this information allows an individual to direct all of their effort and activities in a manner that ensures they get what they want consistently. These steps give an individual the keys to maximizing their performance so all their actions lead to their desired results both personal and professional. Enjoy the information, use the information, and maximize your performance!



Too: much emotion:

In Malcolm Gladwell's book, "Blink—The Power of Thinking Without Thinking", he states that research shows people are emotional creatures who can think logically not logical creatures who can think emotionally. He further states the research shows that we, "all people", operate through our emotions 90% of the time.

Have you ever woke in the morning and told yourself, "I'm going to have a good day." You went off to work happy and convinced you were feeling good and were on top of the world? You were genuinely having a good day, then at some point someone did something that went against what you wanted and you took a steep emotional down turn. You became upset and you blamed your mood on the individual or group that took the action that went against what you wanted.

Later, when analyzing the behaviors you displayed after "what THEY did," you felt that maybe you were a little off base with some of the behaviors you used at the time... however it their fault, if they had done it right, you wouldn't have had to...

Most of us have seen people where their life revolves around ups and downs and their personal desires. They go from happy-to-sad or angry, and back-to-happy often numerous times throughout the day based on whether they are getting their way or not.

Emotions are not bad; it's how we use them that matters most. They can add quality to our life and to the lives of those we are around and interact with. They can show we care, make people happy, make them feel wanted, motivate them, uplift them, inspire them, etc. However, they can also anger them, hurt them, distract them, belittle them, depress them, annoy them, etc. Our goal, therefore, is not to eliminate emotions, but rather use the correct emotions in a controlled manner to obtain the most effective results from others.

Emotions are a needed part of our psychological and spiritual wellbeing and can sometimes lead to tragic results when they are denied, ignored, or toyed with. Therefore, to have a highly productive work environment, we must make the environment a stable place where only positive emotions are displayed and used. We do this in several ways; one of the most important being to use only positive results oriented emotions ourselves. Our goal is to make a stable environment where people can come to work and focus on the work, not the behaviors and negative emotions of others.



Not enough skills:

All leaders learn their initial leadership skills from their mother and father. Our formative years are between five and thirteen. For most of us it is painfully obvious that our parents could use some love in the leadership skills department. Some parents are tyrannical and dictate every movement. Others try to let their children self-teach and provide little to no leadership, of course the majority fall somewhere in between those extremes. Most however lack the fundamental skills it takes to be able to provide goal focused direction, positive coaching, goal identification, inspiration, motivation, problem analysis and solving skills, interpersonal communication skills, positive focus, commitment to the goals, team work capabilities, and other KEY skills required to be part of or lead a highly productive work team.

While parents aren't paid to be able to provide those skills (it would be nice if they had them), organization leaders are. In fact, that's exactly what they are being paid for. And as a leader, personally and professionally, would it be better for them to go to work where the environment is full of apathy and conflict or to an environment where everyone wants to be there, know what they are required to do, want to do it, and want the organization and the team members to succeed and benefit from the effort?

I think most of us can agree the latter is the best choice. When it comes to leadership however, all the good intentions in the world will not create that highly productive and successful environment, only the right skills used the right way.

With that said, let's take a look at the skills that when used consistently and persistently can quickly and profoundly create individual and organizational success...



- 1. Develop your (team) goals.*
- 2. Build the plan that leads to the accomplishment of your goals.*
- 3. Team-evaluation.*
- 4. Develop “Emotional Intelligence” throughout the team environment.*
- 5. Add self-discipline and emotional control throughout the team environment.*
- 6. Develop a positive outlook and results focus.*

We often hear about organizational mission and vision statements, aka—goals. In the 90’s they were the flavor of the month in large organizations. However, we rarely think about departmental or team goals. Yes we have numbers we need to meet and results to produce but rarely do we think of exactly what our goals as a team are and who must do what, when, and how- to achieve them. We don’t boil it down to that simplified statement that tells us what we must focus on at work to achieve our maximum productivity and to avoid infighting, duplication of efforts, lack of accountability, compartmentalism, etc.

True success whether team or individual is created by knowing where you are going and how you are going to get there. Not generally or basically but rather exactly. Maximum productivity is a result of knowing what to do, knowing how to do it, having what it takes (tools and



techniques) to do it, then planning what you are going to do and what you're going to do it with in the proper sequence to get the desired results. In a word—GOALS.

