



# ***Extraordinary Teams***

## ***Extraordinary Results***

Pattie Vargas  
The Vargas Group

# Extraordinary Teams

- Display a high level of trust
- Manage conflict effectively
- Are committed to the common goal
- Practice courageous accountability
- Are focused on winning!

*“Teamwork: Simply stated,  
it is less me and more we.”*

*Author Unknown*

# Productivity and Profitability

## Performing Teams

- Work efficiently
- Deliver quality
- Demonstrate commitment



## Storming Teams

- Increase costs
- Ensure rework
- Have low morale

# 3 Types of Team Members



Engaged



Actively  
disengaged



Non-  
engaged

## Engaged Team Members

- Know why the project is important
- Contribute meaningfully
- Are individually valued
- Are not overwhelmed
- Feel a part of something bigger than themselves



# Barriers to Extraordinary

- Weak Leadership
- Interpersonal Differences
- Self-protection
- Avoiding conflict
- Miscommunication
- Apathy
- Divided loyalties



This is not a  
leader



# Wanted: Project Manager

- Must possess:
  - Proven leadership of technical and non-technical teams
  - Exceptional collaborative, and consensus building abilities
  - Proficiency in staff motivation, conflict resolution and disciplinary procedures



# Wanted: Project Manager

- Minimum Skills
  - Manage, lead and motivate highly skilled project teams
  - Motivate a varied, cross-functional staff
  - Lead and promote change and effectiveness
  - Forge collaborative relationships among cross-functional teams



# A Leadership Role

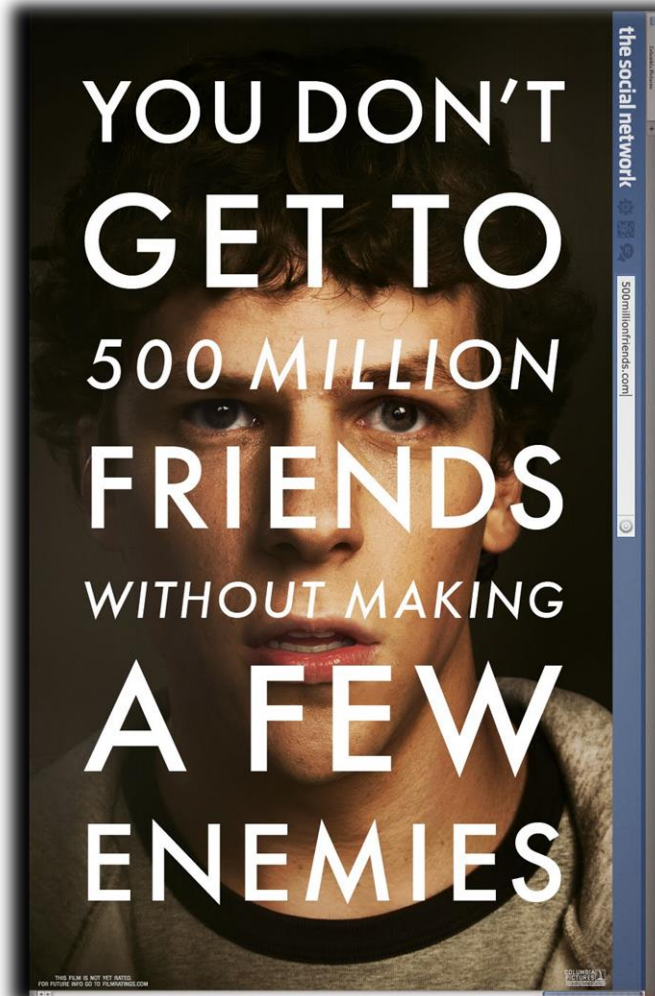
## Leadership Competencies

- Shares the Vision
- Knows Their Team
- Motivates Individually
- Champion for the Team
- Builds A Collaborative Network

## A Leadership Role

Understanding the  
value of a  
Social Network  
is a critical part of  
being a good leader

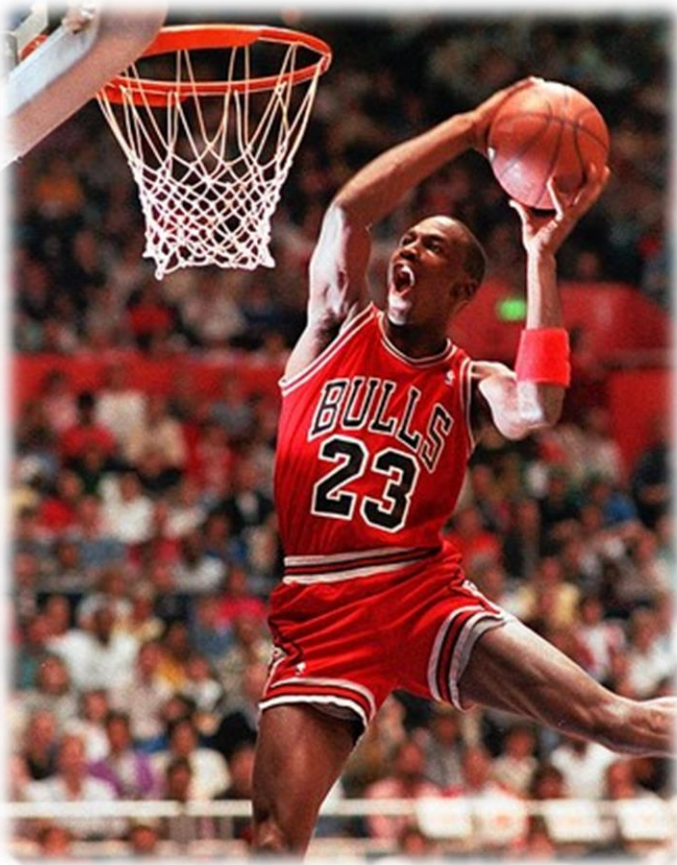
*...although I doubt this  
is what Zuckerberg  
envisioned*



# A Leadership Role



There's no  
I in TEAM...



...but there IS a  
*ME!*

Strong *ME's* make  
strong *TEAMS*

*"Michael, if you can't pass, you  
can't play." Coach Dean Smith*

# What is a Behavioral Style?

*External, observable* behaviors that demonstrate how we interact with people, interpret situations, communicate and process information.



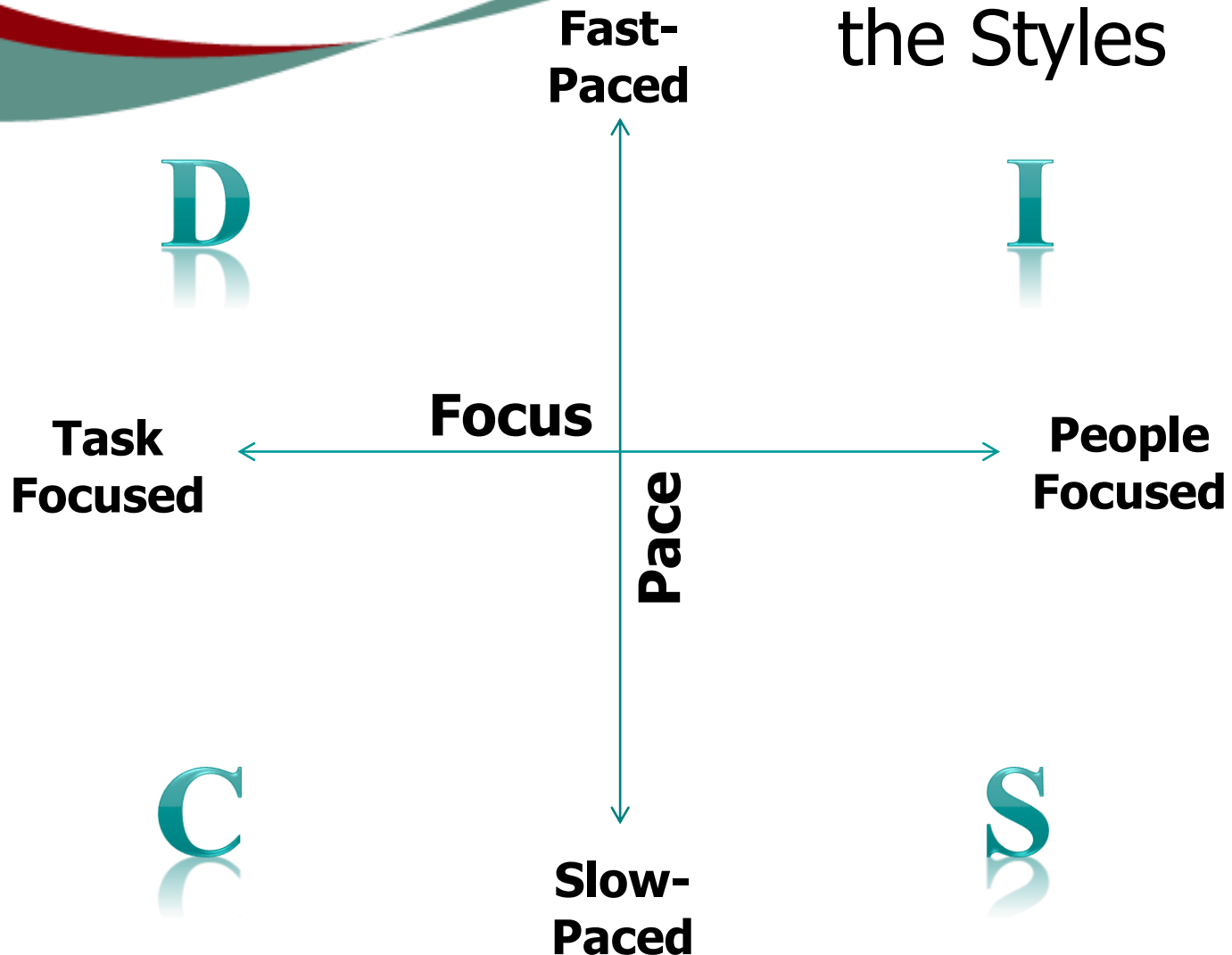
# Why Does It Matter?

