

TEAMWORK PRINCIPALS

Our work is based on Patrick Lencioni's New York Times bestsellers on Leadership, Teamwork, and Employee Engagement.

WE WORK WITH YOU TO DEVELOP A CUSTOMIZED APPROACH TO YOUR PRIORITIES AND NEEDS.

Our work is all about Organizational Health
or-gan-i-za-tion-al health: noun

1. The most practical and sustainable competitive advantage in business
2. The intersection between operations and culture
3. The context for strategy, marketing, technology, finance, human resources and every other discipline

Antonyms: dysfunction, politics, confusion, bureaucracy, silos.

Organizational Health (OH) is about making a company function effectively by building a cohesive leadership team, establishing real clarity among those leaders, communicating that clarity to everyone within the organization and putting in place just enough structure to reinforce that clarity going forward.

Our guaranteed services

1. Build a cohesive leadership team
2. Increase trust through Myers-Briggs
3. Improve meeting effectiveness
4. Clarity; create, cascade and reinforce
5. Promote employee engagement

We train teams to become more cohesive, effective, and high performing – guaranteed.

The Five Dysfunctions of a Team

Is one of the most practical, team oriented, and result producing exercises we facilitate.

The first dysfunction is an absence of trust among team members. This stems from unwillingness to be vulnerable with the group. Teams who are not genuinely open with one another about their mistakes and weaknesses make it impossible to build foundational trust.

The second dysfunction is fear of conflict. Teams that lack trust are incapable of engaging in unfiltered and passionate debate of ideas. Instead, they often withhold debate.

The third dysfunction is lack of commitment. Without having aired their opinions in the course of passionate and open debate, team members rarely, if ever, buy in and commit to decisions, but they may feign agreement during meetings.

The fourth dysfunction is avoidance of accountability. Without committing to a clear plan of action, even the most focused and driven people often hesitate to call their peers on actions and behaviors that seem counterproductive to the good of the team.

The fifth dysfunction is inattention to results. This occurs when team members put their individual needs (such as ego, career, or recognition) or even the needs of their sub-groups above the collective goals of the team.

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Type lessens friction and eases strain. It reveals the value of differences. -Isabel Myers.

Myers Briggs Type Indicators (MBTI)

Is an assessment that provides knowledge of personality type and how type can make people more effective. It is used by many organizations, large and small throughout the world. Since type provides a framework for understanding individual differences, and provides a dynamic model of individual development, it has found wide application in the many functions that compose an organization.

Type and Organizations

Type can be introduced into an organization to support many functions and situations including: managing others, development of leadership skills, conflict resolution, executive coaching, change management, and other more customized needs.

Type and Your Work

When you understand your type preferences, you can approach your own work in a manner that best suits your style, including: how you manage your time, problem solving, best approaches for decision making, and dealing with stress. Knowledge of type can help you better understand the culture of the place you work, develop new skills, understand your team participation, and cope with workplace change.

Type and Teams

Type permits teams to understand differences in what each team member brings to the team.

Our Myers-Briggs Type Indicator work is based on Carl Jung's book: Psychological Types. First published in 1921 and on its 51'st edition.

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Many of us dislike meetings because they are boring and often they provide little resolution.

Which to Attend - A Meeting or a Movie?

First, we teach leaders to make meetings more like movies and hook people at the beginning.

Meeting Stew is Never a Good Recipe

The second problem facing leaders of meetings is the tendency to throw every type of issue into the same meeting, like a bad stew with too many random ingredients.

Desperate to minimize wasted time, leaders decide that they will have one big staff meeting, either once a week or every other week.

They sit down in a room for two, three, or four-hours and hash everything out – sales strategies, expense policies, potential mergers, employee recognition programs, budgets, and branding etc.

Unfortunately, this only ensures that the meeting will be ineffective and unsatisfying for everyone. Why? You won't have enough time to give to each subject the time it requires to arrive at a solution. When we mix administrative, tactical, and strategic into the same meeting we often end meetings wondering if anything was decided?

Meetings Must Have a Contextual Structure

People must know what to expect and participants will be able to focus accordingly.

The Four Meeting Model

1. Daily Check-in (10-min lightning round)
2. Weekly Tactical (agenda-less meeting)
3. Monthly Strategic (long topical meeting)
4. Quarterly Off-site (competitive review)

Please contact us about our services.

Could you run or drive an organization off its mission and vision statements? I think not.

Could you run it from six questions?

