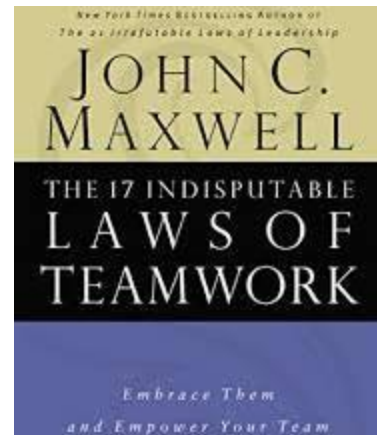


MAY BOOK OF THE MONTH

The 17 Indisputable Laws of Teamwork



Introduction:

- Every day, in some way, you are a part of a team. Will your involvement with others be successful?

Chapter 1:

- The Law of Significance: One is Too Small a Number to Achieve Greatness
- No lone individual has done anything of value. If you look close, you will find that all seemingly solo acts are really team efforts.
- The belief that one person can do something great is a myth. Teamwork is at the heart of great achievement.
- Individuals play the game, but teams win championships.
- Why do we stand alone? Ego, Insecurity, Naiveté, Temperament
- People have been known to achieve more as a result of working with others than against them.

Chapter 2:

- The Law of the Big Picture: The Goal is More Important than the Role
- In a culture that sings the praises of individual gold medals and where a person fights for rights instead of focusing on taking responsibility, people tend to lose sight of the big picture. In fact, some people seem to believe that they are the entire picture.
- A team isn't supposed to be a bunch of people being used as a tool by one individual for selfish gain. Members of a team must have mutually beneficial shared goals.
- If a Team is to reach its potential, each player must be willing to subordinate his personal goals to the good of the team.
- How do people become a more unified team? – look up at the Big Picture, size up the situation, line up needed resources, call up the right players, give up personal agendas, step up to a higher level
- Nearly all men can stand adversity, but if you want to test a man's character, give him power.
- Begin to foster a team mind-set in others by modeling a willingness to serve the big picture rather than yourself.

Chapter 3:

- The Law of the Niche: All Players Have a Place Where They Add the Most Value
- When the right team member is in the right place, everyone benefits. Good things happen to a team when a player takes the place where he adds the most value. Great things happen when all players on the team take the role that maximizes their strengths – their talent, skill, and experience.
- When people aren't where they do things well, things don't turn out well.

- To be able to put people in the places that utilize their talents and maximize the team's potential, you need three things: you must know the team, you must know the situation, and you must know the player.
- To help people reach their potential and maximize their effectiveness, stretch them out of their comfort zones, but never out of their gift zones. Moving people outside their gifts leads to frustration, but motivating people out of their comfort zones leads to fulfillment.

Chapter 4:

- The Law of Mount Everest: As the Challenge Escalates, the Need for Teamwork Elevates.
- No one should underestimate the difficulty of the climb. For each level that the climbers reached, a higher degree of teamwork was required. You do not climb a mountain like Everest by trying to race ahead on your own, or by competing with your comrades. You do it slowly and carefully, by unselfish teamwork.
- If you have a dream, you need a team to accomplish it.
- How do you approach the task of putting together a team to accomplish your dream? "What is your Dream?", "Who is on my Team?", and "What Should my Dream Team Look Like?"
- How to Grow a Team:
 - Develop Team Members: One of your most important responsibilities is to see the potential that people don't see in themselves and draw it out. Always give the people who are already on your team a chance to grow and bloom.
 - Add Key Team Members
 - Change the Leadership: the challenge of the moment often determines the leader for that challenge.
 - Remove Ineffective Members: if your team keeps breaking down or falling short, you may need to make changes in your team. Growing a team is demanding and time-consuming.

Chapter 5:

- The Law of the Chain: The Strength of the Team is Impacted by its Weakest Link.
- No matter how much people try to rationalize it, compensate for it, or hide it, a weak link will eventually come to light. Your Team is not for everyone.
- When it comes to Teamwork ...
 - Not everyone will take the journey. Some people don't want to go.
 - Not everyone should take the journey.
 - Not everyone can take the journey. Some people don't have the ability.
- What can you do with people on your team who are weak links? You need to train them or trade them.
- People often rise to your level of expectations. Give them hope and training, and they usually improve. Water seeks its own level.
- If you are a team leader, you cannot avoid dealing with weak links. Team members who don't carry their own weight slow down the team and have a negative impact on your leadership.
 - The stronger members identify the weak one.
 - The stronger members have to help the weak one.
 - The stronger members come to resent the weak one.
 - The stronger members become less effective.
 - The stronger members question the leader's ability.

- Difference between leaders and followers is action!
- Weak team members always take more of the team's time than the strong ones.

