Teams Rock Resource Guide
for both
Leaders and Front Line Team Members

Gregg Gregory, CSP

Since you are reading this document, chances are that you have attended one of my programs, read one of my books, or enjoyed what you saw on my website.

Whatever your reason for finding me, I'm glad you have and I am grateful for the opportunity to welcome you to our community of leaders and team builders.

The resources offered here include articles that I hope will help and inspire you, forms from my programs and books for you to use with your team, and tools to help you build a culture of teamwork in your organization.

Enjoy these items with my compliments and, remember that we make...

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This document may contain links to other digital content. You will need an active Internet connection to access, or download, those resources, where applicable.

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Included In This Document

Articles

- 10 Little Words
- Creating Collaborative Cultures
- Leadership is the Key to Successfully Developing Employees
- Five Mistakes Managers Make When Building Their Teams
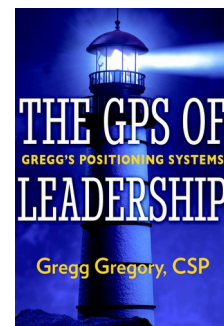- Six Quick Ways To Build Trust On Your Team
- Are YOU a Terrific Teammate?

Forms and Checklists

- 30 Less Expensive Ways to Motivate Your Team
- People Reading Worksheet
- Does Your Team Think Like a Team?

The GPS of Leadership

- Links to Order the Ebook
- Leadership Assessment Worksheet

10 Little Words…

…That have kept me on track for over 30 years

It was September 1973 and I was a junior in high school. From 1954-1994, my high school only had two principals and Frank Tracy took over in the fall of 1973. He wanted to leave his mark early on. It was a hot September afternoon when we had his first assembly in the gym.

My high school graduating class had 751 students and the classes before us and after us had about the same. This meant that in this assembly we had over 2,300 people including teachers, administrators, and staff in the gym this hot September afternoon.

As Mr. Tracy began to speak, I noticed he was speaking to the students and not at the students. Somewhere in his speech he paused and said, "Ladies and gentlemen, I want to share with you the secret to success. The secret to success is really quite simple and it comes in just 10 little words. Like the Gettysburg address delivered by President Lincoln in 1863, these are all simple words. In fact, each word has just one syllable and two letters. It is when you string these 10 little words in this particular order that they become the secret to your success. I don't mean just your success at High Point High School; I mean your success throughout life."

Now let's be clear, I was a junior boy in high school, so was I really listening to what he's saying? What was more important? Girls, cars, sports, and food were way more important and, depending on the day of the week and time of day, would actually determine what was more important at any given time.

The fact is, I am not sure whether I remember this from the fall of 1973 or if it was at the graduation for the class of 1974. Or maybe in the fall of 1974 (my Senior year) when he had the same assembly. Maybe it was at my graduation or at the graduation for the class of 1976. In fact, even after I graduated, many of my friends' younger siblings heard the same words. Several years later, as I became the director of youth activities at my church, many of those kids were graduating from High Point and subsequently heard the words. I then heard them again at their graduations.

I did not realize I was actually living the words until almost 20 years after I graduated from high school. Somewhere along the line I realized I had never had a job where I relied on a salary to pay my bills. Every job in my adult life has either been 100% commission or my own company. As a manager, I received a small salary with the bulk of my income coming from the production of others on the team.

After I came to this realization, I began to practice living the words on a regular basis. I even purchased a card with 10 little words on the card and sent it to Mr. Tracy.

High Point High School is located in the metropolitan area of Washington, DC, and I have had the pleasure of speaking there on a regular basis. In a few of my workshops, I have had High Point graduates in the class and as I begin this story they look at their neighbor in the class and say, "I know the words". That is the impact that Mr. Tracy had on everyone he met.

At the opening day for the 1999 Baltimore Orioles baseball season, I was walking and noticed a man coming towards me. As I looked closer, I realized it was Mr. Tracy. I stopped him and said, "Good morning, Mr. Tracy. How are you?" He responded, "Good morning, Mr. Gregory. I am wonderful and how are you?" It was almost 24 years since I had graduated and he still remembered my name.

I can truly say that these 10 little words have been my personal focus on my life, both personal as well as professional. I guess you could say they have been the track I have been running on for years and I would like to continue the Frank Tracy tradition and share them with you now. Please write them down and read them every day in the morning before you begin your day. Remember there are just two letters for each word.

