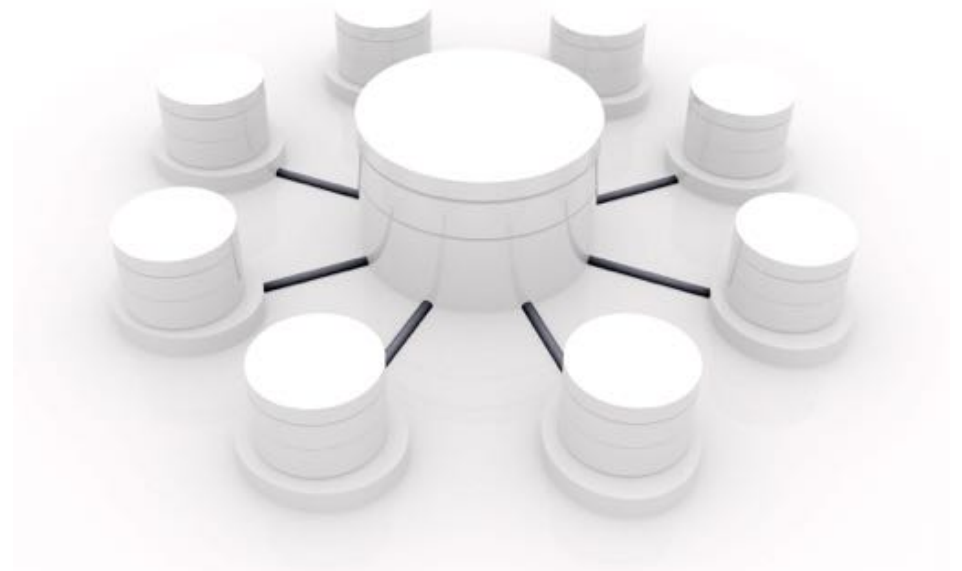


# LEADING HIGH-PERFORMANCE TEAMS



# WHAT IS LEADERSHIP?



**DESCRIBE A TEAM YOU WERE ON  
THAT SUCCESSFULLY TURNED  
PRESSURE INTO HIGH  
PERFORMANCE.**

**WHAT DID YOU DO?**



# == THE WHAT, HOW, WHY, AND WIN ==

## OF HIGH-PERFORMANCE TEAMS



# The What: Vision Directed

---

They have a clear understanding of where they are going and why.



# The Why: Values Driven

---

They exhibit congruence between team values, goals and individual behaviors.



# The How: Strengths Based

---

They understand,  
appreciate and  
capitalize on  
individual talents.



# The Win: Performance Focused

---

They use performance challenges to create passion, not the desire to get along.





# **WHAT ARE THE LEADERSHIP PRACTICES THAT BRING OUT THE BEST IN YOU?**





# The Role of the **LEADER**

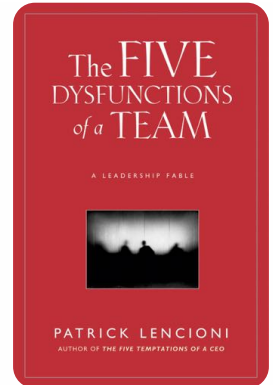
- Mobilize People Toward a Vision
- Build Emotional Bonds
- Model High Standards of Performance
- Develop People for the Future

