

**The Ideal Team Player**  
A Guide for Selecting, Understanding, & Developing a Team

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**Opening Activity: One Word**

"It is teamwork that remains the ultimate competitive advantage, BOTH BECAUSE IT IS SO POWERFUL AND SO RARE."  
Patrick Lencioni

- **Define the Ideal Team Player in One Word**
- **Define Teamwork in One Word**
  - Go around the room. Write words on the board.
  - Discuss if words are "Skills" or "Attitudes"

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NATIONAL BEST-SELLER

The IDEAL TEAM PLAYER

HOW TO RECOGNIZE AND CULTIVATE THE THREE ESSENTIAL VIRTUES



A LEADERSHIP FABLE

PATRICK LENCIONI

BESTSELLING AUTHOR OF THE FIVE DISCIPLINES OF A TEAM

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**Self Assessment**

- **Take Online**
  - 18 Questions
  - Evaluate how your TEAMMATES see you
  - [Tinyurl.com/25kmrvk9](http://Tinyurl.com/25kmrvk9)
- **Assessment Emailed**
  - Review After Class
  - Send Copy to Supervisor
- IDEA: Have Your Current Team Do Assessment for Coaching

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**Three Virtues**

Part 1: Humble



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**Humble**

- Single greatest virtue and most indispensable attribute of the three to an ideal team player.
- Seek first to UNDERSTAND than to be UNDERSTOOD

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**Humble**

**HUMILITY** isn't thinking less of yourself, but thinking of yourself less.

Patrick Lencioni  
The Ideal Team Player:  
How to Recognize and Cultivate The Three Essential Virtues

- Lack excessive ego
- Not concerned about status
- Quick to point out other's success
- Slow to seek attention
- Share credit
- Emphasize team over self

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**Humility Challenged**

- **Overtly Arrogant**
  - Everything is about them
  - Boast
  - Soak up attention
  - Ego-Driven
  - Diminish Teamwork
    - Foster Resentment
    - Foster Division
    - Foster Politics
- **Lacks Self Confidence**
  - Mistakenly seen as humble
  - Discount own talents
  - Lack understanding of self-worth
  - Doesn't advocate their own ideas
  - Fails to call attention to problems they see

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**Humility Challenged**

**PRIDE and HUMILITY** are **HABITS**, not attitudes!

Carey Nicolson  
3 Habits That Reveal You're A  
Prideful Leader and 3 Keys to Humility

- What do the humility challenged have in common?

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## 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?



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## Humble Only: Pawn

- 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.



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## Reflection: One Word



- What attributes from the "One Word" activity relate to humble?



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**Three Virtues**  
Part 2: Hungry

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**Hungry**

- Hardest of the attributes to develop because it involves attitude.

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**Hungry**

**HUNGER is basically a constant desire to IMPROVE your personal abilities.**

—Nikola George  
The Baton Exchange

- Always looking for more
  - More things to do
  - More to learn
  - More to take on
- Self-motivated and diligent
- Constantly thinking about the next step or opportunity
- Loathe slackers

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### 3 Types of Hunger

**HARD WORK** spotlights the **CHARACTER** of people:  
 some **TURN UP** their sleeves  
 some **TURN UP** their noses  
 some don't **TURN UP** at all

- **Natural Hunger**
  - Personality
  - Raised with strong work ethic
- **Passion for Mission**
  - Personally connected to purpose
- **Affection for Team**
  - Desire to serve teammates

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### Hungry Challenged

The **WORKAHOLIC** is on the ski slopes dreaming about getting back to work. The **HARD WORKER** is in the office dreaming about being on the ski slopes."

Byron Robinson  
 former professor emeritus at  
 the University of North Carolina at Charlotte

- **All About Me**
  - Selfishly direct momentum for themselves
  - Lack of motivation
    - Enjoy predictability or routine
    - Less pressure
    - Less responsibility
    - More time to do other things
- **Workaholic**
  - Whole identity consumed by work

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### 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?

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### Hungry Only: Bulldozer

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

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### Reflection: One Word



- What attributes from the "One Word" activity relate to hungry?



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### Three Virtues

Part 3: Smart

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**Smart**

- Not what it might seem. It's about a person's emotional intelligence not intellectual capacity.

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**Smart**

**EMOTIONAL INTELLIGENCE** is your **ABILITY** to recognize and understand **EMOTIONS** in yourself **AND** others, and your **ABILITY** to use this awareness to **MANAGE** your behavior **AND** relationships.

