Building Team
Three distinct steps with tools for each

Mark McCoy

“If you want to go fast, go alone.”
“If you want to go far, go together.”
The “team” One
Three words. Three levels. Three distinct concepts.

Mark McCoy

The team
The Team according to Jim Collins:

“The executives who ignited the transformations from good to great did not first figure out where to drive the bus and then get people to take it there.”

“No, they first got the right people on the bus and then figured out where to drive it.”

The Team

The majority of CEOs rank finding talent above all else.
The Team

“Hiring” may be the single most important thing we do.

The Team

Studies show we “get it right” 1/3 of the time.
The Team

Hard Truth: A failed search is better than the successful hire of the wrong person

The Team: Hiring

- Who over What
- Define the position and the person \textit{while the chair is empty}
- Determine the traits that matter
  - Humble
  - Hungry
  - Smart
  - Honest
The Team

The conflict of the sports metaphors:

It is not fishing

It is hunting.

The Team

Hard Truth:
That which you tolerate you will have in abundance
The Team

Model
Coach
Correct
Copy

The Team

Hard Truth:

TOXIC employees must be left behind as quickly as possible
“We made our leap forward when we began removing our Type 4 managers and making it clear to the entire company why they were asked to leave… Until an organization develops the courage to do this, people will never have full confidence that these soft values are truly real.”

Jack Welch
A group is not a team

A group of people working on the same thing at the same time is not a team

Jon R. Katzenbach and Douglas K. Smith define teams this way:

“The ‘team’

One small number of people with complementary skills who are committed to a common purpose, a common set of performance goals, and an approach for which they hold themselves mutually accountable.”
E Pluribus Unum:
Out of many, ONE.

If you could get all the people in an organization rowing in the same direction, you could dominate any industry, in any market, against any competition, at any time.

Patrick Lencioni
“team”

• Close physical proximity, often in circles
• Profuse amounts of eye contact
• Physical touch (handshakes, fist bumps, hugs)
• Lots of short, energetic exchanges (no long speeches)
• High levels of mixing; everyone talks to everyone
• Few interruptions
• Lots of questions
• Intensive, active listening
• Humor, laughter
• Small, attentive courtesies (thank-yous, opening doors, etc.)

The 3 requisites to “team”

Safety
Vulnerability
Purpose
Safety

• “You Are Safe Here”
• “Best work” and fear are incompatible
• Consistent repetition and reinforcement
• Time builds “team”

Hard Truth:

TOXIC employees must be left behind as quickly as possible
Vulnerability

• We follow humanity

• We value shared “skin in the game”

• Vulnerability does not follow trust. It precedes it.
Purpose

• Purpose beats pay

• The “why” makes the “what” manageable

• The absence of “why” results in the absence of “team”

Team One

• Enterprise Leadership

• Ultimate responsibility and priority
Team One destroys silos

“Cylinders of Excellence”
ABSOLUTE Truth:

The world moves at the speed of trust.
Remember:
Vulnerability precedes trust

ABSOLUTE Truth:
Trust is not an action.
It is a reaction.
A reaction to integrity.
(I x T):
Trust is Integrity multiplied by Time

ABSOLUTE Truth:
The world moves at the speed of trust.
Achieving Team One

- Trust = I \times T (Time)
- Make the implicit explicit
- Trust Battery
- User Guide
- Disagree and Commit
- Proximity (Allen Curve)

Distance Effects on Communications

Probability of communicating at least once a week

Separation distance (meters)
Our New Company

• exists to make a technical contribution
• demands of itself and its people superior performance
• believes the best results come when you get the right people, trust them, give them freedom to find the best path to achieve objectives, and let them share in the rewards their work makes possible
• has a responsibility to contribute directly to the well-being of the communities in which its operates;
• Integrity, period.
• The question of what to manufacture is postponed.

Hewlett Packard, 1937

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I am here to help

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