SUSTAINING RESULTS

With High-performing Teams

presented by:

Sean Glaze

SUSTAINING RESULTS

How to Maintain Positive Team Culture and Momentum

Thank you for your interest in Sustaining Results with your team.

Good afternoon.

My name is Sean Glaze and I'm the founder of Great Results Teambuilding. I appreciate you joining me, and hope this will be helpful information you'll be able to take back and use with your teams.

I'd like to begin by taking about the Golden Gate Bridge.

That is a metaphor I'd like to open with.

The Golden Gate Bridge was built in 1937.

I did a little research.

In 2013, the bridge department budgeted over two million dollars for operations and maintenance of the Golden Gate Bridge.

Now, that may seem excessive, until you begin to compare that with the cost of losing the bridge or replacing the bridge, which is estimated at over two BILLION dollars.

That annual two million dollar investment is important, because

in San Francisco there is a high salt content in the air and fog surrounding the bridge. Because of that high content of salt, there is a great corrosion over time, so workers have to spend time replacing bolts and repainting.

They actually employ a staff of 16 iron workers and over 30 painters to repair and repaint the corroding steel.

The bridge connects people.

It allows them to get where they want to go.

And that is the role that your business plays. Because your business connects people to what they need, it connects your services or products to customers, and it connects your employees to what they want to get out of their experience with you.

But it's not salt air that corrodes your bridges.

The salt air you must constantly work to overcome is poor communication. Your salt air is uncertainty. Your salt air is vagueness.

That is the fog that threatens your team and corrodes high performing cultures . And while it is logical, I know, to believe that getting good people leads to success, and that success leads to getting more good people - that is not always the case.

You probably heard in the movie Field of Dreams : ''If you build it, they will come.'' But that is only true if you MAINTAIN it!

If you don't maintain a bridge, or business, it begins to break down.

And that brings me to the second image.

I'm a really big fan of Mark Sanborn and this is the quote that he shared several years ago:

> "The greatest danger a team faces isn't that it won't become successful, but that it will... and then cease to improve."
>
> *- Mark Sanborn*

The two greatest threats to maintaining success on any team, whether is athletic or corporate or educational or otherwise, are failure and success.

All too often a little bit of success sometimes leads to complacency - and complacency kills.

Team building, just like maintaining a bridge, is an ongoing process.

To create unity, and to create a high performing culture that you can sustain, I think you need to continue connect people to two main things .

The first is a compelling goal.

The second is to each other.

So you will notice there are some fill on the blank questions that I want to touch on as I go throughout the presentation.

Sustaining Results

How to Maintain High-Performance Team Culture and Momentum

- Team building is like bridge _____
  (You are always battling _____)

- _____ , not strategy, is chief determiner of business expiring or expanding

And the first is simply this – team building is like bridge maintenance and we're always as leaders and in corrosion, corrosion in communication, corrosion in culture.

Second – it is absolutely culture not strategy is to achieve determiner of your business either expiring or expanding.

Now the next page of the packet that you have hopefully you'll notice there is a web address and it's www.kiwilive.com and if you go to that site you sort of welcoming course to do that now and certainly if you're not available on an internet connection you can do that later. But basically on that site if you use the keyword S-E-A-N you'll be able to download not just a packet that you probably have a copy of now but also a number of other resources and tools and handouts that I'll be referring to in the presentation that hopefully you'll be able to use with your team.

Now, I want to talk to you about inertia.

Hopefully you have established some positive inertia. Inertia is very definitely powerful, but eventually momentum will begin to diminish because of gravity or resistance, and there are all kind of businesses who struggle to fail because they neglect that culture and they allow that momentum to begin to fail.

The best example of that is the probably the Circuit City.

I worked for 3 years in CarMax when I was just out of college end really enjoying experience of selling and working with what was a great group of people. Right next door to the CarMax, owned by the exact same company, was a Circuit City.

Circuit City as a company went bankrupt in 2008, and there have been a number of articles written about why Circuit City went bankrupt.

One of the most outspoken voices on that topic was their former CEO, and son of founder of Circuit city. His name is Alan Wurtzel.

Now, Alan Wurtzel, who was the company CEO from 1972. to 1986, was obviously critical about a lot of things that happened that led to the downfall of the company that his father has built.

But his harshest criticism went to the man that followed him as CEO. A guy Philip Schoonover.

