***INNOVATIVE PROFESSIONAL SUCCESS***

**Becoming a Professional Playmaker**

[**http://business.baylor.edu/Phil\_vanauken/BooksGateway/BooksGateway.htm**](http://business.baylor.edu/Phil_vanauken/BooksGateway/BooksGateway.htm)

byPhil Van Auken

School of Business

# One Bear Place 98006

Baylor University

Waco, TX 76798-8006

[phil\_vanauken@baylor.edu](mailto:phil_vanauken@baylor.edu)

**This book was written to benefit the reader and is not under copyright. Feel free to use the book in any way helpful to you and to pass along the online address to others. You have permission to copy it, distribute it in part or whole, quote from it, and to use it for seminars or publications. Also available at the above online address is a companion book,**

***Virtual Teamwork: Building Your Own Professional Community of Productivity and Meaning*.**

**MODULES INDEX**

|  |  |
| --- | --- |
| **Module** | **Page** |
| Accountability | 5 |
| Adaptability and flexibility | 5 |
| Agenda-driven | 5 |
| Ambition | 6 |
| Amorality | 6 |
| Authenticity | 7 |
| Authoritarianism | 7 |
| Benchmarking | 8 |
| Brainstorming | 8 |
| Brushfire management | 9 |
| Buying and selling ideals | 9 |
| Capitalism | 10 |
| Capitalizing on diversity | 10 |
| Career and work trade-offs | 11 |
| Career fulfillment strategy | 11 |
| Career navigation (PROvision) | 12 |
| Change | 12 |
| Coaching | 14 |
| Comfort zones | 15 |
| Committees | 15 |
| Community in the workplace | 16 |
| Competitive strategy | 18 |
| Conceptual skills | 18 |
| Conflict management | 19 |
| Constituents | 20 |
| CONtact | 20 |
| Continuous dialogue | 20 |
| Contributions assessment | 21 |
| Control and coordination | 21 |
| C.O.R.E. meetings | 22 |
| Counterintuitive innovative thinking | 22 |
| Cyber-personality | 24 |
| Cyber-world | 25 |
| Decision-making | 26 |
| Decisions-actions chain | 27 |
| Delphi technique | 27 |
| Discussion facilitation | 28 |
| Doing/being cycle | 29 |
| Effectiveness vs. efficiency | 29 |
| Empowerment | 29 |
| Erroneous zones | 30 |
| Feedback loops | 30 |
| Fire starters | 30 |
| Follower contributions | 31 |
| Formal vs. informal managers | 31 |
| Four I AMs | 31 |
| Futureskilling | 31 |
| Games people play | 32 |
| Generating electricity | 32 |
| Goals | 33 |
| Greenhouse organization culture | 33 |
| Group dynamics | 33 |
| Harnessing, harvesting, helping | 34 |
| Holding up mirrors | 34 |
| Inside vs. outside the box | 35 |
| Intended vs. unintended outcomes | 35 |
| Internal, external value employees | 36 |
| Interpersonal skills | 38 |
| Judgment call decision-making | 39 |
| Leader/follower | 39 |
| Leadership | 40 |
| Locus of control | 42 |
| Magic motivation matrix | 43 |
| Majoring in the minors | 44 |
| Management | 45 |
| Management by ideals | 46 |
| Meetings | 47 |
| Mentoring | 48 |
| Modification management | 48 |
| Morale | 48 |
| Motivation | 49 |
| Networking | 51 |
| Niche-synergy | 51 |
| Organizational bridge-building | 52 |
| Organization culture | 52 |
| Organization-human interface | 53 |
| Organization politics | 53 |
| Organization savvy | 54 |
| Proactive-reactive | 56 |
| Problem-solving | 57 |
| Productive interdependency | 57 |
| Professional | 57 |
| Professional balance sheets | 58 |
| Professional development | 59 |
| Professional footprints | 60 |
| Professional intangibles | 61 |
| Pulling and pushing leadership | 62 |
| Qualitative productivity | 62 |
| Recharging batteries | 63 |
| Shifting modes | 63 |
| Sophistication | 63 |
| StraThink | 64 |
| Stress management | 64 |
| Sunset clause | 65 |
| Teamwork and team-building | 65 |
| Three-sixty degrees feedback | 67 |
| Twenty-first century workplace | 67 |
| Unisex organization culture | 68 |
| Unlearning for progress | 68 |
| Value streams | 68 |
| Vapor trails of success | 69 |
| Virtual communication | 69 |
| Virtual teams | 70 |
| Virtual vs. formal teams | 71 |
| Virtual work | 72 |
| Workplace magnets | 72 |
| Work structure | 72 |
| Zone of contributions | 73 |

**\* in front of a word or phrase indicates it has its own separate alphabetical entry.**

**ACCOUNTABILITY**

Accountability isbeing responsible for your professional behaviors and contributions. Accountability is a group or community phenomenon, because you can’t hold yourself accountable. Accountability is also a potent form of professional development, because it reinforces (in both positive and negative ways) the right actions and behaviors expected of a professional. In addition to their superiors, professionals are also accountable to their co-workers, who are closest to one another’s work and contributions. Ultimately all employees are accountable to the \*constituents (customers/clients outside the organization, and fellow co-workers inside.) they serve. \*Three-sixty degrees feedback is essential to accountability, since co-workers vary in their professional expectations and perceptions; an overall work community “gestalt” is needed.

People who manage (\* formally or informally) are accountable for:

* Giving constituents both inside and outside the organization primary priority
* Coordinating how their work impacts the work of others
* Putting self-interest ahead of the interests of others
* Contributing to the organization mission in all actions and decisions (or striving to modify the mission as necessary)
* Planning and preparing for the possible unintentional outcomes of significant decisions and actions
* Getting in touch with the invisible informal (real) organization

**ADAPTABILITY AND FLEXIBILITY**

Adaptability is the professional capacity to quickly and smoothly adjust to changing workplace realities and challenges. Flexibility involves the professional maturity to bend and shape productive techniques and work styles to fit changing organizational circumstances, co-worker and client preferences, and modes of technology.

Adaptability and flexibility are essential pre-requisites for professional success in these novel demands of the 21st century workplace:

* Frequent intermingling between diverse project participants
* Multiplicity of productive roles and professional contributions on \*virtual teams
* The high and ever-evolving expectations of internal and external team \*constituents
* Rapid, continuous technology change

In today’s high-tech, globally-competitive marketplace, change is the genesis of both challenge and opportunity. Changeability demands adaptability and flexibility, both personal and organizational.

|  |  |  |
| --- | --- | --- |
| **Organizational adaptability and flexibility** | **Genesis** | **Impacts** |
| \*Community of meaning | Teamwork and project work structure | Peer-motivated workers |
| \*Sunset change clause | Experiment-friendly organization culture | Employee willingness to try out significant change |
| Flex-budgeting | Teamwork and project work structure | Rewarding an entrepreneurial spirit among employees |
| Flex-scheduling | Professional work | Accommodating diverse employee lifestyles |
| Multiple job niches and professional development | Self-directed and virtual teams | * Continuous résumé-building * Worker and job flexibility |
| \*Telecommuting | \*Professional work | Accommodating diverse employee lifestyles and lowering fixed company costs |
| Temp-and part-time workers | Project work | Accommodating diverse employee lifestyles and cutting fixed company costs |
| \*Virtual teams | Professional, client-centered work | Professional employees |

**AGENDA-DRIVEN**

Agendas are motives for actions or outcomes held by organizations and employees. Covert (hidden) agendas are often self-serving. Overt agendas (such as mission-statements and employee goals) are sometimes competitive ploys to build the organization’s reputation and image. Personal agendas can be conscious (recognized) or unconscious (unrecognized).

|  |  |  |  |
| --- | --- | --- | --- |
| **Visible agendas** | **Main impacts** | **Invisible agendas** | **Main impacts** |
| An organization’s mission statement and official goals | Indirectly affect the competition-oriented and capital budgeting decisions of organization executives | Trying to use others (or invisible systems) for self-gain | The major motivator of ambitious employees seeking to use organizations for maximum self-gain |
| Formal performance review systems | Protect the organization legally in the event of employee discrimination suits | Disguised motives (saying one thing but doing another) | The primary way to maintain personal motives while saluting the organization’s agenda |
| Organization and team strategies, plans, and policies | These are tentative and evolving at the executive level of the organization, but “gospel” for middle-level operations managers. | Lip service (passive aggression): agreeing with something publicly but privately opposing or attacking it | The main way agenda-driven lower level employees empower themselves to “rock the boat” |
| Advertising and public relations | Designed strictly for public consumption, having no direct impact on organizational operations | Personal values, priorities, or ideologies | Subconscious pre-dispositional philosophical agenda that heavily influences how readily employees buy into the agendas of their organization and co-workers |
| Meetings | Mostly for routine information dissemination and operations decision-making |  |  |
| Committees | Minimize routine background analysis for lower level managers |  |  |
| Projects | Short-term coordination of interactive employee work |  |  |
| Organization lobbying or political donations | Build the organization’s external power base |  |  |

**AMBITION**

Ambition is the deep-seated desire to achieve future outcomes that affect self and others. Ambitions fuel personal motivation, job effort, and proactive productivity. Positive ambitions, such as service to organization \*constituents, drive the \*community of meaning and make it thrive. Self-serving ambitions (for wealth, power, status) can poison the \*organization culture, generating dysfunctional professional behaviors and unproductive interactions.

|  |  |
| --- | --- |
| **Categories of ambition** | **Positive and negative professional impacts** |
| Building the success of an organization | * Executive status * Image-enhancement * Organization politics * Workaholism * Financial wealth |
| Career | * “Moving to the top” in big business * Post-graduate licensing * Promotions and geographic mobility * Workaholism |
| Change society | * Organized politics * Publicity generation * Social networking |
| Family | Career “satisficing” (good enough) > optimization (climbing to the pinnacle of “success”) |
| Materialistic wealth | * Dual-career marriage * Same impacts as “career” |
| Power and influence | Same impacts as “change society” |
| Self-fulfillment | * Self-employment * Self-sufficiency |
| Social status | Same as “career” and “materialistic wealth” |

**AMORALITY**

Amorality is professional neutrality: neither moral nor immoral professional ethics and values. Amoral professionals act on what is wanted or tolerated by the impersonal (largely amoral) marketplace, or by their organization’s power brokers. When criticized for making gas-guzzling, pollution-generating cars, General Motors’ CEO simply replied: “We just make what the marketplace wants and buys, which includes a lot of large cars and trucks. It’s not GM’s responsibility to tell people what to buy or how to spend their money.”

|  |  |
| --- | --- |
| **Amoral (values-neutral) professionalism** | **Professional Impacts** |
| What customers or clients want | * “Keep the customer happy” mindset * Cater to customer wants, not just needs |
| Competitive forces and tactics | * Do whatever it takes to beat competitors * Social Darwinist outlook (survival-of-the-fittest competitors) |
| Cost minimization/profit maximization operations | * Impersonal organization management and marketing * Emphasis on operations cost control and efficiency * Exploit competitive advantages to the fullest |
| Employee pursuit of self-interests ahead of organizational interests | * Employee job-hopping * Pursuit of fast-track advancement via politics and manipulation |
| Manipulative advertising or public relations | Professional attitude that the ends (profit) justify the means (to get ahead, do whatever you have to do) |
| Organization participation in partisan politics | To get politicians to back corporate self-interest, such as industry de-regulation, subsidies, and tariff protection |
| Acceptance of “political correctness” and social norms | Dodging controversy helps the bottom line. |
| Non-patriotic organizational practices, such as such as off-shoring jobs to foreign nations | Organization interests over nationalistic interests |
| Striving for monopoly or oligopoly power via ruthless competition or government fiat | Sidestepping free trade |
| Lack of employee participation in organization decision-making and policy-formulation | Minimizing the number of influential organization members |

