



Team Manifesto *By Kristin Arnold*

Every team should have some ground rules – explicit agreements on how the team will function.

Team ground rules should be established or reviewed at the beginning of each meeting, before getting down to business.

As you formulate the team’s ground rules, consider how the team will deal with common concerns such as:

Interruptions. What do you do when members are called out of the meeting? How will you deal with cell phones and laptops?

Assignments. If members cannot complete their “homework,” who should they notify and by when?

Roles. Should the team rotate roles? Which ones and how often? In the event a team member can’t make it to the meeting, are substitutions allowed? *(cont’d on p.2)*

A TEAM IS GREATER THAN THE SUM OF ITS PARTS

Volunteer **KNOW YOUR STRENGTHS**

AT THE START, **DEFINE SUCCESS** AND HOW YOU INTEND TO MEASURE IT

OFFER HELP WITHOUT BEING ASKED

PULL YOUR FAIR SHARE

GENERATE not HEAT LIGHT,

Q-tip IN THE RACE BETWEEN A DEADLINE AND PERFECTION, **A DEADLINE SHOULD ALWAYS WIN**

ASSUME **POSITIVE INTENT**

START & end ON TIME

SEEK FIRST TO UNDERSTAND THEN TO BE UNDERSTOOD

TELL YOUR TEAMMATES WHO YOU ARE A POPPISSED STICK BEFORE THEIR TEETH

Celebrate SUCCESS

AIM FOR **CONSENSUS;** *have a* **fallback**

THINK strategically, act **LOCALLY**

RESPECT ONE ANOTHER

HAVE FUN & BE JOYOUS!

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Download this Manifesto at www.ExtraordinaryTeam.com/team-manifesto

Management as a Calling *By Joseph Sherren, CSP HoF*

Successful managers look at the profession as a “calling” that is beyond having a job with more status and pay. That “calling” is about bringing out the best in people and maximizing their potential. Managers work together in pursuit of a common cause. They work *with* their people rather than having their people work *for* them.

There are times when the manager is part psychologist, counselor, friend, leader, spokesperson and entrepreneur. Other times they act as a resource allocator, negotiator and disturbance handler.

Management is not an easy profession and I continue to be amazed at how we promote people based on their technical acumen rather than the three essential management skill areas:

1. Task skills including problem solving, time management, performance leadership, planning, goal setting and organizing. *(cont’d on p. 2)*

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May 9 Webinar

5 Secrets Every Team Leader Can Do to Get the Most Out of Their Meetings

Are you frustrated that your meetings are not as productive as you believe they could be? Are you worried that assignments are falling through the cracks...and you don’t know about it? Do you wish everyone behaved better at your meetings?

60% of all meetings in the U.S. workplace are considered to be non-productive. In this webinar, master facilitator Kristin Arnold will share her tried-and-true secrets for team success that you can use immediately.

Register on our website for this *free* 45-minute webinar being held on Thursday, May 9, 2013

at 12 noon Eastern or register at <http://bit.ly/zeQbIY>



Team Manifesto *(continued from page 1)*

Decisions. How will the team make its decisions? Are the members aiming for consensus? Is there a “fallback” in case the team can’t come to a consensus?

Confidentiality. Are there topics or kinds of information that should not be discussed outside the meeting?

Penalties. How will the team deal with minor and chronic violations of the ground rules?

Ground rules are to teams like the Constitution of the United States is to America. They are a “manifesto” explicitly stating what’s important to the proper functioning of the team. As the team evolves and matures, the ground rules will change, creating “amendments” to the team’s manifesto. When the implicit is made explicit, the team can produce extraordinary results!

Management as a Calling *(continued from page 1)*

2. Interpersonal skills such as delegation, team development, integrating differences, providing feedback and participation which involves sharing power with staff.

3. Personal skills that include processing stress, maintaining commitments and acting with integrity.

A manager’s ability to handle personal stress includes managing crises constructively and reducing stress for employees. This involves seeking and discussing all options calmly and openly when under stress or dealing with a crisis.

These managers are able to solve complicated problems by staying in control, using the information available and making a rational decision. When things go wrong they calmly correct the situation by coping with the unexpected, remaining in good humor and working the problem through to resolution.

