



The Seven Step Guide To Building The Inspired Team

The Inspired Team—

That team where everyone comes to work because they want to be there,

Want to work with their team mates, and

Believe in what the team and organization do!



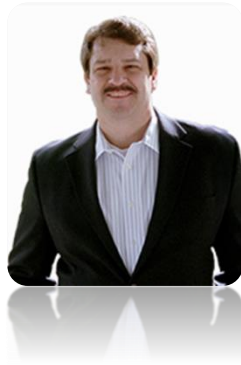
Everyone wants an inspired team; unfortunately not everyone knows how to build the inspired team.



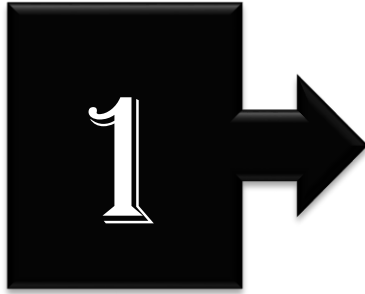
The Team-builder Leadership Institute

www.theteambuilderadrc.com

This E-Book Will Show You How To Build The Inspired Team In Seven Easy Steps.



A little about the author—Tony Roberts has been an award winning leader, author and coach for over a quarter of a century. Tony is the Chief Transformation Officer of Architects of Excellence and the Team-builder Leadership Institute, theteambuilderadrc.com. He is a master of leadership, organizational change, development and The Team-builder Leadership Institute's proprietary culture change methodology; the "Organizational EKO-System ©" design. He is the author of, "Why Try To Make Them Do It When You Can Make Them Want To? Also, "The Art of Influence" and the "Architects Of Excellence-The Journey Of Purpose".



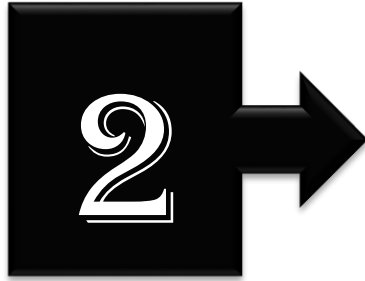
Step one - Relationship

- Build a positive relationship with every team member. To do so we remember the cardinal rule of relationship—Every member is treated and treats everyone else with dignity, respect and honesty at all times! Without following the cardinal rule you will destroy the relationship faster than you can build and repair it.
- Go out of your way to spend small amounts time fairly frequently (weekly) with each individual helping them with whatever they need help doing. Phone, web or email is ok; however, physical is most effective.
- Thank them for their efforts occasionally and thank them for going above and beyond expectations every time. Be sincere and appreciative.
- Get to know and show interest in them; their children's names, their personal interests, etc. Remain superficial yet genuine, not on a deep personal level.
- Share with them if they ask but never share your personal *beliefs*. It may create relationship barriers.
- Learn their personal desires and goals and make a deal with them that you will do everything you can to help them toward their personal goals if they give you and the team 100% effort getting to the team's and organizations goals.
- Keep them challenged and growing in skills.
- Let them know up front that you will always address any behavior that is being used and is ineffective in achieving the goals they are here to meet.

We all have the power to choose how we are going to handle every situation we are faced with throughout our lives. We are in control of the decisions we make whether it's about work, relationships, parenting, or our health.

Jennifer Hudson



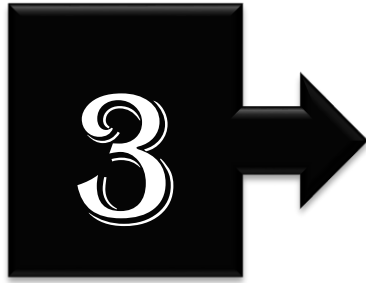


Step two— Expectations

- Up front, outline every expectation and the standard to which it must be performed in technical and behavioral performance.
- Get their commitment on performing at that level and in return you will help them to their goals as you are able.
- Train them on every task needed and have them practice until they get to the efficacy level required by the mission.
- Remind them that the performance level is the minimum, not the maximum, for success and opportunity.
- Never assume they should know anything; always teach and train. If you don't know it, then get them training from someone who does and can meet the necessary efficacy level.
- Consistently, persistently and constantly enforce all required expectations. Be persistent and attach observed behaviors to required and agreed upon expectations.
- Never overlook a behavior adjustment and think you are doing them a favor. You are not. When you bring it up later after you didn't say something the first time, they will push back.
- Always address the behavior and the necessary change to what end and result, never the individual as right or wrong or good and bad. We need a **new behavior** to get our result, **not a new person**.
- Always recognize and publically thank individuals for a job well done; it proves an opportunity for others to get praise and an example for them to emulate.
- Always correct in private and praise in public.
- Let them know up front that you will **always** address any behavior that is being used and is ineffective in achieving the goals they are here to meet.

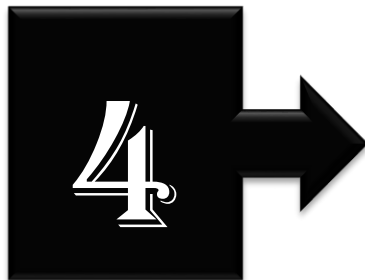
The happiness of your life depends upon the quality of your thoughts, therefore guard accordingly; and take care that you entertain no notions unsuitable to virtue, and reasonable nature.

Marcus Aurelius Antonius (121 AD - 180 AD)



Step three – Full Disclosure

- Give them all the information you have, do not hold back and give them pieces. They must have the big picture in order to understand the ultimate goals and what they are working toward.
- Involve everyone in open conversation and decisions while reserving the right to make the final call.



