

SILVER BULLET

FOR PEOPLE KEEN ON BETTER IMPROVEMENT

Silver Bullet equips people that want to make a difference in the workplace with tips and keys to help them dramatically improve their performance.



Team Building with Purpose

Dear Friend,

Firstly, welcome to our new Silver Bullet subscribers this month. Its great to have you as part of our community.

Also, the Silver Bullet will now be coming to you in 'real time' allowing me to point out some current issues and the business improvement implications of some newsworthy decisions made and reported. It should be fun and I invite you to continue to share your feedback via email: silverbullet@7SIM.com.au

Now, onto this months Silver Bullet...

I have a basic intolerance toward team building just for the sake of it. A better way to build team harmony and performance is to focus the team on challenges external to the team and less on the team itself.

I hope your next team building activity has purpose rather than simply looking internally and doing some 'navel gazing'.

Enjoy the read,

Dan

7SIM Founder

Cast the Line outside the Boat

Build Team Performance with Purpose

Research into the Australian workplace reveals a simple paradox. We do our best work out of a positive relationship

Volume 14

In this issue

- Build team performance with purpose
- First Who...Then What

In the News...

Outrage in the Murray Darling Basin

I think it is fair to say that the emotions shown in news reports of the release of the Murray Darling Basin Plan indicated people in country Australia were surprised and disheartened by the initial report.

Stakeholder management is a vital part of any plan. It is crucial to involve those people that will be affected by any change to have an opportunity to contribute to the solution.

THE COMPLETE NON-SEQUITUR

The 1966 Australian fifty cent piece was made of 80% silver.

If you find the coin today it contains about \$8 worth of silver.



with fellow workmates. The paradox is that most of us turn off completely if we are encouraged to get together to nurture those relationships. Phrases such as 'touchy feely' and 'navel gazing' abound.

The secret to building a high performance team is not to look at relationships in the team; rather focus the team on something important that is external to it. Then allow the team to work together to meet the challenge. **It is in the working together on a common challenge that the relationships develop and performance is maximised.**

I am often asked to come in to solve team crises. The first thing I do with the Sponsor is identify an important challenge that is external to the team. Some examples include

- Teams identify a major business problem and work together to systematically improve the processes involved using a method such as 7SIM®
- Teams identify their customers and work together to maximise the benefit they can provide the customer.
- Executive teams get together to develop a Strategic Intent for the organisation.
- Work area teams designing a Model of Operations that reflects their combined view on how they do business.

Team Building for the Sake of it	Team Building with Purpose
Team members undergo psychometric testing to identify personal preferences (and level the playing field).	Team agrees on a set of behaviours based on mutual respect regardless of the personalities involved. Live those behaviours and assess performance regularly.
Team plays experiential games that require team work while the game is underway.	Team solves challenges in a systematic manner only using experiential exercises relevant to the challenge.
Team discusses how to work together and communicate more effectively.	Team discusses how to build better value for the customer of which working together and communicating effectively are obvious (essential) requirements.

So the next time you are invited to build the team, influence the agenda by focusing the team on what is important to the customer, not the team itself.

Striving toward having the best business culture in the world

First Who ... Then What

This is the 2nd in a series of Silver Bullets that highlight excerpts from the book 'Good to Great'. 'Good to Great' was authored by Jim Collins who, with a team of researchers, studied the best of the best organisations. This book should be on every manager's bookshelf and its pages dog-eared from hours of reflection. [Refer: Collins, James C. Good to Great: Why Some Companies Make the Leap--and Others Don't. New York, NY: HarperBusiness, 2001]

Many of the conclusions drawn from the Collins research contradict accepted management theory. One of the most significant is the issue of getting the right people onboard before deciding where to go.

"Good to great leaders began transformation by first getting the right people on the bus (and the wrong people off the bus) and then figured out where to drive it." Collins ibid pg 63

Collins found that great companies build teams of highly effective people then decide where to direct the organisation. This is opposite to the established thinking of setting strategy first then making sure the right people with the right skills are in place. So instead of pointing the bus in the right direction and getting people onboard, great companies selected the very best people then decide where they want to go.

I had a recent experience that reflects this message. When opening a new business stream at CALM Consulting, I started out with a direction in mind and then engaged a group of people to make it happen. As a team we were able to assess the strength of the direction I had originally intended, then through good, robust discussion agreed on a better direction that will have an even better chance of succeed and be sustained.

So the right people first, then decide where to go. Sounds counter-intuitive but it works!

THINK differently, ACT deliberately, SUCCEED greatly.

Dan

Dan Jackson
7SIM Founder

We value your feedback on the Silver Bullet. Please email any suggestions or comments to silverbullet@7SIM.com.au