

The Ideal Team Player

VIRTUE 1: HUMBLE

- Single _____ virtue.
- Most _____ attribute.
- Seek first to _____ then to be _____.

Signs of Humility

- Lack _____
- Not concerned about _____
- Quick to point out other's _____
- Slow to seek _____
- Share _____
- Emphasize _____ over _____

Humility Challenged

- **Overtly** _____
 - **Lacks Self** _____
1. Everything is about _____
 1. Mistakenly seen as _____
 2. _____
 2. Discount own _____
 3. Soak up _____
 3. Lack understanding of _____
 4. _____-Driven
 4. Doesn't advocate their own _____
 5. Fails to call attention to _____ they see

Problems with Humility Challenged

- Diminish _____
- Foster _____
- Foster _____
- Foster _____

What do the humility challenged have in common?

I _____ which leads to P _____.

_____ and humility are _____, not _____!
-Carey Nieuwhof, 5 Habits that Reveal You're a Proud Leader and 5 Keys to Humility.

Humble Only: _____

- Pleasant
- Kind-hearted
- Unassuming
- Don't feel a great need to get things done
- Don't have the ability to build effective relationships
- Often get left out of conversations and activities
- Have little impact on the performance of a team.



Humble Assessment

- Does he genuinely compliment or praise teammates without hesitation?
- Does she easily admit when she makes a mistake?
- Is he willing to take on lower-level work for the good of the team?
- Does she gladly share credit for team accomplishments?
- Does he readily acknowledge his weaknesses?
- Does she offer and receive apologies graciously?

Developing Humility

Humility is the most sensitive of the three virtues the most psychologically nuanced. The source of a lack of humility is always related in some way to insecurity, and for most people, insecurity is rooted in childhood and family issues that go way back beyond their first day on the job.

All of us are insecure in one way or another. If a manager or coach can demonstrate his or her own challenges with humility, it makes it a lot easier for an employee to do so.

Identifying Root Causes

Whatever the case, it is often extremely helpful for a person to admit, to herself, or her manager or even teammates, where her struggle with humility comes from. This alone can greatly improve her ability to be coached and to elicit empathy and grace from colleagues.

Sometimes the cause of struggle with humility, or with the other virtues, can be traced back to an employee's personality type. Lions and Beavers have a tougher time being humble related to "Ego" and "Arrogance". Retrievers and Otters have a tougher time being humble as it relates to "Lack of Self Confidence". Pointing this out to an employee can be another big source of relief, as it allows him/her to realize that (s)he is not a bad person and that many others with his/her same personality type share his challenge.



VIRTUE 2: HUNGRY

- Hardest attribute to _____ because it involves _____.
- Hunger is basically a constant _____ to improve your personal _____.

Signs of Hunger

- Always looking for _____
 - More to _____
 - More to _____
 - More to _____
- Self- _____ and _____
- Loathes _____

3 Types of Hunger

_____ Hunger Passion for _____ Affection for _____

Hunger Challenged

- **All About** _____
 - **W** _____
1. Selfishly direct momentum for _____
 - Whole identify is consumed by _____
 2. Lack of _____
 - Enjoy predictability
 - Less pressure / responsibility
 - More time to do other things

Lack of motivation is obvious and measurable—people who lack hunger typically do less or produce less. But pointing out the need to do more isn't enough. People who are unmotivated often choose to be this way because it's to their benefit—not being the one who offers to do more means less pressure and responsibility and more time to do what they prefer doing. Some people prefer a predictable routine at work, so they can focus their energy on outside interests. The opposite of this is people who are workaholics and whose entire identity is consumed by work. Workaholics are more likely to be over-stressed and ultimately burned out at work.

Problems with Hungry Challenged

- Low _____
- Don't _____
- Over _____
- B _____

Hungry Only: _____

- Determined to get things done
- Focus on their own interests
- No understanding or concern for how their actions impact others
- Quick destroyers of teams



Hungry Assessment

- Does he do more than what is required in his own job?
- Does she have passion for the “mission” of the team?
- Does he feel a sense of personal responsibility for the overall success of the team?
- Is she willing to contribute to and think about work outside of office hours?
- Is he willing and eager to take on tedious and challenging tasks whenever necessary?
- Does she look for opportunities to contribute outside of her area of responsibility?