People fall into four different behavioral styles:  
***HINT*** - the majority of the world's population is  
***significantly different from you!***

- The people you work with:
  - Think differently
  - Handle emotions differently
  - Manage stress differently
  - Communicate differently
  - Deal with conflict differently



# Interpreting the Styles



# Your Style

## All About You

In the space below, identify those behaviors that have typically been **Most to Least** characteristic of you. Working *left to right*, assign **4 points** to the **MOST** characteristic and **1 point** to the **LEAST** characteristic behavior.

**4 = Most Like**

**1 = Least Like**

Total the numbers in each of the four columns. Place the total number for each column in the blank next to the word **total**. When all four columns are added together they must equal 50.

### Example

Column 1		Column 2		Column 3		Column 4	
4	Directing	2	Influencing	3	Steady	1	Cautious
4	Decisive	3	Optimistic	1	Patient	2	Restrained
3	Daring	4	Enthusiastic	2	Stabilizing	1	Analytical
4	Competitive	3	Talkative	1	Accommodating	2	Precise
4	Forceful	3	Charming	1	Easygoing	2	Curious
19	<b>Total</b>	15	<b>Total</b>	8	<b>Total</b>	8	<b>Total</b>

**19+15+8+8 = 50 points**

# The Styles Defined

## **Dominant Director**

Decisive  
Likes to Win  
Pace: Fast  
Focus: Task

**D**ominant



Athlete

## **Interactive Socializer**

Spontaneous  
Fun-loving  
Pace: Fast  
Focus: People

**I**nteractive



Performer

## **Steady Relater**

Collaborative  
Value Stability  
Pace: Slow  
Focus: People

**S**teady



Teacher

## **Cautious Thinker**

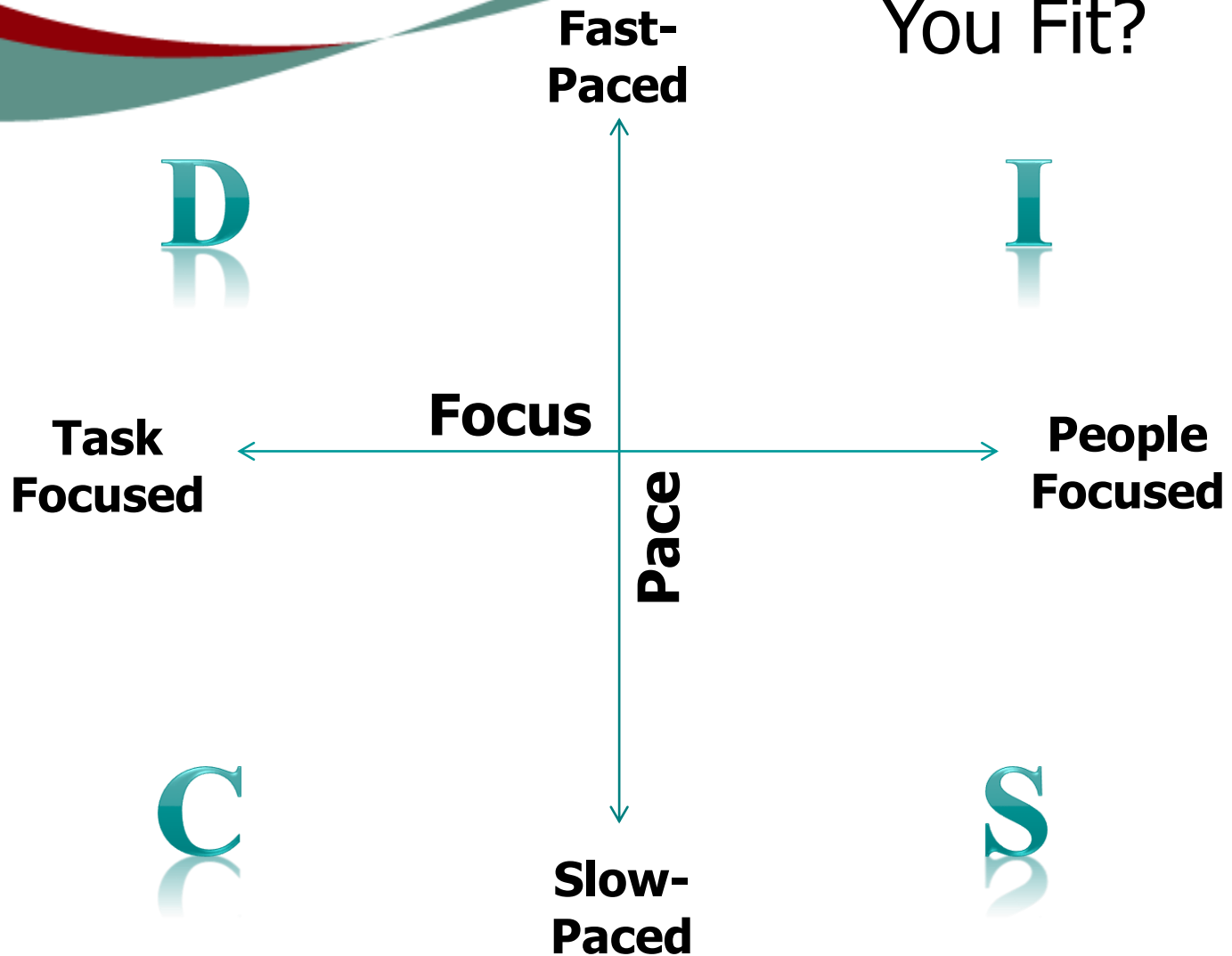
Systematic  
Logical  
Pace: Slow  
Focus: Task

