

The 17 Indisputable Laws of Teamwork

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The qualifying tests to become a teamwork law

1. It is not based on culture, gender, or age.
2. Relates and applies to all communities.
3. It is recognized by others teammates as a teamwork law
4. It stands the test of time.

Observations

1. These Laws can be learned
2. These Laws stand alone
3. These laws carry consequences
4. These laws are the foundation of teamwork

Every day, in some way, you are a part of a team. The question is not, Will you participate in something that involves others? The question is, Will your involvement with others be successful?

I will approach the subject of team work from a leader's point of view— that makes sense since leaders are the ones who bring teams together and lead them to victory. The more laws of teamwork you learn the likely you are to be transformed from a group of individuals into a winning team.

Asked by student, what is the one thing I need to know about teamwork. I said, that is not easy to answer. He persisted—just get me started, I want the one thing that is most important. I said. **The one thing you need to know about teamwork is that there is more than one thing you need to know about teamwork.** He looked at me questioningly. Then became a bit irritated. But then there was understanding in his eyes. He said, I get it, it is a process!! I hope you enjoy the process, give it your best, and never forget that no mater what you want to do in life, it takes teamwork to make the dream work.

LAW #1

The Law of Significance

One is Too Small a Number to Achieve Greatness

You may be good, but your not that good.

Challenge: name on significant accomplishment that was a result of ONE person's effort!

As much as we admire solo achievement, the truth is that no lone individual has done anything of value. That is a great myth. Illustrate.

American mythology extols only the individual . . . in America, halls of fame exist for almost every conceivable activity but nowhere do Americans raise monuments in praise of teamwork.

The Value of Teamwork.

A Chinese proverb states, "Behind an able man there are always other able men." The truth is that team work is at the heart of great achievement. The question is whether we acknowledge that fact and become better team players. You cannot do anything of real value

alone. That is the Law of Significance. I challenge you to think of one act of genuine significance in the history of humankind that was performed by a lone human being. There are no problems that we cannot solve together, and very few that we can solve by ourselves.

- Teams involve more people, thus affording more resources, ideas, and energy than would an individual.
- Teams maximize a leader's potential and minimize her weaknesses. Strengths and weaknesses are more exposed in individuals.
- Teams provide multiple perspectives on how to meet a need or reach a goal, thus devising several alternatives for each situation. Individual insight is seldom as broad and deep as a group's when it takes on a problem.
- Teams share the credit for victories and the blame for losses. This fosters genuine humility and authentic community. Individuals take credit and blame alone. This fosters pride and sometimes a sense of failure.
- Teams keep leaders accountable for the goal. Individuals connected to no one can change the goal without accountability.
- Teams can simply do more than an individual.

If you want to reach your potential or strive for the seemingly impossible, you need to become a team player. Individuals play the game, but teams win the championship.

Why Do we Stand Alone?

1. **Ego.** Teamwork is birthed when you concentrate on "we" instead of "me." 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 could do alone.
2. **Insecurity.** Some people fail to promote teamwork because they feel threatened by other people. This goes along with the Law of Empowerment. Insecure leaders usually fail to build teams because of one of two reasons: Either they want to maintain control over everything for which they are responsible, or they fear being replaced by someone more capable. We should not only use all the brains we have, but all that we can borrow.
3. **Naivete.** Some people aren't very outgoing and simply don't think in terms of team building and team participation. Why take the journey alone when you can take others along. If you do everything alone and never partner with other people, you create huge barriers to your own potential.

What are the major goals you are working toward achieving right now?

Now, reflect on how you are working toward these goals. What approach have you been taking to achieve them? Are you going it alone? Or are you building a team to accomplish them?

If you're not trying to be a part of a team, figure out why.

Becoming a Better Team Leader

Think about the greatest dream you have for your life. Now ask yourself,

1. Is it bigger than I am?
2. Does it benefit others as well as myself?
3. Is it worth dedicating part of my life to?

If your answer is yes to all of these questions, then think about what kinds of people should join you to achieve that dream. Make a list of the like-minded people you know who might want to join you in the process. Then invite them to take the journey with you.

LAW # 2

The Law of the Big Picture

The Goal is more important than the role.

What is in it for me?

I saw a message on a T-shirt that expresses the attitude well: “My idea of a team is a whole lot of people doing what I tell them to do.

A team isn’t supposed to be a bunch of people being used as a tool by one individual for selfish gain. Members of a team have mutually beneficial shared goals. Anyone who is accustomed to pulling together people and using them to benefit only himself isn’t a team builder; he is a dictator.

If you think you are the entire picture, you will never see the big picture.

It’s all About 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. They are willing to sacrifice their role for the greater gain. That’s the Law of the Big Picture.

Seeing The Big Picture

People who build successful teams never forget that every person on a team has a role to play, and every role plays its part in contributing to the bigger picture. Without this perspective a team cannot accomplish a goal.

Leaders at the highest level understand the Law of the Big Picture. They continually keep the vision of the big picture before themselves and their people.

It takes courage and resolve to recognize that the goal is more important than the role. It is no small thing for people do what’s best for the team.

What’s Up With the Big Picture

So how do people start to become a more unified team? How do individuals make the shift from independent people to team players who exemplify the Law of the Big Picture? It takes time. Here is my best take on how to get the process started.

1. **Look Up at the Big Picture.** Everything starts with vision. You need to have a goal. Without one you cannot have a real team. If you don’t know where you’re going, you’ll end up somewhere else. An individual without a goal may end up anywhere. A group of individuals without a goal can go nowhere. On the other hand, if everyone in a group embraces the vision for achieving the big picture, then the people have the potential to become an effective team. Leaders usually have the role of capturing and communicating vision. If you are the leader of your team, your role is to do what only you can do: Paint the big picture for your people. Without the vision they will not find the desire to achieve the goal
2. **Size up the Situation.** One value of seeing the big picture is that it helps you recognize how far you really are from achieving it. To make it to the next level we need a few more people like the ones we already have. That is the mindset of a team-builder.
3. **Line Up Needed Resources.** You cannot make progress without the support of the appropriate equipment, facilities, funds, and so forth—whether your goal is climbing a mountain, capturing a market, or creating a ministry. The better resourced the team is, the fewer distractions the players will have as they try to achieve their goal.