Philip Schoonover is somebody who moved over to Circuit City after working at Best Buy. He became Circuit City's president in 2005, and was CEO from 2006 until the bankruptcy.

The problem, according to Alan Wurtzel, was that Schoonover instigated a huge clash in culture when he fired over 3000 of Circuit City's senior sales employees.

According to Wurtzel, instead of firing those honest, noble people who may not been performing well, Schoonover should've try to move them once, twice even three times to positions where they could blossom.

And Wurtzel, as you'll hear me argue, believed that the greatest competitive advantage that any company can have is the quality and loyalty of their people.

Wurtzel explains that Schoonover hired and fired and demeaned people, and the way he ran the organization

destroyed any shred of culture that he and his father had built.

There were certainly a number of some strategic and tactical things that went on, but taking care of people is the most important thing that a leader can do to build and sustain a business.

You will hear that throughout this talk.

Leaders and bosses and managers impact an organization's culture by influencing moral because of the way they treated their people.

The truth is that what goes up doesn't always have to come down.

While Circuit City is an example of a business that failed due to toxic culture and leadership, you're probably also very familiar with examples of businesses that thrived through culture.

Everyone has by now heard the story of South-West Airlines.

Herb Kelleher does things like sending cards and notes to acknowledge births and marriages of employees, and is passionately focused on taking care of his people and then trusting that they will take care of the airline's customers.

But another great example of improving business by improving workplace culture even more recently is Hewlett Packard.

Hewlett Packard has been listed as one of the 'best companies to work for" consistently the last few years, and their founders actually began the firm years ago hoping to create a place where people can make a difference for each other.

Unfortunately, you may have heard that things changed

for few years at HP, and executives focused for a time on short term financial tactics because they wanted to impress analysts.

Thankfully, that isn't still the case. The upswing and positive portion of the story about HP is that recently their financial performance has improved significantly - because they decided to refocus on their people.

The head of human resources, Tracy Keogh, created HP University to train and increase the value of employees instead of just replacing them if their skills became obsolete. She instituted reward programs to honor accomplishments; Staff are asked to formulate 3 personal and 3 professional goals each year (such as getting away early to be with family), and are encouraged to cheer those that meet them.

Two years into the program, HP reports no loss in productivity and an increased staff retention rate.

Maintaining the bridges is far more effective than replacing them!

If you keep good people, and keep them happy, you're both going to grow.

Now, I mentioned those two examples because I truly believe that people are your most important asset.

In dealing with teams, certainly people are going to bring skills and backgrounds and diverse personalities - but it's the value of those people and putting in the right spots will going to make you as a leader successful...

So I want to begin by saying that this talk is not about sustaining mediocrity - it's about sustaining growth and continuing high performing results because of how you empower your people.

You want to set up a process and inspire your people to perform as a high performing team... and there are three

You Sustain Results by Focusing on:

R_____

R_____

R_____

(R's) that I'd like you to think about in order to accomplish that.

Above, you'll notice that there are three (R's) which you can sustain results by focusing on.

The first "R" is Roles.

The second is Relationships.

And the third is Recognition.

So roles, relationships and recognition.

It's those three "R's" that are absolutely integral to maintaining great high performing teams.

Now, the first of the three "R's" is obviously roles .

And there are two things that you should consider when determining team roles.

You are likely familiar with the need to not just "get your people on the bus," but also the value in "getting them to the right seat."

That's certainly important for you to see...

So the two things you should consider when determining roles for your team are first, identify the person's professional skills, and then identify and take advantage of their personality style.

What are your team's professional skills and personality styles?

Certainly, you want to put your people to the right seats according to their skills - and to illustrate that I have had a very entertaining picture of myself standing next to a man named Mark Eaton.

If you're not familiar with Mark Eaton, that is him on the left. And he is not standing on a bench of any kind.

Mark Eaton is 7 foot 4 inches tall, and to give you a point of reference I am 6 foot 2. I met Mark and had the pleasure of spending time with him at a speaker's convention in San Diego. Mark has a very interesting story that I would like to share with you to illustrate the importance of skills and roles.

Mark Eaton, as soon as he graduated from high school, went to work right out of high school as an auto mechanic.

And he worked for nearly three years on cars before he was seen and encouraged to go to a junior college by a chemistry professor who was also an assistant basketball coach.

Mark played two years at the junior college and had some success and after playing two years, in 1980, he wanted to transfer to UCLA.

He wanted to see if he had what it took to play at the division one level.

