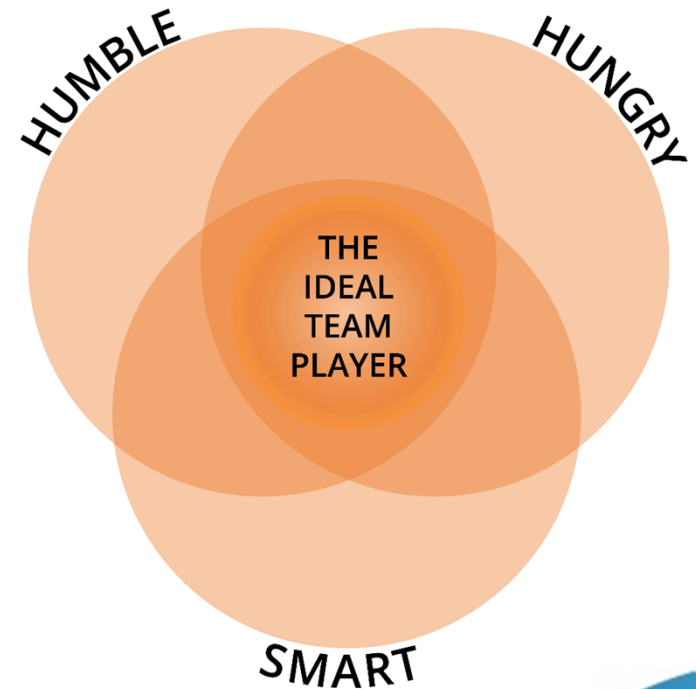


The Ideal Team Player

How to Recognize and Cultivate the Three Essential Characteristics

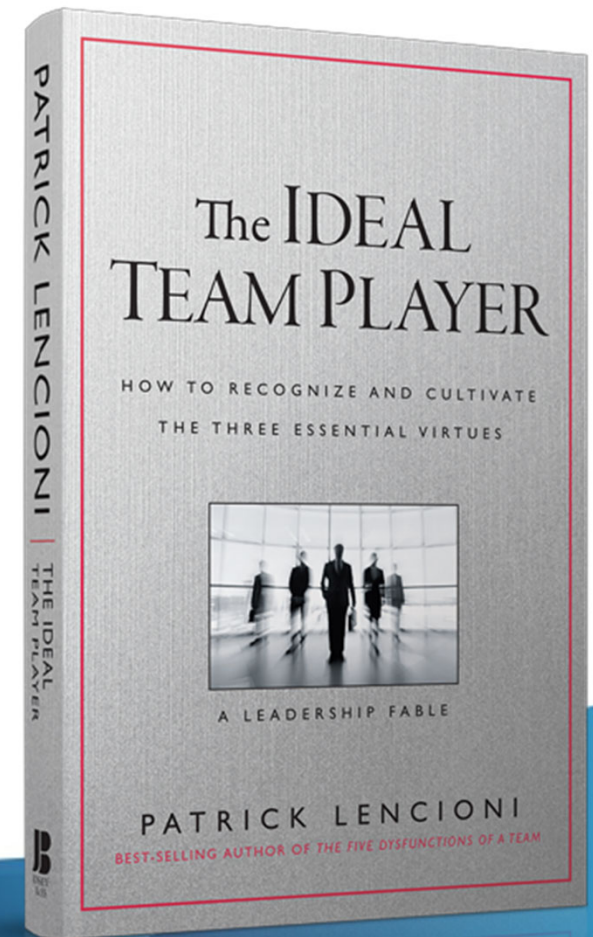


Workshop Introduction

- The Ideal Team Player reveals the three indispensable characteristics that make some people better team players than others.