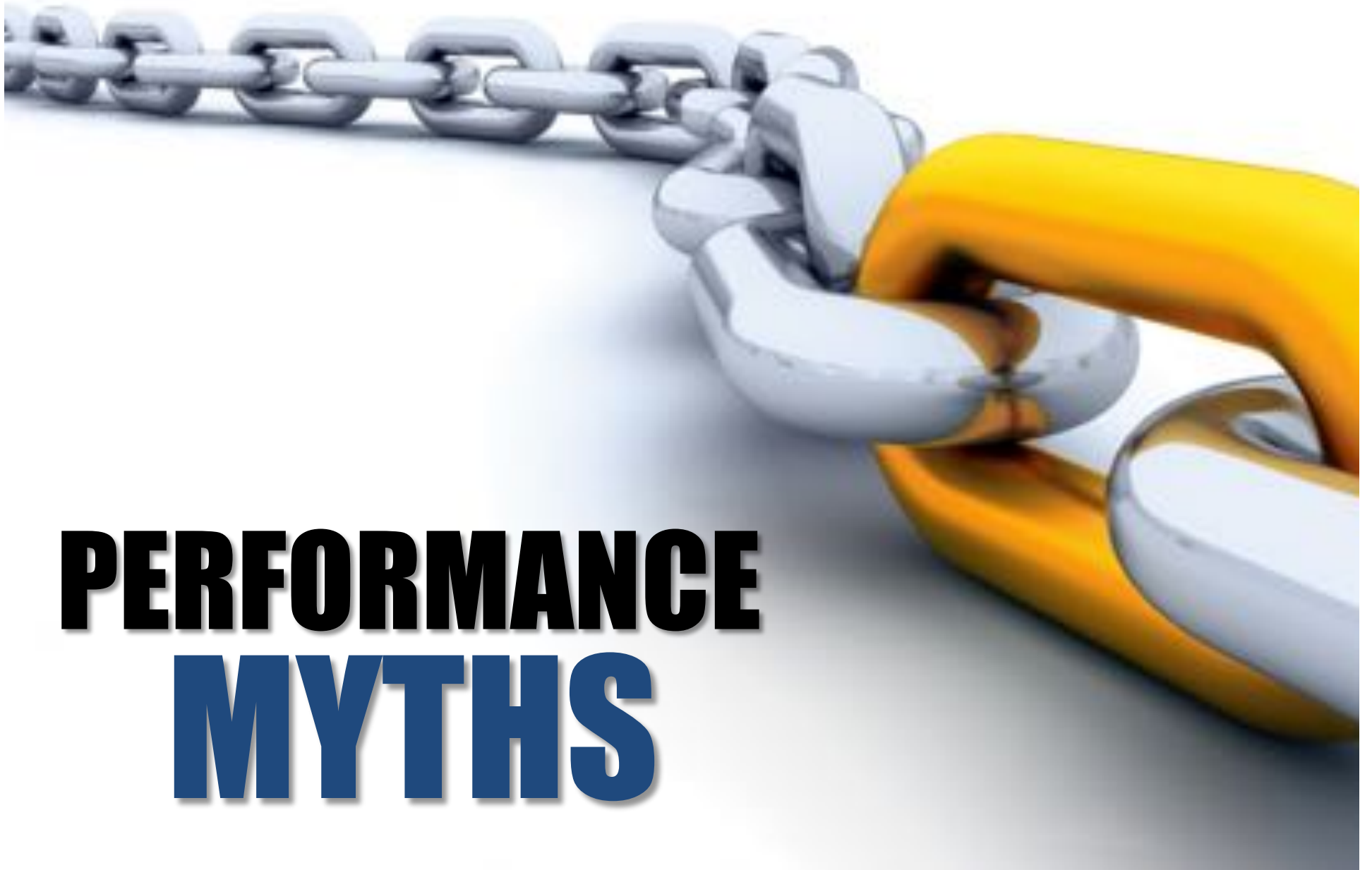
**WHAT ARE SOME OF THE  
BEHAVIORS THAT EITHER  
PREVENTED YOUR TEAM FROM  
COMING TOGETHER OR CAUSED  
YOUR TEAM TO PULL APART?**