**AUTHENTICITY**

Professional authenticity is the backbone of communication and working relationships. You are acting professionally and authentically when you:

* Are transparent with your true thoughts and feelings (“say what you mean and mean what you say”) and reveal your agenda
* Avoid \*games people play
* Don’t misrepresent reality by telling only part of the truth
* Give credence to the interests of others, not just your own

|  |  |
| --- | --- |
| **Non-authentic (potentially manipulative)** | **Authentic (transparent and non-manipulative)** |
| “The committee hasn’t decided yet.” | “The committee is waiting for controversy to die down before it makes a public announcement.” |
| “We welcome your comments and suggestions.” | “We’ve already reached consensus on what we’re going to do.” |
| “That program is doing quite well.” | “People are not as worried now about the program as they were at the start of the year.” |
| “We’re making great progress.” | “Our problems have finally bottomed-out.” |
| “Everyone knows that…” | “We are trying to convince everyone that…” |
| “We’ve received a lot of positive comments about our decision to…” | “Not everyone responded negatively to our decision to…” |
| “You’ve done everything we asked you to.” | “You did what we asked, but the results weren’t what we expected.” |
| “Things are looking up.” | “We hope things will improve over time.” |
| “We’re giving it a great deal of consideration.” | “Several people have asked us about that.” |

**AUTHORITARIANISM**

Pre-21st century organizations were usually structured around formal authority: centralized chain of command, rules and policy manuals; close supervision of employees; and isolated departments. In an authoritarian \*organization culture, employees expect their boss to tell them what to do instead of engaging in self-management. Most decisions are made in a “centralized” manner by higher level authorities who closely supervise their subordinates. Authoritarian organizations favor operations efficiency over client service and employee control over \*empowerment. By contrast, progressive organizations in the 21 century thrive on self-managed (often \*virtual) teams that empower professionals to maximize their direct service to clients.

|  |  |
| --- | --- |
| **Authoritarian organizations** | **Professional organizations:** |
| Closely supervise their “subordinates” | \*Empower employees to maximize their contributions |
| Limit employee participation in determining organization outcomes | Emphasize \*project management work self-managed by \*virtual teams |
| Treat employees impersonally and uniformly | Equip employees to interact with and directly serve organization clients |
| Develop narrow (specialized) job descriptions | Emphasize \*external value creation via professional employees |
| Engage primarily in one-way, superior-to-subordinate, communication with limited feedback or discussion | Provide employees with significant \*professional development \*project management opportunities |
| Promote primarily on the basis of seniority rather than meritocracy | Motivate via the organizational \*community of meaning |
| Isolate employees from organization \*constituents |  |
| Emphasize employee creation of \*internal value |  |
| Motivate via financial incentives |  |

**BENCHMARKING**

An organization benchmarks its competitors by systematically studying their best (most effective/most competitive) operations practices, with the hope of learning from (and perhaps copying) them. “Copycat” benchmarking involves duplicating the new ideas and fads of competitors (except where protected by intellectual property laws), a virtual admission of competitive inferiority by the benchmarkers. Transformational benchmarking occurs when the ideas of others spark a transformation in the benchmarking organization culminating in original, innovative competitive upgrades.

|  |  |
| --- | --- |
| **Copycat benchmarking** | **Transformational benchmarking** |
| Adding a competitor’s product features to your product (the familiar 99-cent menu of fast food franchises) | Corporations restructure via “teamwork and \*virtual teams |
| Adopting service-contract features of a competitor (road-side service and one-year-free maintenance offered by car dealers) | Flex-work scheduling and \*telecommuting (see \*cyber-world) |
| Referring to your employees as “associates” a la Wal-Mart | Use of \*brainstorming and other \*creative thinking techniques |
| Use of price-discount or bonus-bucks cards by retailers | \*Virtual communication systems |
| Universities exploiting athletics to build their national reputations and generate $$$ | Women and rank-and-file employees on the board of directors |
| Banks offer free checking accounts and ATM. | Ombudsman (third-party-employee representatives) programs |
| Churches compete via youth programs, daycare, “contemporary” worship, etc. |  |
| “Dress-down Fridays” in corporate offices |  |
| Charities all seem to adopt silent auctions, walkathons, and golf scrambles. |  |
| Burger King sets up franchise locations across the street from McDonalds. |  |

**BRAINSTORMING**

A simple, fast technique for generating new ideas from group members. A single rule is involved in brainstorming: don’t discuss/critique any ideas contributed until all ideas have been generated by participants.

Examples of proactive brainstorming questions:

* What would happen if…(we were to lose a key client, financer, supplier, resource, etc.)?
* Who would benefit from…?
* What do you think would happen if…?
* What are the possible unintended consequences of…”
* What are we assuming when we say…?
* How would we operate differently if profit weren’t our sole purpose?
* Why do we do what we do? Sell what we sell?
* What can we learn from our competitors?
* What are we most addicted to in our work routines?
* What skills and capabilities are we failing to use?
* What would make you quit our organization?

Potential payoffs of brainstorming:

* New solutions to old problems
* New insights and new perspectives about reality
* Evaluation of options and alternatives
* Emotional catharsis from getting things out in the open
* A great opportunity for employee participation

**BRUSHFIRE MANAGEMENT**

Sudden emergencies that require your immediate and total attention and thus interfere with on-going work progress

|  |  |  |
| --- | --- | --- |
| **Organization brushfire** | **Probable causes** | **Keys to prevention** |
| Unexpectedly shorthanded on workers | * Lack of teamwork or unexcused employee absenteeism (lack of commitment to organization interests) * Impoverished organization culture (lack of employee \*empowerment) | * More dynamic \*organization culture that attracts and holds high-quality workers and professionals * Pay people more than competitors do |
| High overtime costs due to chronic behind-schedule operations | * Under-staffing * Hard-to-replace employee turnover * Non-team-based work structure | * Revamp organization priorities to emphasize client service over cost-efficiency/control * Self-directed teams or professionals |
| Major industrial customer threatens to drop your organization due to poor service | * Lack of personalized contact with customer * Lack of \*authentic communication with this customer | * \*Three-sixty degrees, authentic communication with all customers * Self-directed (perhaps \*virtual) teams |
| Significant decline in organization income due to cancellation of a major government contract | * Over-dependence on military-industrial complex * Lack of diverse customer mix | Marketable professionals should beware of working for high-risk organizations |
| Computer hacking into customer data | * Underfunding, inadequate staffing of computer security * Lax enforcement of employee data security protocols | * Professional self-directed teams * \*Three-sixty degrees feedback systems |
| E-commerce retailer experiences periodic online outages | Inadequate capital investment in technology and staff | Greater financial and technological \*empowerment of computer security personnel |
| University loses membership in major athletic conference | Poor athletic performance, fan support, or athletic facilities | * Over-ambition * Under-endowed university (lack of stellar alumni financial backing) |

**BUYING AND SELLING IDEALS AND ABSTRACTIONS**

Ideal = something “bigger” and more important to you than yourself

|  |  |
| --- | --- |
| **Professional ideals and abstractions** | **Concrete benefits for buying into**  **these ideals and abstractions** |
| Feedback regarding your performance and contributions | * The \*four I AMs * Opportunities for professional improvement and recognition * Greater \*reality-orientation |
| Organization social responsibility | * Greater respect for your organization * Motive to embrace these same ideals in your own \*professionalism |
| Co-worker support and partnerships | * Professional \*empowerment * Delivery of the \*four I AMs * Opportunities for \*professional development * Enhanced job security |
| Team membership | * Synergistic productivity increases * Greater professional self-determination * Experiencing the \*four I AMs |
| Employee feedback on significant organization events and progress | * Reality-orientation * Building pride in the organization * Expanding your \*zone of contributions |
| Feedback from \*constituents on the work done for them | * Reality-orientation * Professional \*bridge-building * Total quality management |
| \*Authentic communication | * Avoiding \*games people play * Strengthening professional relationships * \*Managing by ideals |
| The value of your professional contributions | * \*Four I AMs * Expanding your \*zone of contributions * Professional development planning |
| \*Professional development opportunities | * Career progress (résumé-building) * Job enrichment (increased positive challenges) and satisfaction |

**CAPITALISM**

|  |  |
| --- | --- |
| **Realities of capitalism** | **Impact on professionalism** |
| Profit-making | * All employees must directly or indirectly contribute to the bottom line. * Pay levels are determined by how much your job impacts profit. * Making money really matters. |
| Competition | * Pressure to out-perform others * Continuously upgrading your job skills * Proactive, aggressive job performance |
| Social Darwinism (survival of the fittest) | * Passed-over for promotion * No job offer received * Early retirement * Workaholism * Taking care of #1 * \*Organization politics |
| Corporate growth | * Risk-taking * Fitting into the organizational empire * Non-status quo working environment * Vulnerability to economic downturns and crises |
| Government regulations | * Pitfalls of \*professional ethics * Governor on corporate growth and internal career-building |
| “Customer is king” | * Sweat-equity jobs (doing whatever it takes to satisfy customers) * Engaging in dubious marketing games |
| Impersonal marketplace | * Professional \*amorality * “Nice guys finish last” * Constant pressure to compromise values and ideals |
| No guaranteed job security | * Keep your résumé up-to-date and competitive * Take care of yourself before the organization * Never let up on \*professional development |
| Foreign markets and competition | * Bilingualism is the most in-demand 21st century professional skill (by far). * Don’t expect your (off-shoring) organization to be patriotic or nationalistic. |
| Invisible self-serving systems (markets, investing, politics, etc.) | To one extent or another, all organizations exploit people, and all people exploit organizations. |

**CAPITALIZING ON DIVERSITY**

|  |  |
| --- | --- |
| **Greatest business-related**  **diversity opportunities** | **Potential benefits** |
| Foreign markets and operations | Rapid business expansion, both marketing and operations (such as off-shore manufacturing) |
| Subculture domestic markets (primarily bi-cultural customers) | New profit opportunities for traditional-market companies |
| Bi-culture and bilingual workers | Goldmine for organizations with bi-cultural clients |
| Non-mainstream employees: women executives, single mothers, part-time workers, disabled workers, military veterans, etc. | Employees with enthusiasm, loyalty, and rare skills |

**CAREER AND WORK TRADE-OFFS**

|  |  |
| --- | --- |
| **Trade-offs** | **Key factors affecting trade-offs** |
| Time at work vs. with family | * Single status? * Dual career marriage? * Pre-school children? * Maturity and self-sufficiency of children |
| Work vs. leisure | * Steady regular-hours job vs. variable hours * Does your self-identity and esteem come more from professional or personal pursuits? |
| \*Comfort zone job vs. promotion with greater challenges | How psychologically ready are you and family for new stressors and lifestyle? |
| Transitioning away from technician (\*internal value employee) jobs to managerial or marketing (external value employee) | * Eager for \*professional development? * Want to be in charge? * Strong desire to increase income? |
| Narrow-range, medium-pay job in a small- size company vs. wide-range, higher-paid job in a large corporation | * Geographical change involved? * Open for a new professional lifestyle? * Do you want the higher income more than you need it? * Professionally and personally prepared for a more sophisticated \*organization culture? |
| Job in a nonprofit social services organization vs. better-paying job in a profit-oriented corporation | * How many values/ideals trade-offs are involved? * How critical is your need for bigger bucks? * Are you psychologically ready for more stress and tougher assignments? |
| \*Community of wealth job vs. community of meaning job | * How happy and well-adjusted are you in your current job? * Is more money a need or a want? * How hungry are you for higher social status? |
| Stable, secure medium-paying job vs. higher paying-higher risk job | * How many people are financially-dependent on you? * How much money have you saved? * How long could you go without a steady, predictable income? * What is your risk-return psychological profile? |
| Working around friends vs. working largely alone in a higher-paying job | * How important is higher social status to you and your spouse? * How much do you value teamwork and camaraderie? * How independent and self-sufficient are you? |
| Settling for a so-so job so your spouse can pursue a dynamic career | * How professionally successful is your spouse? * How much does your spouse like his or her job? * Can your ego take a blow? * Are you psychologically ready for a less-dynamic career? |
| An OK job in your hometown vs. a great job in a city you don’t especially care for | * How long do you expect to stay in the new city and job? * How risky is the job change? * How does your family feel about relocating? |
| Eight-to-five “steady-Eddie” job vs. more dynamic and interesting travel-intensive assignments | * Do you like to be on the go? * Do you like working by yourself? * How much do you rely on others to satisfy your psychological needs? |