**C**autious

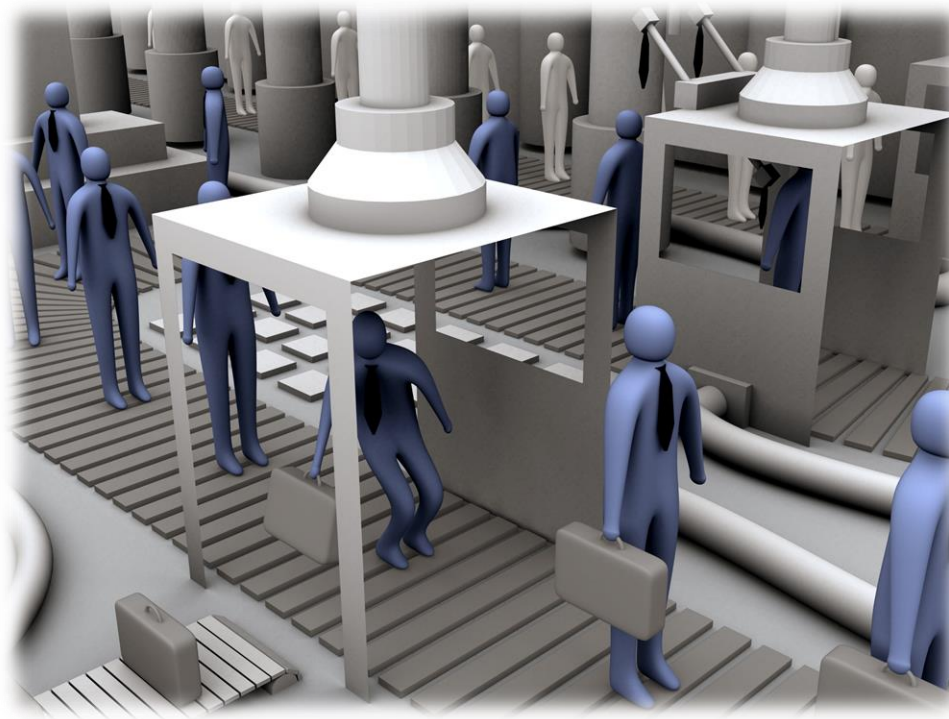


Scientist

# Where Do You Fit?



# *Exercise*



*“Strength lies in differences, not in similarities.”*  
Stephen Covey

# Who We Are

## Dominant



### Athlete

- Asks questions that challenge tradition
- Works quickly to resolve issues

- May hesitate to delegate
- Can be seen as blunt or critical

## Interactive



### Performer

- Brings a sense of enthusiasm
- Easily negotiates conflicts between teams

- May be impulsive; not think things through
- May need help prioritizing tasks

## Steady



### Teacher

- Excels at calming disagreements
- Looks for different approaches

- May take themselves too seriously
- May be perceived as rigid or inflexible

## Cautious



### Scientist

- Clarifies complex issues
- Demonstrates technical expertise

- May expect unreasonable standards from others
- May delay action by needing more data

# Action Plan

## Characteristics:

- Concerned with being #1
- Thinks logically
- Wants facts and highlights
- Likes personal choices
- Strives for results



## How to React:

- Show them how to win, new opportunities
- Display reasoning
- Provide concise data
- Allow them to “do their thing,” within limits
- Agree on goal and boundaries, then support them or get out of their way

# Action Plan

## Characteristics:

- Concerned with approval and appearances
- Seeks enthusiastic people and situation
- Thinks emotionally
- Wants to know the general expectations
- Needs involvement and people contact



## How to React:

- Show them that you admire and like them
- Behave optimistically and provide upbeat setting
- Support their feelings
- Avoid involved details; focus on the “big picture”
- Interact and participate with them

# Action Plan

## Characteristics:

- Concerned with stability
- Thinks logically
- Wants documentation and facts
- Likes personal involvement
- Needs to know step-by-step sequence
- Wants recognition of their perseverance

**S**teady



## How to React:

- Show how your idea minimizes risk
- Show reasoning
- Provide data and proof
- Demonstrate your interest in them
- Provide outline or personally “walk them through” the instructions
- Compliment them on their steady follow-through

# Action Plan

## Characteristics:

- Concerned with aggressive approaches
- Thinks logically
- Seeks data
- Needs to know the process
- Utilizes caution



## How to React:

- Approach them in an indirect, non-threatening way
- Show reasoning
- Give it to them in writing
- Provide explanations and rationale
- Allow them to think, inquire and check before they make decisions

## But wait, there's more!

- It's not just personality differences
- Our teams are potentially made up of 4 generations
- Could there possibly be **DIFFERENT** perspectives?

*"People may hear your words,  
but they feel your attitude."  
John C. Maxwell*



Consider  
this ...

When asked to name how Kennedy died ...



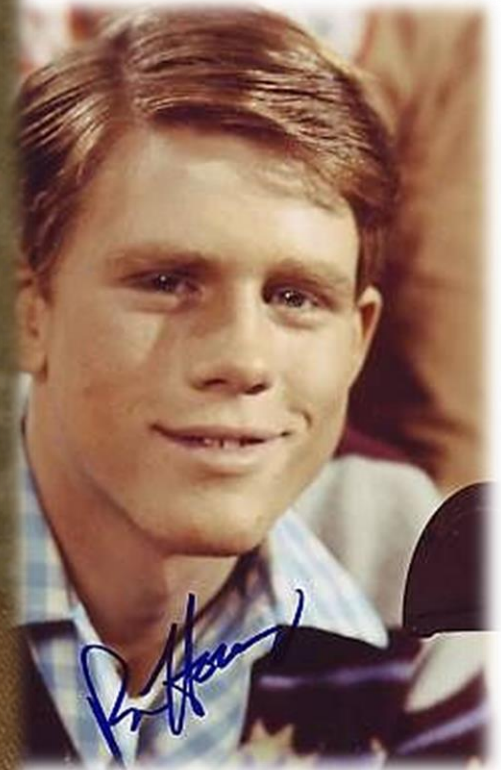
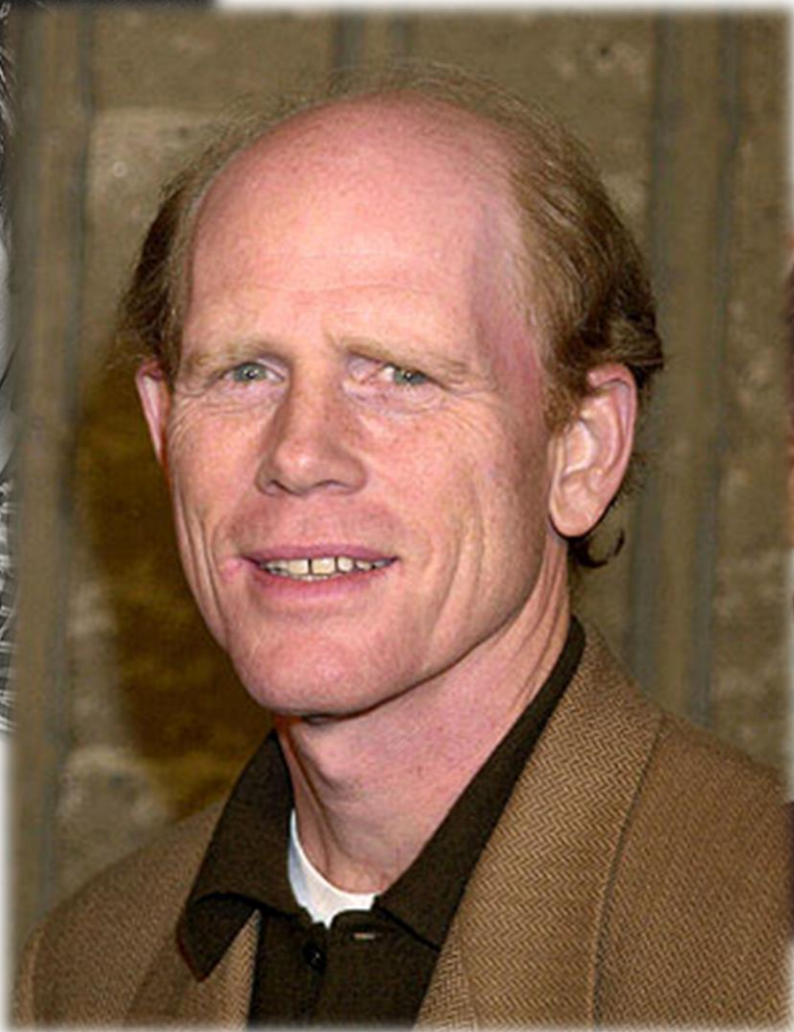
....a gunshot in Dallas