Well, he wasn't very impressive.

As a senior at UCLA he only played total 42 minutes and

averaged less than two points per game, not something that would get NBA scouts to start drooling.

But while he was at UCLA his senior year, he had very important conversation. That is what I want to talk to you about, because it is an important conversation that you should have with your people.

Wilt Chamberlin, after he retired from the NBA, had spent time hanging around and observing the UCLA basketball practices - and he saw Mark Eaton play and noticed Mark's frustration and dragged him under a basket to have a conversation.

Here's what he said...

Mark Eaton was trying to keep up with other players as they sprinted up and down the court. Wilt said, "first of all you're not going to catch those guys. Second of all, that's not your job. Your job is to stay under the basket, make them miss, and to get the rebound. Then you can take your time to go on court to see what is going on."

Wilt took the time to tell him what he was good at - and for Mark the valuable skill he had was playing defense.

Wilt took the time to tell him what he needed to concentrate on, and from that moment Mark Eaton's career, and life, changed.

Once Eaton knew what he needed to focus on, what his team needed from him, he was able to contribute that.

Now he wasn't fast, he wasn't ever very good on offense, but he was a great defender. And in 1982, in the fourth round of the NBA draft, the Utah Jazz selected mark as a development project.

But Ethan kept getting better - because he knew what he could be good at. In 1985, his third year in the league, Eaton blocked 465 shots, which shattered NBA record for the most blocks in season.

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He was named the best NBA defensive player of the year, and was later chosen to be an All-Star in 1989. When Mark Eaton retired in 1993, he had - and still has - the NBA record for blocks per game.

This is a guy who went from being an auto mechanic to an NBA All-Star because a couple of people took the time to really see him and encourage him to focus to his strength, to notice his skills and ttell him how he could use them to his own benefit.

I share that story for this reason - they may not be seven feet tall, but EVERY person on your team has strengths and professional skills that you as a leader can take better advantage of.

The truth is that some of you have people who still are working as an auto mechanic that could be more successful with a different role or with more clarity about their ideal role.

Another point that hopefully you carry away is that there's no such thing as a well-rounded person. Your job as a leader is to craft and continue to inspire and maintain a well-rounded team, which brings in diverse skills for whatever you need to accomplish.

Again, as a great leader you need two things:

You need to have **good eyes** to see what roles people are most skilled at filling, and you need to have **tough conversations** to help them accept and become what they can do best.

If you don't want your people to languish, don't allow them to remain in an inappropriate role that is going to be a mismatch for their skills.

And if there is ever a mismatch, your job is to hear that wheel squeaking.

A squeaky wheel is normally trouble.

Sometimes, as a manager or a coach or a leader or administrator, that squeaky wheel is just a sign of quiet frustration.

When you see people plugging away, doing something they're skills are not best suited for, your job as a leader is to hopefully put people into the right seats.

You need to make sure that their puzzle piece is placed in the right part of the puzzle, and to make sure that they understand they are valued as that piece.

And to keep them engaged, be sure they see and hear often how their piece of the puzzle is contributing to the bigger picture.

How do you transform employees to owners?

I think that is easier said than done, but basically the path is this: If you help your people see and hear how their puzzle piece - how their role - affects the big picture (and if you help them feel valued as part of that organization) they're going to become owners.

They will become far more invested in the organization.

So, if the first part of determining roles is identifying the professional strengths or skills, then the second part is recognizing personality styles.

Most leaders certainly heard of the MBTI or the DISC or the [Style of Influence](). Whichever they may have used or heard of, the premise is that you take your assessment and you learn what essentially are your default personality style or strengths.

That is the second thing you should consider in assigning roles, because diverse personality types are a very potent tool for putting good people into the right seats on your bus.

It is hard to maintain momentum if you have the wrong

person in the wrong role because their personality style doesn't fit.

