

Teamwork Training, 5/28/11

Application Review

— Jay Hunemuller

For those of you who weren't here last week, I'll just go over the five fill-in-the-blanks. I thought Rod did an awesome job of share

The Law of the Edge

1. Challenging the process

The difference between two equally talented teams is leadership. Leaders challenge the process. They're always looking for ways to make things better.

2. They inspire a shared vision.

They take the vision from "me" to "we". Leadership isn't about "me" and "what I can do" but about "the team" and "what the team can do."

3. Enabling others to act.

This goes back to the law of the catalyst. Leaders help others to be the best that they can be.

4. Modeling the way.

Leaders both know the way and show the way. They practice what they preach.

5. Encouraging the heart.

Leaders help to encourage the heart and improve morale. We'll be getting into the Law of High Morale today.

Does anybody remember some of the examples we had from the book? That's okay; it's early morning, and a lot of our brains aren't really rolling yet. One of the things I thought was inspiring was the story about the Golden Gate Bridge, and Joseph B. Strauss. He worked for close to twenty years to realize his vision. He went through a lot of obstacles and attracted people with abilities greater than his own in order to accomplish a task that many said couldn't be done.

One thing about the Law of the Edge is that every type of organization is looking for it. You really want to have this kind of leadership that will give your organization a running start.

One of the other examples was about Phil Jackson. He took the Lakers from being losers to being champions. They had talent, but talent wasn't enough. They needed leadership; they needed the edge.

Leaders create an environment where the team member wants to be responsible. They help others realize their full capabilities. They encourage others to learn rapidly, and they attract others to the team.

The Law of High Morale

— Rod Williams

*(Goes from table to table giving everyone a “high-five”.)

I promise you today that you will have a great time; you will learn; and you will not go to sleep during this training.

Right now, we’re going to do an exercise. I want each team to write three indicators of a team with high morale, and three of a team with low morale. You have five minutes.

(Each team discusses and writes down their ideas...)

Now I need one person from each table to read their indicators:

High Morale Close-knit or family atmosphere.

Repeated pattern of success.

Encouragement within the team.

Low Morale Complaining and whining.

Lack of success.

No vision coming from the team.

High Morale Positive “can-do” spirit.

One mind and one accord.

Low Morale Discouraged.

Unwilling to get the job done.

“Don’t care” attitude.

High Morale Winning.

Growth.

Magnets.

Low Morale Losing.

Division, not working together.

Distrust

High Morale Happy

Self-made
Motivated and improving

High Morale Good participation

Good results
Belief
Encouragement
Faith

Low Morale Undependable

Lack of results
Discouraged
Team is not together
Lack of Faith

I'm going to ask everybody right now, are you a person who lifts the team up, or brings the team down? (You don't have to raise your hand; just think about it.)

What's a common denominator of all the things we mentioned?

- Leadership
- Vision
- Mindset
- Success
- Communication
- Morale

Nope, none of those. What all of those have in common is attitude. It's all about "the 'tude".

Morale The state of the spirits of an individual or a group, as shown in willingness to perform an assigned task, in confidence, and in attitude.

As I went through this lesson, I started thinking about it and got to a point of low morale. So I started calling around and trying to encourage people so that I could be encouraged. I experienced low morale and had to work through it to gain high morale.

When I was on a team with low morale, oh my goodness! Nobody wanted to be there. Nobody wanted to take responsibility. Fingers were pointed.

How many people think it as the leader's fault and how many think it was the team's fault?

- It's everyone's fault.
- The leader has to take responsibility.
- It can be anyone's fault.
- The leader has got to remove whoever is at fault.
- It can be any one of us, but ultimately the leader has to take responsibility.

Everything rises and falls on leadership. That doesn't exempt the team members from responsibility.

Suppose a team leader is pumped up and excited. In a team of five, three of the members have high morale, one is kind-of so-so, and one has very low morale. How should the leader handle that situation?

- Solicit the ones with high morale for help in encouraging the one with low morale.
- Spend time to encourage the one with low morale.
- Include the low-performers in praise for high performance so that they would be motivated to join in it.
- Take them all out to dinner.

How many here have had a bad attitude before that affected the whole team? We've all had similar experiences.

Out of all those choices, I think I like the last one best. If it meant a free dinner, I'd have a rotten attitude every day.

- We need to find out how each other is doing; not just come in all gang-busters and excited.

Overall, the morale is based on leadership, but each team member is also responsible. In the Navy, it seems like everywhere you go, people complain about their ship being the worst ship. And they say it with *pride*. "Man, this place sucks!" Well, quit, then! So it's all about attitude. But it is the responsibility of leadership to create a positive environment that people would want to be there.

The Law of High Morale: When you're winning, nothing hurts.

Why teams need high morale.