...a plane crash near  
Martha's Vineyard



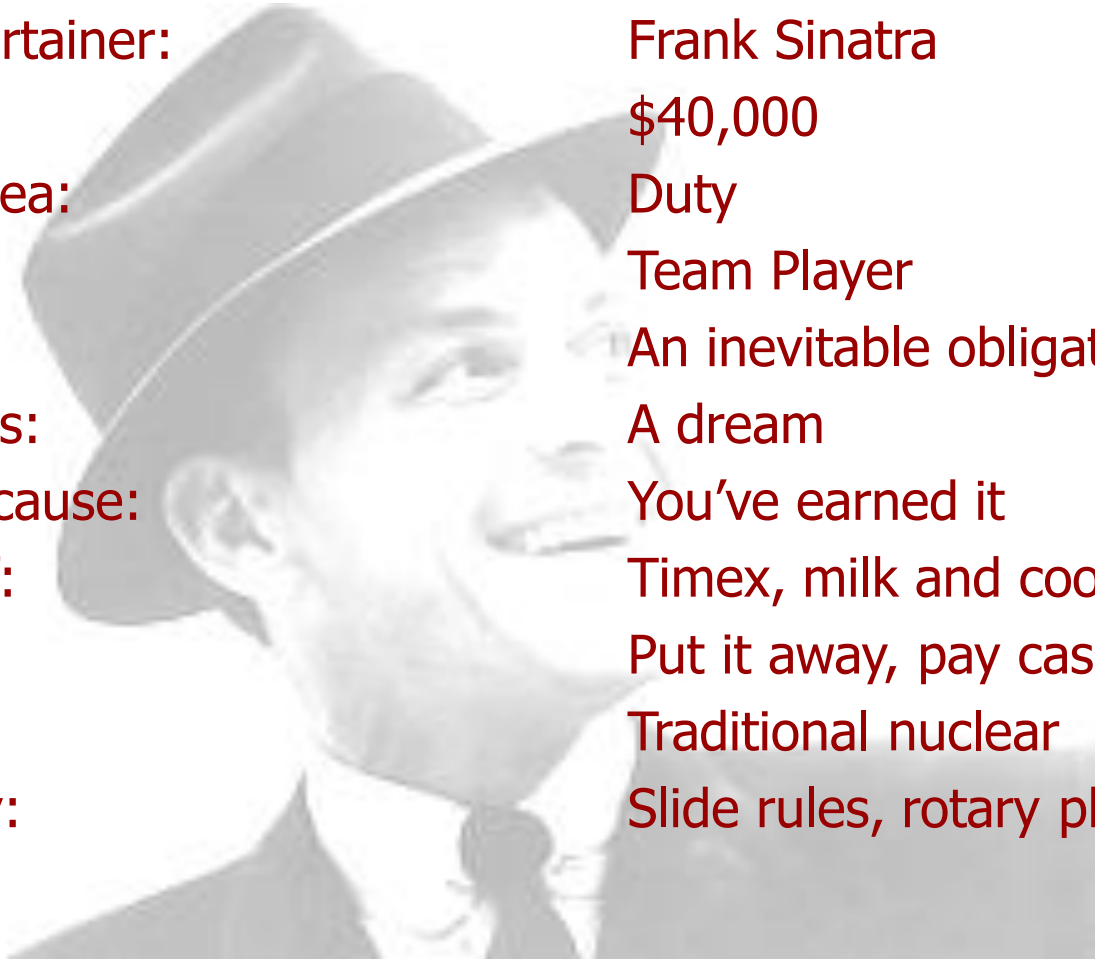
Millenials: Kennedy Who?

# Who is Ron Howard?



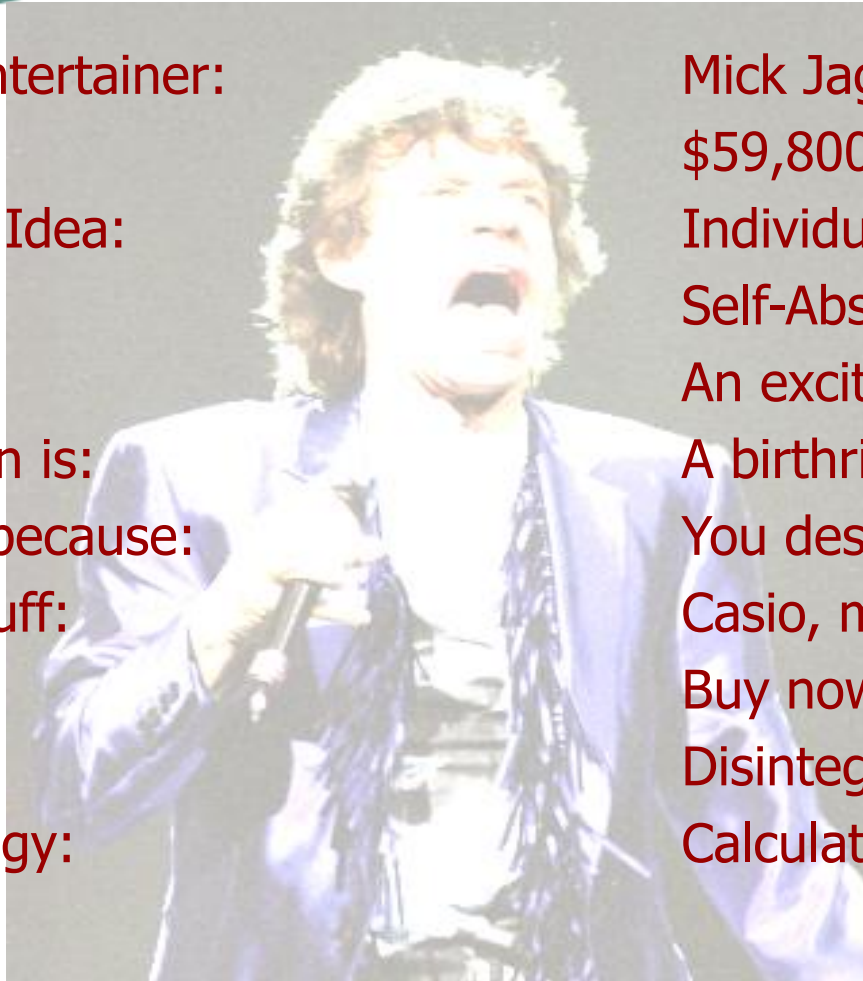
# Drivers: Traditionalists (67 – up)

- Iconic Entertainer: Frank Sinatra
- HHI: \$40,000
- Defining Idea: Duty
- Style: Team Player
- Work is: An inevitable obligation
- Education is: A dream
- Reward because: You've earned it
- Home stuff: Timex, milk and cookies
- Money: Put it away, pay cash
- Family: Traditional nuclear
- Technology: Slide rules, rotary phone



## Drivers: Boomers (48-66)

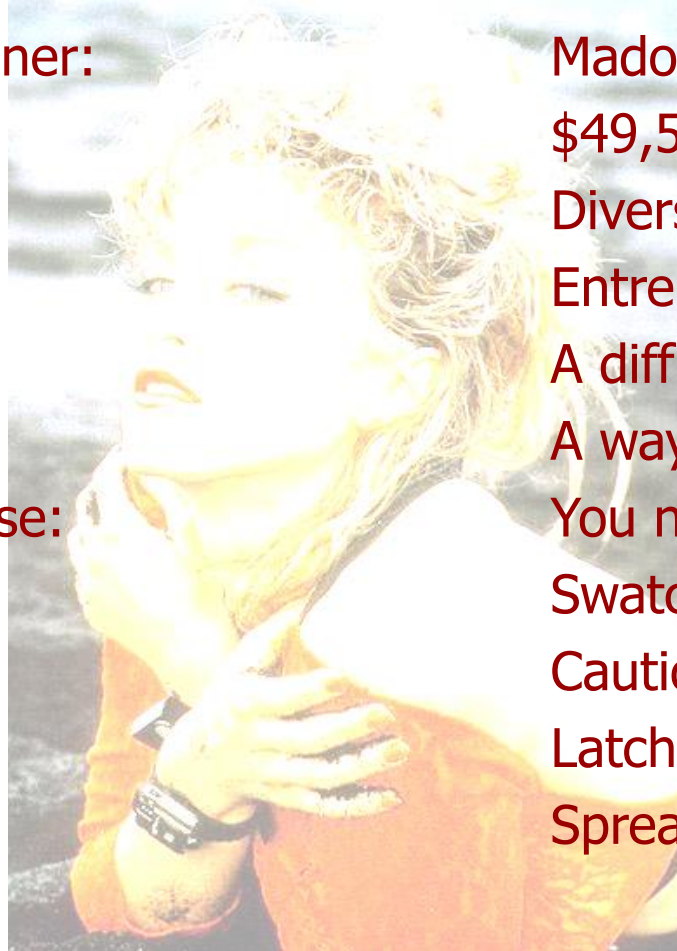
- Iconic Entertainer:
- HHI:
- Defining Idea:
- Style:
- Work Is:
- Education is:
- Reward because:
- Home stuff:
- Money:
- Family:
- Technology:



Mick Jagger  
\$59,800  
Individuality  
Self-Absorbed  
An exciting adventure  
A birthright  
You deserve it  
Casio, milk and oreos  
Buy now, pay later  
Disintegrating  
Calculators, touch phones