Many organizations have a challenge when it comes to identifying and achieving goals. People go to work and do things that are convenient or the things they personally want or like to do but not the things that make the organization any money. Or they have people who go to work focused on their personal agendas instead of the organization's reason for being (its goals). Or people go to work and everything in their mind is all about themselves so they spend their days trying to get what they want, personally, instead of helping the organization achieve what the individual was hired for to help it achieve.

At The Team-builder Leadership Institute, we have helped many such organizations with these and similar issues. The leadership recognized they were not going to achieve their *needed results* until everyone understood them, knew what they were, knew how to help achieve them, and were committed to helping the group achieve them. In some organizations we had to help them determine and identify what they were after. In others we had to help them build the culture where employees know and focus on the organization's goals instead of each individual's personal agendas. In some organization's we had to help them attach the business goals to each individual's personal goals so each organizational member knew "what's in it for me" and knew they would get what they wanted by ensuring the organization achieved its goals.

We have made these changes for organizations through training, consulting, or just simply helping them train their leaders on how to do it by having their leaders pursue our formal leadership certification ([The Ultimate Leadership Development System](#)), which is an immersion course that provides an advanced degree of understanding and mastery of effective leadership.

Here is a basic path you can use for yourself and teach to others for beginning to identify and create goals.

Develop your goals

Many of us have a hard time answering the questions, "What do I want to be when I grow up?" Research shows the average American makes the decision in their thirties or early forties. Of course, some never fully make a decision regarding that question.

The results: YOU CAN'T GET WHAT YOU WANT IF YOU HAVEN'T DECIDED WHAT IT IS!



All research shows that when an individual decides what it is they want, then they focus (putting their action and effort) totally on getting it—they will. Understanding this, means understanding that in order to get where we want to be we must first determine where ‘there’, is. The answer to that is our goal(s). Ask yourself; what do you want your life to look like twenty or thirty years in the future? What kind of car do you drive? What kind of house do you have, what kind of vacations do you take? The answer to these questions and more like them tells you what you want or what your goals are.

Examples: some people want to retire and buy a sail boat and sail it around the world. Others want a log cabin in the mountains or a beach house or to send their kids to college.

Determine your goals:

Ask yourself these questions and record the answers in the space provided. Take the time to really get to your true answers. Think about it-FEEL your way through your answers. Choose what makes you feel good and gets your desired results.

If money was no object and I’d done all the traveling and playing I wanted to do, what would I do with my time?

- At your eulogy, what do you want to be remembered for?
- What are the top 5 jobs or occupations you have done that you know you do not want to do?
- What are the top 5 jobs or occupations you have done AND YOU DID LIKE?
- Of the five you did like, which one felt more like fun than work?
- Could any of the positions you like get the income and possessions you want?
- If you could have any three things you don’t have now, what would they be?
- Using the answers from the questions above, determine your top three goals.

Having performed this exercise for yourself and having your results will allow you to plan how you are going to achieve your personal goals. To build your highly productive team you will need to lead each of your team members through this same activity. Provide the guidance so they will be able to identify their individual goals, allowing you to attach their goals to the organization’s goals.



Build the Plan that will get you to your goals

Now that you know what you want: whether it is to be president of the United States, the CEO of your own company, becoming a rock star, or just getting your sail boat- you have to devise an effective plan for getting it.

Building the plan requires: steps, resources, monitoring system, and a support system.

Steps:

Creating the steps to achieving your goals consists of breaking your goal(s) into smaller segments. The segments should be results oriented, meaning, this task or action leads to this result. The next action leads to the next result and so on. The results must be cumulative and so when you execute them in sequence, the cumulative result is your goal. The tasks or actions must be concrete enough that if they are done in sequence in the proper manner to get the needed result, the only outcome will be the desired overall goal.

Hint: When I build a plan like this for a client, I break the steps down into small, manageable actions or tasks based on their knowledge of the type of actions required.

Resources:

These are the techniques, information, and materials it takes to undertake and execute the plan(s) successfully. It's important when planning that you identify the resources it will take to execute the plan and ensure those resources are available to you. It may be necessary to adjust your plan based on the resources you can actually acquire and have available.