For example, if you're familiar with DISC profiles, a high "I" is very influential.
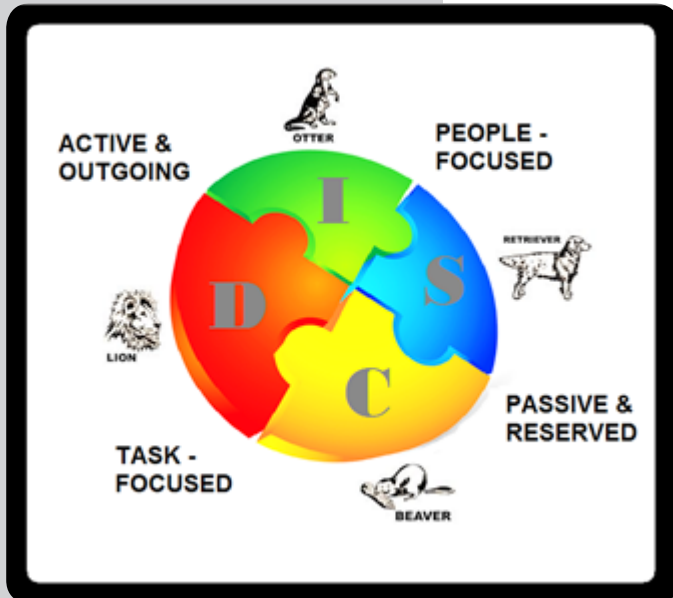
Look at the image below, which I use sometimes with groups

I enjoy taking teams through the DISC or a short "animal style" personality assessment.

High "I's" are active and outgoing - they're very focused on people and they are influential. But people with high "I" scores will probably not be the best suited to accounting or engineering, because they're not very detail-oriented. "I's" are social and like to celebrate, but are not always the most organized.

So, skills are important, but personality styles (our default tendencies) are also important.

Your role as a leader, your number one role, is to use your style of influence to inspire people and to place your team in the position where they can succeed.

I'll finish this section with this very important phrase for leaders to remember:

"It is unkind to be unclear."

The number one way to overcome the danger of excuses from your team is to put your people into right role and provide them clear expectations about their standard of performance.

Don't be unclear.

Make sure that you're very much open and honest.

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Have those tough conversations about where each person could best serve your organization.

1. R_____

- Know Your Team's _____ Types

- Match their talents to the right position (This demands tough _____)

- Don't allow people to languish in inappropriate seat

- If wheel becomes squeaky, _____ it or _____ it... but do not _____ it!

So for roles, first you want to make sure you know your teams' available skills and personality types.

You want to match their talents to the right positions - and sometimes that demands though conversations.

You want to make sure to never allow your people to languish as a squeaky wheel in an inappropriate seat... and if the wheel is squeaky, you need to DO something.

Either oil it, or replace it, but do not ever as a leader ignore it.

Oiling it may mean you help them to add skills.

Replacing it may mean moving the person into a different role.

But never ignore that person who is a squeaky wheel, because it will only escalate into a situation where they leave or they spread their unengaged negative attitude and damage other's perceptions.

Identifying appropriate roles is important.

That is the first of those three "R's."

The second "R" would be relationships.

Before I begin, though, I'd like to ask you a question:

Have you ever, when you were younger, with a little brother, or a little sister, or a friend, gone to the beach and played "I dare you to cross that line?"

You know what I mean... when you use your toe to make line in the sand and dare someone to cross it?

Or maybe you used a piece a chalk to make a line there on the pavement on the street outside your house or apartment.

Too often in our professional life, we choose not to cross that line...

And the line you need to focus on crossing more often is the one between personal and professional. The line between personal and professional is one that, as engaging leaders, we NEED to cross.

See, your job as a leader is to help people to build deeper connections.

Sometimes leader talk with me and suggest that they have a problem with silos. When that happens, I always argue (and hopefully inform and educate them) that silos are not a negative issue.

Silos are very simply relationships between people who share similar values or similar backgrounds or similar desires or similar fears.

Silos or cliques are things you want to create more of!

You want to create more silos and connections, and allow more people to create and enjoy the rapport that those deeper connections offer.

Again, as I mentioned early on, you need to connect your people to two things. The first is a compelling coming

goal (so they know why they're there) and the second, more importantly, is to connect your people each other.

Those two connections create team unity.

And unity is important - especially when times are difficult.

Look next at this image of trees.

You may or may not be familiar with this, but it is an area of road in northern California, known as the Avenue of the Giants.

It's a road just off of highway 101 in Northern California where you are surrounded by redwood trees.

You may know about redwood trees and how majestic they are...

If not, basically these are trees that grow 300 to 400 feet tall.

The trees live for hundreds of years, and can grow so wide that you can actually drive a car through them!

But the interesting thing about redwoods is that they have no taproot.

Most trees have tap roots that go straight, often over 20 or 30 feet deep into the earth, that secure and protect the tree from being uprooted during storms.

But redwoods have not tap root.