**CAREER FULFILLMENT STRATEGY**

Decidewhich organization community you want your career to revolve around: the Community of Wealth (COW) or the Community of Meaning (COM)

Maximizing Career Success in the Community of Meaning

1. Form or join a virtual team.
2. Pursue continuous professional development via IVE/EVE melding and synergy
3. Engage in continuous professional development via the depth and breadth of your IVE-EVEs organization roles
4. Maximize the meaningful components of your job via personal contact with the constituents you serve (“CONtact”).
5. Send and receive the 4 I AMs

Maximizing Career Success in the Community of Wealth:

1. Put constituent interests ahead of your personal interests
2. Minimize exploitation in the pursuit of wealth:

* Non-competitive industry structures: monopolies and oligopolies; unregulated global marketplaces
* Global marketplaces that accommodate non-sustainable wages
* Financial support to politicians or vested interested organizations that strive to reduce business accountability or social responsibility

1. Strive to minimize the number of people who must sacrifice for your own wealth creation activities, and maximize the number

of people who benefit from your wealth creation.

**CAREER NAVIGATION**

**1.** Build your experience base to find out what you do best, and then seek to:

* Treat \*comfort zones like quicksand: stay out!
* Be Johnny Appleseed: plant something valuable everywhere you go.
* Have passion for \*empowering people, and progress will take care of itself.
* Load up your resume with external value; be an EVE (external value employee).
* Directly impact the organization mission.
* Directly serve lots of external \*constituents (especially customers/clients).
* Build and lead your own productive \*virtual teams.
* Don’t status-quo it.
* Doing less (not \*majoring in the minors) is the road to success. Focus on the essentials, not the superficial.
* Be accessible, and have access to the right people.
* \*Hold up a mirror to your organization.
* \*Unlearn as much about mediocrity as you learn about excellence.

**2**. \*Virtual team members can build personal success together:

* Your mission = the organization’s mission
* Stay plugged-in to what your organization needs.
* See, hear, experience success happening in the workplace.
* Let personal friendships and relationships flourish.
* Remember that organizations don’t really exist, only their people.
* Focus on what needs to be done rather than on what’s easy or enjoyable to do.

**3**. Developing your own professional vision:

* Strive every work day to make someone besides yourself better off: a team member, your organization, a customer, etc.
* Learn something significant every week—experiential, skills-related, or philosophical.
* Don’t get bogged down in professional \*comfort zones for long.
* Professional discovery leads to self-discovery.
* Develop a common theme or purpose to carry with you throughout your entire career—a “home base” to remind you what and who you are.
* Always be alert for ways to sacrifice on behalf of the success of others in your professional zone.
* If you work in the \*community of wealth, don’t exploit others.
* In choosing organizations, jobs, assignments, and colleagues, focus on the opportunity to expand your professional capabilities and contributions.
* Master the art of getting things done when you’re not formally in charge.
* Build your resume with external value.
* Ten years of experience or one year’s experience ten times in a row?
* Include quotes on your resume from pleased constituents.
* Prescription for happiness: Something to do; someone to love; something to look forward to. (Elvis Presley)

**CHANGE**

**1.** The 21st century is change incarnate: technology, globalism, chaotic current events, etc. Change- readiness is the new harbinger of competitive dominance. Can your organization harness change like wind-on-sails? Or does change drain your organizational or personal battery, eventually exhausting your resources?

**2.** Successful change programs are:

* Need-based
* Mission-centered
* Opportunity-focused

People must see how they and others will be better off as a result of the change—that the gain is worth the pain. These benefits should be portrayed in concrete and tangible ways. The clearer team members and clients visualize how change super-charges their organizations, the quicker they will champion it. Most people have a strong streak of idealism that responds favorably to appeals for cooperation and team play. We like contributing to something bigger than ourselves. Opportunity-focused change makes people aware of specific benefits that are there for the taking. Whatever the case, stakeholders are shown how program changes will help the overall organization seize the opportunity. The opportunity acts as a magnet pulling everyone toward change.

Efforts to implement change should be undertaken only when an acceptable philosophy is firmly established within the program structure. Until people are sold on the need for and benefits of change, they will display little true enthusiasm. Impatient leaders must sidestep all attempts to ramrod or steamroll the change into place before the psychological climate is ripe. Making decisions in isolation of the group is easy, but implementing them effectively takes lots of cooperative effort.

**3.** When backed by a supportive philosophical climate, program change can be effectively implemented via a five-step interdependent process:

* Information percolation. The program should be thought of as a garden that requires fertile soil for growth. The best way to fertilize the garden is with information about the benefits of change. Discussions of the benefits should percolate throughout the organization, involving all affected stakeholders. Change-oriented information should be circulated well in advance to give everyone ample opportunity to adjust to it psychologically. Leaders should strive to counteract any natural, built-in tendencies to put changes into place immediately and "get on with progress." Patience gives the "fertilizer" ample time to work.
* Dialogue*.* Staff and volunteers should set aside time to engage in constructive dialogue about the change and how best to bring it into reality. The dialogue should be relaxed but run in a businesslike manner by the presiding leader.
* Personalized commitment*.* When consensus is reached about backing the change, the program leader should make sure each member agrees to give it positive, individual backing. Even if some people are lukewarm in their support, they should be asked to cooperate as team players during the implementation phase. In order to avoid prolonged resistance, hashing through differences of opinion should take place prior to implementation
* Participative implementation*.* Needless to say, the change should be implemented with maximum participation to avoid any appearance of arm-twisting. A simple motto applies: people tend to commit to what they participate in. Again, progress-impatient leaders will enjoy the process more if they relax and not rush to push the process to a premature conclusion. Effective change always takes time. Encourage colleagues who are early committers to give the change a trial run for others to observe.
* Celebration*.* Beneficial change should be celebrated as a reminder of how things can be done right when people put their minds to it. Positive mentions of the change should also be made in the organization newsletter or via email. People enjoy seeing their organization succeed, so remind them frequently!

4. Rather than being at the mercy of external change factors, organizations should pursue intentional, managed change, such as new projects, new policies, and revamped operations. This on-going process is a three-dimensional triangle of change:

Know

Focus Wait

Knowing your team’s:

* Clients
* Awareness of the change
* Psychology (patterns of team member interactions)

In gauging team member awareness of the proposed change:

* Never assume that the need is apparent to everyone.
* Don’t mistake non-resistance for acceptance.
* Don’t ask team members to compromise deeply-held principles in backing the change.

Focusing on the needs of:

* Those served inside the organization
* Clients served outside the organization
* Team members

The client feedback and dialogue can be stimulated with the following thought-provoking questions:

* Who would probably benefit from ….?
* What do you think would happen if ….?
* What are the possible unintended consequences of ….?
* What are we assuming when we say ….?

Waiting for the right time for change:

* Enthusiastic team member support
* Client feedback and dialogue
* Resources in place

Enthusiastic (volitional) team member support for change can be magnified by showing team members how the proposed change will:

* Provide a refreshing change of pace in work routines
* Enhance professional development, mentoring opportunities, and résume marketability
* Expand the number of contributions each team member can make

In the final analysis, change is a body-building process that strengthens the entire organization. Leaders should court change, but work smarter rather than harder. A little bit of planning and thoughtful strategy smooths out the curves along the winding road.

**5.** Professionals and work groups have to be in psychological shape for change:

* Focused on ends (mission and goals) > means (procedures and rules)
* Strong interpersonal relationships within the affected group
* On top of the status quo

If change is not seen as clear-cut opportunity, better to stick with the status quo and wait for a more opportune time to seek the change, or for a better opportunity to eventually appear.

**6.** Change psychology:

* Never assume that the need for change is apparent to those affected by it.
* There is a major psychological difference between being affected by change and actually implementing and fueling the change.
* Don’t mistake non-resistance to change for acceptance.
* Change via compromise is acceptable except when principle is involved.
* Participation in bringing about change breeds acceptance.
* “Passive aggression” (feigning acceptance of change while you’re invisibly undermining it) is organizational guerilla warfare.
* Change is like writing a novel: you’re always thinking and always revising.
* Change is like maintaining a Japanese bonsai garden: always fertilizing, trimming, and weeding.
* Change is like playing a new golf course: a new challenge around every bend and curve.

**COACHING**

If you can physically show or verbally explain a job-related technique to someone, you can coach. Coaching is worth a thousand words, because it’s much easier to watch someone perform a task than to read about it in a wordy instruction manual. Coaches are invaluable because they save us time, frustration, and mental energy. Coaching can be informal (people naturally interacting in the workplace) or formal (learner-employee assigned to a teaching-employee). Coaching can be both passive (when learning-employees simply observe the natural flow of work around them) and active (when learners ask questions and seek out the advice of teaching employees). Coaching is one of the most potent ways of delivering the \*four I AMs, because it strengthens the productive capabilities of others and hence their future professional potential. Coaching also adds more productive assets to the employee’s \*professional balance sheet.

**COMFORT ZONES**

Genuine dedication to performance success lifts most professionals out of comfort zones, but less- motivated employees sometimes find themselves trapped in comfort zone quicksand.

|  |  |
| --- | --- |
| **Professional comfort zones** | **Fat, dumb, and happy?** |
| You have status quo job duties. | But what if you want to progress beyond your current job? |
| Co-workers take one another for granted. | So they don’t challenge each other. |
| You endless repeat your eight-to-five work routine. | Are you losing your capacity to change? You never know when evolving job circumstances may require change! |
| You are competent in all phases of your job. | How much longer are you going to stick with this same exact job? What about your professional development? |
| Your organization is stable and successful. | Are you sure? Success is fleeting and fickle. |
| Minimal workplace conflict exists. | Maybe that’s because everyone else is so comfortable they don’t want to rock the boat with any new challenges, initiatives, or improvements. Is that good for their careers? |
| You receive good performance reviews. | Were professional development and career planning a major part of your performance review? In many organizations, “good” really means average or “nice person.” |
| You like your job. | Would you like it more with some new challenges? Would you like doing this job forever? |
| You have several good friends at work. | Are they concerned about your professional future (professional development)? Are they good enough friends to tell you what you need to know but don’t especially want to know? |

**COMMITTEES**

Productive strategies for working with committees (temporary task-teams)

Almost all organizations are very dependent on the work of committees, often to the frustration of administrators! Although working with committees sometimes feels like wrestling with alligators, committee work can be both satisfying and productive… if we understand what makes committees tick. Understanding how people tend to work together on committees is half the battle in getting them to be productive.

**1.** Test your committee IQ with the following true-false questions. Most committees lean heavily towards consensus decision making.

1. Committee leaders generally make liberal use of participative management techniques.
2. Committee members tend to take information they receive during deliberations as accurate.
3. Committee goals and plans are usually clearly identified and sharply defined.
4. Committees are more likely to focus on process and means (rules, procedures, agendas, etc.) than on mission and ends (goals, contributions, etc.)
5. Committees generally display a good sense of timing in making decisions and implementing plans.
6. Most committee members are gun shy about asking questions or taking actions that might slow the committee down.
7. The formal leader of the committee usually has more influence over the thoughts and feelings of members than do informal leaders on the committee.
8. Most committee members are quick to assume that others in the group are well-informed about the committee’s work and sympathetic to its mission.
9. The terms group and team are basically synonymous.