## Drivers: Gen X (35-47)

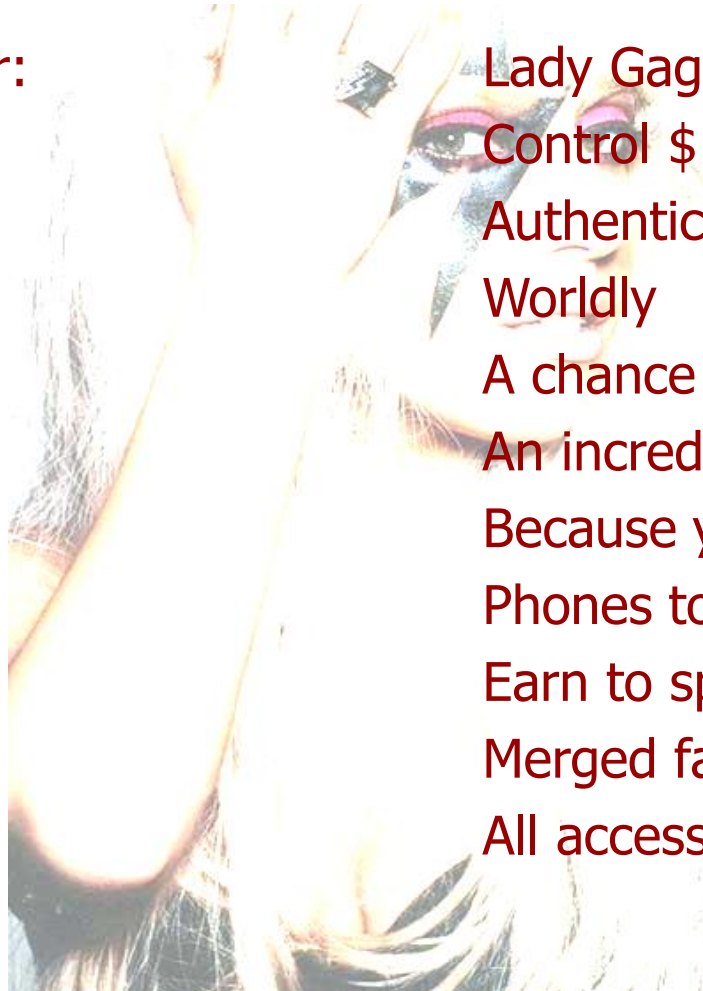
- Iconic Entertainer:
- HHI:
- Defining Idea:
- Style:
- Work Is:
- Education is:
- Reward because:
- Home stuff:
- Money:
- Family:
- Technology:



Madonna  
\$49,500  
Diversity  
Entrepreneur  
A difficult challenge  
A way to get there  
You need it  
Swatch, milk & snackwells  
Cautious conservative, save  
Latchkey kids  
Spreadsheets and cell phones

## Drivers: Millennials (18-34)

- Iconic Entertainer:
- HHI:
- Defining Idea:
- Style:
- Work is:
- Education is:
- Reward:
- Home Stuff:
- Money:
- Family:
- Technology:



Lady Gaga  
Control \$160B in spending  
Authenticity  
Worldly  
A chance to do some good  
An incredible expense  
Because you can share it  
Phones to tell time, organic  
Earn to spend  
Merged families  
All access, text messaging

# Some suggestions...

- Bring supporting evidence for your ideas to reassure your team and stakeholders.
- Build credibility with older, more experienced team members. Respect their experience and value their contributions.
- Accept baby steps to progress. It's still progress!
- Always be a leader, not a boss. Don't impose, negotiate.
- Know your audience – when to be casual and direct or formal and respectful. Build rapport.

# Foundational Basics

- Building a strong team
  - is intentional
  - requires vision and leadership
  - involves a respect for diversity and inclusion
  - Empowers strong individuals



# Extraordinary Teams

- Display a high level of trust
- Manage conflict effectively
- Are committed to the common goal
- Practice courageous accountability
- Are focused on winning!

*“The strength of the team is each individual member.  
The strength of each member is the team.”*

*Phil Jackson*

# Trust



## Trust - confidence that:

- Everyone's intentions are good
- My shortcomings won't be used against me.
- I don't have to compete against you.

*"A man who trusts nobody is apt to be the kind  
of man nobody trusts."  
Harold MacMillan*

# Teams that trust ...

- Admit weaknesses
- Focus on what's important
- Accept questions and input
- Look forward to opportunities to collaborate
- Believe the best
- Take risks in offering feedback
- Readily offer and accept apologies
- Ask for help
- Tap into other's strengths

# Can they trust YOU?

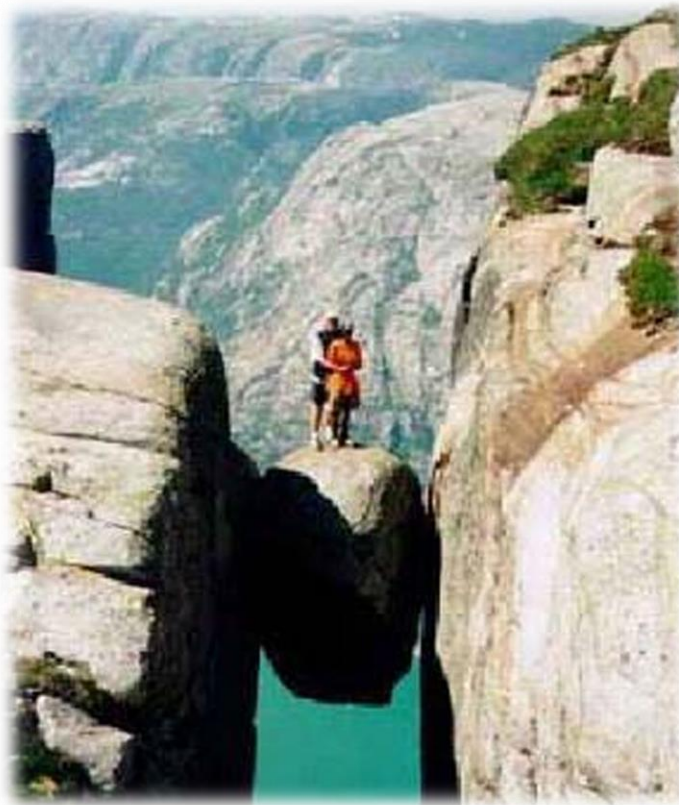
- Believe in the power of the team
- Work for them, not against them
- Be aware and adjust
- Transparent and vulnerable



*“No matter your title, people will not follow you,  
if they don’t trust you.”*

*John C. Maxwell*

# Exercise



*“You will be most effective when members can compliment each other without embarrassment and disagree without fear.”*

*Grant M. Bright*

# Conflict



## Conflict is OK when it's:

- Productive
- Limited to ideas, concepts, methods
- Not focused on personalities, individuals
- Focused on the current issue – not from residual resentments

*“If two people completely agree, one of them is unnecessary.”*

*Anonymous*

# The value of conflict

- Too much agreement can be stagnation
- Allows for creative problem solving
- Avoids Group Think
- Forces growth
- Minimizes politics
- It's REAL



# Don't Get Caught

- Prepare for conflict
- Create a safe environment
- Encourage coaching within the team
- Know when to take it off line
- Group responsibility
- Diffuse it with fun



# Exercise



*“Without forgiveness, there can be no real freedom to act within a group.”*

*Max De Pree*

# Commitment



# Commitment

***Commitment = Clarity and Buy-in***

Extraordinary teams

- Make clear and timely decisions
- Know that buy-in doesn't require total agreement
- Don't go for consensus
- Don't wait for certainty

# The Committed Team

- Is clear about their purpose and priority
- Is aligned around common objectives
- Feels secure enough to risk
- Learns from their mistakes
- Moves forward without hesitation
- Changes direction without reprisal

# Identity Matters



**POLO**  
RALPH LAUREN



What do you think of when  
you see these logos?