# The Five Dysfunctions of a Team

*Patrick Lencioni*





# **PERFORMANCE** **MYTHS**

# MYTH...

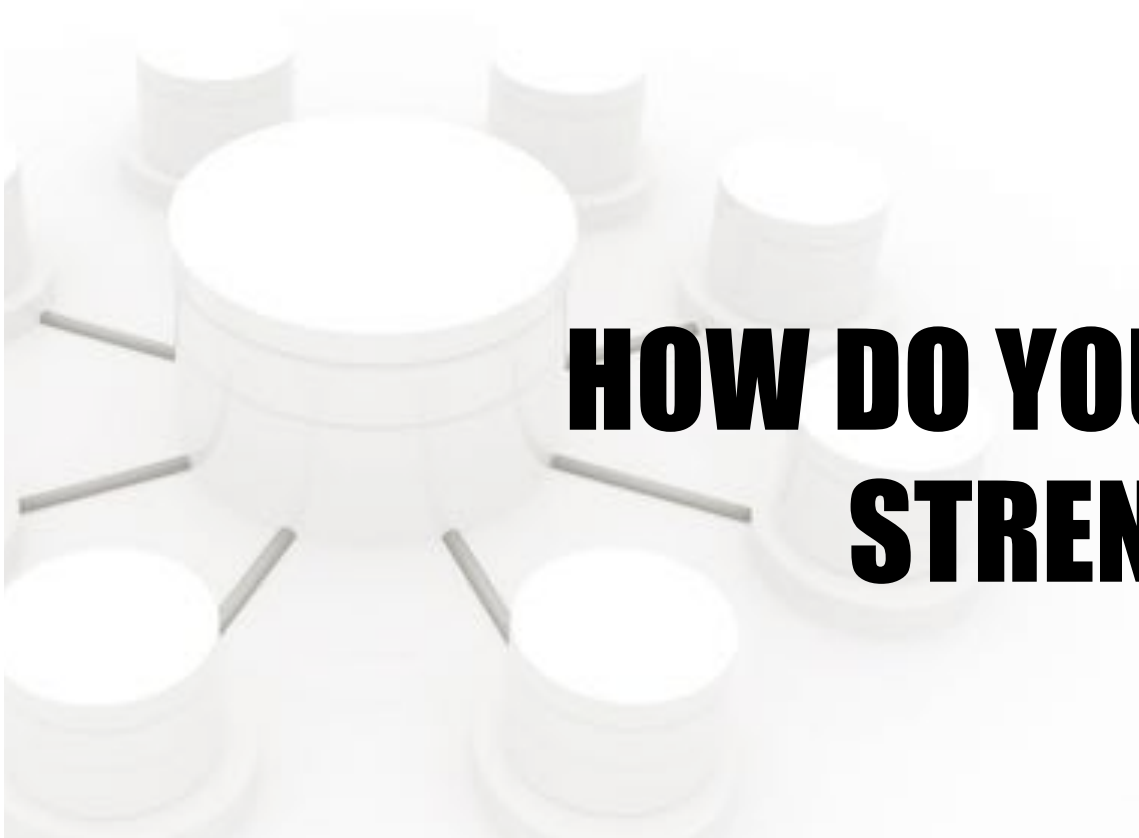
**As you grow your personality changes.**

# TRUTH...

**As you grow you become  
more of who you are.**

**WHAT POSITIVE PATTERNS OF  
BEHAVIOR HAVE STAYED WITH YOU  
AS FAR BACK AS YOU CAN  
REMEMBER?**

**HOW DO YOU APPLY THESE  
STRENGTHS TODAY?**



# MYTH...

**You grow the most in your areas of greatest weakness.**

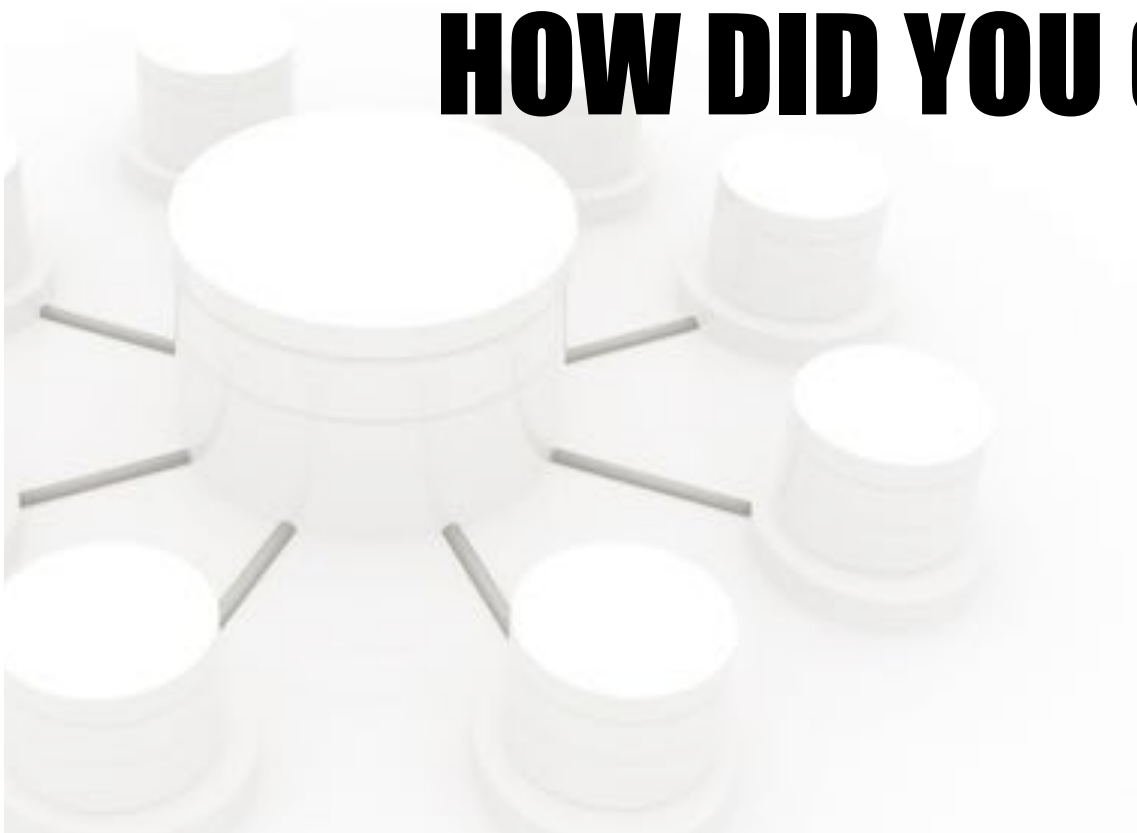
# TRUTH...