1. High morale is a great exaggerator.

How many of you have had the experience where you had great momentum and high morale, and everything was going well? How did it feel?

- I felt like I could do better.
- It feels like you could do anything.
- You don't feel burdened down.

How many people know that when Todd comes into a room, he'll be talking about one of three things? God, sports, and fishing. And every time, he's really enthusiastic and on-fire. How about somebody who went to Haiti? I'm hearing that it was so good that people wanted to stay.

- It was awesome. We all worked in one accord. It was fun.

So did you want to go right to sleep, or did you want to stay up and do more things.

- Well, I was the first one to sleep, but yeah, I wanted to do more things.

Did you see anybody doing things differently than you normally see them around here?

- Well, the time is short. In church, of course, everybody is nice. But once you stay longer... Of course, when you only stay for one or two weeks, everybody is happy. But when you get to know their real personalities...

So having seen them at church, and then seeing them in Haiti doing things there, what was the difference? What was the impact?

- For me, I don't think I would see a difference.

It says, "When you're winning, nothing hurts. When you're losing, everything hurts." That's so true.

2. High morale is the great energizer.

When you've got high morale, your focus is not on problems; it's on the potential of what you're trying to accomplish. You're like the Energizer bunny; you just keep going, and going, and going.

3. High morale is the great elevator.

When you've got high morale, the team is lifted to a whole new level. Team members become more committed. When you see a leader who is upbeat, it's easy to commit to things. As people, we're always thinking "what's in it for me." But if we've got a leader who is that elevator, team members become more elevated, because they want to share in that.

4. High morale is the great eliminator.

When you have high morale, you find ways to overcome obstacles. Problems just seem to disappear. Today, I might have problems and issues in my life, but if I have high morale, I'll be able to overcome those things.

5. High morale is the great emancipator.

If you're consistent in winning, whether you're on a sports team or in a business, the more you win, the more you create breathing room. You create opportunities for others to join the team. You create credibility. What else do you do?

- If you're thirty points ahead, you can get people of the bench and give them opportunities for experience.

You want to develop as many people on your team as possible. How many of us have been in a situation where you didn't like your job; you were just waiting to get another job or get fired from that job or transfer into the military?

(Lots of hands raised)

I did thirty years in the military, but I didn't do it all in one place. Some places were like the situation I just mentioned. In others, the situation was better. But I learned something everywhere I went.

Teamwork Thought

When you do good, you feel good, and when you feel good, you do good.

In a high morale environment, I guarantee you'll feel good and do good.

How many of us heard about Seal Team Six? What did they do?

They killed Bin Laden.

How many other Seal Teams have accomplished greater things than they did?

A lot.

But now that they're successful, everyone is talking about them. Disney wants to buy their name and make a movie about them. But they went into a very dangerous situation. There's no way they could go into that situation and have low morale. If they did, what do you think would be the attitude? They'd be dead. That's my message. Low morale can be a killer, physically, spiritually, and emotionally. As Christians, we carry a higher standard. We've got to go into every situation with high morale.

After going over this, how many of us feel that we could improve on our attitude?

(Every hand raised.)

The common denominator is attitude. If you lead a team, it's very very important to think about that. I'm looking around and I see a room full of leaders, with a "10" on every forehead. If you don't have experience leading a team yet, you will.

I want to express the fact that we have to watch our actions, our words, and our body-language. It's contagious. If you find yourself getting down and discouraged, call someone up and communicate. I don't know how you talk to each other; if I'm in that situation and someone says "How are you doing?" I'll say "I'm okay," even if I'm not. But through that conversation, I'll get better.

Any questions? Comments?

- In the Navy, they said "No Facebook," and morale started spiraling down. They had to put some regulations on it and bring it back, because of the low morale. As leaders, we have to pay attention to what encourages the team.
- **Question:** What if you need to put a team together on the fly, and you've got this one dude who is just de-motivated. Do you tell him to go away, or what?

Answer It depends on how long it takes to accomplish the task you're doing. Will it make a difference if that person helps with the project, or not? Could you do it without him? Sometimes you've just got to get the job done no matter what. And how you deal with it depends on the situation, and it depends on the person. In the Navy, I might not have the option of kicking someone off the team. I may have to kick them in the butt and say "Hey; I need you to get onboard and get going." Or in a sports situation, I may have to tell the star player, "Either you keep up the standards, or you're off the team." When things come up like that, most of the time people pull together and get it done, regardless of the attitude. If somebody isn't willing to do that, you have to pull them aside and deal with it. Sometimes

I have to tell someone else who knows that person better, so they can deal with the attitude on a personal, one-on-one basis.

There's no right or wrong answer here. Sometimes, when the team was rewarded, and I know I didn't do my part, I felt bad about it. And that motivated me to do better the next time.