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**TEAM BUILDING
PRINCIPLES & STRATEGIES**



DIGNITY OF WORK

“Work is one of the characteristics that distinguish man from the rest of creatures, whose activity for sustaining their lives cannot be called work. Only man is capable of work, and only man works, at the same time by work occupying his existence on earth. Thus work bears a particular mark of man and of humanity, the mark of a person operating within a community of persons. And this mark decides its interior characteristics; in a sense it constitutes its very nature.”

-Saint John Paul II : Laborem Exercens

That we are able to work and contribute something to benefit others is inherent to the dignity of being a human being.

The satisfaction of work is rooted in the ability to create something and make a

contribution; a desire common to all people regardless of experience, age, or culture.

Through one's labor, one can add something to the world. That something

could be producing a product or providing a service that another person needs to accomplish a task or goal they have.

It could also be caring for and building up another person, upholding their dignity.

When a person feels they are contributing something positive they experience work as meaningful; even if it is difficult, stressful, mundane, or demands great sacrifice. The reason for doing the work can transform the work into something greater than what it alone can be.

Labor that does not seem meaningful can feel burdensome. To develop a sense of meaning, an understanding of why one's contribution is unique, important, and valuable needs to be brought into perspective and cultivated. When people feel easily replaced, taken for granted, unrecognized, and unappreciated, they can feel like a commodity to be used for someone else's gain rather than necessary because of the dignity they have as an individual person that can add something to the whole.

Recognizing the role of work in our lives as something essential and inherent to our dignity can facilitate us in how we view others we work with and how we work together with them.





TEAM BASICS

The Business Dictionary defines the word team as: “A group of people with a full set of complementary skills required to complete a task, job, or project.” The Cambridge Dictionary defines it as: “a number of people who act together as a group, either in a sport or in order to achieve something.”

When considering teams, two important words come into play: “common” and “complementary.”

The work that is completed by a team is something shared by all of the contributing team members; this makes it something they have and work towards in common, even if they complete certain tasks individually.

Teammates complement each other in that they 1. combine in such a way as to enhance or emphasize the qualities of one another, 2. make the group more complete, whole, or perfect, and 3. mutually supply for each other’s lack.

WORK WISDOM

**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



Popular team concepts in regards to business:

Teamwork: “The process of working collaboratively with a group of people in order to achieve a goal.”

Team Dynamics: “The behavioral relationships between members of a group that are assigned connected tasks within a company.”

Team Building: “Ability to identify and motivate individual employees to form a team that stays together, works together, and achieves together.”

Team Bonding: Establishing and/or developing a deeper relationship with, attachment to, and/or dependency upon others based on shared feelings, interests, or experiences.

Team Management: “The administration of a group of people assembled to work on a particular project or to perform a particular function within an organization.”

Team Development: “Enhancement of the effectiveness of work groups, by improving goal- and role-clarification and interpersonal processes.”

Team Branding: Establishing the unique identity, mission, and values of the team.

Quoted definitions from www.businessdictionary.com

“One man can be a crucial ingredient on a team, but one man cannot make a team.”

-Kareem Abdul-Jabaar



People agree to work together as a team in order to produce something that an individual cannot generate on their own.

Teams are most successful when the members demonstrate both character and competence. This includes maintaining a high degree of personal integrity, having a strong work ethic, contributing the best they are able to, understanding and committing to the goals of the team, respecting individual differences, finding meaning in their work, balancing work with the other aspects of their lives, and demonstrating genuine concern for one another.



Is it enough to have assembled a team if that team fails to accomplish the objective it was created to fulfill? What things should be considered when it comes to evaluating a team's performance?

12 Components of Commendable Teams

- **Charter-** The objective that the team has been assembled to meet is clearly defined. It is expressed through mission and vision statements, measurable goals and benchmarks, and agreed upon values. All of the people on the team are aware of what these things are.
- **Capital-** Adequate resources, personnel, time, and attention are allocated for the success of the team's undertaking.
- **Context-** The team understands why it exists and how each member fits into the bigger picture. Each person understands the importance of their work.
- **Commitment-** The members of the team agree that the work is important and want to perform it.
- **Competence-** The team has the knowledge, skill, time, and ability to accomplish the work that needs to be performed.
- **Coordination-** A hierarchy has been established to prioritize and coordinate resources, processes, and communication between team members.
- **Controls-** Boundaries and limitations are well-established in regards to

resources, responsibilities, autonomy, authority, time, and etc.