No redwood in the world has any root that goes deeper than around five or six feet deep.

I want you to consider that for a moment. Here are trees that grow over 400 feet tall, that weigh hundreds of tons, and they only have roots that go about six feet deep .

So the question that comes up, considering the incredible height of the trees and the relatively shallow depth the root, is WHEN wind storms come, when the wind blows, when adversity arrives - what is it that keeps these majestic trees from falling with roots that are so very shallow?

And the lesson that redwood trees offer us is that those shallow roots become incredibly important - because rather than growing deep and sending one root that is alone and isolated, redwood trees send their roots out wide and intermingle their roots with other trees so strength is found in their relationships with the other trees beside them.

It's the exact same way with the people in your organization and people on your team.

How do you create some of those intermingled roots, and how do you give people the chance to begin to build relationships that will sustain them when they're having a difficult times?

That is incredibly important to consider.

Because the truth is that every person in your team - if they haven't yet - will certainly soon experience some type of personal adversity.

So, to create those connections – or at least to create an awareness of the things that your people are experiencing - one of the things I would certainly suggest is to create and have a weekly report so you can learn more about your teammate's experiences.

What are the best parts of their week?

What are the worst parts of the week?

Often times, that leads to sharing and discussing things that are not necessarily professional in nature - and you're going to learn about their daughter or you're going to about their cousin or you're going to learn about their

son... the difficulties and the challenges and other things that matter to them.

Every professional is a <u>first a person</u> with a life outside your locker room or outside your board room or office.

And if you, as a leader or as a teammate, won't to invest in their lives, then they won't be as invested in your team.

People will remember if you were not their wedding. People also remember if you are.

The temptation for teammates and their leaders is to think that efficiency is successful. But being efficient is only effective if you are dealing with tasks.

Efficient is NOT effective with dealing with people.

People need time.

People crave experiences and emotions.

I want you to imagine that you're sitting in a wedding and you hear the pastor there in front of the room explaining love to the bride and a groom as he is introducing their vows.

As the pastor goes on, reading 1st Corinthians chapter 13, what you and the rest of the audience hear is following:

(read this as fast as possible)

"Love is patient, love is kind. It does not envy, it does not boast, it is not proud. It does not dishonor others, it is not self seeking, it is not easily angered, it keeps no record of wrongs. Love does not delight in evil but rejoices with the truth. It always protects, always trusts, always hopes, always perseveres..."

Now as fantastic and ridiculous that would sound (because the pastor would never read it that fast), unfortunately that's how we often behave in our professional relationships.

We try and become efficient, we wave quickly at someone in a hallway, we peek over the cubicle for a moment, but we don't spend time to build that root system that will sustain us and our teammates in difficult times.

I encourage you to send more notes, to have more conversations, to send more flowers, to find out about those needs.

And you can do that with one simple tool: asking.

It's amazing you can learn about people you spend your day with if you just ask and are sincerely interested.

There is a big difference between:

"How are you?"

"– Fine,"

...and beginning to dig a little bit deeper, underneath the surface, to really get to meaningful conversations that you'll both appreciate more.

If you give attention to their life outside the lines of your organization, they'll give more effort inside the lines.

And by erasing those lines you're creating far deeper relationships.

So the second "R" in our discussion is relationships.

2. R_____

- Team Unity is inspired by two things: connection to a goal and to _____ _____

- Erase the _____ between personal and professional

- Have 1 on 1 "Meetings" (Ask about their _____ and _____)

- Don't _____ silos. _____ more by designing team interactions

Remember - team unity is inspired by two things: connection to a goal and more importantly a connection to each other.

Your job as a leader is to help your team to erase some of the lines between personal and professional.

It's helpful to have one-on-one meetings to ask about their highlights and ask them about their hardships, about their desires, what their difficulties are, and what their experiences are through the week.

And finally, don't seek to destroy silos!

You don't destroy silos, you create MORE connections by designing more opportunities for team interactions.

Now, the final part of the puzzle, the third "R," is recognition.

Recognition is tremendously important as well.

We went through roles, we discussed relationships, and finally we'll discuss what is importance to recognize with your team.

First, let's discuss this "good job" image.

It's important to provide consequences, both positive and negative, for team behaviors.

All behaviors need to have some type of consequence, however small or seemingly inconsequential.

People want to be noticed - and when what they do is not noticed, what they're doing doesn't feel important.