**You will grow most in your areas of greatest strength.**



**ARE THERE ANY ACTIVITIES AT  
WHICH YOU CONSTANTLY EXCEL?**

**HOW DID YOU GET SO GOOD?**



# MYTH...

**A great team member does whatever it takes to help the team.**

# TRUTH...

**A great team member deliberately volunteers his strengths to the team most of the time.**

**WHEN YOUR TEAM IS IN A CRUNCH  
AND NEEDS A GREAT PERFORMANCE,  
WHAT IS THE PLAY EVERYONE KNOWS  
YOU CAN RUN?**



# MYTH...

**Great leaders perfect one leadership style.**

# TRUTH...

**Great leaders adjust their style to  
fit the demands of the situation.**

# MYTH...

**Great teams consist of members who are alike.**

# TRUTH...

**Team members have a genuine, mutual concern for each other's personal well being but have many individual differences.**

# **Big TAKE-AWAYS**

---

- **LEADERSHIP IS INFLUENCE. WITHOUT TRUST YOU HAVE NO INFLUENCE**
- **STRENGTHS HAVE A GREATER IMPACT ON PERFORMANCE OUTCOMES THAN DO WEAKNESSES**
- **GREAT LEADERS WIN THROUGH RELATIONSHIPS**
- **GREAT TEAMS WIN BY CAPITALIZING ON TALENTS**

# UNDERSTANDING & APPRECIATING INDIVIDUAL DIFFERENCES



# How Do People Differ?





The background of the slide is a dark brown wood-grain texture, with vertical lines and subtle variations in color and grain pattern.