Developing Hunger

Hunger is the least sensitive and nuanced of the virtues and the hardest to change. From work rate and output to goal achievement and hours worked, it's not hard to demonstrate to an employee that he seems less hungry than his colleagues. Unfortunately, even when he acknowledges a problem in this area, getting him to actually become hungry is difficult. It's about actually transforming the employee so that he can ultimately come to embody the idea of going above and beyond and no longer need extra prodding and reminding.



Lacking hunger, on the other hand, can actually be a desired characteristic for some people. The key is to find out which people who lack hunger really like being that way and which don't, and then to support the ones who want to change, and to lovingly help the others find a job that doesn't require hunger. The first and most important part of helping that person become hungry is to find a way to connect her to the importance of the work being done. Until this is accomplished, a manager cannot expect much change. Asking someone to be a more engaged and invested team member won't do much if that employee doesn't think the work she does matters to someone.

Another indispensable part of developing hunger in an employee (assuming he or she has the required tools and skills) is to set clear behavioral expectations for them and then hold them accountable for those expectations. While it is also important to set performance targets and goals for these people, it's even more vital to clarify the behaviors you want from them. An employee who deep down inside wants to be hungry will respond to the clearer expectations with resolve, warranting the coaching and support of her manager and teammates.

An important aspect of development for an employee is knowing that her manager is hungry and that he does his best to demonstrate it. Even if the manager struggles with being hungry at times, his willingness to admit it and continue working on it goes a long way toward helping the employee to do the same.

VIRTUE 3: SMART (E_____ I_____)

- It is not about _____ capacity. In the context of a team, smart simply refers to a person's _____ about people.
- Emotional Intelligence is your _____ to recognize and understand _____ in yourself and others and your _____ to use this awareness to _____ your behavior and relationships.

Signs of Smart

Self-_____ and Self-_____

- Controls initial impulses and/or any anxiety
- Understands strengths and weaknesses and responds accordingly

Social _____ and Relationship _____

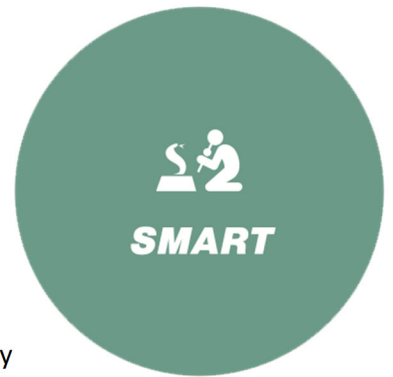
- Sees situation from another person's point of view
- Reads others before leading others and leads from the other person's personality

Smart Challenged

- **Uses Smart Talent for** _____
 - Manipulates Others
 - Hyper-critical and abrasive
 - Doesn't care what the cost is to the other person
- **People** _____
 - Nice to everyone
 - Might be two-faced
 - Avoids Conflict
- **Emotionally** _____
 - Frequent mood swings
 - Prone to emotional outbursts
 - Oblivious to emotional clues from others
 - Fixates on mistakes
 - Pessimism and loss of motivation after setbacks

Smart Only: _____

- Entertaining and likeable for awhile
- Little interest in long-term well-being of the team or their colleagues
- Social skills can help them survive longer than Bulldozers or Pawns
- Contributions to the team are negligible, often wear out their welcome quickly



Smart Assessment

- Does he seem to know what teammates are feeling during meetings and interactions?
- Does she show empathy to others on the team?
- Does he demonstrate an interest in the lives of teammates?
- Is she an attentive listener?
- Is he aware of how his words and actions impact others on the team?
- Is she good at adjusting her behavior and style to fit the nature of a conversation or relationship?