Many years ago I had the opportunity to interview a great leader renowned for his ability to effect positive turnaround for corporations in trouble. I asked, “If you were to share one secret, what would it be?”

As a leader, you have a choice....

He said, “When things go wrong in the business, people are already stressed and want to resolve the situation. As a leader I have a choice – I can get emotional and upset which will cause even more stress. Or I can choose to go out to the workers and say, ‘I know you are already stressed and doing your best. As your leader, what can I do to take stress away?’ I found the latter option always produced the best results.”

Successful managers work with people in a straightforward manner and do not compromise, even under duress, what they believe to be true. They express their trust and confidence in the organization and top management. They mean what they say and say what they do. They freely share the credit, admit their shortcomings, develop their strengths and compensate for their weaknesses.

Being a manager is not just a job – it’s a calling.

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A newsletter designed to facilitate discussion and share tips and techniques to help your teams to be extraordinary.

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The Extraordinary Team newsletter is a quarterly publication distributed to clients, friends and partners of Quality Process Consultants, Inc. Ethos Enterprises, Inc. Gateway Leadership, Inc.

Articles are welcome and encouraged. We would sincerely like to know what you are doing.

The Extraordinary Team makes meetings more engaging, interactive and collaborative.

- ◆ High Stakes Meeting Facilitation
- ◆ Team Training & Consulting
- ◆ Main Stage Conversationalist
- ◆ Author & Expert on Teams
- ◆ Expert on Critical Thinking

Duplication and reprints are okay, as long as you credit the source. Thanks!

What's New at QPC, Inc. – The Extraordinary Team



We just celebrated our 20th year in business and thank you for your business and support over the years. We're looking forward to another amazing (and extraordinary) twenty years!

As of this issue, we have gone back to a pdf (vs. html) version of our quarterly newsletter. Why? We just didn't like the html format and heard that you didn't like that format either! We are also returning to our practice of mailing the newsletter to our clients and advocates. It's just too easy to hit the delete button these days and our clients tell us that they are much more likely to read the newsletter at a more opportune time in their day.

For those of you who subscribed to the newsletter online, you will continue to get it delivered via email – but now with two choices: color or grayscale pdf. While we try to minimize our use of color in the print edition, some people still prefer to print in black and white.

It's been a busy first quarter. Kristin just finished a project with Mercedes-Benz USA facilitating employee engagement survey results and action planning. She has also been facilitating strategic planning meetings with several trade associations and providing team skills training to the Defense Finance and Accounting Service (DFAS) in multiple locations across the country. In the meantime, Kristin has been busy creating a new offering on Critical Thinking Skills (see more about this on page 4).

Joe's speaking and training business in Canada continues to be strong although he spends lots of time on planes! So this year we are putting more focus into marketing and networking in the Phoenix area. We find that companies are realizing the importance of hiring the right people. This realization is increasing Joe's consulting practice in the local area and his business has been growing exponentially.

Where are We?

Kristin & Joe can be seen at the following public events:

April

Fort Lauderdale, FL: Chief Executive Network
Toronto, ON: York University: Sales Leadership
Washington, DC: Mid-Atlantic Facilitators Network
Toronto, ON: York University: Critical Thinking

May

Chicago, IL: Chief Executive Network
Scottsdale, AZ: 5 Secrets Webinar
San Diego, CA: Make, Market, Launch IT
Toronto, ON: York University Supply Chain Logistics

June

Toronto, ON: York University: Management II
Toronto, ON: York University: Sales Management

July

Philadelphia, PA: NSA Annual Convention
Toronto, ON: York University: Successfully Managing People
Philadelphia, PA:
YMCA
Washington, DC:
SAGE



Practical Team Activities: Simple Starter Questions

People come to a team meeting with all kinds of random thoughts – work to be done, a problem to be solved or a rumor floating around the break room. They aren't really focused on the task to be accomplished or the process that will be used.

Break the ice with these simple starter questions that allow people to share what is on their mind and get to know each other better.