**Are We Objective?**

# Value of Knowing Talents



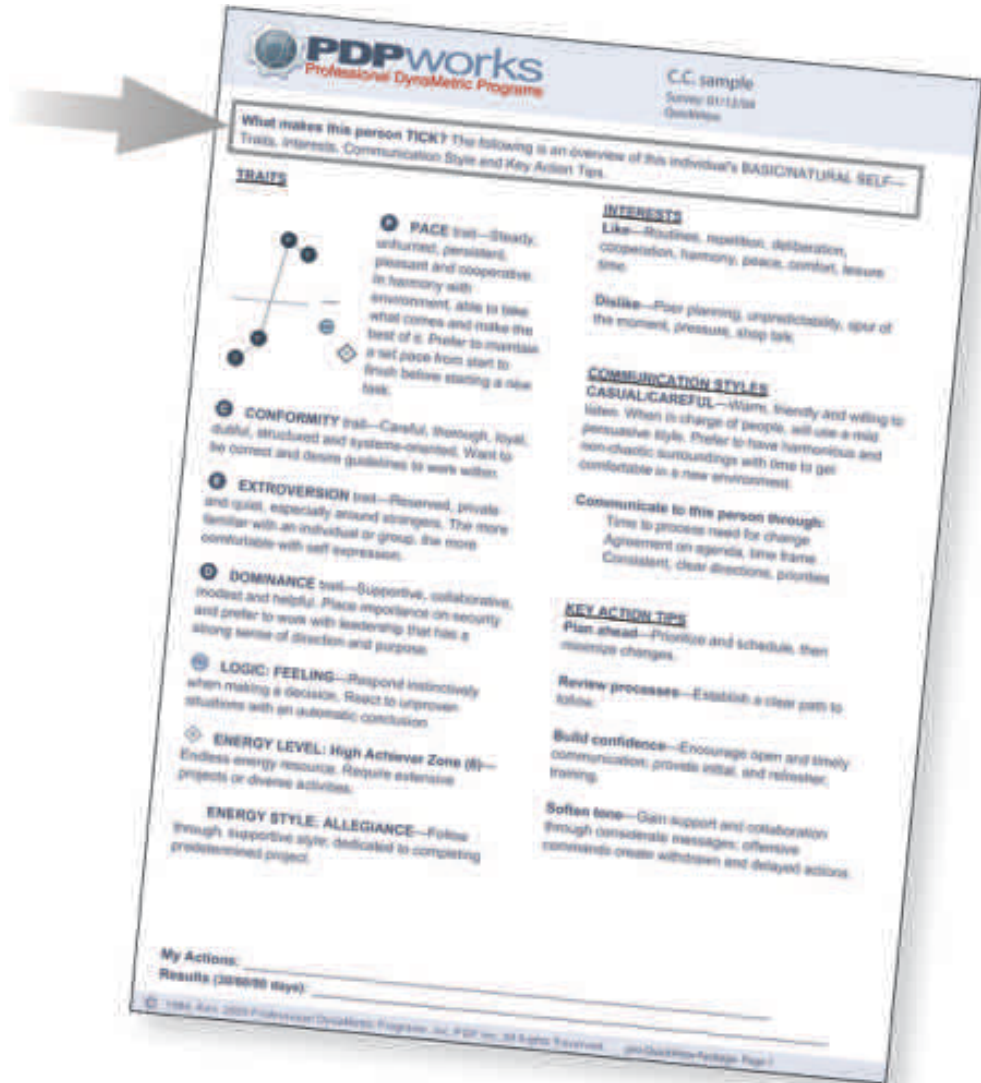
# Your ProScan Strengths Report



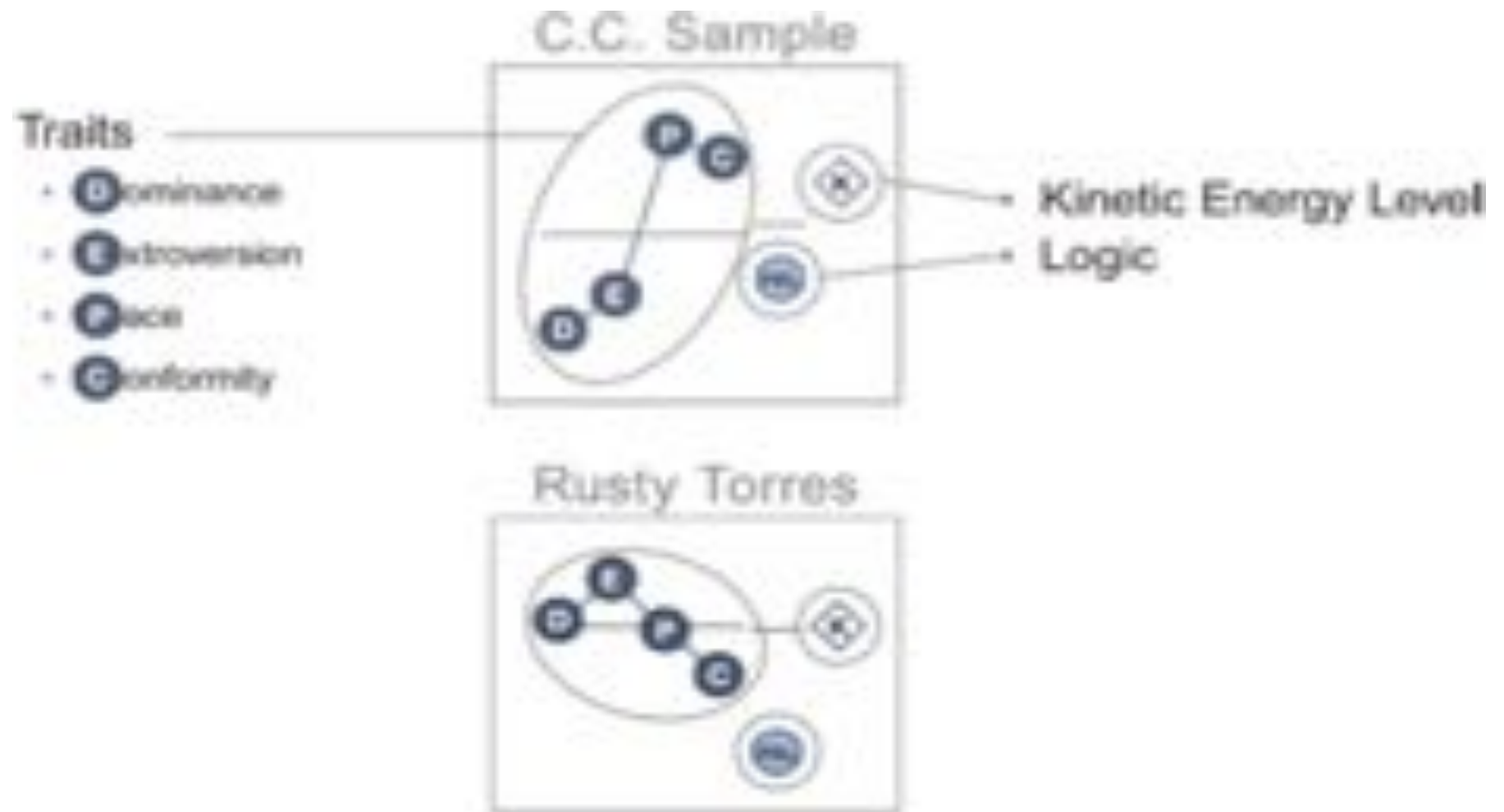
# Trait Intensity Chart

| Dominance<br>Take Charge Trait   | Extroversion<br>People Trait   | Pace<br>Patience Trait   | Conformity<br>Systems Trait  | Logic – Basis for<br>Decision Making<br>Fact – Analytical | Energy Style   | Kinetic Energy<br>Level  |   |   |
|--|--|--|--|---|--|--|---|---|
| Intimidating<br>Bold<br>Forceful<br>Abrasive<br>Commanding<br>Fearless<br>Daring<br>Demanding              | Overwhelming<br>Flamboyant<br>Verbose<br>Promoter<br>Convincing<br>Gregarious<br>Pleaser<br>Effusive               | Resist change<br>Unhurried<br>Determined<br>Tenacious<br>Deliberate<br>Persistent<br>Avoid conflict<br>Resilient | Judgmental<br>Perfectionistic<br>Uncompromising<br>Exact<br>Meticulous<br>Vigilant<br>Strict<br>Orthodox                     | Rely on established<br>theory                             | Primary Style  | Ultra Force Zone (7)<br>An awesome energy force<br>- can conquer almost any goal or task<br>- have mental/physical power for<br>sustained, complex endeavors           |   |   |
| Authoritative<br>Courageous<br>Direct<br>Visionary<br>Inventive<br>Venturous<br>Quick-witted<br>Analytical | Eager<br>Inspirational<br>Expressive<br>Empathetic<br>Trusting<br>Exciting<br>Inclusive<br>Motivating              | Sympathetic<br>Sensitive<br>Warm<br>Harmonious<br>Enduring<br>Steady<br>Consistent<br>Thorough                   | Systematic<br>Precise<br>Prudent<br>Diligent<br>Conscientious<br>Dedicated<br>Disciplined<br>Conventional                    | Need factual proof  |  | High Achiever Zone (6)<br>Endless resource of energy<br>- require extensive projects or diverse<br>activities to channel this major force                              |   |   |