4. **Call Up the Right Players.** If you don't have the right players, you are not going to get anywhere. (I will talk more about this in several other laws.) You can lose with good players, but you cannot win with bad ones.
5. **Give Up Personal agendas.** Teams that win have players who continually ask themselves, What is the best for the rest? They continually set aside their personal agendas for the good of the team. The motto needs to be, no one is more important than the rest of us.
6. **Step Up to a Higher Level.** Only when players come together and give up their own agendas can a team move up to a higher lever. That's the kind of sacrifice required for teamwork. Philosopher Fredrich Nietzsche said: "many are stubborn in pursuit of the path they have chosen, few in pursuit of the goal."

Becoming a Better Team Member

What goal in your life is bigger than you are? Are you currently participating in something greater than yourself. If your trying to accomplish something big, then ask yourself what you are willing to do to accomplish it. Are you willing to take a subordinate role if necessary for the good of the team.

Becoming a Better Team Leader

- Think about a team you are currently part of (preferably one with a big goal).
- What kind of attitude do team members have when it comes to the big picture?
- Are they team players who desire to do whatever it takes for the team to succeed?
- Or do they desire to benefit only themselves?

Begin to foster a team mindedness in others by modeling a willingness to serve the big picture rather than yourself. Then think about ways you can help your teammates to embrace the Law of the Big Picture. Motivate people by painting the big picture. Publicly honor team play. And give rewards to people who sacrifice for the good of the team.

LAW # 3

The Law of the Niche

All Players Have Place Where They Add the Most Value

All players have a place where they add the most value to a team. When you have the right team member in the right place, everyone benefits.

Good things happen to a team when a player takes the place where he adds the most value. Great things happen when all the players on the team take the role that maximizes their strengths—their talent, skill, and experience. That's the power of the Law of the Niche.

When People are In the Wrong Place

What happens to a team when one or more of its members constantly play out of position? First, morale erodes because the team isn't playing up to its capability. Then people become resentful. The people working in an area of weakness resent that their best is untapped. And other people on the team who know that they could better fill a mismatched position on the team resent that their skills are being overlooked. Before long, people are unwilling to work as a team. When people aren't where they do things well, things don't turn out will. That's the

Law of the Niche.

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**

All players have a place where they add the most value. When each person does the job that's best for him, everybody wins.

Put People in their Place.

You may have a group of talented individuals, but if each person is not doing what adds the most value to the team, you won't achieve your potential as a team. That's the art of leading a team. You've got to put people in their places—and I mean that in the most positive way! To be able to put people in their places that utilize their talents and maximize the team's potential, you need three things:

1. You must know the team. You cannot build a winning team or organization if you don't know its vision, purpose, culture, or history.

2. You Must Know the Situation. Good team builders know where the team is and what the situation requires. For example, when a team is young and just getting started, the greatest priority is often to gather good people. But as the team matures and the level of talent increases, fine-tuning becomes more important. At that time a leader must spend more time matching the person to the position.

3. You Must Know the Player. It sounds obvious, but you must know that person you are trying to position in the right niche.

As you work to build a team, evaluate each person's experience, skills, temperament, attitude, passions, people skills, discipline, emotional strength, and potential. Only then will you be ready to help a team member find his proper place.

Start by Finding the Right Place for You.

If you're thinking, **How do I find my niche?** Follow these guidelines.

- **Be Secure.**
- **Get to Know yourself.** You can't find your niche if you don't know your personal weaknesses and strengths. Spend time reflecting on and exploring your gifts. Ask others to give you feedback. Do what it takes to remove personal blind spots.
- **Trust your leader.** A good leader will help you start moving in the right direction. If you don't trust your leader, look to another mentor for help. Or, get on another team.
- **See the big picture.** Your place on the team makes sense only in the context of the big picture.
- **Rely on your experience.** When it comes down to it, the only way to know that you've discovered your niche is to try what seems right and learn from your failures and successes. When you discover what you were made for, your heart sings.

Becoming a Better Team Member

If you know what your niche is but aren't working in it, start planning a transition. It could be as simple as a change in duties or as complex as a change of career. No matter whether it will require six weeks or six years, you need a transition plan and a time table for completing it. Once you're certain of your course, have the courage to take the first step. To help people reach their potential and maximize their effectiveness, stretch them out of their comfort zones, but never out of their gift zones.

LAW #4

The Law of Mount Everest

As the challenge escalates, the need for teamwork elevates.

Illustrate climbing MT. Everest. For each level that the climbers reached, a higher degree of teamwork was required.

What is your Everest?

I bet you have a dream. I say that with confidence because deep down everybody has one—even the people who haven't figured out what theirs is yet. If you have a dream, you need a dream team to accomplish it. How do you approach the task of putting together a team to accomplish your dream: I think the best way to start is to ask yourself three questions.

1. **What is My Dream?** Nothing much happens without a dream. For something really great to happen, it takes a really great dream.” I you want to do something great, you must have a dream. But a dream is not enough. You can fulfill a dream only if you are part of a team. NASA- put a man on the moon- the dream of J.F. Kenedy
2. **Who is on My team?** The second question tell s you what it. It measures your current situation. Your potential is only as good as your current team. That's why you must examine who is joining you on your journey. A great dream with a bad team is nothing more than a nightmare.
3. **What Should My Dream Team Look Like?** The truth is that your team must be the size of your dream.

Focus on the Team, Not the Dream.

One mistake I've seen people repeatedly make is that they focus too much attention on their dream and too little on their team. But the truth is that if you build the right team, the dream will almost take care of itself.

<u>TYPE OF CHALLENGE</u>	<u>TYPE OF TEAM REQUIRED</u>
New Challenge	Creative Team
Controversial Challenge	United Team
Changing challenge	Fast and Flexible Team
Unpleasant Challenge	Motivated Team
Diversified Challenge	Complementary Team
Long-term Challenge	Determined Team
Everest-sized Challenge	Experienced Team

If you want to achieve your dreams—I mean really do it, not just imagine what it would be like—then grow your team. But as you do make sure your motives are right. Some people gather a team just to benefit themselves. Others do it because they enjoy the team experience and what to create a sense of community. Still others do it because they want to build an organization. The funny thing about these reasons is that if you're motivated by all of them, then your desire to build a team probably comes from wanting to add value to everyone on the team. But if your desire to build a team comes as a result of only one of these reasons, you probably need to examine your motives.

How To Grow A Team

When a team you have doesn't match up to the team of your dreams, then you have only two choices: Give up your dream, or grow up your team. Here is my recommendation concerning how to do the latter.

1. **Develop Team Members:** The first step to take with a team that's not realizing its potential is to help individual team members to grow. If you're leading the team, then one of your most important responsibilities is to see the potential that people don't see in themselves and draw it out. When you accomplish this, you're doing your job as a leader.