There is the recent research that showed how people can determine whether there is going to be a happy marriage or not, based upon the ratio of comments during conversations between the husband and the wife.

According to John Gottman of the University of Washington, the magic ratio that was determined from his study of over 700 couples is 5:1.

Five positive to one negative.

Five compliments to one criticism.

And if it is true that relationships are healthiest when they maintain this ratio of positive to negative comments, it stands to reason that it is not only personal relationships, but professional relationships as well, that are impacted by a similar ratio.

I ask you to consider: what is the ratio of comments which you share when speaking with your teammates?

And recall, there are three ways we react to anyone's behavior.

The first way is to reward, and the second is to punish.

The third is to ignore. And again, you don't want to ignore either kind of behavior, because then your people begin to feel that their efforts are unnoticed or unimportant.

If the wheel squeaks, you can repair it or remove it, but you never want to ignore it. That leads to wrecks.

Sometimes, your people might feel neglected - even when you think that you actually taking a time to put them on the back.

That's the story I'd like to tell next.

As a coach, I worked with students and basketball teams for over 20 years.

As a coach, when a player came off the floor I must confess that I had the absolutely horrible destructive habit of patting them on the back or giving them a high five and saying: ''Good job!''

It was only near the end of my coaching career, as I got into working with other athletic and corporate teams, that I learned how damaging that phrase ''Good job!'' can be.

Your job as leaders, your job as teammates, is to remember this rule – be specific with your praise.

<u>All failure is the result of vagueness</u>.

Now, feedback is something that teams need to share in order to define standards and continue improving.

After working with a number of organizations over the last few years, feedback is something that people are starving for.

They want to know how they're doing, they want to know how they can do better.

So I'd like to give you a framework of four things you can do to help your people RISE with these rules of feedback…

RISE is an acronym for the following things:

The first letter is R…

Your feedback should be relevant.

Make sure what you're talking about is important, and make sure you're focusing on the impact of their behavior on your teams goals.

The second part of the feedback formula is I…

All feedback should be immediate.

It needs to be shared in a timely fashion. Don't wait for annual review to make your comment about something that happened eight months ago. You shouldn't wait till

the end of your season to correct any behavior.

The third portion of that framework is S: be specific.

It is important to always be clear and focus on the behavior, never the person. Remember that all failure is the result of vagueness, so be as detailed as you can about the behavior that you're focusing on.

Finally, E: make your comments empowering.

When you provide feedback, what you are sharing must be actionable. Be sure to make your comments supportive and offer information that they can actually be applied and used as a tool for a better tomorrow.

Sharing consistent and encouraging feedback is one way that you can recognize people and their behaviors.

Help other to RISE – make your comments relevant, immediate, specific, and empowering.

Otherwise, whether perceived or real, the lack of feedback may end up building a wall of resentment within some people, and may become toxic and eventually explode if not shared.

Something I think is very important for any organizational or team leader to keep in mind is that what gets rewarded always gets repeated.

<u>What gets rewarded always gets repeated.</u>

It's important as a leader that you define what your most important "success behaviors" are.

What, if your team did them consistently, would be the things that would most improve your bottom line results?

In basketball, we always had a school board.

We knew if we were winning or losing.

We saw the symptoms of our behaviors.

But often times in business, often times in sales, often times in a number of organizations – there is no published score board!

Too many teams have no emphasized metrics... there is no dashboard to see how they're performing, to know if they're winning, or to know if they're behind.

You need to define for your team - what are the behaviors that contribute to being successful?

What are the small wins that lead to having bigger wins?

Again, don't want to wait till the end of the season.

Don't withhold recognition and feedback.

Make sure that you're sharing consequences and having conversations along the way.

I often think about the husband and wife who had gone to counseling, and the wife shows up completely exasperated and depressed.

The counselor asks what's wrong, and the wife says, sobbing, "He doesn't love me anymore!"

Then the husband says in a very logical, matter-of-fact tone: "Well, I told her I loved her on our wedding and figured she knew I'd let her know if anything ever changed."

If you withhold that recognition, if you horde and never share that feedback, people begin to doubt. Feelings get hurt.

And all failure is the result of vagueness.

So finally, to celebrate small wins, find ways to catch your people when they're doing something right - because what's rewarded gets repeated.

Especially on struggling teams, the way to build momentum is one small opportunity at a time.

Past accomplishments and successes can absolutely be a catalyst that can inspire and move your team forward.