| Firm<br>Competitive<br>Decisive<br>Definite<br>Assertive<br>Self-assured<br>Innovative<br>Originator       | Articulate<br>Optimistic<br>Sociable<br>Responsive<br>Fun-loving<br>Enthusiastic<br>Persuasive<br>Verbal           | Constant<br>Dependable<br>Rhythmic<br>Methodical<br>Informal<br>Casual<br>Good-natured<br>Cooperative            | Specialist<br>Procedural<br>Focused<br>Dutiful<br>Loyal<br>Committed<br>Detailed<br>Accurate                                 | Seek uniform fact-<br>finding procedures                  |  | Achiever Zone (5)<br>Significant capacity of energy for<br>accomplishing tasks<br>- achieve goals with high success<br>- need extra activities to utilize energy       |   |   |
| Certain<br>Confident<br>Curious  | Participative<br>Polished<br>Friendly  | Easy-going<br>Amiable<br>Pleasant  | Structured<br>Careful<br>Orderly   | Examine empirical<br>evidence                             |  | Productive Zone (4)<br>Ample energy to complete more than<br>required tasks and expected goals<br>- complete tasks productively<br>- accommodate additional activities |   |   |
| Moderate<br>Supportive<br>Amenable   | Sincere<br>Congenial<br>Genuine  | Adjustability<br>Like change<br>Versatile  | Open-minded<br>Generalist<br>Less-detailed   | Validate inner sense                                      | Thrust - Rocket launch style with huge energy output<br>inner-directed, self-starting drive<br>Alliance - Follow through, support style:<br>dedicated to completing predetermined project<br>Steadfast - Steadfast, tenacious, locomotive-like force<br>that self-initiates, pursues and completes project | Effectiveness Zone (3)<br>Sufficient energy to meet requirements<br>of today's jobs<br>- focus on tasks<br>- avoid overload  |   |   |
| Collaborative<br>Agreeable<br>Modest<br>Accepting<br>Attentive<br>Helpful<br>Discreet<br>Tolerant          | Composed<br>Contemplative<br>Considerate<br>Observant<br>Imaginative<br>Private<br>Selective<br>communicator       | Active<br>Spirited<br>Restless<br>Impatient<br>Mobile<br>Dynamic<br>Seek change<br>Lively                        | Big picture<br>Independent<br>Avoid detail<br>Free-spirited<br>Flexible<br>Creative<br>Unconventional<br>Individualistic     | Use innate intuition and<br>recognition                   |  | Motive Evaluation Zone (2)<br>Capacity to complete tasks that are<br>motive-driven<br>- evaluate goals and focus accordingly<br>- make every move count                |   |   |