IF IT IS TO BE IT IS UP TO ME

It is not up to your mother, your father, your brother, your sister, your aunt or uncle, your cousin, your friends, your company, your boss, or even your co-worker. It is up to you and only you.

Creating Collaborative Cultures

When was the last someone in your organization passed on recognition and said that someone else deserved the accolades? As I travel, the country I am finding extremes of this. Some organizations have a culture where competition thrives among employees and teamwork is basically non-existent. This culture filters down and, in many cases, employee turnover, productivity, and morale suffer greatly.

On the other side of the coin are organizations that have taken the time to develop the culture of teamwork and collaboration. When I ask these organizations if it was always like this you might be surprised by the answers. In many cases, collaboration was not always there – instead, it began with a small group working together and getting the ideas to spread both up and down the organization.

In one organization, Derrick was the Senior Vice President in charge of about 75 people in his division. They were having difficulty communicating, supporting each other, and simply getting along. In some cases, there were verbal threats and disrespect of colleagues.

Derrick recognized that they needed to change the culture and that this culture needed to begin with him. Once Derrick modified his own behaviors, he began to work closely with his immediate team, holding them accountable, and they in turn modified the culture on their teams until it transferred down to the front line. This did not happen overnight; in fact, this culture shift took about 18 months. Through the process, several people resigned and new employees were hired.

As the shift progressed, Derrick noticed the behaviors adapting, morale improving, and productivity increasing. As all this was happening, Derrick noticed one added benefit – his division's profitability increased proportionally.

What can you do on a small scale to get your colleagues to think like a team and work like a team? Have everyone on your immediate team brainstorm and write down their suggestions privately to improve teamwork and collaboration. Do not use names or specific examples of past behaviors. Rather, ask what they would do to change the current culture.

One powerful strategy is to have everyone become a mystery shopper for several weeks. Then have short weekly meetings and have everyone report back what they noticed about teamwork and collaboration. Focus on the really good and really bad teamwork. Then take time to evaluate how those behaviors impact your teams in both positive and negative ways.

Leadership is the Key to
Successfully Developing Employees

Think of the best boss you have ever had in your adult work life. Now, what are the top three reasons you named this person as your best boss? If you are like many, you answered with statements like:

- Lead by example
- Encouraged everyone
- Rewarded fairly
- Held me accountable
- Empowered me

Now, either go see or call this person (do not email) and tell them you just thought of him/her. How do think they will feel when you tell them this? Pretty awesome I would think. These are just a few of the things that employees have said are important to them. What is interesting is that these are leadership, and not management, traits. Have you ever thought about what your team members are looking for, from you? Are they getting what they expect? What they need? Leadership, from the top down, dictates the culture of an organization. Leadership, from the top down, dictates the culture of an organization. Leadership that is empowering is crucial to developing employees that will become future leaders - leaders who also empower others. On the other hand, if your organization is one that keeps a strangle-hold on everyone, then you will develop future leaders of the same style. Think about it this way; have you ever noticed how much a child resembles the parent? Not just in physical appearance, but in their mannerisms and communication styles? Exactly! Here are four critical rules for developing a successful legacy in your organization:

- Treat everyone fairly – Fairly does not mean equal, it means fairly. This is one of the strongest ways to build a respectful team and a respectful team is generally a trusting team.

- Lead from a position of integrity – How do you expect to develop others if you are not leading the pack? This goes beyond "walking the walk," it means you must live the part you are portraying. Be consistent between word and deed at all times.

- Develop the right track for everyone to run on – Have you ever had an employee that shared the team's vision but could not perform in their position? Get the right person into the right job and do it fast.

- Show a genuine interest in your team members – Everyone likes to have some attention shown to them. This means that, even if you are not an extroverted leader, develop the skill set to make sure the employees know you care about them on every level.

If you are lucky you will be like the legendary San Francisco 49er head coach Bill Walsh. When he was asked about his career he said he was proud of his super bowl rings but he was even more proud of the number of head coaches he developed over the years. One day, years from now, you could be sitting at home and answer the phone. The voice on the other end says, "Hey boss, I just read an article about great leaders and when I thought about my best boss, I thought of you. I just

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wanted to call and tell you how much I appreciated everything you did for me back then." Imagine that…

Five Mistakes Managers Make
When Building Their Team

No surprise here — we all make mistakes. Many earn their initial management jobs simply by doing well in their follower position. Let me ask: How does doing a job well translate into leading others to do the same job? A person's expertise at their job does not necessarily translate into them being a good manager capable of developing others.