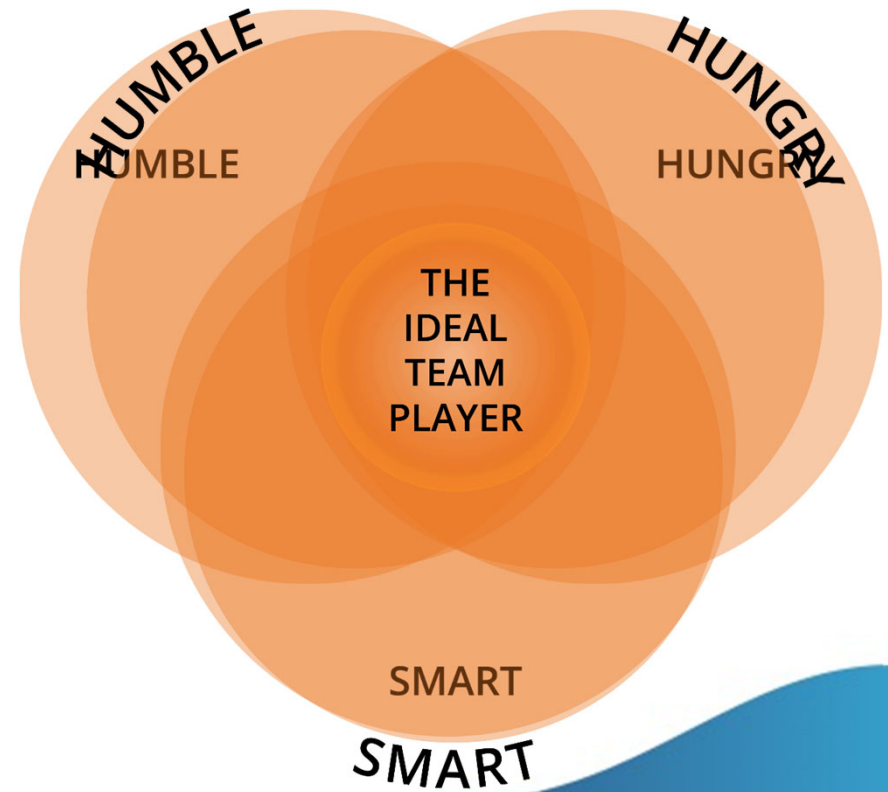
What makes humble, hungry and smart powerful and unique is not the individual attributes themselves, but rather the required combination of all three. If even one is missing in a team member, teamwork becomes significantly more difficult, and sometimes not possible.

Patrick Lencioni



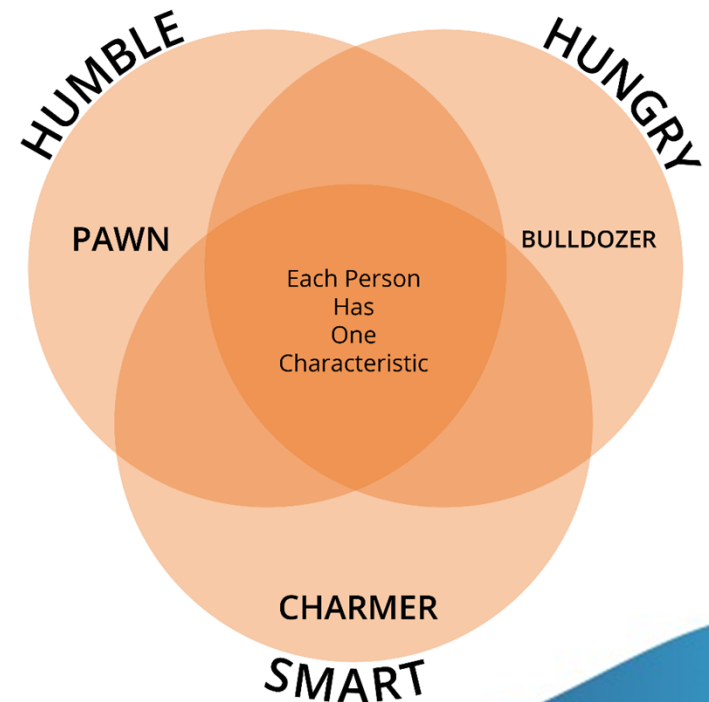
The Ideal Team Player

- **Humble**
 - Humble people share credit, emphasize team over self and define success collectively.
- **Hungry**
 - Hungry people almost never have to be pushed because they are self-motivated and diligent.
- **Smart**
 - Smart people tend to know what is happening in a group situation and how to deal with others in the most effective way.