Monitoring System:

To execute your plan effectively you need to create milestones (small increments of progress) that, based on your activities, can be completed in predetermined time periods. Knowing at what point in time how much progress is required to achieve your goal on your desired schedule, allows you to adjust your intensity level, plan, or resources to get back on schedule to achieve your objectives.

This is the same whether working on a large project or just an individual task. Monitoring where you're at and comparing it to where you're going tells you where you are in the process and how you must adjust in the process to achieve your desired results. At the Team-builder Leadership Institute, we help a lot of organizations who do projects with developing and executing their monitoring system. Often times an organization will have a result they want to pursue and achieve but the plan they need to monitor, execute, and achieve, if they are to get their result; isn't in place, isn't in the proper sequence or isn't monitored with the right sequence and tools. And of course, there are those organizations where no one in the organization actually knows the project management methodology or the tools used by successful project



management professionals and they just pretty much guess at and wing everything. It goes without saying that they lose lots of time and money using that trial and error “lack of process”.

For organizations with these issues, The Team-builder Leadership Institute provides step-by-step project management Standard Operating Procedures ([SOP](#)), including the necessary leadership skills, so they don’t have to ‘wing it’ or get one of their employees certified as a Project Management Professional (PMP) to be able to effectively and successfully plan, monitor, control, and execute allowing them to achieve their on-time and on-budget project goals.

Hint: By creating small, recognizable victories toward your goals, helps all involved stay focused on the overall goal and keep faith that the plan is working.

Support System:

John Maxwell in his book, “The 17 Indisputable Laws of Teamwork Workbook: Embrace Them and Empower Your Team,” makes the assertion that no great thing has every been accomplished by one person alone. You’ll find that to make a plan work well, it is more effective to have other people who support you in your efforts. By sharing your goals with people willing to help you, you get both the support you need in effort, materials, and resources; but also, they will help you be accountable to the goals you have chosen.

Self-evaluation

All of these steps are necessary to successfully maximize your performance but without this one, the rest will not even be thought of. To reach your goals you must first understand the journey. To get the things you want and become the person and leader you want and need to become, you are not moving from a sub-standard, unskilled, not skilled enough, bad, stupid, inadequate, etc. you, to a better you. You are moving from where you are in skills to where you have decided you want to be.

Positive results are not built on negative thoughts. Positive results are built with a positive focus on desired goals. To map out the journey from where we are to where we want to be, you must use introspection. Introspection is used by (1) measuring your current skills against the skills you will need to reach your personal and professional goals. (2) Determining the skills you will need to add or improve to be able to reach your goals. (3) Get the information and give yourself multiple exposures until you have mastered the needed skills.

Through self evaluation you quickly address any barriers to reaching your goals and identify the steps necessary to removing the barriers.



Caveat: No one likes to be critical of themselves. We often benefit from asking others to review us in skills and abilities in the specific areas we are trying to improve. Those that we ask must be free to be honest; not employees or relatives who have a vested interest in telling us what we want to hear. If someone who is honest with us perceives we have an opportunity to add or enhance skills, we need to analyze it from their perspective and make the necessary adjustment to change their perception. Of course I'm not stating they will always be right but I can assure you they are not always wrong.



Develop “Emotional Intelligence”

“Emotional Intelligence” is a term developed by researcher and author Daniel Goleman and introduced in his book by the same name. I use the term a little differently by adding more interpersonal communication skills to his definition of the term. Emotional Intelligence, the way I use it is, “the ability to interact with another human being in a manner that you get the positive results you need”. It consists of two parts: (1) Identifying and using the communication styles (their words, phrases, and focus on the subject) of the person you are communicating with. (2) Using their communication style to plan and role play the conversation so you stay on track, send and receive the information you need to, and get your desired outcome.

We have all met people that we quickly realized were enjoyable to speak with. They focused on the conversation the way we do. They used the words that we do and they were comfortable for us to talk to. Being able to build that comfort for someone, by building rapport or likeability, is an extremely powerful tool.