Think about the people on your team, and determine what they need based on the following categories:

- **Enthusiastic beginner—needs direction**
 - **Disillusioned learner—needs coaching**
 - **Cautious completer—needs support**
 - **Self-reliant achiever—needs responsibility**
2. **Add Key Team Members.** Even if you give every person on your team a chance to learn and grow, and all of them make the most of the opportunities, you may find that you still lack the talent needed to accomplish your dream. That's when it's time to recruit that talent.
 3. **Change the Leadership.** Various team challenges require different kinds of leadership. If a team has the right talent but still isn't growing, sometimes the best thing you can do is to ask someone from the team who has previously been a follower to step into a leadership role. The challenge of the moment often determines the leader for that challenge. If your team is facing a big challenge, and it doesn't seem to be making any progress then it might be time to change the leaders.
 4. **Remove the Ineffective Members.** Sometimes a team member can turn a winning team into a losing one, either through lack of skill or a poor attitude. Growing a team is demanding and time-consuming. But if you want to achieve your dream, you have no other choice. The greater the dream, the greater the team. As the challenge escalates, the need for teamwork elevates. That is the Law of Mount Everest.

Becoming a Better Team Member

What is your natural first reaction when a challenge becomes more difficult? Do you go off alone to think? Do you try to solve the problem alone? Do you stay away from other people to avoid the pressure? Or do you lean on your teammates and let them lean on you?

If you don't do it, teach yourself to rally with your teammates. You cannot win a great challenge alone.

Becoming a Better Team Leader

What kinds of adjustments do you need to make to create your dream team, one that can meet the challenges ahead? Do you need to spend more time developing your people? Do you need to add key team members? Or should you make changes to the leadership? And don't forget that you, too, need to keep growing. What's true for a teammate is also true for the leader: If you don't grow, you gotta go.

LAW #5

The Law of the Chain

The Strength of a Team is Impacted by Its Weakest Link

As much as any team likes to measure itself by its best people, the truth is that the strength of the team is impacted by its weakest link. No matter how much people try to rationalize it, compensate for it, or hide it, a weak link will eventually come to light. That's the Law of the Chain.

Your Team Is Not For Everyone

One of the mistakes I often made early in my career as a team leader was that I thought everyone who was on my team should remain on the team. Just Because I wanted too take everyone with me didn't mean that it would always work out that way.

1. **Not Everyone Will Take the Journey.** Some people don't want to go. For other people the issue is their attitude. They don't want to change, grow, or conquer new territory. All you can do with people in this group is kindly thank them for their past contributions and move on.
2. **Not Everyone Should Take the Journey.** Other people shouldn't join a team because it's a matter of their agenda. The best thing you can do for people in this category is wish them well, and as far as you are able, help them on their way so that they achieve success in their venture.
3. **Not Everyone Can Take the Journey.** For this group of people, the issue is ability. They may not be capable of keeping pace with their teammates or helping the group get where it wants to go.
 - They can't keep pace with other team members.
 - They don't grow in their area of responsibility.
 - They don't see the big picture.
 - They won't work on personal weakness.
 - They won't work with the rest of the team.
 - They can't fulfill expectations for their area.

If you have people who display one or more of those characteristics, then you need to acknowledge that they are weak links. They are not necessarily bad people.

What can you do with people on your team who are weak links? You really have only two choices: You need to train them or trade them. Of course, your first priority should always be to try to train people who are having a hard time keeping up. People often rise to your level of expectation. Give them hope and training, and they usually improve.

But what should you do if a team member continually fails to meet expectations, even after receiving training, encouragement, and opportunities to grow? My father used to have a saying: Water seeks its own level. Somebody who is weak on your team might be capable of becoming a star on another team. You need to give that person an opportunity to find his level somewhere else.

Several things may happen when a weak link remains on the team.

1. **The Stronger Members identify the Weak One.** A weak link cannot hide (except in a group of weak people).
2. **The Stronger Members Have to Help the Weak One.** If your people must work together as a team to do their work, then they have only two choices when it comes to a weak teammate. They can ignore the person and allow the team to suffer, or they can help him and make the team more successful. If they are team players they will help.
3. **The Stronger Members Come to Resent the Weak One.** Whether strong team members help or not, the result will always be the same: resentment. No one like to lose or fall behind consistently because of the same person.
4. **The Stronger Members Become Less Effective.** Carrying someone else's load in addition to your own compromises you performance. Do that for a long time, and the whole team suffers.
5. **The Stronger Members Question the Leader's Ability.** Anytime the leader allows a weak link to remain a part of the team, the team members forced to compensate for the weak person begin to doubt the leader's courage and discernment. One of the differences between leaders and followers is action.

Strengthening the Chain

Weak team members always take more to the team's time than strong ones. For example, if you rate people on a scale of 1 to 10 (with 10 being the best), a 5 among 10's really hurts the team, where an 8 among 10's often does not.

Let me show you how this works. When you first put together a group of people their talents come together in a way that is analogous to addition. So visually a 5 among 10's looks like this

$$10 + 10 + 10 + 10 + 5 = 45$$

The difference between this team and great ones with five 10's is like the difference between 50 and 45. That's the difference of 10%. Once a team comes together and starts to develop chemistry, synergy, and momentum, it's analogous to multiplication. That's when a weak link really starts to hurt the team. It's the difference between this:

$$10 \times 10 \times 10 \times 10 \times 10 = 100,000$$

$$10 \times 10 \times 10 \times 10 \times 5 = 50,000$$

That is a difference of 50 percent! The power and momentum of the team may be able to compensate for a weak link for a while, but not forever. A weak link eventually robs the team of momentum—and potential.

Ironically, weak links are less aware than stronger members of their weaknesses and shortcomings. If you need to remove somebody from the team, be discreet, be clear, be honest, and be brief. Then once the person is gone, be open about it with the rest of the team while maintaining respect for the person you let go.

Becoming a Better Team Member

Most people's natural inclination is to judge themselves according to their best qualities while they measure others by their worst. As a result, they point to areas there their teammates need to grow. But the truth is that every person is responsible for his growth first.

Evaluated by
Self Friend

Possible Issues

- | | | |
|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | Have trouble keeping pace with other team members. |
| <input type="checkbox"/> | <input type="checkbox"/> | Am not growing in my area of responsibility. |
| <input type="checkbox"/> | <input type="checkbox"/> | Have a hard time seeing the big picture. |
| <input type="checkbox"/> | <input type="checkbox"/> | Have a tough time working with the rest of the team. |
| <input type="checkbox"/> | <input type="checkbox"/> | Consistently fail to fulfill expectations in area of responsibility. |

If you (or the other person who evaluated you) checked more than one box you need to put yourself on a growth plan so that you don't hinder your team. Talk to your team leader or a trusted mentor about ways you can grow in any weak area.