Well, "It depends on the questions and answers" - Fair enough. The questions:

1. Why do we exist? (core purpose)
2. How do we behave? (core values)
3. What do we do? (business definition)
4. How will we succeed? (core strategies)
5. Most important now? (market/rally-cry)
6. Who must do what? (division of labor)

What leaders must do to give employees the clarity they need is agree on the answers to six simple but critical questions and thereby eliminate even small discrepancies in their thinking. None of these questions is novel per se.

What is new is the realization that none of them can be addressed in isolation; they must be answered together. Failing to achieve alignment around any one of them can prevent an organization from attaining the level of clarity necessary to become intellectually aligned.

An airline's answers to the six critical questions:

1. Connect people to important life events
2. Servant's heart, fun loving, warrior spirit
3. We market, book & shuttle folks on planes
4. Low fares, satisfaction/fun, on-time flights
5. [This is singular, temporary & quantitative]
6. [Description of leaders roles toward goals]

The airline noted above is one you know. Ask us which one when we speak.

Being a market leader is never accidental. Be it a company, organization, or department within a larger entity, clarity is a competitive advantage.

Please contact us about our services.

Employee engagement results in higher productivity, greater retention, and lower costs.

The Sophistication Bias

The remedy we propose for employee engagement is going to seem ridiculously simple and obvious at first glance. But when we consider how many managers fail to put these ideas into practice, and how many people continue to suffer through miserable jobs as a result, we believe that perhaps simplicity and obviousness are needed right now.

The Benefits of Employee Engagement

Increased productivity

Employees who find fulfillment in their jobs are going to work with more enthusiasm, passion, and attention to quality than those who do not.

Greater Retention and Lower Costs

Simply stated, employees hang onto fulfilling jobs as long as they can, mostly because they know that their chances of finding another are relatively slim. They also attract other good employees.

Sustainable Cultural Differentiation

The opportunity for differentiation from competitors with a culture of employee engagement cannot be overstated and it is both free and available.

The three pillars of employee engagement:

1. Anonymity
2. Irrelevance
3. Immeasurement

Let us know how we can serve you.

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Executive, departmental and sub-teams can take full advantage of our services.

Two-Hour, Half, Full, or Two-Day Sessions

We work with executives, department heads and sub-teams in a quick and practical way that produces a sustainable competitive advantage.

The partnership between Steve Fairfield, founder of Teamwork Principals, and Wiley, publisher of Patrick Lencioni's New York Times bestsellers, brings this customized process to corporations, non-profits and start-ups.

This is not an "off the shelf" solution. It is customized to you and combines our proven models with your unique organization. It is a unique competitive advantage no one can copy.

Consulting

Retaining Teamwork Principals for an entire year provides a cost-effective means to improve your team on a quarterly basis. A retainer provides the team the basic, follow-up, and on-going assessments. This ensures the ability to retain new disciplines and skills throughout the year when progress is on the line and major initiatives are in the balance.

Speaking

The greatest fear in bringing an outside speaker is often that they won't be a good fit. Steve Fairfield is consistently one of the top speakers on the topic of teamwork and leadership. His messages are engaging and productive.

Workshops

Bring a Teamwork Principals workshop on *leadership, teamwork, trust, meetings, clarity or employee engagement* to your organization.

These are powerful learning tools and the ideal program for organizational development.

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Below is my bio summary, quotes from clients about my work/results, and our guarantee.

Steve Fairfield - Bio Summary

I was fortunate to be a leader at an S&P 500 company for a decade where I lead international teams. Later I served as an Operational VP for a Cisco company. Since then, I have consulted with many companies and organizations to build leadership, teamwork, and clarity through the models and methods of bestselling author; Patrick Lencioni. My work:

- Builds trust between leaders/teams
- Improves commitment through honesty
- Gains greater team weigh-in and buy-in
- Achieves peer-to-peer accountability
- Checks egos and puts focus on results

Monumental Contribution

"Steve Fairfield is one of the most effective thinkers in individual and team development. He has made a monumental contribution to our leadership, helped us focus on our values, and our teamwork. We are better because of him."
Chief Information Officer, San Jose, CA

Gifted Thinker

"Steve Fairfield is a gifted thinker and speaker. During my career, I have been both challenged and encouraged by Steve."
Chief Financial Officer, San Francisco, CA

What Makes Leaders Tick

"Communication, accountability and transparency are pillars of a healthy team. Steve Fairfield will make sure your team trusts, has healthy conflict, and keeps a laser focus on collective team results."
Chief Executive Officer, Cupertino, CA

We guarantee our services. Steve also gives gratis talks on teamwork as a sustainable competitive advantage at staff meetings.