- **Climate-** Standards are set regarding communication and interaction, sharing of ideas, resolving conflicts, addressing and overcoming mistakes and failures, respect for one another, rewards, and punitive measures.
- **Collaboration-** Team members understand each other's roles and responsibilities. They work with each other towards the common goal. They seek consensus where it is necessary.
- **Communication-** Team members have established a baseline of trust where they can confide in each other, seek each other's help, offer feedback to one another, share concerns with one another, and disagree without personal offense and losing relationship.
- **Creativity-** Team members have the freedom to take risks and try ideas.
- **Consequence-** Team members are held accountable to meeting clearly established timelines, benchmarks, outcomes, and behavior expectations. Teammates feel responsible for the group and the group objectives.

Adapted from <https://www.thebalancecareers.com/tips-for-team-building-1918512>





WORK WISDOM

WHEN THE ENVIRONMENT AT WORK IS ONE OF ENCOURAGEMENT, AND ONE THAT MEETS THE BASIC HUMAN NEEDS TO LIVE, TO LEARN, TO FEEL VALUED AND SIGNIFICANT, WE DO MORE THAN JUST SURVIVE- WE THRIVE.

Simon Sinek



TEAM BUILDING

While team bonding can develop through shared experiences and becoming familiar with one another, team building demands that there be a vision of what one would like their team to resemble.

Once one has clear ideas, values, and objectives, strategies can be adopted for acquiring the desired skills and attributes.

Attempts at team-building that lack a deliberate and concrete means of

fostering the necessary skills will fail at that objective. Just spending time with one another does not translate into practicing positive behavior or learning how to become a more effective team member.

Evaluations are useful tools for determining areas of strength and weakness. Examples of evaluations are observation, data collection, self- and group-reflection, and checklists.

Now we will examine team-building goals:

SHARED GOAL

WORKING TOWARDS THE SAME THING

A group of people is not a team without a shared objective to accomplish.

A common goal or objective must be set so that all members of the team may align themselves towards its accomplishment.

Once the objective is set, ideas about how to accomplish it can be brainstormed, deadlines and expectations can be established, and roles and responsibilities may be assigned to the individual members of the team.

Each individual member of the team, whether working independently or collaboratively, makes their contribution so that the shared goal may be accomplished.

With the spirit of cooperation, the individual members help one another in their combined effort to meet the set objective.

The team members seek agreement and consensus on how to proceed most successfully.

What are the benefits of creating a shared goal?

- Minimizes competition and rivalry
- Neutralizes attempts at domination
- Inclusive rather than exclusive
- Prioritizes the whole over self
- Clearly defined desired outcomes; focus
- Establishes a deliberate course of action
- Unified expectations
- Collaborative/cooperative
- Agreement

Strategies for implementing shared goals:

- Create a mission statement that defines what your company does.
- Create a vision statement that explains what your company would hope to do.
- Set SMART goals (specific, measurable, attainable, realistic, timely).
- Develop timelines and benchmarks.
- Define the objectives of individual projects.
- Create written expectations for customer service.
- Create an employee handbook.

A single arrow is easily broken, but not ten in a bundle. ~Proverb

SHARED GOAL ASSESSMENT

BELOW STANDARD

Does not develop, implement, or sustain vision, mission, and other goals.

Provides limited or ineffective communication about vision, mission, and goals to team members.

DEVELOPING

Develops, implements, and sustains vision, mission, and other goals with a limited commitment.

Communicates vision, mission, and goals to team members.

PROFICIENT

Develops, implements, and sustains shared vision, mission, and other goals that articulate high expectations.

Communicates and advocates for the vision, mission, and goals so that others may support and understand them.

EXEMPLARY

Creates a process to regularly review and renew shared vision, mission, and other goals to meet high expectations.

Provides feedback regarding and creates an office-wide culture in which staff work towards accomplishing the goals and know if they are falling short.

Can staff members answer these questions?