The odd-numbered questions above are true; the even-numbered are false.

**2.** Understanding group dynamics

* Committees have a strong tendency--practically a built-in gyroscope--to operate by consensus based on the shared perceptions, experiences, and biases of the members. Even so, committee leaders are often reluctant to utilize participative management techniques (brainstorming, delegation, agenda-sharing, etc.) in committee deliberations, because these tend to slow down the group’s momentum and complicate consensus-formation.
* Committee members can end up with a less-than-accurate perception of reality during deliberations, because they tend to accept comments made by members at face value. In reality, committee-generated information is often incomplete, subjective, or sloppily researched.
* Committee deliberations are apt to proceed efficiently and with apparent progress because they focus more on short-term means (parliamentary procedure, recording minutes, keeping rules and precedent) than on long-run ends (purpose, mission, contributions made). This can lull members into a false sense of security and accomplishment: "We met, therefore, we were successful.”
* This tendency to equate bureaucratic busyness with effectiveness is compounded when goals and operations plans are stated in such a fuzzy way that true committee success can’t be meaningfully measured.
* Aggressive committee leaders love to build momentum by barreling through the agenda, pressing for votes, convening subcommittees, and ending meetings right on time. Despite the many advantages of keeping things rolling, these steamroller tactics can backfire. Members may feel reluctant to speak out for fear of bogging things down; they will probably feel railroaded; important details may be glossed over. Fast work isn’t necessarily a virtue with committees.
* Committees are apt to display poor timing in their activities, sometimes moving prematurely (before conditions in the organization are fertile for progress), other times procrastinating. This stems from the tendency of committees to work in isolation of the organization and to emphasize means (deliberating) over ends (decision-making and implementation).
* Another important reality about group dynamics concerns the pivotal role of informal leaders--people who are influential because of their popularity, competence, or seniority. Committee members are often subconsciously swayed by informal leaders due to their popularity.

**3.** Productive strategies for working with committees

Committees have a number of built-in unproductive tendencies that must be counteracted. The process is akin to driving a car: careful steering and regulating speed to get where you want to go. Let’s explore nine pragmatic strategies for managing committees productively:

1. To counteract the consensus-at-any-cost syndrome, committee leaders must make a conscious effort to solicit feedback from individual members, perhaps on an informal basis away from the group.
2. Goals and purpose statements must be nailed down before the committee begins its work. These should be carefully operationalized: specific, measurable, and systematically communicated.
3. Committee leaders must do their homework before and after meetings to insure that information exchanged is reliable and accurate. Questions must be asked, assumptions challenged, and research completed.
4. Committee leaders should create ways for members to sound off during meetings, such as calling on them by name, probing for feelings, encouraging debate, and not rushing into voting.
5. Leaders will pay attention not only to the how and why of committee activities, but also to the when. A sixth sense of good timing can be developed by staying in close touch with daily operating realities (\*management by walking around).
6. Smart committee leaders will go out of their way to develop rapport with informal leaders in order to cultivate their behind-the-scenes support.
7. Leaders should keep the committee’s purpose and mission before the group at all times and not assume that "we’re all on the same page." Holding meetings and following Robert’s Rules of Order must not be equated with success.
8. The leader will act at times as a governor, or restrainer, on committee proceedings to hold runaway momentum in check and make sure all members are heard from.
9. Leaders can accentuate individual accountability by insisting that committee members who back a proposal, pledge their enthusiastic commitment to its implementation. At times, this calls for the leader to gently poke and prod committee members to fully buy into the group’s central mission.

**COMMUNITY IN THE WORKPLACE**

In communities, people are interdependent, cooperative, and mutually supportive. They share and enforce a number of goals and ideals designed to protect the welfare of the community.

|  |  |
| --- | --- |
| **Elements of community** | **Enablement** |
| \*Authentic communication and relationships | Internalization of the organization’s mission (the will to help the organization succeed) |
| A feeling of belongingness and mutual accountability | Team mindset |
| Commitment to the organization’s mission and clients | Mutual respect for the organization |
| Concern for the contributions and mutual success of co-workers | Liking people in addition to their productivity |
| Cooperation between workers | Putting goals first |
| Delivery of the \*four I AMs when performance warrants | Positive reinforcement among professional peers |
| Putting the professional needs of co-workers on par with your own needs | Sense of professionalism |

Most people work for both money and meaning, but few get all they want of either. In most corporations, only people at the top have a shot at true wealth, while most of the rest just hope to make a “decent living” (middle class comfort). Organization members are separated not only by their wealth, but also by how meaningful their work is. Some people are fortunate enough to find self-fulfillment in life through their careers, even when their pay is relatively modest. Others, even some executives, don’t find lasting fulfillment through their work. Ultimately our primary, most driving, psychological motive for working determines which of the two psychological communities we gravitate toward. Those who truly work primarily for money (whatever amount) make up the community of wealth (or hoped-for wealth). Employees who want an adequate (“middle”) income, but who also seek self-fulfillment, service, and relationships through their work compose the community of meaning.

1. The community of wealth (COW)

# Owners of dynamic, highly profitable small businesses

* Stockholders or investment partners
* Executives who receive substantial salaries, stock shares, and profit bonuses
* Middle-income employees striving to penetrate the community of wealth

**2.** The community of meaning (COM)

# Delivery of the four I AMs (I am needed, appreciated, productive, and unique)

* Visible personal impact on organization success
* Personal influence shaping organization direction and goals
* Opportunity for significant interpersonal relationships with co-workers
* Employee internalization of the organization mission--personal commitment to helping the organization achieve its goals

**3.** Working in the community of meaning you can:

* Leave a visible imprint on the success of your organization and coworkers
* Shape the course of your own work and productive interactions with others
* Build significant professional relationships with coworkers
* Help actualize your organization’s mission through synergistic team effort

**4**. Fun ideas for building the community of meaning

* Team profile on Facebook
* $50 goof-off weekly petty cash hidden in team’s work zone
* A beckoning goodie table where the awaiting chocolate chip cookies and M&Ms provide taste bud solace to team members as they scratch out no-fun paperwork
* Hosting customers who visit the workplace
* Tasty Fridays, when the team prepares and delivers lunch to their favorite clients
* Photos of the team’s products in the client’s workplace
* Photos of team external customers and clients
* Play money to use in team financial records and planning
* Sharing communal equipment and facilities
* The team’s own website
* Teams bid out routine work to other areas of the organization (in-sourcing)

**5**. The vast majority of people (not being executives, business owners, or investors) don’t have a realistic chance of working in the organizational COW (community of wealth). Unless their organization has a highly functional work culture, their chances of being able to work in the COM (community of meaning) are also slim. Team-driven organizations give people the best chance of working in a meaningful community, and maybe even the community of wealth if their team is staked to an equity (profit-sharing) position within the organization. Many people starting careers have their sights on the community of wealth, but never mange to gain access. If they work for a team organization, however, they have the opportunity to find professional fulfillment in the community of meaning. But over time, professionals are apt to find more meaning and fulfillment in the COM than in the COW.

Teams = Human Needs

|  |  |
| --- | --- |
| **Human need** | **How these needs are fulfilled by work interdependency** |
| Achievement | Teamwork increases job ownership. You can develop your own productive niche on the team. You can put other team members in position to achieve. |
| Personal fulfillment | Teams are the ideal mechanism for deliver the four I AMs. |
| Money | Teams reward team members based on contributions to the team. Virtual teams are better qualified to reward team members than formal managers. |
| Personal identity | Teams bestow team member niches. |
| Personal success | Teamwork helps you succeed both as a member of the team and as a team leader. Teams dramatically broaden your job experiences and hence your resume. Teamwork builds your repertoire of \*internal and external value skills. |
| Power and control | Virtual team networks provide rich opportunity for being in charge and influencing the outcome of team projects. Working with team members empowers you to accomplish more and hence control more. |
| Security | Teams help you help yourself. Team members are the best on-the-job mentors. As long as you are productive on the team, team members tend to stay loyal to you and supportive. |
| Service | Teams provide you with endless opportunities to serve people both inside and outside your org. Teams make it easy for you to find ways for serving fellow team members. Because team members are interdependent, everything you do can be of service to one or more team members. |
| Socialization | Teams provide a continuous environment of both personal and professional relationships. The more people work together, the more they get to know each other both professionally and personally. Teamwork provides a great environment not only for productivity, but also for fun, friendships, and positive feelings. |
| Status | Team niches provide status based on competence, seniority, and leadership abilities. Almost all team members enjoy a higher status on the team than they do within the overall organization. You’re a known quantity on a team, which can enhance your status. |

**COMPETITIVE STRATEGY**

|  |  |
| --- | --- |
| **Competitive responsibilities of professionals** | **Professional benefits** |
| Know and internalize the real (unofficial) mission and operating practices of your organization, which is invariably different and more complex than the official (mostly for public relations) mission. | The more you know about the driving pursuits of your organization, the more you can help realize them (the #1 duty of all professionals). |
| Understand the ins-and-outs of how your work and virtual team impacts the mission directly and indirectly. | Teamwork magnifies your impact on the organization mission. The team’s “resume” becomes part of your own personal resume. |
| Help \*internal value employees (IVEs) tailor their work to suit the needs of external value employees (EVEs). | Then IVE work becomes EVE work, enabling IVEs to also impact the organization’s mission. |
| Synergize teamwork to significantly impact the organization’s mission. | If you’re a good professional manager, your work with others turns into professional gold. |
| Keep up with the continuous ebb-and-flow of operating practices, “in-vogue” initiatives, and industry trends. | Remember, successful surfers stay on the advancing edge of a wave. |
| Be aware of exploitative practices in your organization and decide whether you will join in or avoid the exploitation. | You become what you tolerate in your boss. |

**CONCEPTUAL SKILLS**

Technical skills = analysis and application skills

Conceptual skills = perceiving and creating skills

|  |  |
| --- | --- |
| **\*Internal value employees (IVEs)** | **External value employees (EVEs)** |
| Clearly and persuasively explaining the operations implications of technical analysis and reports | Persuasive communication |
| Interpreting technical information in a non-technical way | How technological and social systems are structured and operate |
| Keeping in touch with the status of external value (\*constituent-serving) projects and setting work priorities accordingly | Strategic (operations big picture) analysis |
| Understanding the organization’s mission and operations well enough to assess the impact and implications of IVE work on EVEs | Persuasive communication |
| Interacting with constituents (\*CONtact) enough to know their needs, preferences, and idiosyncrasies | Negotiating and motivational skills |
| Understanding EVE operations lingo: return on investment, financial leverage, derivatives, bridge financing, target marketing, competitive edge operations synergy, etc. | Tailoring communication to fit multiple audiences, personalities, and work styles |
| Simplifying the technically complex | Revealing the conceptual complexities of the ”simple” |

**CONFLICT MANAGEMENT**

**1**. Conflict gets a bad reputation because everyone thinks it’s bad. But the positive potential is nearly always there, especially on teams. Just as lake winds are harnessed to propel sailboats, teams can harness conflict to propel team progress and productivity. It all starts with understanding the genesis of most conflicts. Most conflicts revolve around either personalities (”hot” conflict) or issues (“cool” conflict). Most disagreements boil down to these two factors: what people feel (hot) versus what they think (cool).

|  |  |
| --- | --- |
| Hot Conflict  Centers On: | Cool Conflict  Centers On: |
| Personalities | Issues |
| Emotions | Ideas |
| Confrontation | Debate |
| The past | The future |
| Commissions | Omissions |
| Power | Principle |

Hot conflict boils up when personalities clash and an emotional confrontation results. Unless the relationship is patched up, differences will fester until a showdown occurs to see who has the most power. Hot conflict is worst when those involved reject conciliation or compromise for fear of "losing face."