Step four – Open Communication

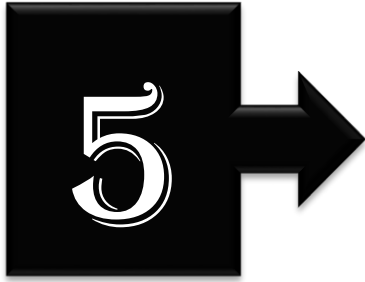
- Paint a verbal picture for every individual of the correctly completed task.
- Always ask them how they will go about it to ensure they are pursuing the result you need and it will provide an opportunity for training if they do not know how to effectively pursue the task.
- Never send anyone to do anything you have not observed them do successfully or trained them how to do it successfully.
- Always provide the ***standard*** to which the task must be completed to and any time or resource limitations.
- Always ensure they have the tools, and support. Never leave them on their own. It's ok to let them try if they want to but do not 'hang them out to dry' so to speak.



- Ask for and accept opinions but always give them standards of communications. In a meeting tell them we will only focus on this (topic) today and if you have input, make it through a positive suggestion, never attack anyone's thought or opinion.
- Use their ideas where possible. Research shows they are 38% more likely to do it now and in the future if it is their idea instead of yours.
- Ask them to immediately tell you if YOU do not meet any expectation they are required to meet. If they do tell you one and it is correct that you were not meeting it, you simple thank them and commit to doing better going forward...then do it!
- Take any complaint or criticism and clear up any misunderstanding as long as the comments or complaints are presented in a positive (ex: 'what I noticed is' or 'have you thought about') goal focused manner. Don't accept, tolerate or give any negativity!

Nothing gives one person so much advantage over another as to remain always cool and unruffled under all circumstances.

Thomas Jefferson (1743 - 1826)

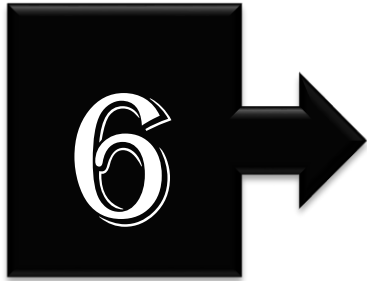


Step five – Path Identification

- From the onset, evaluate the skills they possess and the skills required for them to be a value to the team. For those who have aspirations like promotions, let them know they must have the skills before the promotion will be recommended and identify what additional skills they must develop to achieve their desired aspirations.
- Help them identify and design the development path that will lead them to their goal achievement should they commit to it.
- Remind them when they use a behavior that is not in their best interest for their chosen path.
- Always attach the individual's desired goals, their performance and efforts to the organizations' and team's goals.
- Coach them and provide resource and activity suggestions that will help them meet their goals.
- Always be candid and forth coming with needed adjustments for more productive or positive behaviors.
- Provide consistent and constant periodic feedback. The standard is: no employee should ever NOT KNOW **exactly** where they are in performance in their leader's eyes at any time.

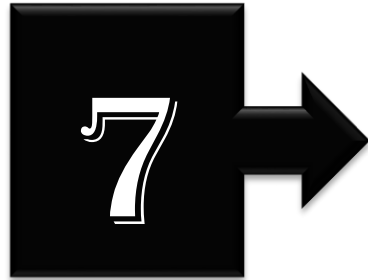
Excellence is an art won by training and habituation. We do not act rightly because we have virtue or excellence, but we rather have those because we have acted rightly. We are what we repeatedly do. Excellence, then, is not an act but a habit.

Aristotle (384 BC – 332 BC)



Step six – Constant Feedback

- Use on the spot correction; if you observe a behavior that is not effective in obtaining the needed result for the organization, pull them to the side and address the behavior, *not* the individual.
- Never intentionally miss an opportunity for on the spot correction. Development is our responsibility.
- Counsel them (at a minimum, *monthly*) on their performance as the facts show it. Never give them your opinion on their performance, use standards; i.e. “what is the standard for that task?” They answer. ‘Did your performance meet that standard?’ Show them how it didn’t, if it didn’t. Use the agreed upon standards to correct, coach, and direct-- NEVER use anyone’s opinion!
- After asking them to change a behavior, follow up the very next time they would normally use that behavior and if they are using it again, address it again. Understand this fact; research shows it takes an average of 6 (SIX) exposures to information for most people (with practicing the new information in between exposures) in order for them to retain up to 90 percent of the new information. People do not learn from single exposures and they need help from their leader to create new habits.
- Get their commitment to using the new behavior every time you must address it and ask them if they meant it when they committed to it last time.
- If done correctly their 2nd and future correction conversations are pleasant and informative, yet uncomfortable because the change was not adopted even though the commitment was made.
- Always smile and focus on the performance goals; do not act as though it is personal if it is, YOU are not meeting performance standards as the professional leader.



Step seven – Appreciation

- Thank each employee occasionally in the team environment, at least every month or two. Only thank those who are meeting minimum requirements and use the opportunity to remind those not meeting performance requirements what actions must be emulated in order to be meeting standards. You will not address them by name or even a glance, just a general “Johnny has it down, here is how it has to be done to get out result.” Never embarrass anyone.
- Any time an employee does something above and beyond the required expectations, thank them publically and immediately, and provide a reward if the actions merit that level of appreciation. (If it benefited the entire team and mission, it most likely qualifies for reward).
- Provide an AWARD, when what the individual did is exemplary and you want everyone to notice, acknowledge, and immortalize the behavior. Choose an award the individual getting it likes, not what’s convenient for the leadership.
- Be consistent and sincere with your appreciation.
- Never appreciate sub-standard performance.
- Be very specific as to the behaviors and results that are being appreciated so others can emulate them and get appreciation themselves.

Appreciation can make a day, even change a life. Your willingness to put it into words is all that is necessary.

Margaret Cousins