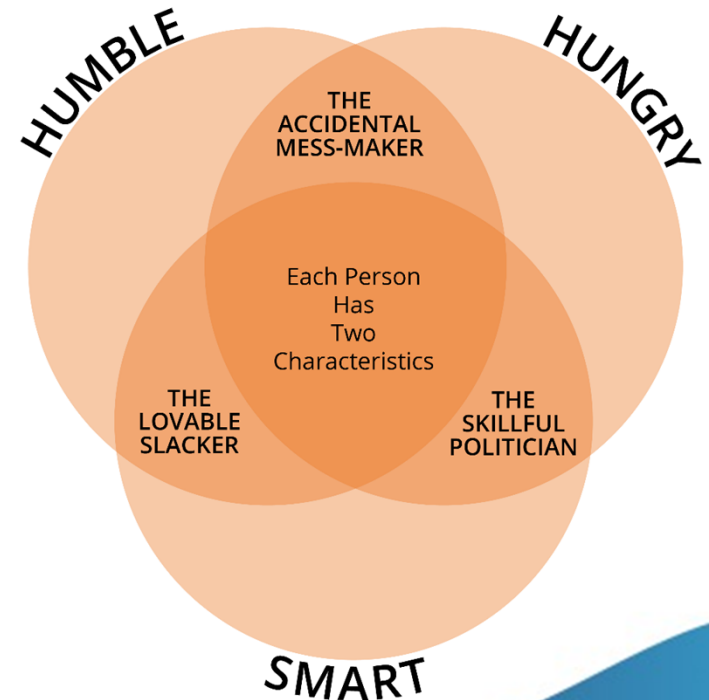
Those with One Characteristic

- **Pawns**
 - Only humble. They're modest and pleasant people. No or few meaningful relationships; lack ambition and drive.
- **Bulldozers**
 - Only hungry. They have a one-track mind when it comes to getting results.
- **Charmers**
 - Only smart. They're well-liked because they can be very entertaining. Not interested in team welfare.



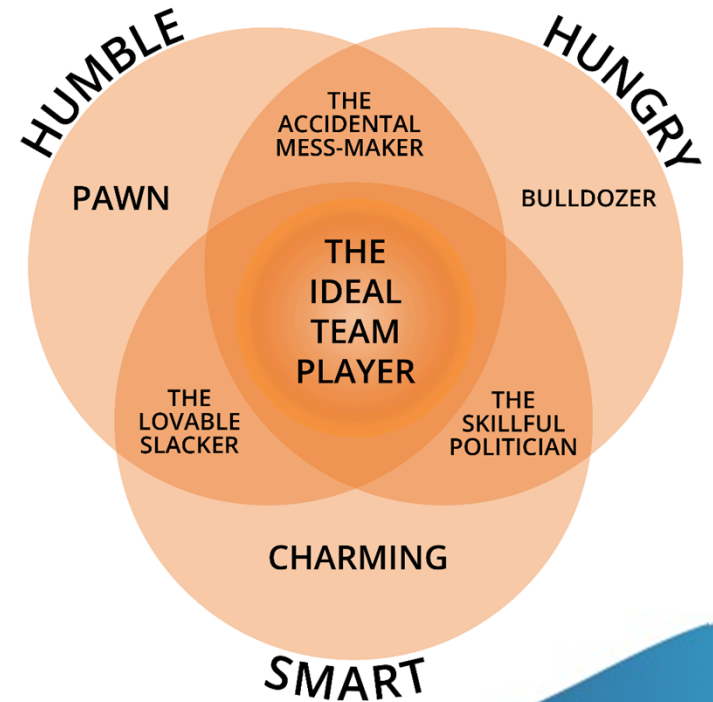
Those with Two Characteristics

- **Accidental Mess-Makers**
 - Humble and Hungry. They're lacking people skills and have no clue how their words and actions are perceived by others.
- **Lovable Slackers**
 - Humble and Smart. They don't have drive and motivation.
- **Skillful Politicians**
 - Hungry and Smart. Good at manipulating people to get their own way.

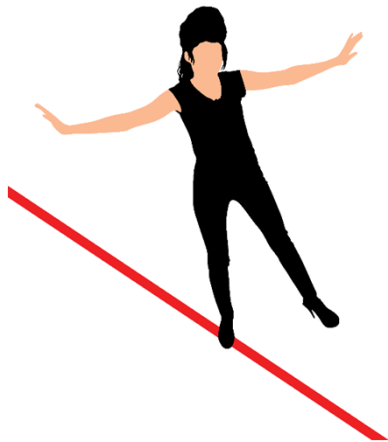


“The Team Meeting”

- Listen to this team meeting and see if you can recognize each characteristic as it speaks.



Encouraging “Humble” in your team



The key is that they overcome their insecurity.

- Get to the root cause.
- Ask the employee to provide a list of what humble would look like.
- Encourage them to feel the benefits of being humble.
- Give immediate feedback when humble is demonstrated.

Encouraging “Hunger” in your team

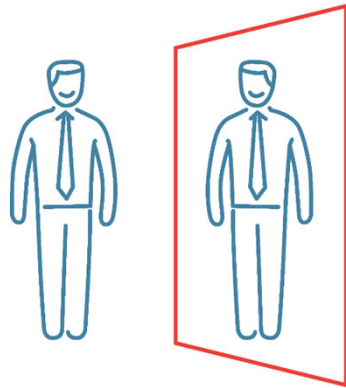


The key is to ignite their flame and set expectations.