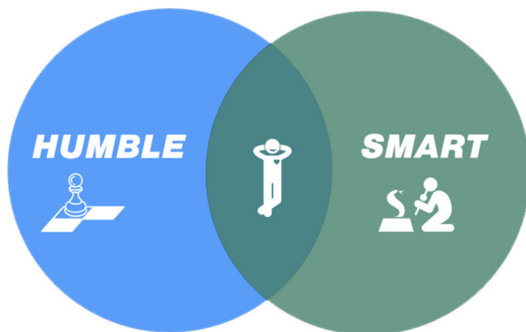
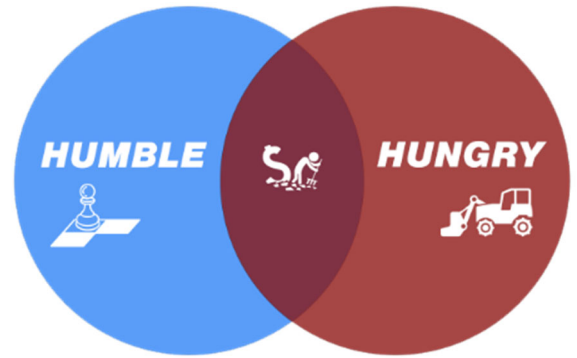
Developing Smart

Attend the “Managing Difficult Personalities” training and “The Ideal Team Player” training.

The key to helping someone become smarter is to make it clear, to everyone involved, that a deficiency in this area is not about intention. Employees who lack people smarts have no desire to create interpersonal problems with their teammates. They just don't understand the nuances of interpersonal situations, and they don't seem to realize how their words and actions impact others.

The _____ Mess-Maker

- Genuinely want to serve
- Not interested in getting credit
- Lack emotional intelligence which causes interpersonal problems on the team

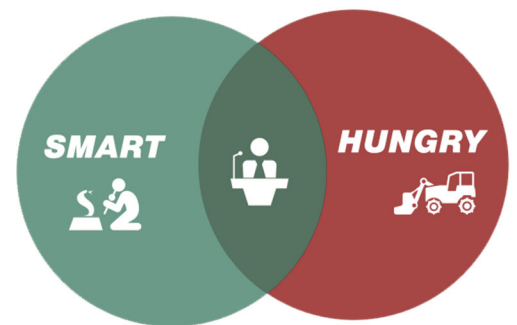


The _____ Slacker

- Doesn't seek attention
- Works well with others
- Cares about colleagues
- Does only what is asked
- Rarely seeks to take on more
- Rarely volunteers for extra

The Skillful _____

- Cleverly ambitious
- Willing to work extremely hard
- Only works if it benefits them
- Adept at portraying humility and hiding destructive behaviors.



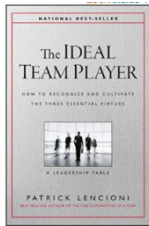
The Ideal _____

- Little need for credit or attention
- Works with a sense of energy, and passion
- Takes personal responsibility for work
- Takes on projects for the good of the team
- Says and does the right things to help teammates feel appreciated, understood, and included
- Manages difficult situations with tough love

Resources & References

The Ideal Team Player Self-Assessment

<https://www.tablegroup.com/ideal-team-player-self-assessment/>



**The Ideal Team Player:
How to Recognize and Cultivate the Three Essential Virtues: A Leadership Fable**
Lencioni, Patrick (2016)

Ideal Team Player: Humble, Hungry, and Smart

Sinusoid, Darya (August 21, 2021)

<https://www.shortform.com/blog/humble-hungry-and-smart/>

The Ideal Team Player Notes

Bar, Frumi Rachel (2016):

<http://scaling4growth.com/wp-content/uploads/2015/10/The-Ideal-Team-Player.pdf>

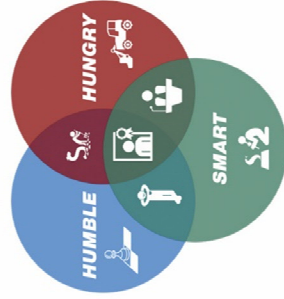
LIFENET

RECOGNIZES

for successful completion of the class
The Ideal Team Player
taught on March 12, 2022 at the 9th Annual ARSAR Workshop.



Tina Bell, Director of Public Relations
LifeNet, Inc.



1.5 Training Hours