What are we trying to accomplish? (Vision)

What will we do to accomplish it? (Mission)

In what manner shall we go about accomplishing it? (Values)

What barriers must we face to accomplish it? (Obstacle)

What can we do about it? (Alternatives/Strategies)

What will we do about it? (Plan/Action Step)

What is our desired outcome and timeline? (Goals)

What are the measurable components of the goal? (Objectives)

What are our performance targets? (Benchmarks)

Adapted from: <https://studylib.net/doc/8657410/team-building-and-goal-setting>

OWNERSHIP

WE'RE IN THIS TOGETHER

Ownership involves taking responsibility. Each member of the team needs to be personally invested in ensuring the desired outcome.

It is often recommended that a Project or Team Charter be drafted for each new project a team tackles. Within this charter, the roles and responsibilities for each person are assigned, including a chain of command. This establishes what each person has the authority to do or not do. It gives each person a personal stake and important and irreplaceable role in the process. A Team Charter also outlines what resources are available, what limitations exist, and what benchmarks are expected to be accomplished by what timelines. Each person is invested and committed because they agreed to and helped create it. This reinforces a sense of belonging.

To take true ownership, a team member needs to specifically know what they are accountable for and who will hold them accountable for it.

Acknowledging effort, creativity, and success rewards team members for their labor; this can

be motivating. It is important to note that intrinsic rewards are far more necessary.

Inspiration and true ownership can flow from the freedom to be creative, to build, to nurture, to develop, to try an idea, and to have space for failure and mistakes. Having another person entrust something important to your care is an intrinsic motivator; you want to succeed.

Team members are far more inclined to take ownership if they are allowed to invest their opinions, take part in problem-solving, and receive credit for their contribution as opposed to following orders. Team members do best when they believe they matter.

What are the benefits of ownership?

- Actively contributing rather than resisting
- Commitment
- Courage
- Sacrifice
- Responsibility for outcomes
- Attitude to help instead of blame/bail
- Security of not shouldering entire burden

The greater the loyalty of a group toward the group, the greater is the motivation among the members to achieve the goals of the group, and the greater the probability that the group will achieve its goals. ~Rensis Likert

OWNERSHIP ASSESSMENT

BELOW STANDARD	DEVELOPING	PROFICIENT	EXEMPLARY
Makes little or no attempt to solve challenges.	Attempts to solve challenges.	Persists and engages other staff members in solving challenges.	Builds the capacity of staff to develop and implement solutions to challenges.
Provides little or no support for team members.	Identifies general needs and provides inconsistent support to meet the general needs of team members.	Identifies and responds to the individual needs of team members based on observations and interactions with them.	Builds capacity of staff to provide high-quality, differentiated support for early team members.

What are the answer to these questions?

Do team members believe the team mission is important?

Are members committed to accomplishing the team mission and expected outcomes?

Is accomplishing the team mission critical to the organization achieving its mission?

Do team members perceive that their service on the team is valuable to the organization and to their own careers?

Are team members excited and challenged by the team opportunity?

Are teams and individuals recognized for their contributions?

Adapted from: <https://www.thebalancecareers.com/role-of-team-commitment-in-team-building-1919254>

HIERARCHY

WE'LL GET IT DONE

Genuine leadership is not about power or superiority, but efficiency. Resources, processes, and personnel all need to be coordinated because objectives cannot be accomplished from a place of chaos and confusion. This makes hierarchy necessary.

Success is born out of organization, order, structure, and coordination. It is a great responsibility to be entrusted with the task of keeping track of many things, keeping the big picture in mind, being responsible for many people, and choosing the right methods, priorities, and behaviors to bring something to fruition. The responsibilities, judgments, and burdens of a leader are not something that all are asked to bear... or equipped to. They are, however, often underestimated, unappreciated, and easily criticized.

For leadership to be effective, it must be decisive. This requires the cooperation of those involved when a decision is made. A leader can afford to courageously take risks when they can fall back on a supportive and forgiving team. An untrusting and unforgiving team puts a leader in a position to be defensive of self rather than proactive for those he serves.

Leaders must take inventory of the team as a whole, identify strengths and resources, weigh them against needs, and assign tasks accordingly. Leaders can solicit opinions and team members can discuss decisions with leaders, but ultimately all must agree to do what has been decided to be best for the group for the sake of everyone and the outcome of the project at hand. This includes observing boundaries and following directions.