- ◆ In today's meeting, I hope this team will...
- ◆ I believe our team has been tasked to...
- ◆ We'll know this team has succeeded when we see or hear...
- ◆ I volunteered for (or was selected to participate in) this team because...
- ◆ The best thing about working on this *name of project* is...
- ◆ The skills, knowledge and experience I bring to this team are...
- ◆ The concerns I have about this group and/or our tasks are...
- ◆ During meetings I hate it when...
- ◆ What has been made clear to you since we last met?
- ◆ What is it that we are too early for? Too late for? Or it's just the right time for?
- ◆ What would you do if you knew you couldn't fail?
- ◆ What's the one thing you know for sure?



From the Bookshelf

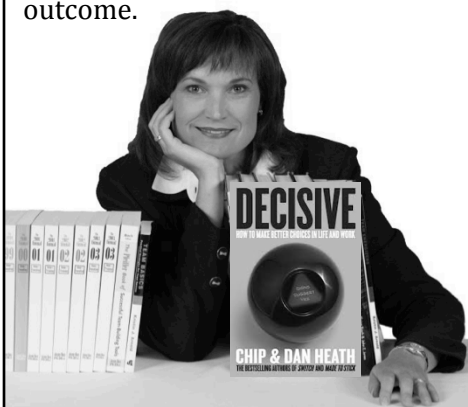
The Heath Brothers are rock stars on my bookshelf. Authors of national bestsellers *Made to Stick* and *Switch: How to Change Things When Change is Hard*, Chip and Dan Heath just wrote a book about making better decisions – otherwise known as my most favorite subject: critical thinking!

Decisive: How to Make Better Choices in Life and Work takes the mind-numbing decision theory of the academic world (which they live in as faculty at Stanford and Duke) and packages their ideas in a captivating way.

For example, roughly two-thirds of executives only consider one option when making decisions. That's a recipe for disaster because you rationalize away the negatives because you *want* to work it out.

The Heaths advocate the importance of “expansive thinking” by considering multiple options. When you consider multiple options, you compare and contrast across multiple dimensions in a way that makes you smarter about the problem as a whole – and you will be much more likely to be honest about the strengths and flaws of each option.

You'll find lots of other practical ideas to improve the quality of your decision-making processes, make better choices and increase your chance of a better outcome.



Quote of the Quarter

“I don't believe in ordering people to do things. You have to sort of grab an oar and row with them.”

Harold Geneen
Former President, ITT Corporation

What Were You Thinking?

About six months ago, I asked a client, “What is the most vexing issue you have with your executive team?” After a reflective moment, this CEO said, “I wish my direct reports would think through their ideas and recommendations individually and as a team.”

Upon further questioning, there were various symptoms that

pointed to a gap in critical thinking skills, e.g., false assumptions, unverified claims, lack of data, half-baked ideas and confirmation bias toward a specific answer. The refrain she kept repeating was “What were they thinking?”

What she *didn't* say was that her people had a lack of critical thinking skills – that is, until I pointed it out. “Oh, yes!” she exclaimed. “That's what we need!” And then, sweet music to my ears, she asked if I could help her team develop a robust set of critical thinking skills. ☺

These things do happen for a reason. About a year ago, as I was leaving the board of the National Speakers Association as Immediate Past President, we ended the meeting with each board member sharing something about me or my year as President. Surprisingly enough, most of the comments were about my ability to think critically and strategically. That night, I was sitting next

to Scott Halford, an expert in emotional intelligence who also speaks about critical thinking from the perspective of neuroscience. Scott loves to ask brilliant, thought provoking questions, and so he asked, “Kristin, have you thought about teaching others about critical thinking?”

That set of interactions got me thinking about critical thinking and realizing how aligned this set of skills are to my core facilitation and team training business as well as my personal passion about helping people make better decisions collaboratively.

At the moment, I have immersed myself into the literature (which is duller than dirt – with the exception of a few books, notably the Heath's *Decisive*, Daniel Kahneman's *Thinking, Fast and Slow* and J. Edward Russo and Paul Schoemaker's *Winning Decisions*). I have developed my own critical thinking model with some easy-to-use tools and techniques to guide your team through the critical thinking process.

I intend to pilot the first training program in Scottsdale, AZ in September or October of this year – so please let me know if you would like to attend this one-day workshop as my guest.

Stay tuned for more details as I continue to develop this exciting body of work!



emotional