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In this Issue

[Article: The Trust Booster](#)

[Building High Performing Teams Program - take your team from "ow" to "wow"!](#)

Tell us what you think

Thank you for being a valued client or collaborative colleague.

We appreciate your feedback, so keep it coming - we continue to hear your challenges and upload the models and tip sheets used in team building workshops and consulting engagements directly to the website for you to use immediately.

[Click here to send us an email](#) or give us a call at 303-290-8989.

The Trust Booster

For 10 years, Fortune Magazine has published a list of "100 Best Companies to Work For." According to one of the winners, Bill Hermann, Managing Partner at Plante & Moran, the secret to his company's successful culture is a commitment to the Golden Rule. "Treating people well is part of our DNA. People perform better when they enjoy their environment and trust their colleagues."

Trust is a key word here.

Mutual trust is something that develops over time with repeated experiences of follow-through, honesty and reliability.

Q: How do you build trust in a work environment?

A: As a manager, you can

- a.) Model the behaviors you want to see in others, and
- b.) Give people opportunities to get know and respect each other.

Modeling Behavior

How trustworthy are you as a manager? Here's a brief self-assessment.

Can my team count on me to

- Deliver on my commitments?.
- Bring solutions for our team's challenges?.
- Represent team members and our work progress honestly and accurately?.
- Work for the greater good rather than my personal agenda?.

Trust requires character and competence. (We can't trust someone who is dishonest or who can't perform.) Here's the clincher – don't wait for other people to change their behavior in order to be impeccable yourself. You will see results as you demonstrate integrity and clarity.

Building Trust in the Group

The other key component is to give people regular opportunities to learn about each other, beyond the needs of the tasks of the moment. Allocate 30 minutes in some meetings for team members to talk about their backgrounds, their passions and dreams. Be sure to be as self-disclosing as you expect them to be. Set a tone that allows people to expose their true selves and not hide behind the "I have it all together" façade.

Case Study

Kathy joined the web redesign team at Widget Tech because she was new to the company and wanted a chance to expose her work to the Senior VP of Marketing. Unfortunately, she found that the VP missed most of the meetings and that the group was unfocused. Meetings were hectic with lots of issues raised but few resolved, a deadline loomed in 5 months, and a month had already been wasted.

Kathy's first strategy was to complain. "This project is a waste of time. It's so frustrating to sit in meetings and get nothing done!" When she repeated her complaints to her friends, they just agreed with her. When she voiced her complaints to her Teams on Target business coach, she got a different response. Her coach challenged her saying, "Kathy, are you there to add to the dysfunction of the team or to cut through it? Are you going to just complain, or are you going to come up with a plan and do something about it? If you want the group to start taking action, you have to do something yourself."

After this kick in the pants, Kathy decided to step in as the unofficial team leader. She drafted a project plan with specific steps and asked for 20 minutes on the agenda of the next meeting.

During the meeting, she was honest with her team mates that she was new to the company and

confused about the culture, but that she had the skills to help them focus the work. She asked if they would support her in building a road map so she could take a more active role. She got a unanimous "yes" and presented her rough project plan for the team to work on. She also asked for feedback as they continued so she could gauge if she was in line with the company philosophy and way of doing things.

Outcome: Kathy helped turn the team around, got help from her team mates in learning the company culture, and got a reputation for being great to work with.

P.S. They got the website done.

Is Your Team "One for All" or "All for Me"?

If you and your team members spend more time on the blame game than on getting things done, you may be interested in our new **Building High Performing Teams** program which Teams on Target developed to help teams that are stuck and struggling. Stop the madness and read on.

Building High Performing Teams Program

For years, clients have been asking us to put our High Performing Teams workshop "in-a-box." Well, your wish has been granted!

We're pleased to offer you our **Building High Performing Teams** web-based program.

If you are on a team that's struggling, stuck, and pure misery to participate in because ...

- you spend meetings arguing and complaining but nothing gets done; or
- you and a couple others are doing all the work while the rest are slacking off; or
- you're getting zero support from your senior managers but they still expect to get everything done on time ...

You'll want to check out **Building High Performing Teams**. [Just click here for more information.](#)

Teams on Target has helped hundreds of companies and organizations turn their teams from “ow” to “wow.” We know what works and what doesn't when it comes to turning around problem teams.

P.S., We know our program works and we really want you to benefit. [Click here now to order then download the program in just a few minutes.](#)

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