Micromanaging comes from control issues which stem from fear and/or lack of trust. Honest communication is necessary to get to the heart of such issues. What team members want most from a leader is to trust that they are safe under their guidance- emotionally, spiritually, creatively, and are physically secure in their job. They want to be recognized as valuable rather than rejected, used, or underutilized.

What are the benefits of hierarchy?

- Clearly defined roles
- Chain of command
- Distribution of work and skills
- Efficiency
- Respect for authority
- Those at the top covering those underneath

A team is a reflection of its leader. ~Sunday Adelaja

HIERARCHY ASSESSMENT

Rate the following measures of effective leadership:

BELOW STANDARD

DEVELOPING

PROFICIENT

EXEMPLARY

Assigning Work
Counseling/Coaching
Conducting Meetings
Conducting Performance Evals
Conveying Expectations
Dealing with Employee Conflicts
Developing Employee Potential
Displaying Empathy
Ensuring Employee Productivity
Establishing Performance Standards
Fostering Friendships
Giving Positive Feedback
Giving Clear Directions
Inspiring Employees
Instilling Confidence
Handling Emotional Situations
Handling Employee Complaints
Handling Employee Grievances
Helping an Employee Make Decisions
Helping an Employee Manage Time
Keeping Timelines
Listening
Maintaining Focus on Task
Problem Solving with Employees
Providing Adequate Resources
Planning with Employees
Retaining Employees
Setting Goals and Objectives
Taking Disciplinary Action
Team Building
Trusting Employees
Valuing Individual Contributions
Utilizing Employee Strengths

Adapted from:

<https://www.edgetrainingsystems.com/edge-products/assessments/skills-assessments/>

<http://talentstrengths.com/leadership-assessment-and-development/>

https://www.unlockit.com/wp-content/uploads/Leadership_Effectiveness_Assessment.pdf?hsCtaTracking=2fbb5b40-cce6-4b63-8a9a-f37e4a5886df|b03ef25e-d846-490d-9e17-b7e76aa17d8c

TRUST

WE WANT THE BEST FOR EACH OTHER

Trust is defined as the "firm belief in the reliability, truth, ability, or strength of someone or something."

How does one come to hold a "firm belief" regarding another's ability to do something? That they will do what they say they will? That what they say is their honest and sincere thoughts? Experience.

Trust is something that is developed over time. Depending upon their previous life experience, some people are more willing to trust than others, more quickly than others. Patience and constancy build rapport and trust.

Trust often begins with getting to know someone at a more personal level. This is why many team-building exercises include social dimensions beyond normal work interactions.

Trust cannot be forced but must be freely given; extended. It hurts when trust is betrayed which is why it involves risk to trust another.

In trusting, one becomes vulnerable and places themselves at a disadvantage before another.

If one feels that they are punished for doing so, they will be less inclined to trust again. If one feels that they are rewarded for doing so, they will be more inclined to trust again. Trust lost due to a flaw in character and integrity is much more difficult to overcome than that lost from a violation of competence.

Fear and suspicion are the enemies of trust. Interactions absent of trust are transactional rather than relational.

What are the benefits of trust in the workplace?

- Reliance upon each other
- The freedom to be authentic and forthright
- Minimized fear of retribution, rejection, embarrassment, or being perceived as weak
- Covers and forgives mistakes, accepts failure, allows for trial and error
- Chooses for long-term over short-term
- Acceptance of risk, unpredictability, uncertainty, and complexity
- Giving attitude rather than guarded
- Willingness to ask for help
- Gives benefit of the doubt
- Offers and accept apologies
- Avoids conflict

Remember, teamwork begins by building trust. And the only way to do that is to overcome our need for invulnerability. ~Patrick Lencioni

TRUST ASSESSMENT

- **Reciprocity:** Both people must show each other that they are worthy of trusting.
- **Connection:** In a workplace setting, getting to know each other means learning each other's interests, strengths and preferences.
- **Concern for well-being:** Taking care of team members over a desire to win or achieve builds the trust necessary for everyone to feel safe to invest themselves into their work and create success for the team.
- **Honesty:** When a person consistently demonstrates honesty over time, the other person knows that they mean what they say, whether it's good or bad news.
- **Integrity:** Trust is built through integrity, a practice where a person's words and actions are consistent with their good intentions.
- **Accountability:** Accountability is demonstrated when agreements are made and followed through on.
- **Empowerment:** Give someone the opportunity to do what they say they can.
- **Vulnerability and Courage:** Being vulnerable in the workplace means being honest about challenges, mistakes, and some fears.