| Non-competitive<br>Cautious<br>Peaceable<br>Gracious<br>Accommodating<br>Gentle<br>Humble<br>Temperate     | Self-protective<br>Mild-mannered<br>Respectful<br>Thinker<br>Reflective<br>Unpretentious<br>Quiet<br>Introspective | Swift<br>Driving<br>Pressing<br>Hasty<br>Spontaneous<br>Instantaneous<br>Fast-paced<br>Impulsive                 | Adventurous<br>Free-thinker<br>Unconstrained<br>Challenge rules<br>Carefree<br>Autonomous<br>Uninhibited<br>Self-governing   | Respond instinctively                                     |  | Critically Directed Zone (1)<br>Limited capacity, allocate efforts in<br>order to succeed<br>- identify priority(x) in the<br>- direct efforts toward specific task    |   |   |
| Understanding<br>Deferring<br>Non-controlling<br>Tentative<br>Hesitant<br>Placid<br>Yielding<br>Compliant  | Reserved<br>Shy<br>Circumspect<br>Skeptical<br>Confidential<br>Guarded<br>Undemonstrative<br>Solitary              | Impetuous<br>Impelling<br>Abrupt<br>Coiled-spring<br>Sporadic<br>Short-fused<br>Volatile<br>Explosive            | Non-detailed<br>Free-wheeling<br>Resistant<br>Controversial<br>Contrary<br>Anti-bureaucratic<br>Adversarial<br>Nonconforming | Rely on initial viewpoint                                 |  |  |   |   |
| Supportive   | Reserved   | Urgent   | Independent  | Feeling - Intuition                                       | T  | A  | S | K |

# Your QuickView Report



## Profile Picture



# What Are Your Traits?



What makes this person TICK? The following is an overview of this individual's BASIC/NATURAL SELF—Traits, Interests, Communication Style and Key Action Tips.

## TRAITS



**P** **PACE** trait—Steady, unhurried, persistent, pleasant and cooperative. In harmony with environment, able to take what comes and make the best of it. Prefer to maintain a set pace from start to finish before starting a new task.