Chapter 6:

- The Law of the Catalyst: Winning Teams have Players Who Make Things Happen
- The road to the next level is always uphill, and if a team isn't intentionally fighting to move up, then it inevitably slides down. The team loses focus, gets out of rhythm, decreases in energy, breaks down in unity, and loses momentum.
- Catalyst are get-it-done-and-then-some people. Every catalyst brings intensity to the table. He loves stirring up the team, making things happen, doing whatever it takes to push the team to the next level. Every team needs catalysts if it wants to have any hope of winning consistently.
- Characteristics of a Catalyst: intuitive, communicative, passionate, talented, creative, initiating, responsible, generous, and influential.

Chapter 7:

- The Law of the Compass: Vision Gives Team Members Direction and Confidence
- Great vision precedes great achievement. Every team needs a compelling vision to give it direction. A team without vision, at worst, is purposeless.
- A team that embraces a vision becomes focused, energized, and confident. It knows where it's headed and why it's going there.
- Leaders do not have to be the greatest visionaries themselves. They do have to state the vision, however. Leaders also have to keep the vision before the people and remind them of the progress that is being made to achieve the vision.
- A team's vision must be aligned with: A Moral Compass, An Intuitive Compass, A Historical Compass, A Directional Compass, A Strategic Compass, and A Visionary Compass.
- When you see it, you can seize it. Every member of the team needs a clear understanding of its vision.

Chapter 8:

- The Law of the Bad Apple: Rotten Attitudes Ruin a Team
- Talent is not enough to bring success to a team – you must have a great attitude, too.
- Attitude is a thing which draws people to us or repels them.
- 5 Truths about Attitudes:
 - Attitudes have the power to lift up or tear down a team
 - An attitude compounds when exposed to others
 - Bad attitudes compound faster than good ones
 - Attitudes are subjective, so identifying a wrong one can be difficult
 - Rotten attitudes, left alone, ruin everything
- A person's attitude – positively if it's good, negatively if it's not – always impacts his performance, regardless of his talent, track record, or circumstances.
- If you think you have a bad apple on your team, you need to take the person aside and discuss the situation with him. Give him clear expectations and an opportunity to change. Then, hold him accountable.

Chapter 9:

- The Law of Countability: Teammates Must Be able to Count on Each Other When it Counts

- The essence of countability – it's the ability and desire for teammates to work together toward a common goal.
- Formula for Countability: Character + Competence + Commitment + Consistency + Cohesion
- Character makes trust possible. Trust makes leadership possible.
- The greatest compliment you can ever receive is being counted on.
- Examining countability:
 - Is your integrity unquestioned (character)?
 - Do you perform your work with excellence (competence)?
 - Are you dedicated to the team's success (commitment)?
 - Can you be depended on every time (consistency)?
 - Do your actions bring the team together (cohesion)?

Chapter 10:

- The Law of the Price Tag: The Team Fails to Reach Its Potential When It Fails to Pay the Price
- If a team doesn't reach its potential, seldom is ability the issue. It's rarely a matter of resources either. It's almost always a payment issue.
- Four truths about the Law of the Price Tag:
 - The Price Must Be Paid by Everyone: you have to give up something to be a member of a Team.
 - The Price Must Be Paid All the Time
 - The Price Increases If the Team Wants to Improve, Change, or Keep Winning: no one can move closer to his potential without paying in some way to get there.
 - The Price Never Decreases
- To become team players, you and your teammates will have at least the following required of you: Sacrifice, Time Commitment, Personal Development, and Unselfishness
- You seldom get more than you pay for.
- If you lead a team, then you must convince your teammates to sacrifice for the good of the group. The more talented the team members, the more difficult it may be to convince them to put the team first.

Chapter 11:

- The Law of the Scoreboard: The Team Can Make Adjustments When It Knows Where It Stands
- No matter what the game is, there is always a scoreboard. If a team is to accomplish its goals, it has to know where it stands.
- Teams that succeed make adjustments to continually improve themselves and their situations.
- For any kind of team, the scoreboard is essential in the following ways:
 - The scoreboard is essential to understand.
 - The scoreboard is essential to evaluating. Growth = change. You have to change in the right direction.
 - The scoreboard is essential to decision making.
 - The scoreboard is essential to adjusting.
 - The scoreboard is essential to winning.
- When you know what to do, then you can do what you know.
- If you lead the team, you have primary responsibility for checking the scoreboard and communicating the team's situation to its members.

Chapter 12:

- The Law of the Bench: Great Teams Have Great Depth
- If you want your team to do well over the long haul, you've got to build your bench. A great team with no bench eventually collapses.

- Starters are frontline people who directly add value to the organization or who directly influence its course.
- The bench is made up of the people who indirectly add value to the organization or who support the starters.
- Any starter who minimizes the contribution of the bench is self-centered, underestimates what it takes for a team to be a success.
- Reasons to honor and develop the bench:
 - Today's bench players may be tomorrow's stars
 - The success of a supporting player can multiply the success of a starter
 - There are more bench players than starters
 - A bench player placed correctly will at times be more valuable than a starter
 - A strong bench gives the leader more options
 - The bench is usually called upon at critical times for the team
- Future of the team is predicated on three things:
 - Recruitment: who is joining the team? – you cannot build a winning team without good players.
 - Training: are you developing the team?
 - Losses: who is leaving the team?
- A team will always have gains and losses. People are constantly coming into an organization while others leave it. The key to its future success is gaining a more effective person with each loss.
- Building a team is a process that takes a tremendous amount of work, and the bigger the organization gets, the harder the task becomes.