# Commitment Killers

- The Power of Words
- Communication Modalities
- Contagious Beliefs
- Victim Speak
- The 3 R's



# Reinforce Commitment

## Have Fun!

- "There may be 50 ways to leave your lover but only 4 ways out of this airplane." *Herb Kelleher*
- "Energetic, joyous teamwork drives out stress, boredom, burnout and apathy." *John Christensen*
- "There are just too many people at work with tight underwear." *Ken Blanchard*
- "I think it's wrong that only one company makes the game Monopoly." *Steven Wright*

# ROI

Cost of  
consumable  
goods:  
\$13.87



Return on  
team  
investment:

**PRICELESS**

# Accountability



# Courageous Accountability

- Hold ourselves and others accountable
- Have the difficult conversation
- Meet standards and expectations
- Positive peer pressure

*“Accountability is the glue that ties  
Commitment to Results.”  
Anonymous*

# Empowerment & Accountability

## Empowering Actions

- Collaboration
- Flexibility
- Consistency
- Unwavering support
- Distributed decision making



# Empowerment & Accountability

## Not So Empowering Actions

- Weak leadership
- Dishonesty
- Micromanagement
- The 3 P's
- Coalitions / Alliances
- Taking credit for others work / success



## Accountable to the Vision

- Paint your picture of the future
- Affirm their meaningful contribution
- Communicate in terms the team member can relate to
- Convey your belief in them
- “Listen back”



# Accountable teams

- Feel comfortable in questioning one another's activities
- Apply positive pressure on poor performers
- Enjoy mutual respect and strong partnerships
- Avoid the bureaucracy of corrective action and performance management

# Giving & Receiving Feedback



## WIN/LOSE

*"You and I need to talk. You just don't understand why this project is important. I expected you to behave this way."*

## WIN/WIN

*"Do you have a minute? I'm concerned about the comments you made in the team meeting this morning. Your support and involvement is critical to success. Can we talk about your concerns?"*



# Feedback Language

## Forbidden Phrases

**"I DON'T CARE."**

**"NO."**

**"WHY DO YOU  
NEED TO KNOW?"**

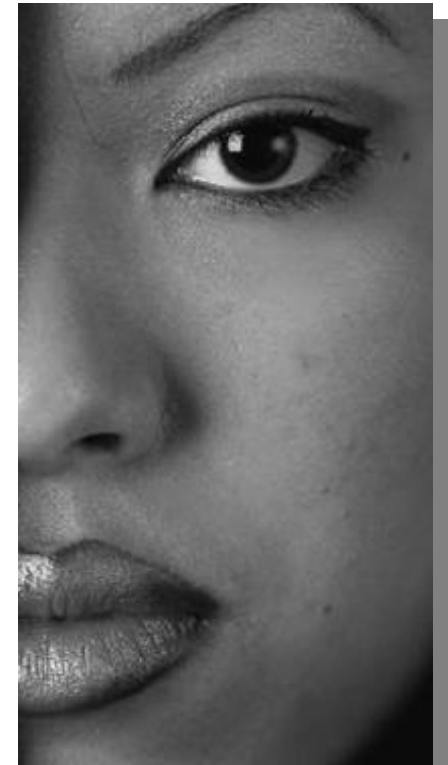
**"THAT'S NOT GOING  
TO WORK."**

**"YOU'RE WRONG."**

**"YOU'LL HAVE TO."**

**"THINK OF WHAT I'M  
GOING THROUGH."**

**"WE'VE NEVER DONE  
IT THAT WAY."**



# Exercise



*“Do you want a collection of brilliant minds  
or a brilliant collection of minds?”*

*R. Meredith Belbin*

# Focus



# Focused Teams

- Know what it means to win!
- Proclaim what it means to win!
- Position ourselves to win!

*“We must all hang together,  
or assuredly, we shall all hang separately.”  
Benjamin Franklin*

# Focused Teams are Performing Teams

- Performing includes these feelings
  - Insight, understanding
  - Satisfaction
  - Close relationship
- Performing includes these behaviors
  - Self-management and change
  - Ability to work through group problems



# Performing Teams

- Demonstrate commitment to the larger goal
- Believe the sum is greater than the combined parts
- Are aligned around common objectives
- Prioritize in favor of the team



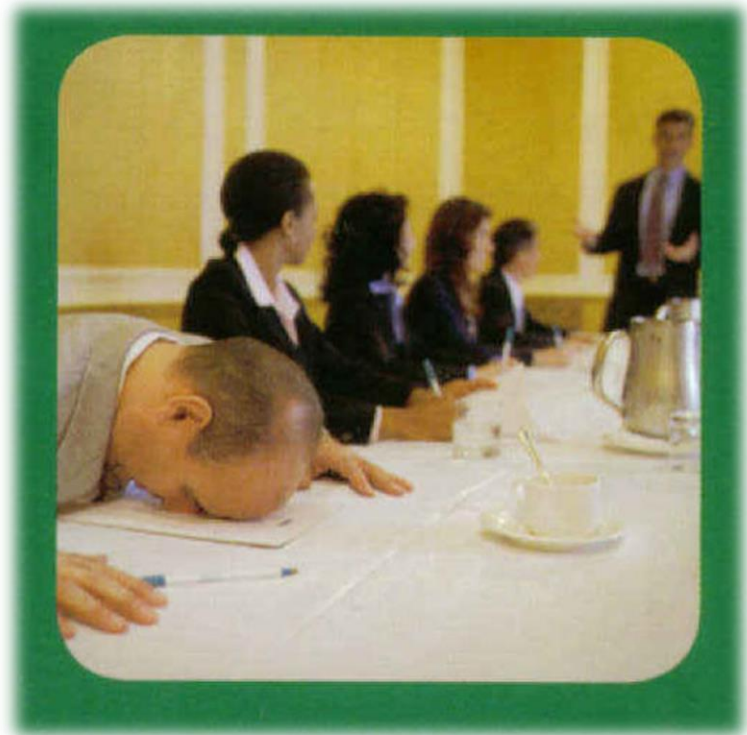
# Self Management



*“You can do anything, but not everything.”  
David Allen*

# Managing Oneself

- It's hard to lead others when your life is unbalanced
- EI / SI
  - Self-Awareness
  - Self-Management
  - Social Awareness
- Fatigue wars against effectiveness

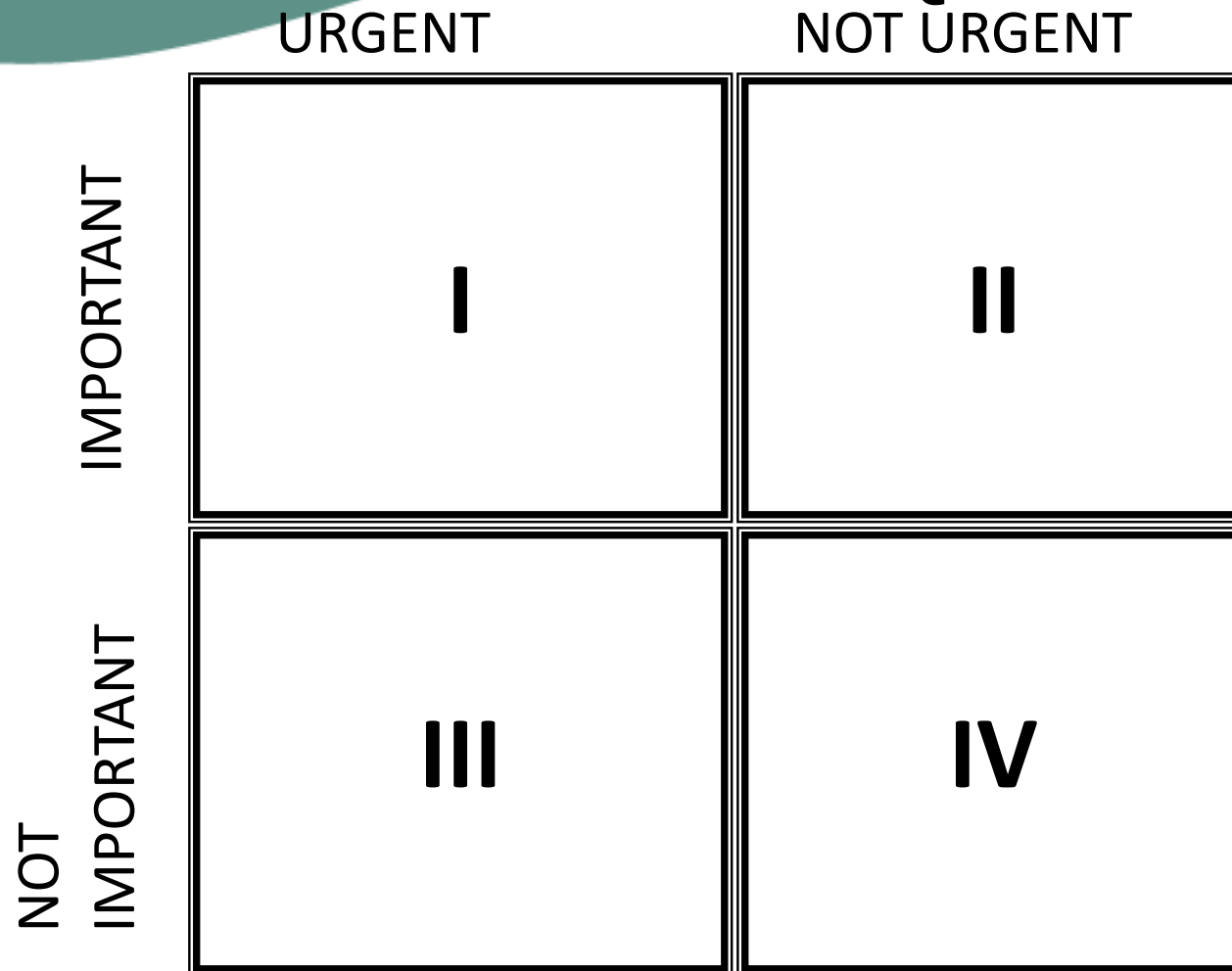


# Task Saturation

- The battle cry: “Do More With Less!”
- Warning Signs
  - Shutting Down
  - Compartmentalizing
  - Channelizing
- Management Techniques
  - Checklists
  - Cross-checks
  - Mutual Support
- Put it in the right Quadrant