<p>About the relationship Nature of the relationship (employee/supervisor, colleagues, service provider/client, etc.):</p>	
<p>About you</p> <p>Name:</p> <p>Role in the relationship:</p>	<p>About the other person</p> <p>Name:</p> <p>Role in the relationship:</p>
<p>What trust looks like in this relationship</p>	
<p>For this relationship to be successful, I need to be trusted with:</p>	<p>For this relationship to be successful, I must trust the other person with:</p>
<p>Actions – What will I do to build trust in this relationship</p> <p>For suggested actions go back to Building workplace trust through key actions on page 7. How can these best practices apply to your situation?</p> <p>In order to demonstrate trust in the relationship, I will:</p> <p>In order to demonstrate that I am trustworthy, I will:</p>	

Graphic, Information, and Assessment from:

<https://www2.gov.bc.ca/assets/gov/careers/all-employees/career-development/myperformance/myperformance-building-trust.pdf>

RESPECT

EACH OF US IS VALUABLE

Everyone on a team has a unique personality, skill set, belief system, and way of working. It cannot be expected that others will think and work exactly the way that you do.

Respect for others involves understanding the inherent dignity that others have. They are more than the product of their work.

What strengths do you recognize in them?
What weaknesses do they need your help and support with? How are things in their personal life affecting them in the workplace? What does their body language communicate when their words do not? What motivates them? What discourages them?

It is unreasonable to expect that conflict will not arise. Conflict is merely a difference of opinion- and differing opinions can mean lots of possible solutions in the workplace. The key to productive conflict is to not make it personal by belittling, degrading, insulting, or attempting to dominate during disagreements.

Taking personal offense brings a bitterness that is not conducive to team cooperation. A willingness to listen to another, even in disagreement, is necessary to understanding where the other is coming from- which equips you to better know and interpret them. Discussing the root problem behind tensions can open the door to forgiveness and the correction of wrong assumptions. Working as a team requires an active willingness to build bridges rather than walls.

What are the benefits of respect?

- Not using people for personal gain
- Placing the person above productivity
- Concern for each other's welfare
- Regard for other's feelings
- Consideration of ideas
- Recognizing what is good
- Extending forgiveness
- Discovering unrecognized needs
- Recognizing fears and concerns
- The freedom to disagree
- Dispelling incorrect assumptions

You don't get harmony when everybody sings the same note. ~Doug Floyd

RESPECT ASSESSMENT

BELOW STANDARD

Does not build relationships with co-workers.

Provides inappropriate or inaccurate feedback, or fails to provide feedback. Avoids difficult conversations.

DEVELOPING

Takes few opportunities to build relationships with co-workers.

Provides ambiguous or untimely feedback that may not be actionable. Participates in some difficult conversations, only when prompted.

PROFICIENT

Maintains professional and productive relationships with some co-workers.

Regularly provides clear, timely, and actionable feedback based on evidence. Proactively leads difficult conversations.

EXEMPLARY

Maintains and promotes professional and productive relationships with a wide range of co-workers.

Creates a culture that promotes collaborative conversations.

What are the answer to these questions?

Do you extend courtesy to others?

Are you polite?

Do you encourage others to express their ideas and concerns?

Do you interrupt others?

Do you let others know when you have used their ideas?

Do you refrain from swearing?

Do you refrain from belittling and name calling?

What does your body language communicate?

Do you praise others?

Do you speak of others behind their back as you wouldn't to their face?

Adapted from: <https://www.thebalancecareers.com/how-to-demonstrate-respect-in-the-workplace-1919376>

CREDIBILITY

YOU CAN COUNT ON ME

Credibility is the quality of being trusted, convincing, and believed in.

Things that undermine credibility are exaggerating, lying, deceiving, withholding information, being secretive, and failing to do what you say you would.

Credibility is fostered when team members self-evaluate and are honest about their strengths and weaknesses. This is also true when mistakes are admitted and faults owned up to.