Promoting a new manager without providing them with the interpersonal skills and training necessary to effectively promote a culture of teamwork is a disservice to both the individual and the team. Great managers have been taught that everyone is different and they understand how to develop, delegate to, and motivate each individual within the team.

So, consider these mistakes managers make and see if any of these have ever happened to you.

1. **Hiring the 'Mini Me'.** Too frequently, managers look to hire people that they get along with and the result is hiring people with the same personality style as they have. While they might get along with each other, the quality of the work and the team suffer.

2. **Hiring Employees Based on Skill Sets Alone.** Great teams are built from great team chemistry and just because someone possesses the skills to do the job does not mean they will fit into the culture of the existing team. When a position opens up, look for a minimum skill set required and then hire based on the applicant's attitude and how they will blend in with the existing players.

3. **Underestimating the Power of the People.** This is not just a mistake made by new managers; this mistake is carried out throughout many careers. Time and again, there is more emphasis placed on completing the task and getting the job done when, in fact, if more time was spent on developing the people, the job would get done better, faster and with greater energy.

4. **Resting on Their Laurels.** Many mangers think that once they have reached a management role the days of their personal development is over. Nothing could be further from the truth. Top managers take more education the higher they rise within an organization; and they never think they know it all.

5. **Failing to Give Credit Where Credit is Due.** While many do not blatantly take personal credit for a team member's ideas or successes, some managers fail to provide the individual or team with appropriate credit. This can result in the erosion of trust within the team.

What has your experience been? Have you had to overcome any of these situations?

Six Quick Ways to Build Trust In Your Team

One of the biggest challenges for any team (personal or professional) is the issue of trust, either among team members or between the leader and the members. Here are six quick ways to build trust between you and your fellow team members.

1. **Invest time and energy into listening and understanding.** The more you know, and understand, about the members of your team and how they feel about the issues facing the team, the deeper trust is built.

2. **We trust people who help us discover the truth.** Help people recognize the truth, be willing to help them deal with the discomfort that may arise, and they will come to trust you.

3. **Ask good questions and be willing to listen to the answers.** When team members know that their ideas and opinions have value, they become more invested in the success of the team. If you begin every conversation with something about yourself, you lower your chances of developing trust.

4. **Learn the values of others and respect their values.** By respecting the values of others, you will build trust and allow for greater influence within the team.

5. **We trust people who make us think.** When Dr. Albert Schweitzer won the Nobel Peace Prize in 1952, he was asked, "What's wrong with people today?" Schweitzer replied, "People don't think." Today, the only difference is that our fast-paced environment leaves even less time for dedicated contemplation and consideration.

6. **We trust people who care.** Only those who genuinely care about others will be able to truly develop trust among those they work with.

Those who are willing to invest the time and effort to learn and apply these six skills will enhance and develop trust between themselves and their teammates, thus enhancing the culture of the team.

Are YOU A Terrific Teammate?

Successful teamwork is not a destination, it is truly a journey, and a journey that continually evolves and changes. The secret to being a terrific teammate is recognizing that it takes practice, and lots of it. We all have what it takes to be terrific! The big question is; how terrific are you?

Read the following 20 statements and score yourself using the following scale of 1 to 5:

1	2	3	4	5
I don't even think of doing this	When I think of this, I try to do it	I sometimes do this if it is convenient	I usually do this	I always do this, even when I don't want to