Becoming A Better Team Leader

If the team is a ministry and training has made no impact, then it might be appropriate to ask the weak people to sit on the sidelines for a while.

No matter what kind of situation you face, remember that your responsibilities to people come in the following order: to the organization, to the team, and then to the individual. Your own interests—and comfort—come last.

LAW # 6

The Law of the Catalyst

Winning Teams Have Players who Make Things Happen

Most teams don't naturally get better on their own. A team that reaches its potential always possesses a catalyst.

Definition of a Catalyst

Catalysts are what I call get it done and then some people. Winning teams have players who made things happen. That is the law of the catalyst. Every Catalyst brings intensity to the table.

Three Kinds of Players

When crunch time comes, a catalyst becomes critical, whether it's the salesperson who hits the impossible goal, the ballplayer who makes the big play, or the parent who gets a child to believe in himself at a critical moment in life. A team can't reach big goals or even break new ground if it doesn't have a catalyst. When the clock is running down and the game is on the line, there are really only three kinds of people on a team

1. **People who don't want the ball.** Some people don't have the ability to come through for the team in high-pressure situations, and they know it. As a result, they don't want the responsibility.

2. **People who want the ball but shouldn't have it.** These are people who can't carry the team to victory. The problem is they don't know they can't. These people are dangerous to a team.

3. **People who want the ball and should have it.** The smallest group are the go to players at crunch time and who can actually deliver.

Every team needs catalysts if it wants to go to the highest level.

Characteristics of a Catalyst

How do you recognize a catalyst before the fact? How do you look for catalysts on your current team.

1. **Intuitive.** Catalysts sense things that others don't sense. They are able to use whatever they sense to help the team. The catalyst may be a person who intuitively recognizes leadership and can recruit talented volunteers. A catalyst senses an opportunity, and as a result, the team benefits. (Barnabus).
2. **Communicative.** Catalysts say things that other team members don't say in order to get the team moving.
3. **Passionate.** Catalysts feel things that others don't feel. They are passionate about what they do, and they want to share that love with their teammates. However it comes out, it can inspire a team to success.
4. **Talented.** Catalysts are capable of doing what others cannot do because their talent is as strong as their passion. People rarely become catalysts outside their area of expertise and gifting. You can't take a team to the next level if you have not mastered the skills it takes to succeed on a personal level. You can't do that if you have no credibility with them because of your own poor performance.
5. **Creative.** They think things that others do not think. They are constantly looking for fresh innovative ways to do things.
6. **Initiating.** My experience with creative people has taught me something about them. While all creative people have more than enough ideas, not all of them are good at implementing those creative thoughts. Catalysts don't have this problem. They do things that others cannot do. Not only are they creative in their thinking, but they are disciplined in their actions. They delight in making things happen. So they initiate. And as a result they move the team as they move themselves.
7. **Responsible.** If it is up to be, it's up to me. That could very well be the motto for all catalysts. Catalysts are not consultants. They don't recommend a course of action. They take responsibility for making it happen.
8. **Generous.** Catalysts give things that others don't give. A true mark of the people's taking responsibility is their willingness to give of themselves to carry something through.
9. **Influential.** Catalysts are able to lead teammates in a way that others cannot. Team members will follow a catalyst when they won't respond to anyone else.

When you see many of those nine qualities in someone on your team, then take heart. When crunch time comes, he is likely to step up to a whole new level of performance and attempt to take the team there too.

If you see someone with that potential in some of your current teammates, encourage them to take initiative and become positive influencers on the team. If people won't step up then start recruiting people who will. No team can go to the highest level without a catalyst.

LAW #7

The Law of the Compass

Vision gives team members direction and confidence.

Have you ever been a part of a team that didn't seem to make any progress? Maybe the group has plenty of talent, resources, and opportunities, and team members got along, but the group just never went anywhere! If you have, there's a strong possibility that the situation was caused by a lack of vision.

Great vision precedes great achievement. Every team needs a compelling vision to give direction. A team without vision is, at worst, purposeless. At best, it is subject to the personal (and sometimes selfish) agendas of its various teammates. As the agendas work against each other, the team's energy and drive drain away. On the other hand, a team that embraces a vision becomes focused, energized, and confident. It knows where it's headed and why it's going there.

The Leaders Responsibility

Leaders must be vision casters. Leaders have to keep the vision before the people and remind them of the progress that is being made to achieve the vision. Otherwise, the people might assume that they are failing and give up.

If you lead your team, then you are responsible for identifying a worthy and compelling vision and articulating it to your team members. However, even if you are not the leader, identifying a compelling vision is still important. If you don't know the team's vision you can't perform with confidence.

Check Your Compass!

Every team needs a compass. A team should examine the following six "compasses" before embarking on any journey. A team's vision must be aligned with:

1. **A moral compass (Look above).** A moral compass bring integrity to the vision. It helps all the people on the team to check their motives and make sure that they are laboring for the right reasons.
2. **An intuitive compass (look within).** If necessity is the mother of invention, intuition is the mother of vision. Experience feeds our intuition and enhances our insight. A vision must resonate deep within the leader of the team. The value of intuitive passion is that it brings the kind of heat that fires up the committed and fried the uncommitted.
3. **A Historical Compass (Look Behind).** There is an old saying that I learned while working on my uncle's farm in southern Indiana: "Don't remove the fence before you know why it's there." A compelling vision should build on the past, not diminish it. It should make positive use of anything contributed by previous teams in the organization.

Anytime you cast a vision you must create a connection between the past, the present, and the future. You must bring them together. What is the best way to do that? Tell stories! Tell stories from the past that give a sense of history. Tell stories about the exciting things that are happening now among team members. And tell the story of what it will be like the day that the team fulfills the vision.

4. **A Directional Compass (Look Ahead).** If one advances confidently in the direction of his dreams, the endeavors to live the life which he has imagined, he will meet with success unexpected in the common hours. This brings targets to the vision.
5. **A strategic compass (Look Around).** A goal won't do the team much good without steps to accomplish it. Vision without strategy is little more than daydreams. The value of strategy is that it brings process to the vision. It identifies resources and mobilizes members of the team. People need more than information and inspiration. They need instruction in what to do to make the vision become reality and a way to get there. A strategy provides that.
6. **A visionary Compass (Look Beyond).** The vision of the team must look beyond current circumstances and any obvious shortcomings of current teammates to see the potential of the team. A truly great vision speaks to what team members can become if they truly live out their values and work according to their highest standards. Without a challenge many people tend to fall or fade away. You must have a long range vision to keep you from being frustrated by short-range failures.