Think about this image of a hard hat.

When I was coaching basketball, I took over a team one time that did not have a great deal of talent.

They had won just one game the entire season before I've arrived.

We were probably not going to get incredibly better in just one season.

We did improve, but during what was a tough year in terms of wins and losses, we had to find a way to reward and recognize small wins.

And we honestly had a rough year.

But even though we didn't have a great deal of talent, we did have the ability to implement awards that allowed us to recognize positive efforts that kept on our people focused.

We gave away Frosty desserts from Wendy's – they were something that most of the players appreciated, and they helped us keep the team focused on doing things that would eventually make us successful.

One award was the "Hardhat" award.

That went to the player who did a great job of playing hard, who would take charges and dive on the floor for loose balls.

Another award was for rebounding and cleaning the glass – that was our "Windex" award.

And we needed our players to be better ball handlers, so we created a "Good Hands" award.

Those were the three most important stats that later led to turning a losing program into a winning culture. It gave our team the tools and recognition tthat led to success.

I'd like you to consider what are the stats, what are the fundamentals, what are the behaviors that will lead YOUR team to more success?

How have you defined those efforts?

How do you reward them?

As a leader, be aware that not everybody on your team will be motivated by the same things. One of our players didn't want a Frosty.

He preferred Chik-Fil-A. Thankfully, the franchise near our program was nice enough to provide cards for free biscuits to us when we asked!

It is vital that your people feel appreciated and valued for their efforts

But they may want to be rewarded in different ways. You want to make sure you know what it is that motivates each of your people.

Compensation isn't the only compensation they need or expect...

Find out if it is time away, if it is words of praise, if it is gifts... what is going to motivate your people and give them the sense of being valued, appreciated, or recognized for their efforts?

One thing you can do as a leader to get to know your people more is to create a cheat sheet, where you have each member of your team fill out a questionnaire to learn more about their family, or learn about their hobbies, or learn about their favorite things so know how to best reward them.

When you have a little bit more information, the door

swings open just a bit further to allow you to connect and get inside their hearts and minds.

Feel free to <u>ask questions and get to know them better</u>.

The key is, if you ask for information, you have to use it.

It makes no sense to your team to ask them to spend the ten or fifteen minutes they will need to fill out the questionnaire if you don't ever use that information.

Take action with the information you collect, and implement the ideas as part of your recognition program.

Reward small wins!

Find out what the behaviors are that will lead to making your organization a winning one, and then reward that behavior. Reward those efforts and those performances with things that they want.

As I mentioned previously, you only know if you ask. And information is only valuable if you act on and implement them as recognition.

The last thing is you need to recognize in dealing with your people is their individual future plans and desires.

Your people will likely all have an idea of something they want to achieve beyond where they are right now. As a leader, realize that you need to support him/her in their aspirations. Find ways to help them grow - not just in their role as it is, but to help get them where they want to be.

Sometimes you are the bridge that can open doors to improve their skills and to get to a different position where they can continue to contribute to the organization.

And, as you have probably noticed, there comes obviously to cycling and you can help him redefine the role and build deeper relationships as you recognize them.

So, the third "R" is recognition.

3. R_____

- It is unkind to be _____ - Communicate expectations for important behaviors.

- Every team needs a _____ to know if they are winning (culture is repeated behaviors)

- Find ways to reward _____ _____ along the way, and remember that p people are _____ by different things (use a "cheat sheet")

- Help them _____ with opportunities to expand or enhance their role and get where they want to go.

Remember that it is unkind to be unclear.

Your job as a leader and teammate is to communicate expectations consistently about team behaviors.

Every team needs a scoreboard to know if they're winning and to know what they're doing well.

And you need to be sure to provide rewards for behaviors what you want to see repeated. Define what "success behaviors" you need to measure.

Find ways to reward small wins along the way, and remember that people are motivated by different things. Maybe you want use cheat sheet or motivational pie chart.

Find ways to help them to grow, and connect them with opportunities to expand in their role and get them to where they want to go.

Which brings us right back to our bridge analogy…

Sean Glaze is an author and entertaining team building speaker who inspires people to have fun laughing together so they can have more success working together.

As the founder of [Great Results Teambuilding](#), Sean has been inspiring rapid teamwork and developing team leaders for over 20 years.

He delivers interactive events and entertaining keynotes for clients interested in increasing their competitive advantage by building more **engaged and connected TEAMS**.

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