_____ 1. I know how I prefer to be treated at work, and how to specifically ask for that kind of treatment.

_____ 2. I have a plan for creating effective workplace relationships.

_____ 1. I continually ask myself, "Do I intend on keeping the commitment that I have just made?

_____ 2. If I screw up, I immediately own my mistake.

_____ 3. When I make a mistake, I do whatever I can to mend the relationship I may have damaged.

_____ 4. If a co-worker behaves in an unethical or illegal manner, I confront the person without threatening.

_____ 5. When I disagree, but feel that my voice is heard, I will commit to the team's decision

_____ 6. I hold my teammates accountable for their commitments and expect them to do the same for me

_____ 7. I provide honest feedback to my teammates

_____ 8. I work diligently to build trust with all of my teammates

_____ 9. Whenever possible, I help my teammates with their projects

_____ 10. I consider the underlying mission of the team before my personal goals and objectives

_____ 11. I know personal information about my teammates to help build a cohesive team

_____ 12. I will volunteer for new tasks and projects to help both myself and our team grow

_____ 13. I am open to new ideas for the growth of the team

_____ 14. I help my team celebrate our successes

_____ 15. I approach each new day with a positive attitude regardless of the previous day's outcome

_____ 16. I work on my personal development on a regular basis

_____ 17. I communicate clearly and without hidden agendas

_____ 18. I am completely honest with myself and my teammates

Less Than 69	**68-74**	**75-82**	**83-90**	**91-100**
Your results may suffer because it is difficult for you to work successfully with others	You miss out on the benefits of working with others and might hurt the image of the team	You understand what you should be doing and accomplish when it is convenient to your agenda	Very strong at technical skills. You are considered good at relationships and a good teammate	Outstanding! You're poised for teammate of the year and are terrific at drawing out the strengths of others

TEAMS ROCK

GREGG GREGORY
Certified Speaking Professional

DESIGNING THE COOPERATIVE TEAMS YOU NEED...

...TO PRODUCE THE RESULTS YOU WANT

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30 LESS EXPENSIVE WAYS
TO MOTIVATE YOUR TEAM

1. Life Savers candy – for being a life saver
2. 12 ounce Can of Mountain Dew – for a *"can do"* attitude
3. Pack of EXTRA gum – for going the extra mile on a project
4. Post-it-Note of thanks
5. Certificate of appreciation
6. Corporate letter of appreciation
7. E-cards
8. Paper cards – *(Successories.com – SendOutCards.com)*
9. Recognition in front of team – *for the right personality type*
10. Private recognition – *for the right personality type*
11. Gift certificate to local restaurant – or anywhere else
12. Physically wash their car
13. *"My Favorites"* book
14. Flowers hand picked or florist
15. Take them to lunch – *at their favorite place*
16. Create an awards program – the more personalized the better
17. Employee of the month parking spot
18. Fifteen minutes of comp time – longer lunch break or leave early
19. Team lunches
20. Goofy trinkets / gifts
21. Off the wall awards (a tech department used a *Mr. Data-Potato Head*)
22. Send a note or card home to spouse or child
23. Email note of appreciation – *(copy chain of command)*
24. Email chain of command praising performance *(Copy the employee)*
25. Wall of Fame pictures of employees
26. Additional responsibilities *(not more work – for the right personality type)*
27. Assign special project
28. Ask about spouse or children – *know about private lives*
29. Do their least favorite task once
30. Recognize the employment anniversary date

People Reading

PRINCIPLES
✷ 'People Reading' isn't meant to label people; instead, it's a way to help us understand their needs.
✷ There are no good or bad styles.
✷ All styles have strengths and limitations.
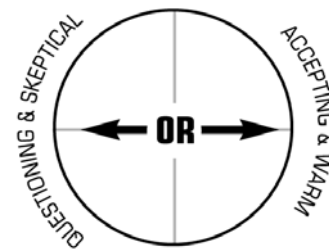✷ Everyone is a blend of all four styles, so it may be difficult to read people correctly.

OBSERVABLE BEHAVIORS
✷ Body language, such as posture, use of hands, facial expressions etc.
✷ Tone of voice and expression, such as pace, inflection, volume, etc.
✷ Words chosen to deliver the actual messages.
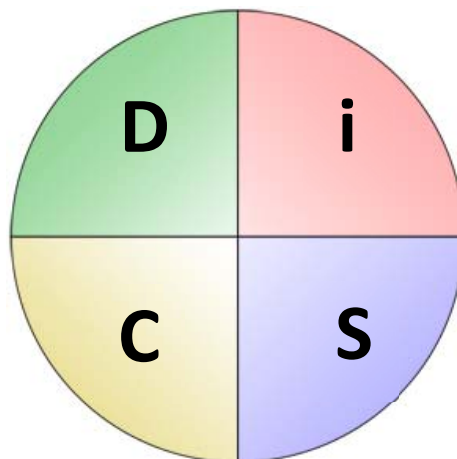
1 Consider whether this person tends to be more:

FAST-PACED & OUTSPOKEN
OR
CAUTIOUS & REFLECTIVE
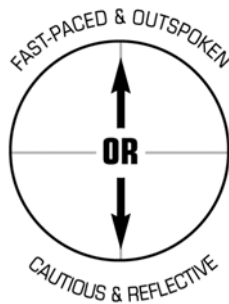
2 Then, consider whether this person also tends to be more:

QUESTIONING & SKEPTICAL
OR
ACCEPTING & WARM

3 Now, combine this person's tendencies to determine his or her natural behavioral style.

DOMINANCE

INFLUENCE

D   i

C   S

CONSCIENTIOUS

STEADINESS

Use to read people you come in contact with and write down that person's style:

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DOES YOUR TEAM THINK LIKE A TEAM?