If you can confidently measure the vision of your team according to these six compasses, and you find them all aligned in the right direction, then your team has a reasonable good chance at success. "Where there is no vision, the people perish." King Solomon. Prov. 29:18

LAW #8

The Law of the Bad Apple

A bad apple spoils the bush.

From my growing up days, I learned that talent is not enough to bring success to a team. Of course, you need talent. But talent alone is not enough.

Good attitudes among players do not guarantee a team's success, but bad attitudes guarantee its failure.

The following five truths about attitudes clarify how they affect a team and teamwork.

1. Attitudes Have the Power to Lift Up or Tear Down a Team.

Abilities	+	Attitudes	=	Results
Great Talent	+	Rotten Attitudes	=	Bad Team
Great Talent	+	Bad Attitudes	=	Average Team
Great Talent	+	Average Attitude	=	Good Team
Great Talent	+	Good Attitudes	=	Great Team

If you want outstanding results, you need good people with great talent and awesome attitudes. When attitudes go up, so does the potential of the team. When attitudes go down, the potential of the team goes with it.

2. An Attitude Compounds (multiplies) When Exposed to Others

Several things on a team are not contagious. Talent. Experience. Willingness to practice. But you can be sure of one thing: Attitude is catching.

The story of Roy Bannister is an inspiring example of the way attitudes often “compound.” During the first half of the twentieth century, many sports experts believed that no runner could run a mile in less than four minutes. And for a long time they were right. But then on May 6, 1954, British runner and university student Roger Bannister ran a mile in 3 minutes 59.4 seconds during a meet in Oxford. Less than two months later, another runner, Australian John Landy, also broke the four-minute barrier. Then suddenly dozens and then hundreds of others broke it. Why? Because the best runners’ attitudes changed. They began to adopt the mindset and beliefs of their peers.

Bannister’s attitude and actions compounded when exposed to others. His attitude spread. Today, every world-class runner who competes at that distance can run a mile in less than four minutes. Attitudes are contagious.

3. Bad Attitudes Compound Faster Than Good Ones.

There’s only one thing more contagious than a good attitude—and that’s a bad attitude. For some reason many people think it’s chic to be negative. I suspect that they think that makes them appear smart or important. But the truth is that a negative attitude hurts the person who has it. It also hurts the people around him.

Illustration at a ball game of people getting sick. Announcer announcing that food at one vendor was tainted. Over 200 were suddenly sick with food poisoning. Then they found out the five ate tainted potato salad from a deli on the way to the ballpark. All of a sudden 200 made miraculous recoveries. That just goes to show you, an attitude spreads very quickly

4. Attitudes are Subjective, So identifying A Wrong One Can Be Difficult.

Have you ever interacted with someone for the first time and suspected that his attitude was poor, yet you were unable to put your finger on exactly what was wrong?

Someone with a bad attitude may not do anything illegal or unethical. Yet his attitude may be ruining the team just the same.

People always project on the outside how they feel on the inside. Attitude is really about how a person is. Here are some common rotten attitudes that can ruin a team. Perhaps this will help you recognize them then you see them.

Failing to forgive Holding a grudge is never positive or appropriate. When a lack of forgiveness occurs between teammates, it’s certain to hurt the team.

Petty Jealousy. An attitude that really works against people is the desire for equality that feeds petty jealousy. For some reason the people with this attitude believe that every person deserves equal treatment, regardless of talent, performance, or impact. Each of us is created uniquely and performs differently, and as a result, we should be treated as such.

The Disease of Me. People who develop an overpowering belief in their own importance. This disease always leads to the Defeat of Us.

A critical spirit. Fred and Martha were driving home from church services. Fred, Martha asked, did you notice that the pastor’s sermon was kind of weak today?

Not really, answered Fred.

Well, did you hear that the choir was flat?

No, I didn’t he responded.

Well, you certainly must have noticed the young couple and their children right in front of us, with all the noise and commotion they made the whole service!

I’m sorry, dear, but no, I didn’t.

Finally in disgust Martha said, Honestly Fred, I don't know why you even bother to go to church.

When somebody on the team has a critical spirit, everybody knows it because everyone on the team can do no right.

A desire to hog all the credit. This person steps to the front and takes a bow, whether he earned it or not. Bill Russell, said, "The most important measure of how good a game I played was how much better I'd made my teammates play.

Most bad attitudes are a result of selfishness.

5. Rotten Attitudes, Left Alone, Ruin Everything.

Bad attitudes must be addressed. You can be sure that they will always cause dissension, resentment, combativeness, and division on a team. And they will never go away on their own if they are left unaddressed. They will simply fester and ruin a team—along with its chance of reaching its potential.

Attitude colors everything someone does. It determines how an individual sees the world and interacts with other people. A person's attitude—positively if it's good, negatively if it's not—always impact his performance, regardless of talent, track record, or circumstances.

One of the most remarkable stories I've ever read that illustrates the Law of the Bad Apple came out of the San Francisco Bay area. Evidently the principal of a school called in three teachers to inform them of an experiment that the district would be conducting.

Because you are the finest teachers in the system, she said, we're going to give you ninety selected high IQ students. We're going to let you move these students through this next year at their pace and see how much they can learn.

The faculty and students were delighted. During the next year, they had a wonderful experience. By the end of the last semester, the students had achieved 20 to 30 percent more than any other group of students in the area.

After the year was completed, the principal called in the teachers and told them, I have a confession to make. I have to confess that you did not have ninety of the most intellectually prominent students. They were run of the mill students. We took ninety students at random from the system and gave them to you.

The teachers were pleased. If the students were only average, that showed that the teachers had displayed exceptional skill and expertise.

I have another confession, the principal continued. You're not the brightest teachers. Your names were the first three drawn out of a hat.

If the students and teachers had been picked at random, then what had enabled them to make greater progress than any other group in the system? It was the attitudes of the people involved. Because the teachers and students expected to succeed, they increased their potential for success. Attitude had made all the difference.

If you want to give your team the best chance for success, then practice the Law of the Bad Apple. Trade your bad apples for good ones and you have a chance, because the rotten apples ruin a team.

If you think you have a bad apple on your team, you need to take the person aside and discuss the situation with Him. Doing it the right way is important. Take the high road.