Cool conflict emerges when co-workers have divergent opinions about some high profile issue in the workplace. The ensuing debate customarily revolves around what everyone feels their organization or department should, could, or ought to do. Cool conflict is worst when the different parties feel an important principle or cherished tradition is on the line, and they equate compromise with selling out.

**2.** Rarely is there a direct way to solve conflict, since it involves both feelings and thoughts. (It’s hard to “order” someone to quit feeling or thinking a certain way!) But indirect processes have a high potential, and a psychologist isn’t necessary.

Picture yourself as the matador in a bullfight. He uses his cape to take the strength and fight out of the bull (which misperceives the cape as an extension of the matador’s body). The matador winds the bull by running it back and forth long enough to set up the sword coup de gras.

So it is with killing conflict, where the purpose is to take the wind out of the negative conflict process. The “cape,” used for hot, personality-based conflict, shifts the focus away from feelings to the 3 Fs: Facts, Figures, and the Future. Cool off personalities and emotions by switching to a non-emotional thinking process.

When conflict gravitates around issues, wave the cape of feelings. Get people to talk about how they feel about the conflicting issues. After venting feelings, team members become more open-minded about alternative points of views, as well as productive compromise.

Conflict-ridden team deliberations should “toggle” between these classic dualities of human behavior:

Feelings → Facts → Feelings → Facts

Other fancy cape-work also utilizes the \*shifting modes tactic:

We → Me →We → Me

Past → Future → Past → Future

**3.** CONflict is yet another high-powered conflict-resolution approach: incorporate CONs (constituents both inside and outside your organization) into the process. Ask some of the key people served by your team to provide feedback and input on the nucleus on the conflict. How do they feel about it? How do they see it? What suggestions do they have? Once shed of a conflict, the team should literally bag it and bury it. Members write down their summary of the conflict on a slip of paper, seal it in an envelope, and then march en mass to the nearest outdoor dumpster for ceremonial disposal. Goodbye to conflict!

See the alphabetical entry for the conflict-reducing \*sunset clause.

**CONSTITUENTS**

People directly and indirectly served by your organization, team, or job. Constituents, not profit, are the real “bottom line” of business, because they are the fount of all profits. \*Internal value employees (accountants, computer programmers, human resource specialists, maintenance workers, etc.), serve internal constituents (mainly managers). \*External value employees (sales, marketing, innovators, etc.) serve external constituents (clients/customers, stockholders, financers, etc.).

|  |  |  |  |
| --- | --- | --- | --- |
| **Internal** | **Primary needs** | **External** | **Primary needs** |
| Departments | Work output | Clients/customers | On-time, on-site delivery of expected products/services |
| Projects | Work coordination | Stockholders | Stock price appreciation and dividends (profit-sharing) |
| Managers and executives | Power, information, budgets | Regulators | Enforcing laws, regulations, and standards |
| Technicians | Technical expertise,speed, and accuracy | Community leaders | Deriving benefits from organizations in the community |
| Virtual team members | Coordination, output niches, interaction | Politicians | Campaign funding |
| Board members | Networking connections | Financers | Loan servicing and repeat borrowing |
| Joint venture partners | Coordination, technology-sharing, project managers | Technology providers | Service fees |
| Employees in general | Pay, job security, safe and humane working conditions |  |  |

**CONtact** (constituent contact)

|  |  |
| --- | --- |
| **Constituent** | **Maximum Impact Contact** |
| Clients/customers | * At their place of business * Sitting in on project meetings with you and your team |
| Project participants | * Away from the routine work flow * Meeting with the project’s clients |
| Higher level managers and executives | In your work domain |
| Community leaders | In your work domain |
| Technicians | At a virtual team meeting |
| Virtual team members | At an in-person \*C.O.R.E. session |
| Consultants | With members of your virtual team |
| Your personal boss/supervisor | In your work domain or a “neutral” site |

**CONTINUOUS DIALOGUE**

The 21st century workplace is constantly changing and impermanent due to temporary project-intensive work and evolving “cast of characters” (\*virtual team members; clients both inside and outside the organization; and novel technology applications). Thanks to myriad digital technological breakthroughs, work options are highly flexible, necessitating \*continuous dialogue between \*virtual team members, clients, and technicians.

|  |  |
| --- | --- |
| **Organization activity** | **The continuous conversation** |
| Customer service | * Feedback on customer satisfaction and critique of service * Feedback on future business * Feedback from those in the customer’s organization who benefitted from your organization’s product or service |
| Project progress | Unexpected changes in service flow from virtual project team members; external suppliers; or technical support |
| Virtual team activities | Who on the virtual team is working: where, when, and what progress are they making? |
| Technical backup | * Will your team need an increase or decrease in tech back-up? * Can the techs continue to meet your team needs in the foreseeable future? |
| Competitors | * Are they standing pat on the status quo? * Have they made new progress in gaining a new competitive edge over you? |
| Management expectations | Have organizational circumstances, standards, or priorities recently changed, or are they about to? |
| Personal job performance | * Are you satisfied with your recent job performance? * How about your internal and external constituents? Have you received feedback from them? |

**CONTRIBUTIONS ASSESSMENT**

**1.** The shortcomings of traditional (bureaucratic) performance evaluation: boss-to-subordinate performance review on a “one-size-fits-all” generic numerical-ratings template

* It is done "to" the employee rather than through the employee
* Is generally one-way evaluation (boss- to-subordinate) rather than \*three-sixty degrees evaluation (peer-and constituent-based)
* Puts the employee in a politically awkward position (because protesting what your boss says can spur negative repercussions)
* Is done in the "Parent" (critical) mental state rather than the "Adult" (constructive) state (see \*PAC analysis)
* Defines performance more as means than ends, because means (following orders; complying with control systems; dress codes, etc.) are so much easier to measure than ends (value created for constituents; creativity; innovation; judgment calls; nonconforming excellence rather than popular mediocrity, etc.)
* Becomes a bureaucratic ritual
* Evaluators are often out-of-touch with daily workplace realities and constraints and thus subject to\*erroneous zone thinking

**2.** \*Three-sixty degrees authentic feedback

* What did you try to do for our target constituents?  
  What did you try to do for others?
* What did you try to do for yourself?
* What did you actually do for others?
* What did the organization try to do for you?
* What did your team members try to do for you?
* Maintenance vs. new contributions

**3.** Maximizing the team contributions of external value employees

* Provide them with a flexible work schedule (not routine eight-to-five).
* Provide the freedom necessary to wheel and deal.
* Provide back-up \*internal value employee-support to take care of the detail work.
* Minimize their internal organizational obligations (attending meetings, doing paperwork, meeting routine appointments, etc.).

**CONTROL AND COORDINATION**

**Formal Org Control Mechanisms**

1. Annual performance reviews
2. Budgets
3. Chain of command
4. Committees
5. Company-formed/managed teams
6. Department structure
7. Formal memos
8. Forms, Formats, Formulas, Forecasts
9. Human Resources department
10. Impersonal meetings (one-way communication)
11. Job descriptions
12. Policies, Procedures, Protocols Plans
13. Promotion by seniority
14. Public relations
15. Rules, Regulations, Routines
16. Training sessions

|  |  |  |
| --- | --- | --- |
| **Major organization**  **control activities** | **Professional competencies**  **and responsibilities** | **Control challenges** |
| Human resource policies (federal government and organizational) | * Human resource law expertise * HR benefits policies: design, administration, communication | * Changes in laws * Policy formulation to implement HR laws and employee programs * Disseminating HR policies and programs and employee education process |
| Budget (spending) control | Budget planning process: formulation, discussion, review, implementation, and tracking spending | * Budgeting politics and prioritization * Designing flexible budgeting systems that can sustain spending uncertainties |
| Operations control (deadlines, quality control, safety procedures, time cards, etc.) | * Design of operating systems * Systems engineering and development * Systems maintenance | Implementation of complex technological systems in a people-friendly, self-educating manner |
| Project control: budgeting; employee hours and overtime; digital technology control (operating features, scheduling multiple users; dial-in access, etc.) | Managerial processes: planning; trouble-shooting and problem-solving; decision-making; etc. | * Smooth coordination between \*internal and external-value employees * Training employees to understand \*project management systems and their efficient and effective implementation |
| Information control: access authorization; security issues; team communications coordinator, etc. | * Management information systems design and implementation * Online operations information | Continuous employee MIS education and training |

**C.O.R.E. MEETINGS**

Communication Organization Reality Electricity (C.O.R.E.) group meetings enable and empower:

* Grass roots participation in both operations and strategic decision-making
* Continuously updated big picture awareness of performance realities throughout the entire organization
* Exchange and critique of innovative ideas and visionizing
* On-going competitive analysis
* A built-in forum for constructive conflict-resolution
* Enhanced personal accountability for performance at all levels
* How’s the farm? Comparing crops
* \*Brainstorming, visionizing, cross-pollinating

**COUNTERINTUITIVE INNOVATIVE THINKING (CIT)**

Counterintuitive innovative thinking is the doorway to creativity, which in turn is the floodgate to progressive decision-making and problem-solving. Thoughts and ideas that run counter to the status quo organization culture and national culture often generate dynamic opportunities for actions invisible to conventional organizations. Culturally-diverse teams are organizational incubators for going-against- the-grain, because the differing backgrounds of team members spark new ways of thinking and perceiving. Non-progressive organizations (often giant frozen blocks of ice) travel along conventional/traditional, politically acceptable, non-controversial pathways. Changing “trad orgs” by unfreezing the whole block of ice obviously isn’t feasible, so instead strive to melt ice cubes one-at-a-time via small, but progressive, changes in thinking. The result is counterintuitive innovative thinking that looks at established organizational reality through the diverse prisms of individual contributors both inside and outside the organization. CIT modes of thinking are most valuable to external value employees (EVEs), the team members closest to customers/clients.

**Examples of CIT:**

1. Virtual (informal) teams: employees empowered to manage their own work
2. Flexwork > eight-to-five
3. Churches without buildings
4. Learning through internships > college classrooms
5. Student learning > licensing
6. Intermural college sports > organized conference “amateur” teams
7. Pay and promotions for interpersonal skills
8. Government-financed politics
9. “Future” classes in addition to history classes
10. Students teach teachers
11. Clients/customers participate in corporate meetings
12. Students go through college in teams
13. Single-term political office
14. Flat tax system
15. “Social damage” taxes levied on low-mileage cars, beef, junk food, elevators, excessive water use, noise-polluters, illegal labor users, corporate off-shoring, political campaign-contributors, drug-users, etc.
16. Asking team members to disagree on issues before they agree
17. Corporate annual reports written by customers/clients
18. Asking clients and other external stakeholders to submit goals for your organization or team
19. Brainstorming on what would happen if the team were to lose a member, a key customer, or a supplier
20. Asking internal and external stakeholders to review your organization’s annual report, mission statement, or goals

**The CIT mindset:**

1. Thinking backwards (opposite the status quo)
2. Non-conforming (resisting peer pressure)
3. Melting the ice cube and refreezing it in a different shape
4. Thinking like someone outside the organization: customers, suppliers, or competitors
5. “Why” thinking instead of “what” thinking or “how” thinking
6. 360-feedback
7. Focusing on the possible unintended consequences of decisions, not just the intended
8. Use of the I AMs (I am productive, appreciated, needed, unique) > money to motivate people
9. Asking instead of telling
10. Questioning instead of accepting
11. Lighting fires instead of putting them out
12. Redefining problems before trying to solve them
13. Proacting instead of reacting
14. Breaking precedent instead of following precedent
15. Opening instead of closing
16. A two-way dialogue, not a one-way monologue
17. Contemplating many answers instead of the “right” answer
18. Listening > talking or merely hearing
19. Discussing > meetings
20. Using unisex managerial practices > masculine

**Steps for engaging in counter-culture thinking**

1. Establish a regular brainstorming dialogue with several non-conventional or creative people in your part of the organization.
2. Look for opportunities to process through issues using several of the above CIT mindsets.
3. Annotate agendas for meetings and non-routine office correspondence/emails with high potential CIT options to consider/discuss.
4. Hold weekly half hour CIT sessions with key employees. Annotate agendas for meetings and non-routine office correspondence/emails with high potential CIT options.
5. Analyze and discuss the professional balance sheets of organization members to see if their professional skills are out-of-alignment with their daily work responsibilities and organizational niches.
6. Create an employee online chat group to bandy about ideas, “hunches,” and experimental thinking.
7. Anti-benchmark instead of benchmark.
8. Look for employee \*comfort zones that block progressive thinking and activities.
9. Use contributions-descriptions instead of job descriptions
10. Experiment, experiment, experiment with new ways of doing things

**Creativity is:**

# Interactive: Ideas come from bouncing thoughts off co-workers whose insight into what you’re talking about gels both with their own thinking and your thinking.