Travis Bradberry

- Interpersonally aware
- Empathetic
- Intuition about group dynamics
- Understand impact of words
- Handle different people differently
- Ask good questions
- Listen to others
- Intently engaged in conversations

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**Smart**

<ul style="list-style-type: none"> <li>• <b>Self-Awareness and Self-Management</b></li> <li>• Controls initial impulses and/or any anxiety</li> <li>• Understands strengths and weaknesses and responds accordingly</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Social Awareness and Relationship management</b></li> <li>• Sees situation from another person's point of view</li> <li>• Reads others before leading others and leads from the other person's personality</li> </ul>
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**Smart Challenged**

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

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**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?

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**Smart Only: Charmer**

- 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**

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**Reflection: One Word**



• What attributes from the “One Word” activity relate to smart?

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**2:3 of the Virtues**  
Messy Slackers and Politicians

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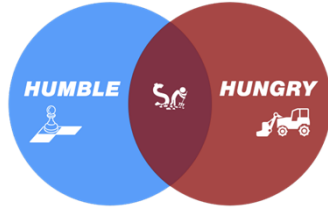
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**The Accidental Mess-Maker**



• **Humble & Hungry**

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

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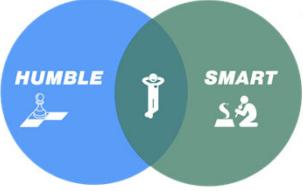
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### The Loveable Slacker



**• Humble & Smart**

- Not looking for undeserved attention
- Adept at working with others
- Cares about colleagues
- Does only what's asked
- Rarely seeks to take on more
- Rarely volunteers for extra

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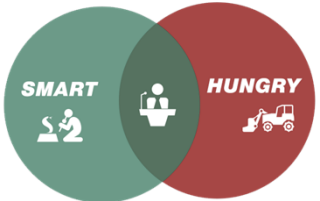
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### The Skillful Politician



**• Hungry & Smart**

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

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### 3:3 of the Virtues

The Ideal Team Player

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### The Ideal Team Player

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

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### Developing the Virtues

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### Developing Humility (Humble)

- **Lack of humility is often related to a feeling of insecurity that is rooted in childhood.**
  - Take time to reflect and admit where your struggle comes from
- **Some personalities struggle more with humility**
  - Lion / Beavers = Ego or Arrogance
  - Retrievers / Otters = Lack of Self Confidence

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**Exercise: Humble**

- **Open to Suggestions**
  - I'd like to get better at <<behavior, skill, quality>>
    - What suggestions do you have for me?
- **Lessons from Exercise**
  - Humble leaders have drive for improvement.
  - The drive for humility is growth.
  - The closed heart of an arrogant leader blocks growth.

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**Exercise: Humble**

- **Quiet the Ego**
  - Confess than Address
  - Identify ways you exhibit both of these traits:
    - Pride                      Humility
- **Lessons from Excursive**
  - We all struggle with pride and are capable of being humble

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**Developing Drive (Hungry)**

- **Acknowledge lack of hunger**
- **Demonstrate passion for mission and team**
- **Set clear expectations**
- **Not "too gentle" reminders**
- **Encouragement**
- **Leader modeling**

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**Exercise: Hungry**

- **Alphabet Ball**
  - Divide into teams
  - Team formulates plan for winning
  - Must pass a ball to next person by saying the next letter in the alphabet and not dropping the ball ... then repeat doing the alphabet backwards
  - First team to complete it forwards and backwards wins
- **Lessons from Excursive**
  - Discuss if some people seemed more competitive or frustrated than others? Did some people seem less motivated to achieve the goal?

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**Developing E.I. (Smart)**

- **Attend the "Personalities" Class**
  - Learn how we interact, perceive the world, and communicate differently based off our personalities
- **Smart deficiency is not intentional.**

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**Exercise: Smart**

- **The Characteristic Game**
  - Group sits in a circle
  - Everyone writes 2 POSITIVE characteristics on a piece of paper and places them in a box or hat
  - Box/hat is passed around the circle.
  - Each person draws 2 characteristic when the hat/box is with them.
    - The person then picks 2 different people who exhibit those traits and hands the papers to them while explaining to the group how they exhibit those traits.
- **Goals of Excursive**
  - Observe how others perceive you and how you observe others
  - Practice giving positive feedback to others

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**How to Use This Framework**  
 LifeNet's Panel Interviews

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**Risks of Interviews**

- **Discrimination**
  - Avoid These Areas:
    - Race
    - Gender
    - Age
    - Disability
    - Religion
    - Sexual Preferences
    - Veterans
- **Questions to Avoid?**
  - Illegal Questions?
- **What if a Candidate Says...**
  - That's an illegal question?
  - You can't ask me that.
  - I don't want to answer that.
  - I'm uncomfortable with that question.

