The Eight Keys to Team Success

Dr. John C. Maxwell  Volume 8, Number 3

What My Team Has Done For Me

My team makes me ________________ than I am.

My team ________________ my value to others.

My team ________________ me to do what I do best.

My team allows me to help ________________ do their best.

My team gives me ________________ time.

My team provides me with ________________.

My team helps me fulfill the ________________ of my heart.

My team ________________ my vision and effort.

“It marks a big step in your development when you come to realize that other people can help you do a better job than you can do alone.”

— Andrew Carnegie

“Alone we can do so little; together we can do so much.”

— Helen Keller

1. ________________ determines the ________________ of the team.

Teamwork gives you the best opportunity to turn vision into reality.
“Teamwork requires that everyone’s efforts flow in a single direction. Feelings of significance happen when a team’s energy takes on a life of its own.”

— Pat Riley

The Law of the __________________—— Vision gives team members direction and confidence.

Vision requires __________________ and __________________ transference.

What is Needed to Emotionally Transfer a Vision?

1. ______________
2. ______________
3. ______________
4. ______________
5. ______________ ______________

“I think most of us are looking for a calling, not a job. Most of us, like the assembly line worker, have jobs that are too small for our spirit. Jobs are not big enough for people.”

— Studs Terkel

What is Needed to Logically Transfer a Vision?

1. A _______________ understanding of the situation today
2. An _______________ team
3. A sound _______________
4. Acceptance of responsibility by the ________________

5. Celebration and communication for each ________________

6. Evaluation and communication for each ________________

7. ________________

“A common reason goals aren’t accomplished is they are not clearly defined. If employees don’t understand their company’s goals and its game plan, these goals won’t be achieved. Football doesn’t make this mistake. Its goals are always clearly defined. At the end of the field is a goal line. Why do we call it a goal line? Because eleven people on the offensive team huddle for a single purpose — to move the ball across it. Everyone has a specific task to do — the quarterback, the wide receiver, each lineman, every player knows exactly what his assignment is. Even the defensive team has its goals, too — to prevent the offensive team from achieving its goal.”

— Jim Tunney

2. ________________ determine the ________________ of the team.

Personal Value — Something that influences and guides my behavior.

Organization’s Value — Something that influences and guides the team’s behavior.

The Law of ________________ — Shared values define the team.

The values of an organization are like…

1) ________________ — They hold an organization together.

2) A ________________ — They provide stability for the company to grow upon.
3) A ________________ — They set the standard for the team’s performance.

4) A ________________ — They give direction and guidance.

5) A ________________ — They attract like-minded people.

6) An ________________ — They define and identify who the team is.

**Note:** If your values are the same as your team’s values, you become more valuable!

Peter Senge, author of *The V Discipline*, says that one of the most important tasks for leaders today is to provide conceptual leadership — “helping people make sense of what’s going on around them.”

These Things I Believe In…

(1) ________________ ______________________

(2) Making a ________________ ______________________

(3) Living and working with ________________

(4) Commitment to ________________

(5) ________________ ______________________

(6) Living a life of ________________

Says consultant Fillmore: “*It is in the expression of one’s deepest values that one finds oneself capable of leadership — because a value is something you care enough about to be able to lead from it.*”
3. _______________ ________________ determines the _______________ of the team.

“If a team is to reach its potential, each player must be willing to subordinate his personal goals to the good of the team.”

— Bud Wilkinson, The Book of Football Wisdom

The Law of the _______________ ________________ — The goal is more important than the role.

“The freedom to do your own thing ends when you have obligations and responsibilities. If you want to fail yourself, you can, but you cannot do your own thing if you have responsibilities to team members.”

— Lou Holtz

Paul “Bear” Bryant, the legendary football coach at the University of Alabama, said that winning team members need to know five things:

Tell me what you _______________ from me.

Give me an _______________ to perform.

_________________________ ____________________________

how I’m getting along.

Give me _______________ where I need it.

Reward me according to my _______________ .

Coming together is a beginning.

Keeping together is progress.

Working together is success.
Review: Vision determines the direction of the team
Values determine the foundation of the team
Work ethic determines the preparation of the team

4. _______________ determines the _______________ of the team.

“If you recruit good players and they play well, you’re a genius. So for a year or two you’ll be called a genius. Sometimes a ‘genius manager’ will recruit bad players who play poorly, which will make people wonder how come a genius got so dumb so fast.”
— Whitey Herzog

“If things get worse, I will have to ask you to stop helping me.”
— Sign seen on a leader’s desk

Every effective leader knows that you can win with good players. And you can lose with good players. But you cannot win without good players.

One of the things that separates winning and losing teams is how the team’s good players are placed. Take a look at what I mean:

The Wrong Person in the Wrong Place = Regression
The Wrong Person in the Right Place = Frustration
The Right Person in the Wrong Place = Confusion
The Right Person in the Right Place = Progression
The Right People in the Right Places = Multiplication

The Law of the _______________ — All players have a place where they add the most value.

“The successful attainment of a dream is a cart and a horse affair. Without a team of horses, a cart full of dreams can go nowhere.”
— Rex Murphy
5. _______________ determines the _______________ of a team.