There are many programs that address personality types but there are two that I recommend. First and the most effective since it was designed for developing Emotional Intelligence is my “[Communication Success Program](#).” CSP provides not only the 4 communication styles that we operate through, but our belief systems (each person’s snapshot of how they see their world) as well. This allows for a much deeper understanding of how we each communicate. The second is “New Edition Relationship Strategies,” by Dr. (PHD not MD) Tony Alessandra. He shares his four personality types that my communication styles are based on, complete with how to recognize each of them, their traits and characteristics. Most importantly, he explains how to effectively adjust to use their words, phrases, and focus so every individual understands what you said, why you said it, and likes the way you said it (builds instant rapport).

The ability to recognize and adjust to the other’s communication style instantly is the key component of using “Emotional Intelligence” and getting the results you need.



Self Discipline and Emotional Control

We have all heard that insightful bit of wisdom: “You are your own worst enemy”. Often the biggest obstacle for most of us to getting the things we want is, ourselves. We decide to learn things, add skills, and break bad unproductive habits so we can achieve our goals, but unfortunately, that’s where we often stop with the decision.

How many times have you seen and heard someone say things like: I’m going to quit smoking, lose weight, exercise more, yell less, save money, add skills, etc., only to see later they never took the first step in that direction. How many of us suffer from procrastination. Instead of doing the things we need to do to get what we want, we spend that majority of our time doing what we like to do and hoping everyone else will stop being critical and be happy to let us behave the way we want to.

How many of us have ever said, “She made me mad or he made me mad?” We are born with emotions (and act through our emotions 90% of the time research shows) unfortunately however, we are not born with emotional control. That’s something we have to develop (if we are ever going to have it). This is why when we don’t get our way, we get angry and then assign responsibility for that emotional outburst to someone else. No one can make us anything; we choose our own reaction and behaviors whether we want to take responsibility for them or not.

Fortunately for us (and those around us), even though we are not born with emotional control we can develop it. In order to reach your chosen goals you must have the ability not to let others make you do things (even though they actually can’t) that are counterproductive to your goals or that make you lose focus on your goals. The Self-discipline to act on your chosen goals and the emotional control to focus on them and not make poor decisions is imperative to maximum performance.

At the Team-builder Leadership Institute, we provide clients with our program to develop their Self-discipline and Emotional Control: [‘Managing Your Emotions’](#). Another source to develop self-discipline and emotional control is through psychologist, Dr. Albert Ellis’s Rational Emotive Behavior Therapy or R.E.B.T. Through his books and teachings (like my favorite, “Control Your Anger Before It Controls You”) you’ll learn to recognize the events that trigger your anger and then learn to release it before it escalates to the point that you actually become angry. You also learn to procrastinate less and do the things you need to do to build your success when you need to do them—whether you like them or not.

Hint: When I do personal effectiveness coaching and teach self-discipline and emotional control, I break the R.E.B.T. process into small steps allowing the client to master the change, a piece at a time, in a smooth sequence.

Trying to develop self-discipline and emotional control all at once is basically declaring war on yourself; and in that scenario, you always lose.



Positive Outlook and Goal Focus

The final step to maximizing your performance is to develop an outlook that is centered on what you want and how you are going to get it. Research shows 80% of Americans are focused on what they don't have and whose fault it is instead of what they want and how they are going to get it.

That same research shows that people who have-the-things-they-want, achieved them by focusing on the things they were after and putting all their effort into getting them. Instead of focusing on what you can't do, you focus on what you can do. Instead of focusing on what you don't want, you focus on what you do want. Instead of, "I don't have enough money," you focus on how much money you want, by what time you want it, and then use these steps to map out how to get it.

Developing this focus, as you probably have noticed, helps you greatly in performing the previous five steps. This keeps you from getting distracted, discouraged, unsure, or misdirected. Put your goals in writing. Keep them in front of you all day every day. Monitor your thoughts. If you find yourself thinking about what you don't have—stop and refocus on what you do have and what you are working toward. Don't be hard on yourself as you make the change. I tell my clients when they realize they are being negative—not to get mad. Instead, be happy and recognize the change is working. If it wasn't, they would have never recognized they were being negative.

By developing the skills outlined in this e-book an individual can move their personal and team leadership performance to any level of excellence they choose and accomplish whatever they are willing to focus on and put the effort to achieve. Ideally, by teaching these skills to your team members...well, imagine what they could and would accomplish if they mastered them...Enjoy!!