Using the scale below, consider each statement separately and rate how well you feel your team delivers on each statement by circling the response that reflects your belief about the team as a whole.

1. Not at all like us
2. From time to time if we have to
3. Sometimes, depending on the situation or who
4. Most of the time, yes
5. Unequivocally yes, we do this virtually all of the time

		1	2	3	4	5
1.	We look for ways to assist each other without being asked	1	2	3	4	5
2.	We all respect each other's viewpoints	1	2	3	4	5
3.	We all know what the ultimate goal or mission is	1	2	3	4	5
4.	We ask for feedback from each other about our performance	1	2	3	4	5
5.	We believe we can constantly improve our actions & performance	1	2	3	4	5
6.	We look for ways to encourage each other	1	2	3	4	5
7.	We trust each other	1	2	3	4	5
8.	We review and eliminate old ways of doing things	1	2	3	4	5
9.	We believe in taking control of our behaviors and constantly moving ourselves in the direction of our mission	1	2	3	4	5
10.	We accept and learn from our mistakes	1	2	3	4	5
11.	We respect each other	1	2	3	4	5
12.	We take responsibility for our successes and failures	1	2	3	4	5
13.	We know something personal about each of our teammates – likes, dislikes, significant other's names, pet and children's names, etc	1	2	3	4	5
14.	We look for ways to make each other better	1	2	3	4	5

Once all 14 statements have been rated; tally your score and write the total on the line to the right

TOTAL: _____

Scores greater than 62 indicate your team is in great shape. Scores between 52 and 61 demonstrate that your team has one or two areas of concern. Less than 52 means that your team has some issues and needs to consider conscientiously practicing *team player thinking*.

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THE GPS OF LEADERSHIP
Leadership Assessment Worksheet

Understanding the dynamics that produce and promote a positive team culture is key to successfully meeting your organization's goals. Gregg's Positioning Systems (GPS) enable team members, and team leaders, to understand these dynamics and manage the process of creating their own positive team culture.

This little book outlines Gregg Gregory's leadership principles and demonstrates how to weather the turbulent and often treacherous waters of building a positive team culture.

His insights and analogies will help you understand yourself, and your team members, more completely and give you the tools to begin developing a team culture that thrives in any waters.
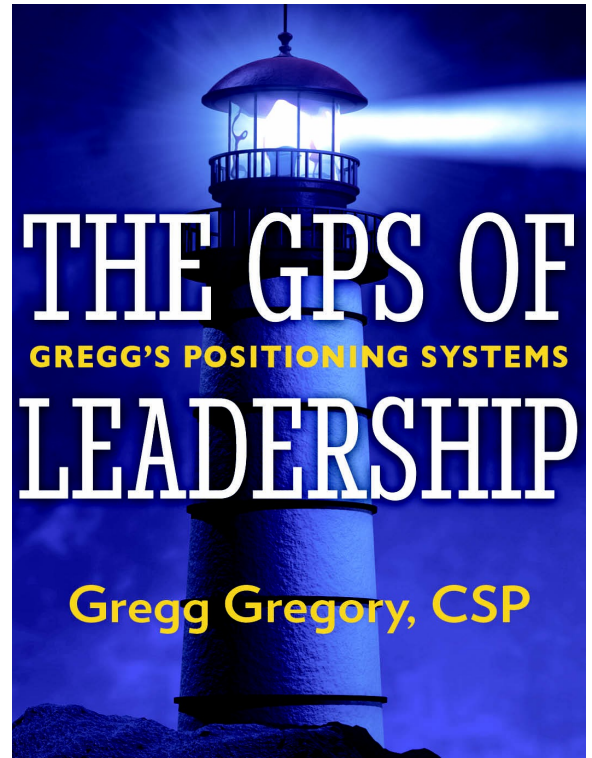
Click the book to order!

The worksheet on the next pages comes directly from the book and illustrates the great resource this pocket guide will be for you and your teams!