“Organizations must restructure after every 45% growth.”

— Peter Drucker

Structure does not cause growth, but it does control the rate and size of your growth.

The organization’s structure should encourage...

________________________

________________________

________________________

6. _______________ determine the _______________ of the team.

“I have long been profoundly convinced that in the very nature of things, employers and employees are partners, not enemies; that their interests are common, not opposed; that in the long run the success of each is dependent upon the success of the other.”

— John D. Rockefeller, Jr.

Winning is often a battle, and there are times in the life of every team player when he or she needs to fight. But if you fight all the time, you can wear yourself out. That’s why it’s important to pick your battles.

To gain a better perspective of when to fight back and when to sacrifice yourself, practice the following disciplines:

1. **Spend time with people who are _______________ from you.**
   That helps you to appreciate and understand how others think and work. You will be less likely to judge or battle others.
2. **In matters of personal preference or taste,** keep the main things the main things. If you don’t save yourself for what really matters, you’ll wear yourself out and wear out your welcome with others.

3. **Don’t take things too**. Always remember, hurting people hurt people. They are also easily hurt by others.

4. **Practice the** percent principle. Whenever possible, find the 1 percent you do agree on in a difficult situation, and give it 100 percent of your effort.

5. **Be a** leader. If your mindset is to serve rather than be served, you will likely encounter less conflict.

   “If we can laugh together we can work together.”
   — Robert Owen

7. **determines the** of the team.

   “Motivate employees, train them, care about them, and make winners of them. At Marriott we know that if we treat our employees correctly, they’ll treat the customers right. And if the customers are treated right, they’ll come back.”
   — Bill Marriott, CEO Marriott Hotels

Secretary of Labor Robert Reich argues for companies to spend much larger sums of money for worker training. To quote him, he says, “If employers fail to upgrade their workers then they’re trying to be competitive only with their capital. Anybody can replicate physical capital. But the one resource nobody can replicate is the dedication, the teamwork, and the skills of a company’s employees.”

A recent study of 3,200 U.S. companies, conducted by Robert Zensky and Susan Shaman of the University of Pennsylvania, showed that a 10 percent increase in spending for workforce training and development leads to an 8.5 percent increase in productivity; a similar increase in capital expenditures leads to just a 3.8 percent increase in productivity.

Excellence is a result of...

________________________ more than others think is ________________________

________________________ more than others think is ________________________

________________________ more than others think is ________________________

________________________ more than others think is ________________________

________________________ more than others think is ________________________

________________________ more than others think is ________________________

— Ryan Bennet

Review: Vision determines the direction of the team
Values determine the foundation of the team
Work ethic determines the preparation of the team
Personnel determines the potential of the team
Structure determines the size of the team
Relationships determines the morale of the team
Training determines the excellence of the team

8. ______________________ determines the ______________________ of the team.

The Law of the __________________—— The difference between two equally talented teams is leadership.

Teamwork Makes the Dream Work!
Final Team Thoughts

1. Make a ____________ to build a team

   Every action begins with a decision. Teams don’t just build themselves. If you want to see your dream come to fruition, dedicate yourself to team building. Take care of the team, and it will take care of the dream.

2. Gather the _______________ possible

   The better the players on the team, the greater the team’s potential for success. The bigger the dream, the better the team you need. Start well, and the rest of the process is a lot easier.

3. Pay the _______________ to develop the team

   Team building has a price, in energy, money, and time. When you build a team, you pay with your life. But if you do, in return you receive a better life.

4. Do things _______________ as a team

   Good team leaders know that you touch a heart before you ask for a hand. That’s the Law of Connection. The way you create that connection is by doing things together.

5. _______________ team members with responsibility and authority

   A team can achieve only when its individual members are vested with responsibility and authority. Responsibility gives them the desire. Authority gives them the means. Empowered team members achieve more and help the team to continually improve.

6. Give _______________ for success to the team

   Too many leaders steal their team’s ego food. If you want your team to keep fighting for the dream, then remember that nothing motivates a team like recognition. Put the credit where it belongs — with the people who get the job done.
7. Watch to see that the ________________ in the team is paying off

As a team leader, you can never afford to stop investing in your people. Everyone doesn’t naturally grow on their own. However, activity does not always mean accomplishment. You need to measure your investment. Be sure that you’re doing the right things to help your people. You can do that by paying attention to what’s paying off.

8. ________________ investing in players who do not grow

It’s sad to say, but not every investment in people pays off. When that happens, you must stop giving your best attention to those who aren’t growing. Life is short, and for every person who won’t or can’t grow, there is someone else who would love to benefit from what you have to give.

9. Create new ________________ for the team

One of the roles of team leaders is to help the team to succeed. That means finding new opportunities for the team. No matter how long your team has been together or how successful you have been in the past, never let a day go by that you’re not looking for ways to help your team keep moving forward.

10. Give the team the best possible chance to ________________

In the end, the team fails or succeeds together. The best way to serve the individuals on the team is to see that the whole team wins. Do that, and dreams can come true for everyone.

Even when you’ve played the game of your life, it’s the feeling of teamwork that you’ll remember. You’ll forget the plays, the shots, the scores, but you’ll never forget your teammates.
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