However, if it turns out that your perception was correct and the person's attitude is the problem, give him clear expectations and an opportunity to change. Then hold him accountable. If he changes, it's a win for the team. If he doesn't remove him from the team.

LAW # 9

The Law of Countability

Teammates Must Be Able to Count on Each Other When it Counts!

The importance of the Law of Countability is clearest when the stakes are high. We don't work for each other; we work with each other. That is the essence of countability—it's the ability and desire for teammates to work together toward common goals.

The Formula for Countability

I believe there is a formula for countability. It's not complicated, but its impact is powerful

Here it is:

Character	+	Competence	+	Commitment	+
Consistency	+	Cohesion	=	Countability	

When every team member embraces each of these five qualities, within himself and with others, the team can achieve the countability that is necessary to succeed.

1. Character.

Character makes trust possible. Countability begins with character because it is based on trust, which is the foundation for all interaction with people. If you cannot trust someone, you will not count on him. As Robert A. Cook remarked, There is not substitute for character. You can buy brains, but you cannot buy character.

Write and publish what you want, but the only missions, values, and ethics that count in your church are those that manifest themselves in the behavior of all the people, all the time.

2. Competence.

Character is the most important thing, but not the only thing. If you have any doubts about that consider this. If you had to go into surgery because of a life-threatening illness, would you be happier having a good surgeon who was a bad person or a good person who was a bad surgeon?

3. Commitment.

Having fair-weather team members doesn't make for a very pleasant team experience. You don't want to be wondering whether they're going to hand in there with you.

4. Consistency.

If you want your teammates to have confidence in you, to know they can count on you day in and day out, then be consistent.

5. Cohesion.

Teammates need to develop cohesion. That's the ability to hold together, no matter how difficult the circumstances become. There's an old saying when it comes to team: Either we're pulling together or we're pulling apart.

You can't do anything that counts without countability. Teammates must be able to count on each other when it really counts.

When you see a major example of broken trust that destroys countability on a team, you know it instantly. Nobody like a traitor.

Developing countability and cohesion among team members is not always an easy task. It takes time.

1. Develop pride in group membership.
2. Convince your group that they are the best.
3. Give recognition whenever possible.

LAW 10

The Law of the Price Tag

The team fail to reach its potential when it fails to pay the price.

You must be willing to get out of your comfort zone, take a risk, and try to break new ground.

1. The Price Must be Paid by Everyone

If everyone doesn't pay the price to win, then everyone will pay the price by losing. Even if others work hard you cannot coast to victory doing nothing.

2. The Price Must Be Paid All the Time.

Some people mistakenly believe that if they accomplish a certain goal, they no longer have to grow. Effective leaders cannot afford to think that way.

3. The Price Increases If the Team Wants to Improve, Change, or Keep Winning.

Getting to the top and staying there carries a high price. Improving on your best is harder than getting to your best. The higher you are the more you have to pay to make even smaller improvements.

World Champion sprinters improve their times not by seconds, but by hundredths of a second.

4. The Price Never Decreases

Most people who quit don't give up at the bottom of the mountain; they stop halfway up it. There is a mistaken idea that success will suddenly get cheaper.

When it comes to the Law of the Price Tag, I believe there are really only two kinds of teams who violate it; those who don't realize the price of success, and those who know the price but are not willing to pay it.

For this reason I offer the following observations about the cost of being part of a winning team. To become team players, you and your teammates will have at least the following required of you.

Sacrifice

There can be no success without sacrifice. When you become a part of a team, you may be aware of some of the things you will have to give up. But you can be sure that no matter how much you expect to give for the team, at some point you will be required to give more. That is the nature of teamwork. The team gets to the top only through the sweat, blood and sacrifice of its team members.

Time Commitment

Teamwork does not come cheaply. It costs you time—that means you pay for it with your life. It takes time to get to know people, to build relationships with team, to learn how you and they work together.

Personal Development

Your team will reach its potential only if you reach your potential. That means today's ability is not enough. Or to put it the way leadership experts do: We cannot become what we need to be by remaining what we are.

Your team will reach its potential only if you reach your potential.

Unselfishness

People naturally look out for themselves. The questions, "What is in it for me?" is never far from their thoughts. But if a team is to reach its potential, its players must put the team's agenda ahead of their own.

The price tag for failure is greater than the price tag for success. The price tag for accepting failure is poverty, depression, dejection and downtrodden spirits.

LAW # 11

The Law of the Scoreboard

A team can make adjustments when it knows where it stands.

Every “game” has its own rules and its own definition of what it means to win. Some teams measure their success in points scored; others in profits. Still others may look at the number of people they serve. But no matter what the game is, there is always a scoreboard. If a team is to accomplish its goals, it has to know where it stands. It has to look at itself in light of the scoreboard.

This is so important because teams that succeed make adjustments to continually improve themselves and their situations.

For any kind of team, the scoreboard is essential in the following ways.

1. The Scoreboard is Essential to Understanding.

The scoreboard provides a snapshot of the game at any given time. Some pastors busy themselves with many worthy activities, but never stop to measure whether they are reaching people or performing according to biblical standards.

2. The Scoreboard is Essential to Evaluating.

I believe that personal growth is the key to success.

Growth = Change

This sounds overly simple. But people sometimes lose sight of the fact that they cannot grow and remain the same at the same time.

But when it comes to growth, change alone is not enough. If you want to become better, you have to change in the right direction. You can do that only if you are able to evaluate yourself and your teammates. That is another reason for the scoreboard. It gives you continual feedback. Competing without a scoreboard is like playing soccer without a goal. You may be working hard but you really don't know how your doing.

3. The Scoreboard is Essential to Decision Making

Once you have evaluated your situation, you're ready to make decisions.

4. The Scoreboard is Essential to Adjusting.

The higher the level on which you and your team are competing, the smaller the adjustments become to achieve your best. But making key adjustments is the secret to winning, and the scoreboard helps you to see where the adjustments need to be made.

5. The Scoreboard is Essential to Winning.

Nobody can win without a scoreboard.

LAW #12

The Law of the Bench

Great teams have great depth.

Sometimes it is over before it is over. Game not going well, people leave.

It is not hard in sports to define which people are the starters and which people make up the bench. But how do we define them in other fields.

Starters are frontline people who directly add value to the organization or who directly influence its course.

The bench is made up of the people who indirectly add value to the organization or who support the starters.

A team's starters are often the people most often in the spotlight, and as a result, they get most of the credit, and the people on the bench are liable to be neglected or overlooked. In fact, the people most likely to discount or discredit the contribution of the bench may be the starters.

The Bench is indispensable. Every human being has value, and every player on a team adds value to the team in some way.