A few comments about Gregg Gregory, CSP…

"I want to commend you for the outstanding Team Building training that you provided the DESC. The teamwork, communication, and leadership concepts you so expertly taught our workforce have made all the difference in improving our climate and culture."

Richard J. Connelly, Director, Defense Energy Support Center

"On behalf of our entire management team, I wanted to take the time to thank you for the outstanding series of training events you provided our leadership team here at Chesapeake Beach Resorts. By listening to our specific needs, you created a program that was targeted, impactful, and relevant each step of the way. Your Management on Demand series prepared our leadership team for tremendous success."

Wesley Donovan, President, Chesapeake Beach Resorts

Leadership Assessment Worksheet

This simple leadership assessment will help you determine where in the leadership spectrum you tend to operate.

Instructions:

1. Answer each of the questions Yes (Y), Sometimes (S) or No (N).
2. When you are done, use the scoring index provided.
3. Tally your score. There are no right or wrong answers. There is not a winning or losing score. Your score can range from 0-56.

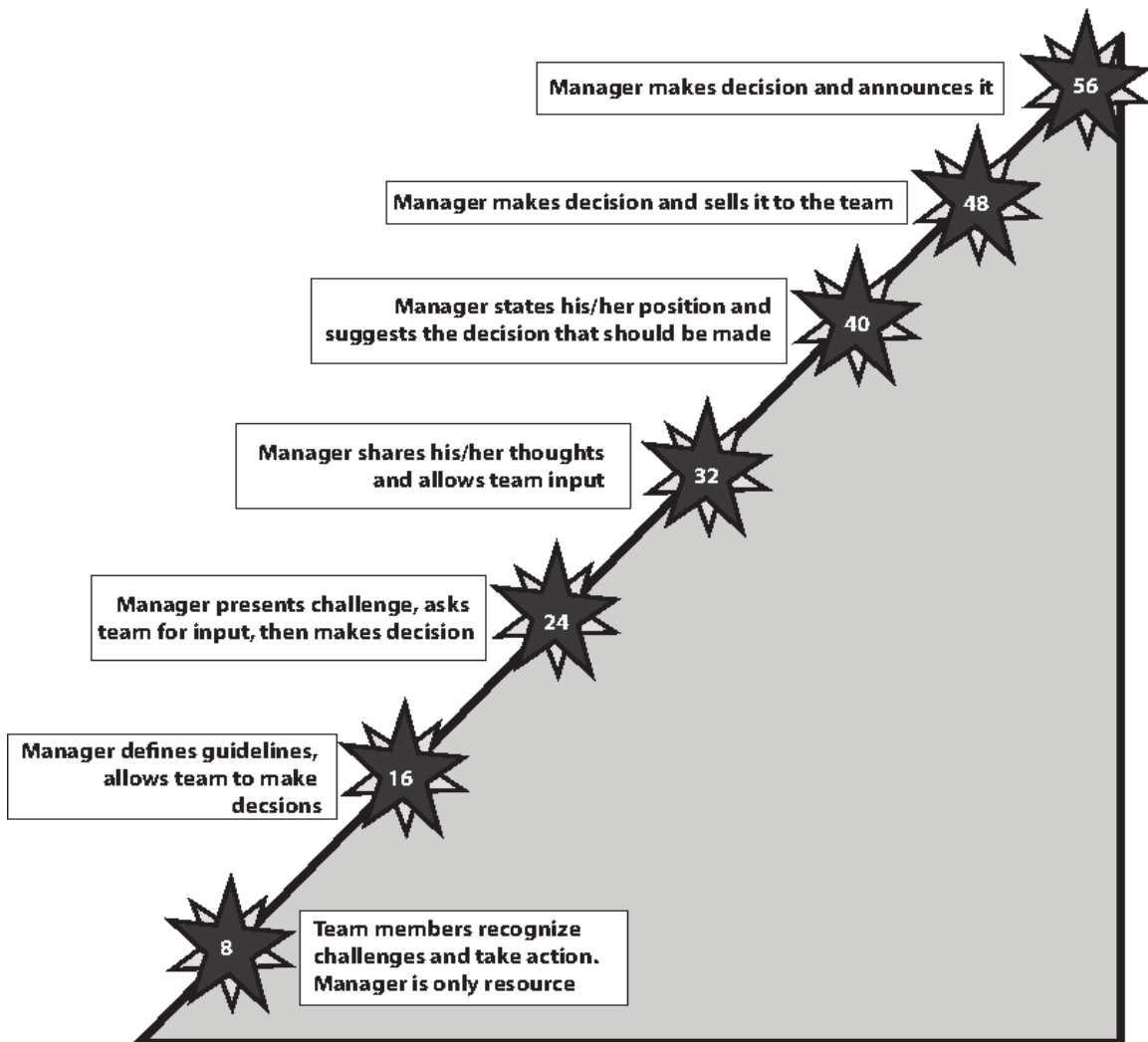| Question	Y	S	N	Score
1. Is it worth it for you to take the time to explain your reasons behind a decision before you put it into effect?				
2. When meeting a new employee for the first time, would you ask their name rather than introducing yourself first?				
3. Do you believe the most effective means of discipline is to have a strong punishment for violators?				
4. Do you keep your team members updated on company and team developments?				
5. Is it smart for the team leader to stay out of the way of the rest of the team because you believe that being a friend of the employee reduces the respect they will have for you as a leader?				
6. In planning a team outing, some members have said that Tuesday is the best day but you know that Thursday is better for everyone. Would you let the team vote rather than you making the decision for yourself?				
7. Do you enjoy taking charge?				
8. Do you share and sell your views, as opposed to telling everyone you are the boss and what you say is the way it is?				
9. Would your choice be to run your team like a machine rather than having personal contacts and open communication?				
10. Do you find that the friendlier you are with your team members, the easier it is to lead them?				
11. Do you enjoy supervising your team, as opposed to working hands on with your team?				
12. Is it easy to fire someone?				