Consistency fosters credibility where inconsistency undermines it. It is difficult to trust a person when they act or speak one way with you and an entirely different way with another person.

Chronic tardiness, frequent changing of plans, variances in the re-telling of stories, and contradiction between word and deed all also undermine credibility.

An openness to sharing reasons, concerns, and actions taken or not taken foster credibility through being forthcoming.

Giving credit where it is due and dismissing credit wrongly attributed to you fosters credibility.

Breaking/bending rules undermines credibility as does being inconsistent in expectation or correction when dealing with co-workers.

Making claims that are contradicted and not supported by evidence undermines credibility.

Credibility is necessary for trust and respect.

What are the benefits of credibility?

- Reliability to deliver what is promised
- Ability to count/depend on others
- Increased sense of security and confidence
- Trust in due diligence and quality of work
- Expectation of adherence to rules/laws
- Effective time management

Full information removes doubt and removes suspicion and creates authenticity and credibility. ~Lorry Lokey

CREDIBILITY ASSESSMENT

BELOW STANDARD

Uses little to no data to guide ongoing decision-making.

Demonstrates a pattern of poor judgment in exhibiting professional responsibility and ethical practices.

DEVELOPING

Uses some data to guide ongoing decision-making.

Demonstrates ability to use good judgment in exhibiting professional responsibility and ethical practices.

PROFICIENT

Analyzes varied sources of data about current practices and outcomes to guide ongoing decision-making.

Exhibits, models, and promotes professional responsibility and ethical practices.

EXEMPLARY

Builds capacity of staff to use a wide-range of data to guide ongoing decision-making.

Maintains the highest standards of professional conduct and holds high expectations of themselves and staff to ensure professionalism, ethics, integrity, justice, and fairness.

What are the answer to these questions?

Do you keep your commitments?

Are you honest about what you can and cannot reasonably do?

Do you listen and weigh information or act quickly with emotion?

Do you say only what you mean sincerely?

Do you make decisions and stick with them?

Do you take the time to research things well?

Adapted from <https://www.employeeconnect.com/blog/16-strategies-king-credibility-work/>

COMMUNICATION

TELL ME WHAT I NEED TO KNOW

Communication is the imparting or exchanging of information. If this is done poorly, the result will be confusion and error. If this is done well, the result will be clarity and truth.

Teams have to coordinate many actions, come to consensus, problem-solve, work through disagreements, and make decisions as a unit. How people express themselves, verbally and non-verbally, affects how willing other team members are to openly share their ideas, thoughts, and concerns. For this reason, team members need to cultivate an environment where people are not punished for sharing.

Questions are a necessary means for growing in understanding and clarity.

When we disagree and share a different viewpoint from another, we can tend to form rebuttals rather than listen for understanding. Team members have to make a concerted effort to not only listen, but hear.

While jokes can sometimes make difficult things more palatable, they can also give the

appearance of not giving something the proper importance it is due. Sarcasm is never an effective means for team communication as it is not honest, direct, respectful, or clear.

The recipient should be the focus of communication. What is being said is offered for the benefit of their understanding.

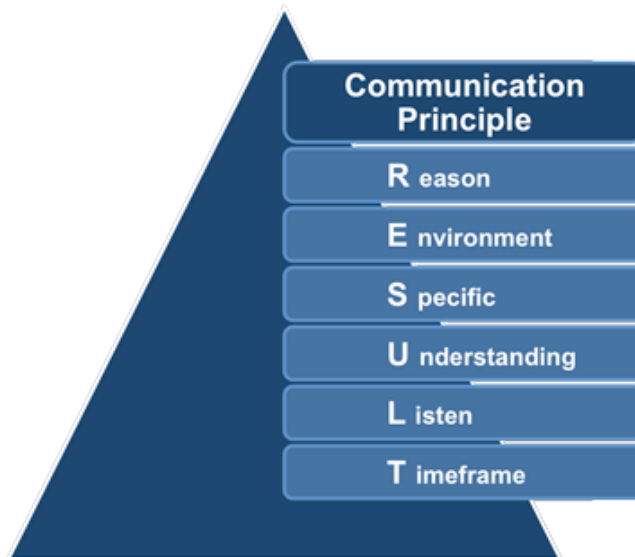
In teams, it is essential that expectations are clearly communicated so members can meet them. Directives must be clearly explained so that they may be followed.