Chapter 13:

- The Law of Identity: Shared Values Define the Team
- If everyone embraces the same values, team members can still have a connection to one another the larger the team gets.
- Values can help a team to become more connected and effective.
- Shared values are like: glue, a foundation, a ruler (standard for a team's performance), a compass, a magnet (attracts people with similar values), and an identity (define the team and give it a unique identity).
- A team cannot share values if the values have not been shared with the team.
- How do people work to develop their potential? They start by making personal growth a priority.
- The way to grow any organization is to grow the people in that organization. Everything rises and falls on leadership.
- The single greatest way to impact an organization is to focus on leadership development. There is almost no limit to the potential of an organization that recruits good people, raises them up as leaders, and continually develops them.
- Process to building a value-laden company:
 - Articulate the values
 - Compare values with practices
 - Teach the values
 - Practice the values

- Institutionalize the values
- Publicly praise the values
- If your values are the same as the team's, you become more valuable to the team.
- Leaders have the following responsibility:
 - Know the values that the team should embrace
 - Live the values
 - Communicate the values to the team
 - Obtain buy-in of the values through aligned behavior among teammates.

Chapter 14:

- The Law of Communication: Interaction Fuels Action
- Positive communication can turn a company around.
- Creating positive change in an organization requires communication. Only with good communication do teams succeed. Communication increases commitment and connection. Effective teams have teammates who are constantly talking to one another.
- You must be able to communicate to lead others effectively. Nothing frustrates team members more than leaders who can't make up their minds.
- Teams always reflect their leaders. People want direct and honest communication.
- Communication increases connection. If there are any barriers to good communication standing between you and another team member, you need to remove them. That is your responsibility.
- As the leader of the organization, you set the tone for communication. Be consistent, clear, and courteous.

Chapter 15:

- The Law of the Edge: The difference between two equally talented teams is leadership.
- Everything rises and falls on leadership. If a team has great leadership, then it can gain everything else it needs to go to the highest level.
- Leadership is all about understanding players, bringing them together, and getting them to work together as a team to reach their potential.
- With good leadership, everything improves. Leaders are lifters.
- Leaders transfer ownership for work to those who execute the work.
- Leaders create an environment where each team member wants to be responsible.
- Leaders coach the development of personal capabilities.
- Leaders learn quickly and others to learn rapidly.
- The greater the challenge, the greater the need for the many advantages that leadership provides. And the more leaders a team develops, the greater the edge from leadership. If you want to win and keep winning for a long time, train players on the team to become better leaders.

Chapter 16:

- The Law of High Morale: When You're Winning, Nothing Hurts
- If the team is winning, then morale is high. And if morale is high, then the team is in a position to win. High morale magnifies everything positive that is happening for a team.
 - High morale is the great exaggerator. When an entire team is positive and all the players feel good about themselves, everything seems good.
 - High morale is the great elevator. When a team possesses high morale, the performance of its people goes to a whole new level.
 - High morale is the great energizer. High morale gives a team energy.
 - High morale is the great eliminator. Because of the momentum and energy that come with it, high morale also becomes the great eliminator.

- High morale is the great emancipator. High morale frees the team up.
- If you are a player – in order to produce high morale, then you need to have a good attitude, always give your best, and support the people on the team.
- If you are a leader – in order to produce high morale, you need to model excellence, and you need to help the people you lead to develop morale and momentum to create a winning team.
- When you do good, you feel good – when you feel good, you do good.
- You need to act your way into feeling, not feel your way into acting.

Chapter 17:

- The Law of Dividends – Investing in the Team Compounds Over Time.
- 10 steps to investing in your team:
 - Make the decision to build a team – this starts the investment in the team. This step requires commitment – deciding that people on the team are worth developing.
 - Gather the best team possible – this elevates the potential of the team. The better the people on the team, the greater the potential.
 - Pay the price to develop the team – this ensures the growth of the team. It will cost you to develop your team. You will have to spend time, money, and resources.
 - Do things together as a team – this provides community for the team. The only way to develop community and cohesiveness with your team is to get them together.
 - Empower team members' with responsibility and authority – this raises up leaders for the team. The greatest growth for people often occurs as a result of the trial and error of personal experience.
 - Give credit for success to the team – this lifts the morale of the team. Compliment your teammates. Talk about their accomplishments.
 - Watch to see that the investment in the team is paying off – this brings accountability to the team. Pay attention to the progress and measure it.
 - Stop your investment in players who do not grow – this eliminates greater losses for the team. It's very difficult, but you must leave behind those that aren't growing.
 - Create new opportunities for the team – this allows the team to stretch.
 - Give the team the best possible chance to succeed – this guarantees the team a high return.
- If your current team experiences are not as positive as you would like, then its' time to increase your level of investment.