- Collaboratively set targets.
- Review performance against goals.
- Acknowledge progress.
- Repeat expected standards.

It's not about creating extrinsic pressure, but developing intrinsic motivation.

Encouraging “Smarts” in your team



The key is that they develop self-awareness.

- Take time to establish some baseline expected behaviors.
- Demonstrate these “people smarts” yourself as a role-model.
- Redirect them quickly when slights are noticed, i.e. thanking co-workers, etc.

Aligning with our Competencies



Steps to Success

- Assess your team's characteristics.
 - Have your team take the self-assessment.
- Get the entire team involved.
 - Set goals for types of behavior observed.
 - Give recognition for certain behaviors you want to encourage.
- Make the characteristics relevant to their goals.
- Drive these characteristics through all interactions (meetings, huddles, coaching, 1:1's, project work, etc.)

Tools to Help You

- Team Evaluation:
 - Manager Assessment PDF (to help you rate your team)
- Self-Evaluation:
 - Self-assessment exercise (could be a team exercise)
 - Downloadable PDF for self-assessment
- Action Plan template:
 - Keep track of the steps you are taking to build your ideal team.

SELF-ASSESSMENT

Instructions: Use this assessment to evaluate your own performance in the three areas of an ideal team player. Respond as honestly as possible, as the self-assessment is not meant to be a test or a competition. It is a tool to help you identify areas for improvement.

Use the scale below to indicate how well each statement applies to you. Think you're a team player? Check the right side of the scale. Think you're not? Check the left side of the scale. The right side of the scale is the right side of the statement. The left side of the scale is the left side of the statement.

Rating Scale: 3 = Usually 2 = Sometimes 1 = Rarely

Area	Statement	3	2	1	Total Score
Teamwork	1. Collaborate or problem solve without hesitation.				
	2. Easily adapt to my role.				
	3. I am willing to take on more work for the good of the team.				
	4. I actively listen to my teammates.				
Communication	5. I clearly communicate my responsibilities.				
	6. I offer and accept constructive feedback.				
	7. I do more than what is required in my job.				
	8. I have a positive attitude for the "health" of the team.				
Leadership	9. I have a sense of personal responsibility for the overall success of the team.				
	10. I am willing to contribute to and think about work outside of office hours.				
	11. I am willing to take on a challenge or take on more responsibility.				
	12. I look for opportunities to contribute outside of my area of responsibility.				

the table group
The Source for Organizational Health www.tablegroup.com © The Table Group, Inc. All rights reserved.

MANAGER'S ASSESSMENT

Instructions: Use this assessment to evaluate your direct report relative to the three areas of an ideal team player.

Use the scale below to indicate how well each statement applies to your direct report. Choose the rating response number that applies to each statement and record it in the box to the right of the statement. The total score for each of the three areas.

Rating Scale: 3 = Usually 2 = Sometimes 1 = Rarely

Area	Statement	3	2	1	Total Score
Teamwork	1. Collaborate or problem solve without hesitation.				
	2. Easily adapt to my role.				
	3. I am willing to take on more work for the good of the team.				
	4. I actively listen to my teammates.				
Communication	5. I clearly communicate my responsibilities.				
	6. I offer and accept constructive feedback.				
	7. I do more than what is required in my job.				
	8. I have a positive attitude for the "health" of the team.				
Leadership	9. I have a sense of personal responsibility for the overall success of the team.				
	10. I am willing to contribute to and think about work outside of office hours.				
	11. I am willing to take on a challenge or take on more responsibility.				
	12. I look for opportunities to contribute outside of my area of responsibility.				

the table group
The Source for Organizational Health www.tablegroup.com © The Table Group, Inc. All rights reserved.

ACTION PLAN

Characteristics	Action Steps	Person Assigned to Complete	Completion Date	Assessments Required	Notes on Progress
Team self-assessment activity	Have the team take the self-assessment and give feedback on their findings.	All team members	December 2018	None	The team is now self-assessing being asked and ready to lead.
Provide the Characteristics 'Report' at their meeting. Have a discussion about the importance of this.	Team Leader	October 2018	None		

*“Not finance. Not strategy. Not technology.
It is teamwork that remains the ultimate
competitive advantage, both because it is
so powerful and so rare.”*

Patrick Lencioni