1. Today's Bench Players May Be Tomorrow's Stars.

Rare are the people who begin their career as stars.

2. The Success of a Supporting Player Can Multiply the Success of a Starter.

The main ingredient of stardom is the rest of the team. The importance of a secretary. Etc.

3. There Are More Bench Players Than Starters

Starters are always outnumbered by other players on a team. Nobody can neglect the majority of the team and be successful.

4. A Bench Player Placed Correctly Will at Times Be More Valuable Than a Starter.

I think if you asked most people how they would classify administrative assistants as team members, they would tell you that they consider them to be bench players since their primary role is support. I would agree with that – although some administrative people have direct influence on an organization. Their value as a support person makes them a starter.

5. A Strong Bench Gives the Leader More Options

When a team has no bench, the only option of its leader is moving the starters around to maximize their effectiveness. If the starter can't perform the team is out of luck. When a team has a great bench the options are almost endless.

6. The Bench is Usually Called Upon At Critical Times for the Team

When the army is in trouble what does it do, it calls up the reserves. That is the way it is in every area of life.

Today's actions build tomorrow's team

As you think about the starters and the bench players on your team, recognize that the future of your team can be predicted by three things.

1. Recruitment: Who is Joining the Team?

When it comes to recruiting, there are really only two kinds; You find the player for the position, or you find the position for the player. Sometimes even when you don't have a position open you just can't pass someone up.

2. Training: Are you Developing the Team?

You cannot solve tomorrow's problems with today's solutions. If you want the team to succeed as it meets new challenges, you have to prepare it.

If you have leadership responsibility for your team, then take the initiative to make sure everyone on the team is growing and improving.

3. Losses: Who Is Leaving the Team?

The only place that never loses people is the cemetery. Losing team members is inevitable. But the good news is that you can choose the members you lose. If you keep nonproductive people, the productive ones become frustrated and leave. If you remove the people who don't add value, then the whole team gets better. It is like pruning roses.

With each loss, you must gain more effective people.

When a team is starting, recruit strongly. No one to lose. Not all you gain are strong. When you ask for commitment, some team members leave the team. But that's good. Commitment drives away the uncommitted, while it makes those who stay even stronger in the commitment they already possess.

Once the team has a committed core and begins to grow, it again gains people. The people who are attracted to it because of the level of commitment they see in existing players. Once a team becomes successful, people will want to leave to try and find greater success on their own. This is a critical time for a team.

If you can sustain growth in the midst of success and repeat the process while continually building your bench, then you can create a legacy team.

The key to making the most of the Law of the Bench is to continually improve the team.

Analyze the following areas:

Personality: Use DISK test. Tool that indicates whether someone's personality is driving, influencing, supporting or calculating.

Passion: I find out what motivates them. Results, relationships, money, recognition, affirmation, impact, or security.

Pattern: I look for patterns in their successes and their failures. I figure out whether they work best alone or on a team.

Potential: I try to see what they might accomplish given the right direction, motivation, coaching, and leadership/ I particularly gauge whether they are maintainers or builders.

Profile: I gauge whether they will fit our culture and whether they are really our kind of people.

Placement: Finally I try to measure where they fit, which team will both benefit from them and add value to the.

LAW #13

The Law of Identity *Shared values define the team.*

Just as personal values influence and guide an individual's behavior, organizational values influence and guide the team's behavior. Even if some members of a team don't share common experiences or have a personal relationship with one another, they can possess a cohesiveness that defies the size of the team. It takes a common vision.

Values can help a team to become more connected and more effective. Shared values are like . . .

Glue

When difficult times come and they do for every team, values hold people together. Look at marriage for example. It is easy for a couple to stay together when they feel the flush of love and everything is going smoothly. But the passion can fade and adversity comes. What keeps the people who stay married together? Their values.

The same is true on a team. If the members don't know what their values are and live them out their chances of working as a unit and reaching their potential are very small

A Foundation

All teams need stability to perform well and to grow. Values provide a stable foundation.

A Ruler

Values also help set the standard for a team's performance. Values only have meaning if they are further defined in how people behave.

A Compass

We live in a time when people are searching for standards to live by. When individuals embrace strong values, they possess a moral compass that helps them make decisions.

When the team identifies and embraces a set of values, then in a month, a year, or a decade, no matter how much circumstances change or what challenges present themselves, people on the team still know it's moving in the right direction and make good decisions.

A Magnet

A team's values attract people with like values to the team. Who you are is who you attract.

An Identity

Values define a team and give it a unique identity. What you believe identifies who you are. Here are the values of First Church of Christ.

First Church of Christ's Values are to demonstrate a:

- Love for God
- Passion for the Lost
- Commitment to growth
- Desire to help people discover their life mission
- Love for the church
- Commitment to communicate Biblical truth to our culture
- Willingness to extend God's grace to people
- Dedication to unity in the body of Christ
- Desire for excellence in all we do

Articulate the values

Compare the values with practices

Teach the values

Practice the Values

Institutionalize the values.

Publicly praise the values.

The most fundamental management truth I've ever learned is that what gets rewarded gets done.

LAW 14

The Law of Communication

Interaction fuels action.

Effective teams have teammates who are constantly talking to one another.

When people don't communicate effectively, the result can often be comical. Years ago, I came across the following illustrations that conveys what I mean. It is made up of a series of memos on a college campus.

President to Academic V.P. next Thursday Halley's Comet will appear over this area. This is an event which occurs only once every 75 years. Call the Divisions Heads and have them assemble their professors and students on the athletic field and explain this phenomenon to them. If it rains, then cancel the observation and have the classes meet in the gym to see a film about the comet.

Academic V.P. to Division Chairmen: By order of the President, next Thursday Halley's Comet will appear over the athletic field. If it rains, then cancel classes and report to the gym with your professors and report to the gym with your professors and students where you will be shown films, of a phenomenal event which occurs only once every 75 years.

Division Chairman to Professors: By order of the Phenomenal President, next Thursday Halley's Comet will appear in the gym. In case of rain over the athletic field the President will give another order, something which occurs every 75 years.

Professor to Students: Next Thursday the President will appear in our gym with Halley's Comet, something which occurs every 75 years. If it rains the President will cancel the comet and order us all out to our phenomenal athletic field.

Student Writing Home to Parents: When it rains next Thursday over the school athletic field, the phenomenal 75 year old President will cancel all classes and appear before the whole school in the gym accompanied by Bill Halley and the Comets.