1. **Stimulated**: Creative thinking takes on a life of its own when team members collaborate to solve a problem or work out productive solutions to success.
2. **Incubated**: Via a greenhouse (empowerment) organization culture
3. **Relationa**l: Bouncing ideas back-and-forth between many heads.

The fundamental challenge of creativity is that every new idea requires workers and the workplace to undergo significant change.

**Counterintuitive Innovation Tools**

|  |  |
| --- | --- |
| **CIT generators** | **Description** |
| 1. 4 I AMs | When you think creatively, you definitely feel productive and unique (2 of the 4 I AMs) |
| 1. Authentic communication | Liberates people from conforming, socially-filtered communication/interaction patterns |
| 1. Comfort zone analysis | Spotting status quo agendas (for comfortable or self-serving work) of individuals and org units |
| 1. Community of meaning | When working on behalf of constituents and professionals, welcome creative change. |
| 1. CONcon (constituent contact) | Outsiders see reality in fresh ways that generate fresh opportunities for win-win org progress. |
| 1. Contributions descriptions | Systematically searching for invisible behind-the-scenes contributions that can be expanded and exported to others |
| 1. Contributions zones | Locate org pods of productive “hot spots,” and seek to spark them in other areas of the org. |
| 1. Decision-actions chain | Interdependent employees keep a permanent log showing the intended and unintended outcomes/consequences of key decisions/actions that “tell tales” for improved future performance. |
| 1. Erroneous zone analysis | Ferreting out and correcting people’s mistaken perceptions of reality creates a new lease on future progress. |
| 1. Futureskilling | Open the door for future org change via focusing today on the evolution/revolution of professional skills and challenges needed for tomorrow’s org success. |
| 1. Generating electricity | Go where success is already happening and learn, train, and work there. |
| 1. Interdependency analysis | You are at your professional best when you can’t succeed unless you help co-workers succeed. |
| 1. Mine field mapping | Finding the invisible, hidden mine fields of dysfunctional work in your org catalyzes productive change/progress that shocks everyone into positive/productive change/action/progress. |
| 1. Org-human interface charting | The self-benefitting agendas of employees fuel the engines of their productivity. Show them how to fulfill their personal agendas by advancing the org’s mission. |
| 1. Outside-the-box plotting | When not pressed to conform, org outliers are often ideal catalysts for innovative org change. |
| 1. Team balance sheets and resumes | Tallying up the often latent talents of interdependent people opens the floodgate to new and renewed contributions. |
| 1. Unintended consequences analysis | The unintended often determines long-term success more than the intended. |
| 1. Vapor trails of success analysis | Traditional orgs often overlook non-traditional success, but those with eagle eyes can see the vapor trails of innovative success. |
| 1. Virtual teams | The communities of meaning created by VTs naturally nurture innovative productivity the way bees make honey. |
| 1. Workplace magnets | Find the people/activities in your workplace that draw attention and admiration, and then export them throughout the org to create productive interpersonal magnets. |

**CYBER-PERSONALITY** (also see \*virtual communication)

|  |  |
| --- | --- |
| **Positive cyber-personality attributes** | **Payoffs and benefits** |
| Use of attention-grabbers: graphics; avatars (graphic representations of virtual team members); online participation games, etc. | Keeping virtual communication fun and fresh |
| Big picture grasp and orientation | Mental template of the virtual team’s core purpose and mission |
| Enthusiasm and upbeat attitude | Key way to compensate for the coolness of technology (screen conversations; stop-and-go conversations; non-physical interaction of virtual team members) |
| Interpersonal adaptability | The ability to immediately adapt/bond with diverse people in short, impersonal digital conversations |
| In-world (use of digitalized technology) listening skills | * Self-discipline in the use of digital communications technology * Avoidance of “noise” that muddies digital communication: multi-tasking; daydreaming; “winging” it (unpreparedness). |
| Organized dialoguing | Substituting communications coordination for spontaneity via a dialogue “traffic-cop” chief communicator (see this term in “cyber-world” entry below) |
| Perceptiveness in the absence of body language | Focusing on words and verbal emphasis in place of body language |
| Tact | Virtual teams should adopt a written digital conversation code-of-conduct and appoint the chief communicator to enforce it during digital conversations. |
| Transparency and authenticity | Digital communication requires participants to say what they mean and mean what they say (so long as the digital conversation code of conduct is adhered to). |

**CYBER-WORLD** (also see \*virtual communication)

**Asynchronous communication**: Delayed digital communication, such as email, blogs, bulletin boards, chat groups, newsgroups, etc. The opposite of synchronous communication (face-to-face, phone calls, texting).

**Avatars**: Virtual team icons (animated caricatures often obtained through online services) that visually represent team members during in-world sessions (online team meetings). Avatars help personalize the cyber-personality team members in an otherwise impersonal digital media. (In Hinduism, an avatar is the human personification of a Hindu god.)

**Blogs**: Internet sites (in the “blogosphere”) where individuals and interactive groups share and debate opinions, ideologies, and subjective perspective. Team blogs should be private (intranet protected by a firewall) rather than public (internet) and guided by clear-cut standards pertaining to information content.

**Chat room or group**: Online forums (open or closed to the public) for virtual team dialoguing and information sharing.

**Chief communicator**: A team member who takes the lead in promoting proactive team communication: (1) Information gate-keeping: routing team-directed emails to the most relevant team members; (2) Communication mapping: coordinating the flow of information through the team, how the information is used by team members, and appropriate follow-up; (3) Facilitating timely and accurate communication with team internal and external clients

**Collaborative management tools**: Various commercial software packages that enable teams to create and manage website information. These wide-ranging tools include training videos, shared date based programs, document banks, webcams, electronic calendars, project workflow tracking, knowledge management systems, etc.

**Conference call** (audio-teleconference, or ATC): Teleconferencing allows only aural input, not digital. Full duplex teleconferencing enables dual teams to speak at the same time versus one team at a time via half duplex.

**Continuous partial attention**: The reality of multitasking work styles means that team communicators often receive only the partial, and sometimes fleeting, attention of virtual team members.

**\*Cyber-personality**: The extent to which you can build rapport with virtual team members and clients through developing an online persona that is both engaging and dynamic. People with good cyber-personalities excel at personalizing impersonal media.

**Desktop sharing**: Logging into your office computer remotely to collaborate real time with other team members or clients. Commercial software provides group remote access to your computer’s files—like a virtual group meeting in your office when you are away.

**Discussion boards**: External topic-driven discussion groups of professional relevance to your team.

**Electronic bulletin boards**: Used by a broad range of team clients to build virtual community via posting announcements of common interest, pooling useful information, planning events, etc.

**Electronic team portfolios**: A digital resume or portfolio of the team’s members, work accomplishments and professional capabilities: experience, projects, client feedback and endorsements, specialty skills, awards, etc.

**Extranet**: A firewall-protected team website open to authorized clients (team customers, suppliers, joint venture partners, etc.) inside and outside your organization. The opposite of intranets.

**File-sharing software**: Peer-to-peer software that enables team members to share files with other computers, thus facilitating wiki file composition, editing, and critique.

**Globally-distributed work**: Software that enables virtual teams working across geographical boundaries to coordinate their shared work flows, as well comply with differing business regulations (human resource, taxation, safety, environmental, etc.)

**Intellectual property security**: Guidelines for virtual communicators to follow regarding what proprietary information (competitive, technological, and legal) is off-base to mention or discuss.

**Intranets**: A website used exclusively by team members (not outsiders on the internet) for professional reasons (data bases, electronic calendars, discussion boards, etc.).

**In-world**: Team members communicating and collaborating via intranet, file sharing, discussion boards, etc.

**Netiquette**: Maintaining professional behavior in virtual, digital communication to eliminate emotional roller coaster rides.

**Podcasts**: Digitally recorded aural and visual programming of information and experiences relevant to the team.

**Rich technology**: Factors that enrich and personalize virtual technology: images, sound effects, podcasts, avatars, etc.

**Telecommuting**: Working offsite at home, airports, conferences, etc.

**Teleconferencing**: Software/hardware systems that enable two or more groups to interact virtually as though they were in the same conference room. This is a very rich form of technology because it is synchronous, collaborative, and provides telepresence.

**Telepresence**: The technology-generated visual and psychological perception that your group is physically present with virtual participants. This is a rich technology for global team use.

**Virtual communication**: (primarily digitalized) communication between people who are not all in the same physical location

**Video conferencing**: Asynchronous one-way transmission of a recorded video presentation. It does provide discussion opportunities for those in the receiving team.

**Virtual hoteling**: An online depository or “depot” of both physical facilities, equipment, and services (temp rooming facilities, car, digital gadgets, clerical services, digital hardware, etc.) and digital information (technology/software library, data bases, etc.) for off-site virtual team members to use on crash projects, extended meetings, client interface, etc.

**Virtual meeting team facilitator roles**: (1) Cyber- leader and participants; (2) scribe; (3) gatekeeper (of the agenda, netiquette, and intellectual property security); (4) computer files and graphics operator; (5) keyboardist; (6) desktop operator; (7) email manager; (8) participant “spotter”: keeping track of names, ordering who makes what comments when, etc. (9) coordinator of transmission: pausing and muting; (10) coordinators of non-transmitted communication, such as chat groups.

**Virtual work spaces**: Hiring the services of specialized digital communication firms that provide your team or organization with a partial or complete package of virtual communication technology and services, and also guide you in their use.

**Voice over internet protocol**: Free global talk via computer connection (a la Skype)

**Whiteboard**: A large electronic/digitalized easel that connects a computer to a projector which displays the computer screen’s content on the whiteboard screen. Whiteboard also supports the use of markers to highlight data on the screen and will convert handwriting into typing for easier reading.

**DECISION-MAKING** (also see \*judgment call decision making)

**1.** Decision-making is taking a continuing series of interrelated actions that produce a series of intended and unintended outcomes. Once the outcomes satisfy the action-takers, they cease making decisions and accept the new status quo… until another change (alteration of the status quo) sets off another series of decisions/actions. Even the best- prepared, most idealistic decision-makers have no guarantees about outcomes. But they can arrive at an acceptable (and temporary) outcome much faster by wrestling with the following questions:

* Why are we making this decision?
* Who’s affected by this decision?
* Who should participate in making the decision?
* What and who is driving the decision?
* When is the optimal time to make this decision?
* Is the decision more informational or emotional?
* What are the cost/benefit trade-offs of this decision?
* What is likely to happen if we don’t make any decision?
* What is most likely to happen if we make this decision now?
* What’s price will we pay for undoing the decision if it doesn’t “matriculate”?