13. In delegation, do you set the goals and leave the method on how to accomplish them up to the person?				
14. Do you get annoyed if a team member challenges your ideas as the leader?				

SCORING INDEX

- QUESTIONS NUMBERED 2, 3, 5, 7, 9, 11, 12 - Give yourself 3 points for each "Yes" answer.

- ALL 14 QUESTIONS - Give yourself 3 points each sometimes answer.

- No points for "No" answers.

Match your score to the Leadership Ladder, below, to determine where your results are in relation to the full spectrum of leadership styles.

Manager makes decision and announces it — 56

Manager makes decision and sells it to the team — 48

Manager states his/her position and suggests the decision that should be made — 40

Manager shares his/her thoughts and allows team input — 32

Manager presents challenge, asks team for input, then makes decision — 24

Manager defines guidelines, allows team to make decsions — 16

Team members recognize challenges and take action. Manager is only resource — 8

With more than 1,500 keynotes, breakout sessions and training workshops under his belt, Gregg Gregory is the team-building mastermind America needs today. A Certified Speaking Professional (CSP) with more than 25 years working at all levels within in corporate America, Gregg's experience goes beyond expectations. His expertise and articles have appeared in 100s of business and trade publications, including SellingPower.com and Boardroom Magazine, as well as appearing on Blog Talk Radio.

His client list of over 400 companies, non-profit associations, and government agencies includes *New York Life Insurance*, the *Defense Logistics Agency*, and the *Club Managers Association of America,* as well as over 300 of the Fortune 500 companies.

He launched his speaking career in 1996 after more than 20 successful years working and managing in real estate, mortgage banking, event planning and production, as well as radio and television broadcasting.

In his position as an Assistant Vice President of a national mortgage company, Gregg built and led a loan origination team, taking them from 40 million to 80 million dollars in annual production in just under two years. In the event planning industry, Gregg produced and/or directed over 250 local, state, national, and international events. Finally, as an on-air radio and television personality in the Washington D.C. market, Gregg delivered thousands of rush-hour traffic reports. He is the only person to deliver these reports on every radio frequency and television station in this Top 10 media market.

Gregg received his Certified Speaking Professional (CSP) designation nearly 10 years ago. This is the speaking profession's international measure of professional platform skill, and is deemed the highest earned designation conferred by the National Speakers Association (NSA) and the International Federation of Professional Speakers (IFPS). Gregg has also worked within the NSA as a Vice President of the National Speakers Association, Washington D.C. chapter.

As a native of the Washington D.C. Metropolitan area, and married for more than 25 years, Gregg has acted as a Big Brother, Director of Youth Activities at his local church, as well as coached little league baseball. He also volunteers within local community organizations, including the Chesapeake Bay Foundation and the Annapolis Maritime Museum. He is currently the Program Manager and Director of Tours for Thomas Point Shoal Lighthouse; a national historic landmark located on the Chesapeake Bay and still utilized as an active aid to navigation for mariners.