If you have ever been on a team where teammates never let one another know what's going on, then you know how frustrating poor communication can be. The team gets struck because nobody knows what the real agenda is. Important tasks remain uncompleted because each of the two team members believes the other one is taking care of it—or people duplicate others' work. Departments within the organization fight because each believes it is being sabotaged by the other.

Every team has to learn how to develop good communication in four areas.

1. From Leader to Teammates.

If I had to name a single all purpose instrument of leadership, it would be communication. If you lead your team, give yourself these standards to live by as you communicate to your people:

Be consistent. Nothing frustrates team members more than leaders who can't make up their minds. Your team needs to know they can depend on you and what you say.

Be Clear. Your team cannot execute if the members don't know what you want.

Be courteous. Everyone deserves to be shown respect, no matter what the position or what kind of history you might have with him.

Never forget that because you are the leader, your communication sets the tone for the interaction among your people. Teams always reflect their leaders. And never forget that good communication is never one way. The best leaders listen, invite, and then encourage participation.

From Teammates to Leader

Good team leaders never want yes-men. They want direct honest communication from their people. I have always encouraged people on my team to speak openly and directly with me. When we hold meetings, they are often brainstorming sessions where the best idea wins.

Among Teammates

Few people are successful unless a lot of other people want them to be. Teams succeed or fail based on the way that team members communicate with one another. Interaction fuels action. That's the essence of the law of communication.

Between the Team and the Public

When communicating with people from the outside you must remember the three R's. Receptive, responsive, and realistic.

When it comes to communicating to people who are not on the team, the most important quality the team can display is unity.

Horse pull 4400 lbs, 4500 lbs. 12000lbs together.

There is tremendous power in unity. When we are brainstorming and planning, I want all the ideas and criticisms out on the table. We need an opportunity to hash things out. But once we leave the room, we must be united, even if we face opposition or criticism.

LAW #15

The Law of The Edge

The difference between two equally talented teams is leadership.

Teams are always looking for an edge. What is the key to success. Is it talent? Hard Work? Technology? Efficiency? You need something more than just these. You need leadership.

Everything rises or falls on leadership. Look at any team that has achieved great success, and you will find that it has strong leadership.

With good leaders everything improves. Leaders are lifters. They raise the expectations of everyone on the team.

Leaders transfer ownership for work to those who execute the work. Responsibility must go down to the roots of the team.

Leaders create an environment where each team member wants to be responsible. Different people require different kinds of motivation to be their best. One needs encouragement, one needs a push, etc.

Leaders coach the development of personal capabilities. **The team can reach its potential only if each individual on the team reaches his potential. Effective leaders help each person on the team do that.**

Leaders learn quickly and encourage others to learn rapidly. **Leaders lift themselves to a higher level first then lift others.**

LAW # 16

The Law of High Morale

When your winning, Nothing hurts.

1. High Morale is the Great Exaggerator.

When an entire team is positive and all the players feel good about themselves, everything seems good. Preparation seems to proceed more smoothly.

2. High Morale Is the Great Elevator

When a team possess high morale, the performance of its people goes to a whole new level. The team focuses on its potential not its problems. Team members become more committed.

3. High Morale is the Great Energizer.

High morale gives a team energy. Players become like the Energizer bunny: they keep going and going. No mountains seem too high. No project seems too difficult.

4. High Morale is the Great Eliminator.

A team with high morale will keep right on going when facing obstacles that might otherwise disable it. Problems just seem to disappear no matter how big they are.

5. High Morale is the Great Emancipator.

Winning creates breathing room. A good team with high morale will use that breathing room to take risks and try out new ideas, new moves, new concepts, that it otherwise couldn't. It stops to ask questions that it otherwise might not.

The four stages of Morale

Stage 1: Poor Morale – The leader Must do Everything

If you are here:

Investigate the situation.

Initiate belief.

Create Energy

Communicate hope.

Stage 2 Low Morale – The Leader Must Do Productive Things

In the beginning, any movement is a noteworthy victory. But to create positive morale, you need to pick up some speed. You need to be proactive. You can't see a parked car! Get the team moving.

Model behavior that has a high return.

Develop relationships with people of potential

Set up small victories and talk teammates through them.

Communicate Vision

Stage 3: Moderate Morale – The Leader must Do Difficult Things.

Make Changes that make the tem better.

Receive the buy-in of team members.

Communicate commitment

Develop and equip members for success.

The two toughest stages in the life of the team are the first stage, when you are trying to create movement in a team that's going nowhere, and the third stage, when you must become a change agent. These are the times when leadership is most needed. Stage three is usually the make or break time for the leader.

Stage 4: High Morale – The Leader Must Do Little Things.

Keep the team focused and on course

Communicate successes

Remove moral masher

Allow other leaders to lead

When the law of High Morale is working at its best, the leader boosts the morale of the team, and the team boosts the morale of the leader.

LAW # 17

The Law of Dividends

Investing in the Team Compounds over time.

Time, money, and effort required to develop team members don't change the team overnight, but developing them always pays off.

How To Invest In Your Team

1. Make Decisions to Build a Team . . . This Starts the Investment in the Team. **Deciding that people on the team are worth developing is the first step in building a better team.**
2. Gather the Best Team Possible . . . This Elevates the Potential of the Team.
3. Pay the Price to Develop the Team . . . This Ensures the Growth of the Team. **You will have to dedicate time that could be used for personal productivity. You will have to set aside personal agenda.**
4. Do Things together as a Team . . . This provides community for the Team. **The only way to develop community and cohesiveness among teammates is to get them together, not just in a professional setting but in personal ones as well.**
5. Empower Team Members With Responsibility and Authority . . . This Raises Up Leaders for a Team. **The greatest growth for people often occurs as a result of the trial and error of personal experience. Any team that wants people to step up to a higher level of performance – and to higher levels of leadership – must give team members authority as well as responsibility.**
6. Give Credit for Success to the Team . . . This lifts the Morale of the Team. **I can live for two months on one good compliment. That is the way most people feel. Talk up their accomplishments. If you the leader, take the blame, never the credit. Do that and your team will fight for you.**
7. Watch to See that the investment in the team is Paying off. . . This brings accountability to the Team. **If you put money in an investment, you expect a return. The main outcome you want to see is their progress.**
8. Stop your investment in players who do not Grow . . . This eliminates greater losses for the team.
9. Create New opportunities for the Team . . . This allows the Team to stretch.
10. Give the team the best possible chance to succeed . . . This guarantees the Team a high return. **Coming together is a beginning. Keeping together is progress. Working together is success. Your job as a leader is to get the obstacles out of the way for the success of the team.**