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**Objective of Interviews**

- **Recruit and HIRE the...**
  - Best
  - Most Qualified
  - Good Fit
  - Technically Able
  - Good Attitude
  - Aptitude
- **Avoid hiring...**
  - Anger
  - Bad Attitude
  - Judgmental
  - Wrong skills / No skills
  - Troublemaker

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## What Are We LISTENING For?

- **Organizational Fit**
  - Humble
  - Hungry
  - Smart
- **Writing vs. Listening**
  - Watch Behavior
  - Write Less, Listen More



• Their Opportunity to **ANSWER**



• Your Opportunity to **LISTEN**



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## Mistakes We Often Make...

<b>LIONS</b> Get impatient with longer answers and tune out.	<b>BEAVERS</b> Read more into the answers than what was said (over analyze).	<ul style="list-style-type: none"> <li>• <b>Lion/Beaver</b> Slow Down Listen Carefully Avoid Impatience</li> <li>• <b>Lion/Otter</b> Listen to Retain Don't Insert Thoughts Slow Down</li> </ul>
<b>OTTERS</b> Talk too much Interject own thoughts Tell jokes Lose focus	<b>RETRIEVERS</b> Read more into the answers than what was said.	



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## Mistakes We Often Make...

<b>LIONS</b> Get impatient with longer answers and tune out.	<b>BEAVERS</b> Read more into the answers than what was said (over analyze).	<ul style="list-style-type: none"> <li>• <b>Beaver/Retriever</b> Listen and Watch Don't Linger Too Long on Prior Answers</li> <li>• <b>Otter/Retrieve</b> Don't Add Things Not Said Don't Let Mind Wander Listen and Retain</li> </ul>
<b>OTTERS</b> Talk too much Interject own thoughts Tell jokes Lose focus	<b>RETRIEVERS</b> Read more into the answers than what was said.	



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### Interview Panel

<b>LIONS</b>	<b>BEAVERS</b>	<ul style="list-style-type: none"> <li>• <b>Panel Makeup</b></li> <li>• Diversity</li> <li>• Lion / Beaver / Otter / Retriever</li> <li>• Trained on Interview Process</li> </ul>
Will force the group to decide and ask the "hard" questions.	Will provide strong analysis of resume, skills, and answers in the panel.	
<b>OTTERS</b>	<b>RETRIEVERS</b>	
Will make the process enjoyable and is best for the "Shadow" portion, too.	Can "read" the room and give you feedback on the person.	

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### Eye Contact & Verbal Clues

- **Goal: Create a Relaxed Environment**
- **Goal: Engage in Conversation**
- **Goal: Watch Contact and Body Language**
- **Goal: Smooth Transition Between Questions**

• **Avoid:**

- Everyone writing everything down.

• **Solution: 1 Note Taker**

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### Interview Discussion

- **To Score or Not To Score**
  - Don't ask every candidate the same questions, so scoring doesn't make sense.
    - Candidates may reveal things about themselves during a relaxed discussion that take you off the sheet of interview questions ... that's okay!
  - Allow interview discussion to paint a picture of the candidate, not to box them in to answering questions.

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**Interview Questions**  
 Review Panel Interview Questions Handout

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**How to Evaluate**

- The purpose of using these questions is not to provide leaders with a definitive, quantitative indicator of humility, hunger, or people smarts, but rather to inform their judgment and intuition.
- There is no “score” at the end, but rather an overall evaluation as a group on the virtues exhibited by the applicant.

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**HUMBLES** Your Score: 15 Medium

**HUNGRY** Your Score: 15 Medium

**SMART** Your Score: 14 Medium

**The Ideal Team Player**

- High: A score of 16 or 17 is an indication that the virtue is a potential strength.
- Medium: A score of 16 to 14 is an indication that you most likely have some work to do around that virtue to become an ideal team player.
- Low: A score of 13 or lower is an indication that you need improvement around that virtue to become an ideal team player.

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