The benefits of effective communication are:

- Problem-solving, decision-making
- Expressing concerns
- Resolution of conflict/ reconciliation
- Defining goals, strategies, and plans
- Being heard
- Giving/receiving feedback
- Expressing appreciation/remorse
- Accepting different viewpoints
- Support, praise, and encouragement
- Understanding roles and obligations

Good communication is the bridge between confusion and clarity. ~Nat Turner

COMMUNICATION ASSESSMENT



What are the answer to these questions?

Am I quick to apologize and set things right?

Do I prepare and think about what I will say ahead of time?

Do I hide behind email, messages, or texts when I should talk to someone?

Do I clearly and specifically explain what I expect from others?

Do I seek feedback from the people it will affect before I make a decision?

Do I ask questions to receive clarification?

Do I consider someone's emotions before I say something?

Do I try to anticipate and avoid possible causes of confusion?

Do I provide enough or too much background information?

Do I check written communication for grammar errors?

Do I consider what the person I am speaking to already knows and needs to know?

Do I check to make sure that what I said was understood as I intended it to be?

Do I listen and repeat back what a person has said to me?

Do I consider how much time I have to convey my thoughts?

Adapted from: <https://usingthefourconversations.com/personal-communication-assessment>

<https://www.slideshare.net/RoseHolland/effective-communicationforleadershandouts>

https://www.mindtools.com/pages/article/newCS_99.htm

(Graphic) <http://www.free-management-ebooks.com/faqcm/effective-07.htm>

GOLD STANDARD

YOU DESERVE THE VERY BEST

Setting high standards respects the dignity of persons. It conveys a statement of worth.

Patrick bet-David of Valuetainment has a video about customer service vs. customer experience. He asks his viewers to consider customer service as reactive and customer experience as proactive. The difference lies in the perception of value the customer feels in response to their interaction. What differentiates the interaction? The attention, time, and care to express appreciation.

People want others to see the best in them. They want to be utilized to their fullest potential. Setting and holding high expectations for all team members does not burden them, but elevates them. It communicates that they are capable of performing great work, offering a great service, and conducting themselves in a virtuous manner. When high standards are set, people generally rise to meet them.

High standards are not unattainable standards; they are well-defined and clearly expressed. What is necessary to meet them is provided.

Team members assist each other to maintain them.

When undergoing a project, the customer who is to benefit from it should be included to make sure that their needs are clearly understood and met to the best of the team's ability.

Team members need to be held accountable to meeting high standards so they remain important. Performance should be evaluated and communicated. Standards should be regularly revisited to ensure they remain high.

What is the benefit of gold standard expectations?

- Feeling that what you do matters
- Help others, not self-service
- Work to offer best, not least
- Commitment to continuous improvement
- Vision of greatness
- Consider what is possible and aim high
- Clear objectives to meet for success, no confusion or ambiguity
- Behavior standards and expectations

Men acquire a particular quality by constantly acting a particular way . . . you become just by performing just actions, temperate by performing temperate actions, brave by performing brave actions. ~Aristotle

GOLD STANDARD ASSESSMENT

Which of these are true?

NO EXCUSES- we have what it takes to offer the best.

COMMUNICATION- we look each other in the eye.

HONESTY- we tell each other the truth.

TRUST- we believe in each other.

COLLECTIVE RESPONSIBILITY- we are committed to each other.

TEAM- we win together.

CARE- we have each other's backs.

HELP- we give aid to a teammate.

RESPECT- we respect each other, our customers, and our competitors.

PUNCTUALITY- we're always on time.

DILIGENCE- we're always prepared.

INTELLIGENCE- we make smart moves.

POISE- we remain steadfast.

FLEXIBILITY- we handle any situation.

GRATITUDE- we don't complain.

UNSELFISHNESS- we serve.

DIGNITY- our value is not measured in performance.

AGGRESSIVENESS- we try our hardest.

ENTHUSIASM- we enjoy a challenge.

PERFORMANCE- we aim to do well.

PRIDE- we offer the best we can.

Adapted from: <http://coachjacksonspages.com/Coach K - the Gold Standard Notes.pdf>