**2.** All workplace decisions are community decisions, because they affect interdependent people (communities) both inside and outside the workplace. It’s easy to take decisions for granted, because we make them all the time. But once made, decisions take on a complex community life of their own:

* Altering our work duties
* Creating a cascading chain-of-events often beyond our control
* Disrupting the status quo (for good or bad, or both)
* Impacting team and organization success
* Igniting unexpected surprises (pleasant and unpleasant)
* Mandating a strong implementation effort
* Generating opportunity, the DNA of team progress
* Requiring experienced navigation and implementation through thick and thin

Team communities resemble an old-fashioned mechanical pinball machine. Once put into play, the metal ball bearing careens and cascades off electronic bumpers, sometimes scoring points; sometimes knocked out of play; sometimes “tilting” (shutting off) the machine. Moves made by various members of a community also reverberate throughout the community with synergistic pay-offs, benefiting some; creating problems for others.

**3.** The decisions we make and the actions we take produce both intended and unintended outcomes. The unintended are the ones to worry about. Sometimes we luck out and the unintended outcomes work to our advantage; but not always. For example, your team upgrades a piece of software to complete a project, only to discover that a client can’t open the final report because they use an older version of the software. You didn’t intend for this to happen or anticipate it, but it was a minor embarrassment for your team. Fortunately it was easily remedied by resaving the final report in the older version of the software. But things aren’t always so simple. What if the project had been emailed to an overseas client who tried to open it for the first time during an important presentation, only to discover the software glitch? Now it’s more than a minor embarrassment for your team. Unanticipated outcomes come with the territory in today’s technologically-complex, global workplace. Instead of unrealistically trying to eliminate unforeseen “surprises,” anticipate them through common sense team dialogue:

* What outcomes are most likely if this succeeds? Fails?
* What is the domino effect potential? Discuss both positive (it worked) and negative outcomes (it bombed.)
* Who is in the “line of fire” of this decision or action? Inside the organization. Outside the organization.
* Who is responsible if we don’t succeed?
* What are the most likely costs of undoing this decision or action? What price are we willing to pay if things unravel?
* Do the tangible benefits of this clearly outweigh the tangible costs?
* Do the intangible benefits outweigh the intangible costs?
* Will \*groupthink emerge in our dialogue? (Groupthink occurs when conforming team members consciously and unconsciously become “cheerleaders” for the team, uncritically agreeing to whatever appears to be in the team’s best interest.)

**4.** The mindset of good decision-making:

* The more important the decision, the more it should be a team decision.
* Involve important team \*constituents inside and outside your organization in important team decisions.
* Listen proactively to the implementers of team decisions.
* Remember that outcomes come from an interlocking series of decisions (or \*pieces of decisions), not just one “big bang.”
* Always have contingency (what-if) plans and scenarios in your back pocket.
* Most importantly, remember that no decision or plan is guaranteed to work. But implementing them in a team community context sure increases the odds.
* All decisions are ultimately community decisions due to work interdependency in the 21st century. You can’t make community decisions alone; feedback and participation are pre-requisites to managerial and professional success.
* The best way for professionals to invest in their colleagues and organizations is by investing in their decisions and plans.
* Sell, sell sell the decision to internal and external constituents.
* Listen proactively to those implementing pieces of the decision.

**DECISIONS-ACTIONS CHAIN**

Use a simple template, such as the model below, to generate a diary of key team decisions and actions to guide future actions, and to produce connect-the-dots cause-and-effect insights into team performance. Looking at the history of a decision-actions chain is the best way to extend the chain further into the future.

|  |  |  |  |
| --- | --- | --- | --- |
| **Date** | **Event or decision** | **Actions taken to date** | **Impact and outcomes**  **to date** |
|  |  |  |  |
|  |  |  |  |

**DELPHI TECHNIQUE**

**1**. The ancient Greeks allegorically erected a shrine, the Oracle of Delphi, where Pythia, priestess of Apollo, divulged the future to anxious people. Predicting the future today is a bit more complicated, but the modern Delphi approach to teamwork yields much better results than priestess Pythia ever did. Team Delphi sets the table for team thinking and communication about future issues of key importance to team success. Team Delphi has a simple formula: my reality + your reality + their reality = OUR team reality. Team members evolve through three mindsets:

me you us → me you us → me you us

Team members make the transition from me to us via a series of Delphi conversations focusing on one or more key team issues. These conversations are “souped-up” by six virtual team processes:

**D**eliberation: Using the feedback of team members as input to your own thinking

**E**lectricity and energy: Enabling team members to share their “full-strength” ideas, opinions, and reactions before, during, and after conversations

**L**earning: Becoming aware of team realities for the first time and their impact on team members

**P**artnering: Weaving together individual team member ideas, opinions, and reactions into an overall team “gestalt” (big picture)

**H**unches and hypotheses: Combining “soft” subjective speculation with “hard” objective facts

**I**nformation surge: Shining maximum light on team issues.

**2**.“Delphi” gradually emerges by circulating (preferably digitally) evolving versions of a questionnaire among team members.

Step 1 of Delphi develops a questionnaire that solicits a variety of objective and subjective input from team members.

Step 2 sends the questionnaire (preferably via email) to all team members, as well as to important constituents of the team (clients, suppliers, departments served within the team’s organization, etc.).

In step 3, team members respond to questionnaire items and email these back to everyone. This round-robin process is repeated until team members feel their virtual conversation has yielded sufficient feedback to empower the team to reach consensus on the issues in play and take actions accordingly.

**3**.The round-robin Delphi feedback process greatly benefits teamwork because it is:

* Efficient in its use of people’s time and energy
* Easy to understand and administer
* Participative and inclusive
* Comprehensive in depth and breadth of information and insight
* Enlightening and eye-opening

Delphi is geared up for we > me; concentric circle analysis; and community consciousness.

Delphi concentric circles

MC900099204[1]MC900099205[1]

The holistic, evolving Delphi questionnaire-process stimulates team cohesiveness, because the “authentic” conversation it generates is highly relevant to everyone on the team, as well as binding—just like concentric circles. Team members come to know and appreciate one another better as the questionnaire conversation opens thought-provoking doors of the mind.

**DISCUSSION FACILITATION**

Simple tips for leading team discussions:

1. Set the table for productive team sessions in advance

* Send out an early agenda.
* Get member reactions on agenda items before the meeting, via email when possible.
* State when meetings will tentatively begin and end, and handle the schedule flexibly.
* When possible, state agenda items in terms of a question.

1. Paraphrase what others say at the session for positive reinforcement and to promote good listening.
2. Occasionally ask others to state what they heard, and then ask the original speaker if that was what they meant.
3. Interject thought-provoking questions:
   * "Does anyone think that…?"
   * "What do you think would happen if…?"
   * What are the potential benefits of…?"
   * "What assumptions are we making when we say…"?
4. Don't push for a decision if you think an issue lacked adequate discussion (especially where conflict/controversy are involved), or when people evaded transparency in their comments.
5. Shift the conversation back and forth between thoughts and feelings: (see \*shifting modes)

* What thoughts do you have…?
* How do you feel about …
* How do you feel about (what was just said)?

**DOING/BEING CYCLE**

Professionals become what they do (the doing/being cycle). Organizational success isn’t possible until key employees “become” the organization’s mission: it’s values, ideals, goals, and uniqueness. When asked for the name of their employer, Japanese Honda workers have traditionally responded, “I am Honda.” Honda had become their personal identity (being). As reflected in the following table, many professionals identify so personally with the work they do, they become(transform into) one or more organizational ideals.

|  |  |
| --- | --- |
| **Doing (striving)** | **Being (ideals)** |
| Working | A creator |
| Talking | A relationship |
| Deciding | A judge |
| Problem-solving | A restorer |
| Partnering | Member of a community |
| Thinking | An independent entity |
| Correcting mistakes | A rescuer |
| Analyzing | A learner |
| Changing | Rebirth |
| Explaining | A builder |
| Finishing | Giving birth |

**EFFECTIVENESS vs. EFFICIENCY**

A long-time adage says that professionals must not only do things the right way (efficiency), they must do the right things (effectiveness).

|  |  |
| --- | --- |
| **Efficiency** | **Effectiveness** |
| Smoothly managing a meeting and finishing early | Making informed decisions on several key issues and cementing employee buy-in |
| Beating a customer delivery deadline by two days | Delivering exactly what the customer wanted |
| Finishing up the department’s fiscal year 22% under-budget | Successfully funding all new departmental initiatives during the past year |
| Interviewing all five job candidates in one day | Clearly identifying the best job candidate to hire |
| Cold-calling 17 potential new customers in just four hours | Landing orders from a dozen new customers in one week |
| Developing next year’s stock market outlook report in record time | Providing the brokerage’s customers with the best annual stock market report in the industry |

**EMPOWERMENT**

|  |  |  |
| --- | --- | --- |
| **Empowered organization** | **Empowered employee** | **The wham factor** |
| Supervisor-subordinate chain of command | Team structure | Client-focused organization |
| Same fringe benefits for all | Cafeteria-benefits plan | Needs-based benefits |
| Policy manual | Best practices manual | Professional standards |
| Time clock | Team-needs scheduling | Optimal project time cycle |
| Chain-of-command decision-making | \*Three-sixty degrees feedback decision-making | Outcomes-based decision-making |
| Job descriptions | Contributions descriptions | Virtual team niches |
| Budget control | Constituent control | Success-based control |
| Departmentation | \*Virtual teams | Client-project structure |
| Job specialization | \*Professional development | The learning organization |

**ERRONEOUS ZONES**

Erroneous zone (off-base with reality) thinking works against professional success because it mis-perceives the realities of human nature and the workplace.

|  |  |
| --- | --- |
| **Erroneous zone** | **Reality zone** |
| People don’t want to work hard. | People don’t want to work hard on minor matters. |
| Money motivates. | Meaning motivates more. |
| The harder you work, the more you accomplish. | The smarter you work, the more you accomplish. |
| Always shoot for a promotion. | Always strive for jobs that maximize your contributions and the \*four I AMs. |
| Marketing and sales deal with customers. | All professionals deal with customers. |
| Decisions are most effective when the optimal alternative has been identified. | Numerous alternatives can produce good results when implemented competently. |
| Job descriptions promote productivity. | Job descriptions promote productivity, but not necessarily what is needed most. |
| Bosses are in charge. | Clients are in charge. |
| She has ten years of professional experience. | She has one year of professional experience ten years in a row. |
| The highest paid employees are the most valuable. | The highest paid employees are the scarcest. |
| Avoid conflict. | Avoid avoiding conflict. |
| Work matters. | People matter. |
| The more money you make, the more successful you are. | The more people you serve, the more successful you are. |

**FEEDBACK LOOPS**

Feedback is the cure for mediocrity. Knowing the true results of our work helps us to work smarter instead of harder.

|  |  |  |
| --- | --- | --- |
| **Receiving feedback from** | **Purpose of this feedback** | **Competing the**  **\*three-sixty cycle** |
| Close friends in the organization | Your welfare | Responding to their welfare |
| Competitors | How to sharpen your competitiveness | Continuing professional progress |
| Constituents inside the organization | Your performance efficiency | Repetition of your performance excellence |
| Constituents outside the organization | Success in achieving the mission of your organization | Continuing professional progress |
| External value employees (EVEs) | Your performance effectiveness | Continuing professional progress |
| Higher level power holders | Your importance to the organization | Continuous upgrading of your mission-impacting contributions |
| Internal value employees (IVEs) | Technical information and issues | Keeping IVEs informed of your new and expanding information needs |
| Other virtual teams | Project interfaces | Continuous (including real time) updating of project information |
| The impersonal marketplace | Competitiveness of your organization | Continuous expansion and restructuring of your organization’s management information system |
| Virtual team members | * Your professional contributions * The \*four I AMs | Delivering the four I AMs to co-workers as appropriate |