**C** **CONFORMITY** trait—Careful, thorough, loyal, dutiful, structured and systems-oriented. Want to be correct and desire guidelines to work within.

**E** **EXTROVERSION** trait—Reserved, private and quiet, especially around strangers. The more familiar with an individual or group, the more comfortable with self expression.

**D** **DOMINANCE** trait—Supportive, collaborative, modest and helpful. Place importance on security and prefer to work with leadership that has a strong sense of direction and purpose.

**L** **LOGIC: FEELING**—Respond instinctively when making a decision. React to unproven situations with an automatic conclusion.

**◇** **ENERGY LEVEL: High Achiever Zone (6)**—Endless energy resource. Require extensive projects or diverse activities.

**ENERGY STYLE: ALLEGIANCE**—Follow through, supportive style; dedicated to completing predetermined project.

## INTERESTS

**Like**—Routines, repetition, deliberation, cooperation, harmony, peace, comfort, leisure time.

**Dislike**—Poor planning, unpredictability, spur of the moment, pressure, shop talk.

## COMMUNICATION STYLES

**CASUAL/CAREFUL**—Warm, friendly and willing to listen. When in charge of people, will use a mild persuasive style. Prefer to have harmonious and non-chaotic surroundings with time to get comfortable in a new environment.

### **Communicate to this person through:**

Time to process need for change  
Agreement on agenda, time frame  
Consistent, clear directions, priorities

## KEY ACTION TIPS

**Plan ahead**—Prioritize and schedule, then minimize changes.

**Review processes**—Establish a clear path to follow.

**Build confidence**—Encourage open and timely communication; provide initial, and refresher, training.

**Soften tone**—Gain support and collaboration through considerate messages; offensive commands create withdrawn and delayed actions.

**My Actions:** \_\_\_\_\_

**Results (30/60/90 days):** \_\_\_\_\_

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# How would you describe yourself?



# LOGIC: Decision Style

FAC

Fact

FEL

Feeling

BAL

Balance



**PDPworks**  
Professional DynaMetric Programs

C.C. sample

Survey: 01/12/04  
QuickView

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## **Team Members Conversation**

**Tom:** My initial reaction is to do it in the spring. Besides, other companies do it at that time.

**Pat:** I feel the same way, but we should also check with those companies to see how successful they were at that time of year.

**Nicki:** I don't think we should decide this so quickly. Let's first identify the types of people that are most likely to come at different times of year.

**John:** I've already been doing the research to find out. Here's a list of several options that will fit our schedule.

**Tom:** I know what you are saying, but my initial read on the situation will be right.


# How do you make decisions?



# The Power Inside




Kinetic Energy  
Level  
Energy Style

 **PDPworks**  
Professional DynaMetric Programs

C.C. sample  
Survey: 01/12/04  
QuickView

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# How do you get things done?

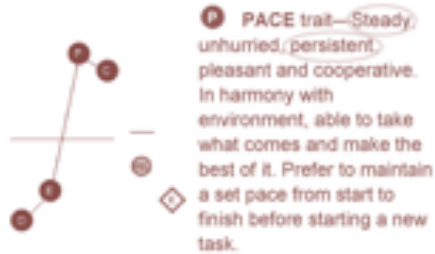






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# Interests

## Likes

## Dislikes

**What environmental elements are important to you?**





# Communication Styles

- D **Teller/authoritative**
- E **Seller/persuasive**
- P **Casual/careful**
- C **Guarded/cautious**

# What is your communication style?



# Back-Up Styles





# ership Styles

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# Key Action Tips

# What can I do with this information?



# CAPITALIZING ON INDIVIDUAL DIFFERENCES







**“The great leaders not only accommodate the fact that each person is different...**

**...they capitalize on these differences.”**





**The Leadership Squeeze**

# BUILDING RELATIONSHIPS



# Constructive Conflict





**YOUR EMOTIONAL  
BANK ACCOUNT**



# Getting Results



# **Strength Based Delegation**



# **Your Leadership Development Plan**

**— Your Leadership Strengths and Struggles**

**— Four ways to Improve Relationships**

**— Four Ways to Get Results**

**— Your First Action Step**

**— Your Leadership Legacy**