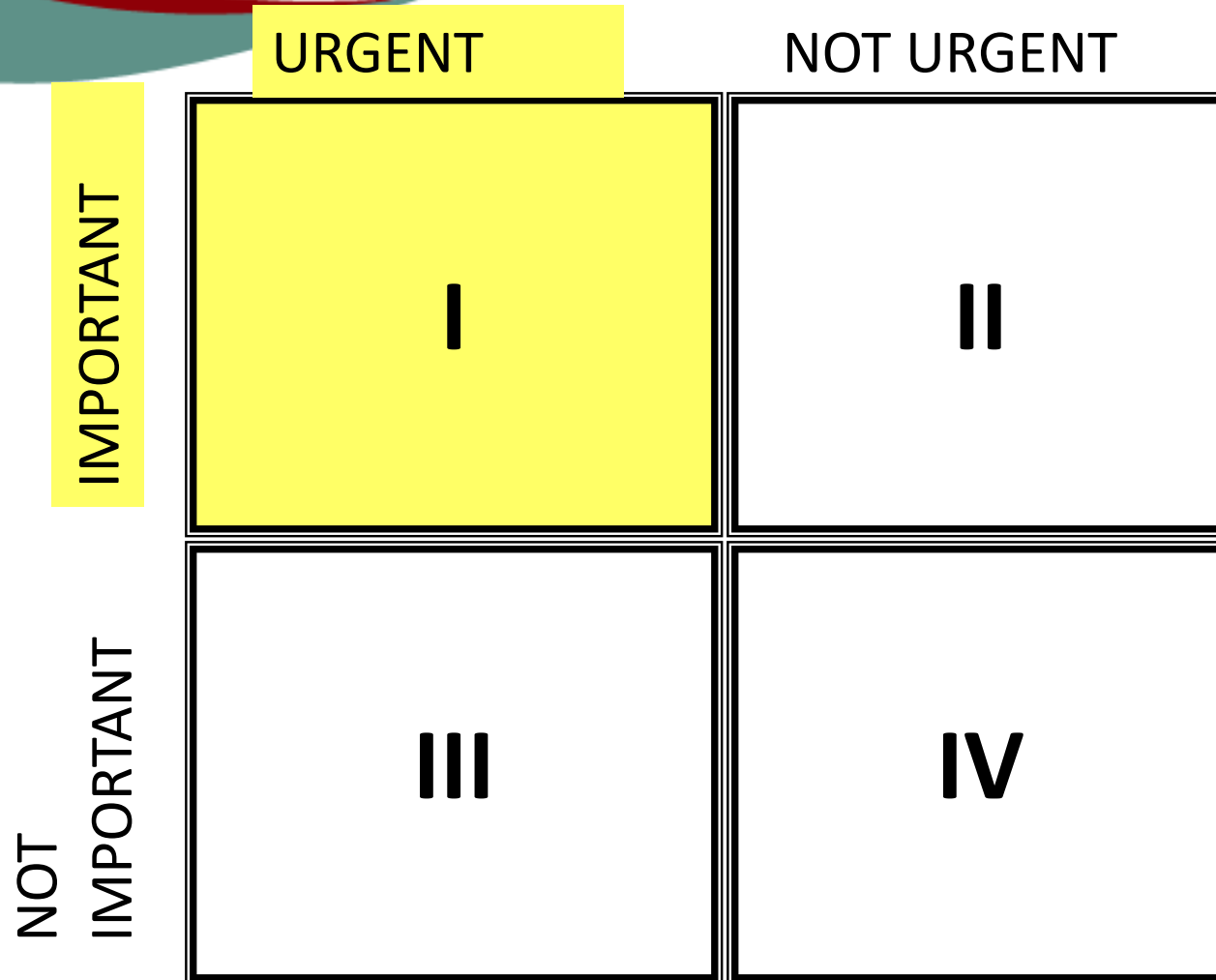


# The Four Quadrants

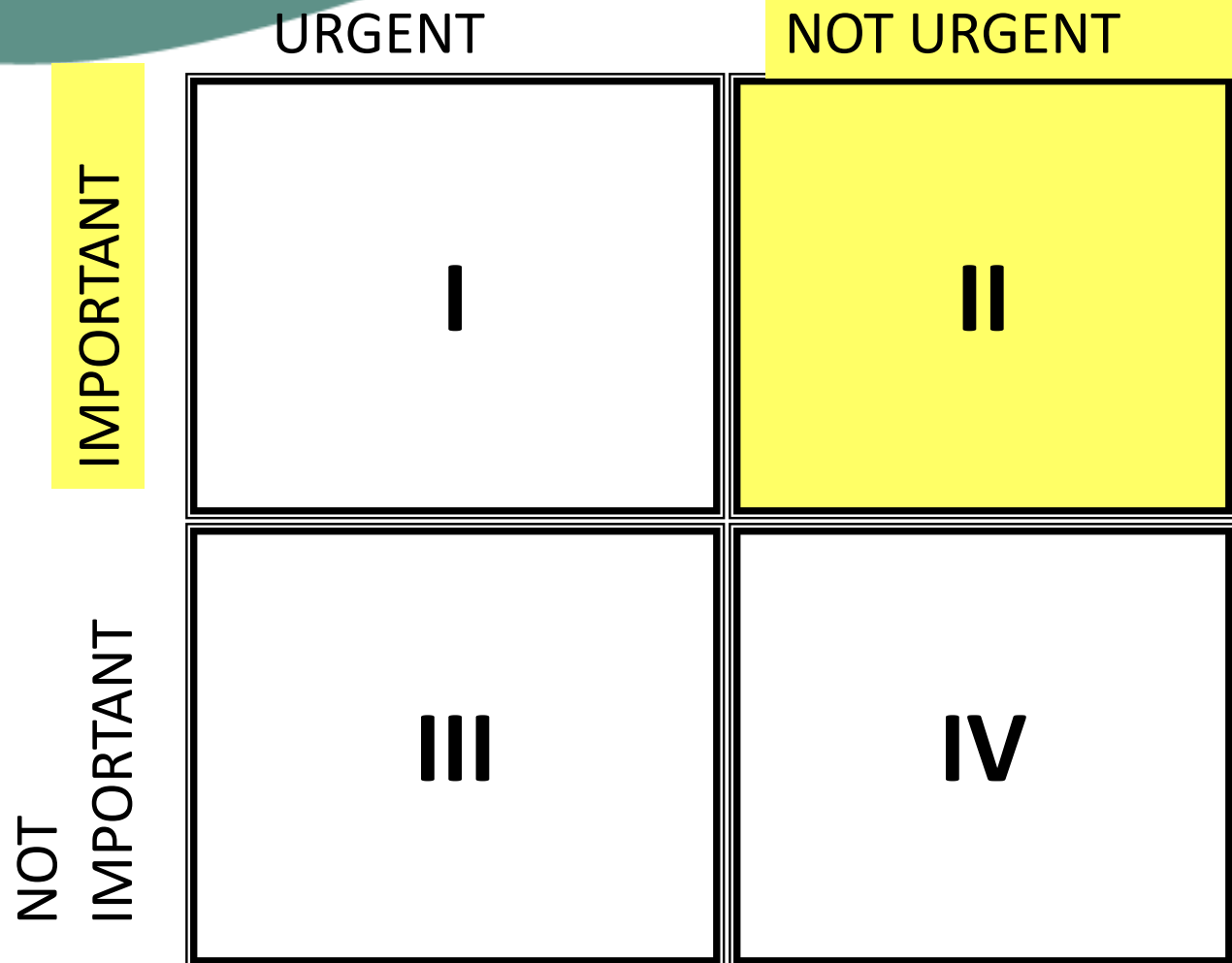


Source: Stephen Covey

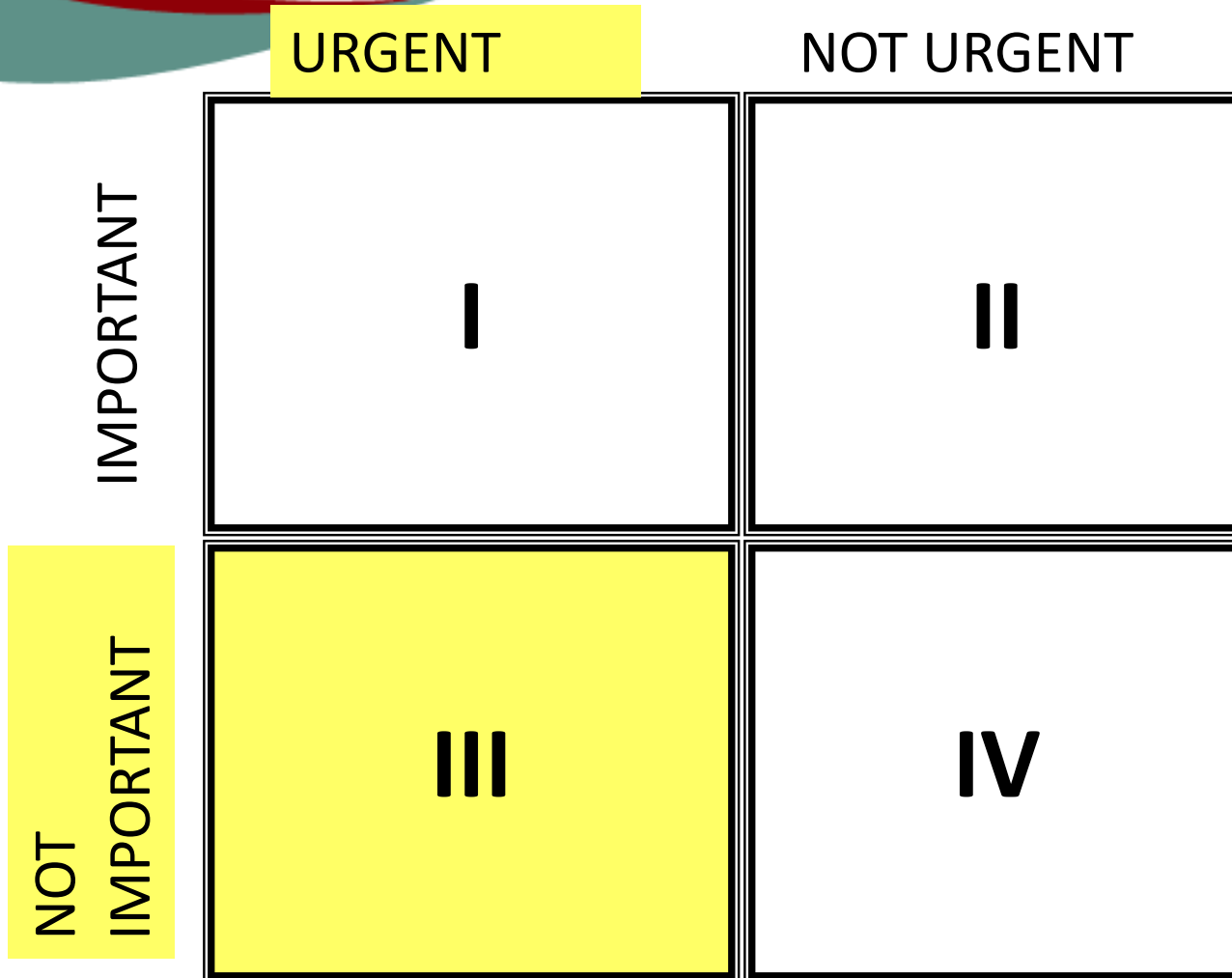
# Quadrant I



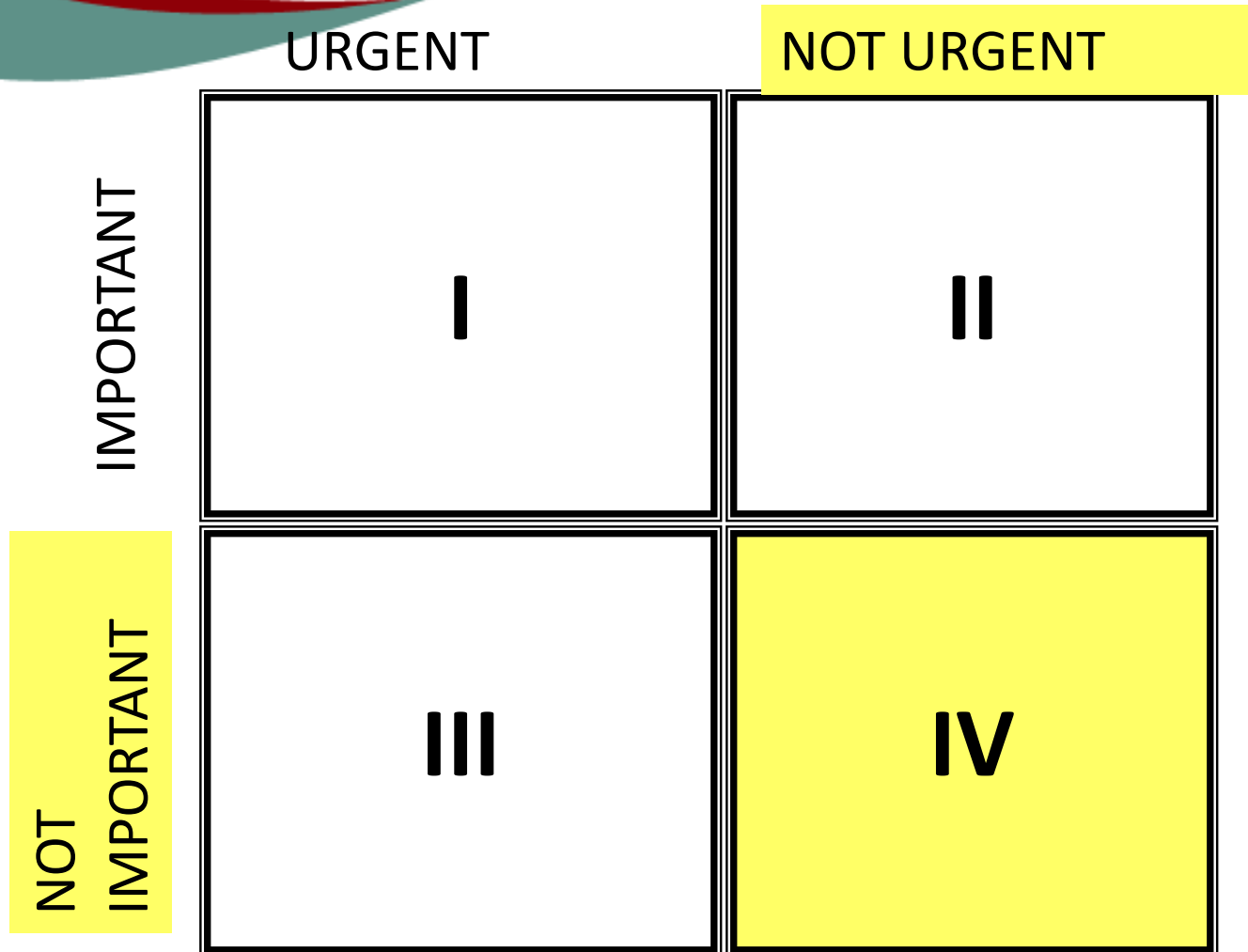
# Quadrant II



# Quadrant III



# Quadrant IV



## So Now What?

- Assess Your Leadership Skills
- Establish Trust
- Manage Conflict
- Build Commitment and Accountability
- Consider your self management

# Summary

- What NEW thing did you learn today?
- What was the most interesting thing you learned today?
- How will you put it to use right now?
- What results can you expect?



## Recommended Reading

- The 7 Habits of Highly Effective People – Stephen Covey
- Drive – Dan Pink
- Sometimes You Win, Sometimes You Learn – John C. Maxwell
- Peopleware – Tom deMarco, Timothy Lister
- The Five Dysfunctions of a Team – Patrick Lencioni
- MY Book!

# Thank you!

*Pattie Vargas*

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Finally!  
A practical guide to project success through creative,  
albeit unorthodox, people management!

Pattie Vargas, PMP, MAOM