**FIRE STARTERS**

|  |  |
| --- | --- |
| **Fire** | **Fuel** |
| Exploitative competitive practices or operations | Social Darwinist (survival only of the fittest) executives |
| Fake-face relationships | Non-\*authentic relationships and communication |
| Free-floating conflict | Weak \*leadership at the grass roots level |
| Malicious gossip | Have and have-not employees |
| Passive aggression | Non-\*authentic relationships and communication |
| Punishing everyone for the fault of a few | \*Authoritarianism |
| Stereotyping | Unsophisticated \*organization culture |
| Suppressive organization culture (guarding secrets) | Yawning gap between official organization mission and the unofficial mission and goals |
| Unfairness | Have and have-not employees |
| Uniformity and inflexibility | \*Internal value employees run the show at the grass roots level |

**FOLLOWER CONTRIBUTIONS**

Followers make leaders; leaders shape followers. You can’t lead until you can follow. Following and leading are opposite sides of the same coin.

|  |  |
| --- | --- |
| **Follower behaviors** | **Professional skills and contributions** |
| Advising | Thorough knowledge of systems |
| Asking pertinent questions | Commitment to mastery |
| Assisting others | * Concern for colleagues * Empowering productivity |
| Assuring accuracy and timeliness | * Maintaining high standards * Proactive client service orientation |
| Communicating | Building and maintaining workplace community and teamwork |
| Cooperating | Enabling leaders and serving as a professional role model |
| Coordinating | Helping other succeed and managing project work |
| Critiquing | Sharpening the work of others |
| Delivering the \*four I AMs | Recognizing the contributions of others and boosting morale |
| Doing things the agreed upon way | * Making systems work successfully * Maintaining harmony in the workplace |
| Following through | * Furthering the contributions of others * Enabling system performance |
| Implementing systems | Putting wheels on productivity |
| Maintaining standards | Nothing succeeds like success |
| Training others | Empowering others for professional development |
| Trouble-shooting problems | Enhancing a culture of performance |

**FORMAL vs. INFORMAL MANAGERS**

Formal managers (often designated on the organization chart) act as official representatives of their organization to fulfill its mission. They are backed by formal organization power to make binding decisions, take actions, use resources, and solve problems that advance the organization’s formal (official and visible) and informal (invisible and unofficial) missions. Informal managers are largely self-appointed or chosen by peer work groups to “make things happen” on official organization projects. Informal managers are the “glue” that holds projects together at the “grass-roots” level of an organization where professional employees often have the latitude to manage themselves in lieu of an official formal manager.

|  |  |
| --- | --- |
| Formal managers | Informal managers |
| Get things done largely through authority: the organization-backed right to make decisions and take action | Get things done through informally influencing the cooperative professional interdependencies of diverse co-workers |
| Represent the formal, official organization over individual employees | Represent the needs of employees involved in various projects or work responsibilities |
| Do things in ways approved and expected by the organization | Do things in ways compatible with the working styles and needs of project co-workers |
| Take orders from the organization’s chain of command | Act on the consensus and followership of co-workers |

**FOUR I AMs** (see \*motivation for further discussion)

I am needed, appreciated, productive, unique. These are the four strongest workplace motivators, because they create a \*community of meaning.

**FUTURESKILLING**

Future-focused professional development

* Building a team-based résumé
* Continuously readjusting and recalibrating your career skills and goals
* Experience with assignments not in your skill zone
* Generating counter-culture ideas
* Generating new opportunities
* Influencing without controlling
* Integrating \*professional and personal life
* \*LeadFollowing
* Mastery of opportunistic networking for both your organization and career
* Mixing and blending diverse professional skills in an optimal, synergistic mix
* Overcoming \*comfort zones
* Shaping and managing team-based project structure
* Status quo adjuster
* Trailblazing new productive processes
* Upgrading your technology-based productivity and cyber-skills

**GAMES PEOPLE PLAY**

Organizations can turn you into different people, for better or worse. Organizational dysfunctions, such as politics and incompetence, give rise to games, which often become scripts: organizational dramas played over and over again with the same motives and chain reaction of self-serving behaviors.

|  |  |
| --- | --- |
| **Let the games begin!** | **Dents in the organization** |
| Withholding information from those it affects | Manipulative decision-making |
| Hidden agendas (because they are self-serving) | Exploitation of co-workers |
| Passive aggression (fighting progress by doing nothing) | Sandbagging others |
| Gossip (“It hurts so good.”) | Poisoning relationships |
| Fake face (feigning a positive attitude and going along to get along) | Non-\*authentic relationships and communication |
| If you won’t help me, I won’t help you. | Political blockades to progress |
| Just this one time. | Pragmatism > ideals |
| Do what I say, not what I do. | Hypocritical leadership |
| PR and spin | Covering up the truth |
| Insiders and outsiders | Organizational elitism |

**GENERATING ELECTRICITY**

|  |  |
| --- | --- |
| **Electricity** | **Impacts** |
| Blending the contributions of team members who generate \*internal and external value for clients | * Creating productivity synergy * Promoting teamwork and virtual teams |
| \*C.O.R.E. meetings | Creating a regular forum for \*authentic communications and relationship-building |
| Change of colleague work niches | * Getting people out of a rut * Stimulating \*professional development * Promoting \*teamwork |
| Community \*decision-making | * Building professional and personal relationships * Spiking \*motivation and \*morale |
| \*Counter-culture thinking | * Creativity * New or improved solutions for old problems * Sharpening the competitive edge of the team or organization * Breaking out of the status quo rut |
| \*Delphi technique | * Opening the floodgates of \*three-sixty degrees feedback and ideas * Boosting \*morale via employee participation * Building \*teamwork and cooperation into daily operations |
| Delivering the \*four I AMs | Enriching the organization’s \*community of meaning (the key to motivation, morale, and work enthusiasm) |
| Giving \*internal value employees (IVEs) some external value-creating assignments, and external value employees (EVEs) some IVE assignments | * Fresh air instead of routine * \*Professional development * Team-building |
| \*Three-sixty degrees team communication | * Explosion of reality * Enhancing employee ownership or the organization |
| \*Virtual team formation | * Empowering the \*community of meaning and productivity * Emergence of professionalism (employee ownership of their work) * Setting new standards of productivity |

**GOALS**

Where we’re going and how we’re going to get there.

|  |  |
| --- | --- |
| **Good goals** | **Bad goals** |
| Are an adventure | De-motivate people |
| Benefit others besides yourself | Are thrust on others |
| Change as circumstances change | Are unrealistic |
| Are best achieved by competing against yourself rather than against others | Damage those who set them more than those who implement them |
| Are no substitute for ideals | Are quantifiable |
| Can’t be attained by working alone | Are used to dominate people |
| Are a partnership between those affected by the goals. | Are merely PR and window-dressing |
| Are derived via dialogue and participation | Are largely ignored by rank and file employees |
| Are more qualitative than quantitative | Are simply a managerial ritual |
| Must provide breathing room |  |
| Are a joint venture between followers and leaders |  |

**GREENHOUSE ORGANIZATION CULTURE**

Greenhouses incubate extraordinary plants by creating ideal circumstances for growth. Organizations should function in the same way: create highly fertile circumstances for employee success and professional growth. Organization leaders are farmers who plant crops from seeds (employees) of high potential. Fertile soil (organization culture) is the secret to good crops. (Also see entry for \*organization culture)

|  |  |
| --- | --- |
| **Fertile organizational soil** | **Crops** |
| Engaging mission that employees have internalized | Innovation and creativity |
| Team-driven projects | Enthusiastic cooperation |
| Three-sixty performance feedback, including from clients | Delivery of the \*four I AMs |
| Authentic communication and relationships | Client loyalty and satisfaction |
| Professional development opportunities | Job enrichment |
| Vibrant community of meaning | Positive employee morale |
| Accountability | Employee internalization of the organization mission |
| Leader/followers | Professionalized employees |

**GROUP DYNAMICS**

Principle #1. Groups don't like uncertainty, so they lean heavily toward consensus-building. A group mindset, or personality, naturally emerges built around the shared perceptions, experiences, and biases of members. Over time, this mindset acts as a "gyroscope" producing \*groupthink.

Strategy: Since team leaders can't expect most employees to exercise a great deal of independent thinking and individuality during group deliberations, a conscious effort must be made to solicit feedback from individual group members, perhaps away from the group as a whole.

Principle #2. Groups tend to have a false sense of vision and objectivity as they deliberate. Members act as though their group has clearly identified goals and well-defined plans and procedures when in actuality these are usually fuzzy and sloppily thought through.

Strategy: Team leaders must nail down goals and plans before group activities get underway. These must be specific, measurable, and frequently communicated. The leader must move decisively during group meetings to challenge fuzzy thinking, incomplete background analysis, and biased motives.

Principle #3. Group members tend to take information--both oral and written--at face value. This facilitates consensus-building and creates the appearance of rationality (careful and objective thinking), even though the information may be incomplete, inaccurate, or purely subjective.

Strategy: Team leaders must do their homework before and after group meetings to insure that information is reliable. This entails asking a lot of questions, challenging assumptions, and carrying out behind-the-scenes research.

Principle #4. Ironically most groups make sparse use of participative management in making decisions. The headlong rush to reach consensus is generally so strong that little attention is devoted to smoking out individual opinions and encouraging dissenting viewpoints. Group members fear they will "hold up the proceedings," "impede progress," or "rock the boat." Unless they hold strong, passionate viewpoints about a particular issue, they tend to simply swallow any doubts or misgivings they might have.

Principle #5. Groups often operate with a poor sense of timing, either reaching decisions and taking action prematurely or procrastinating. Sometimes no action is taken at all, as group members equate the meeting itself with productivity.

Strategy: Leaders must pay careful attention not only to the how and why of group undertakings, but also to the when. This requires a sense of timing that comes only from experience and being in close touch with daily operating realities--in short, \*management by walking around.

Principle #6. Groups over-rely on informal leaders to influence member thinking and move things along. These informal leaders emerge as the result of their personalities, technical competence, or status in the organization. Group members tend to subconsciously defer to them so that decisions can be reached with minimum controversy and maximum popularity. Decisions popular people back are generally popular decisions--but popular decisions don’t always result in productive outcomes. Strategy: Team leaders must strive to develop enough rapport with informal leaders to cultivate their behind-the-scenes support. The best way to generate grass-roots support for an idea is to first win over the informal leaders and then rely on them to sell team members one-on-one.

Principle #7. Groups are much more likely to focus on process (parliamentary procedure, systems and procedures, agendas, minutes, etc.) than on their mission. This is because process pursuits are easier to attain; short-run in orientation; and rooted in the comfortable traditions of the organization. Many groups seek to justify their existence and productivity by pointing to the number of times they've met, the volume of minutes recorded, and whether or not a quorum was present.

Strategy: Team leaders must keep the organization's purpose and missions before the group at all times and not assume that "everyone knows what we're doing and why we're doing it." Holding meetings and following bureaucratic precedent rarely accomplish anything substantive. Team leaders must help the team see beyond the mere appearance of success by focusing on ends rather than means.

Principle #8. Most group members are gun-shy about impeding the group momentum process, so they hesitate to ask questions, postpone voting, or request additional information. This is a major underlying cause of "group juggernaut": group deliberations that run over people who get in the way. Strategy: The team leader must act as a restraining factor or governor on group deliberations by requiring that background homework be completed before group meetings; by slowing down the voting process; and by talking informally with group members away from meetings to probe for hidden feelings and agendas that might torpedo deliberations.

Principle #9. Group members tend to assume that everyone else in the group is well-informed about deliberations, sympathetic to the mission, and pleased with the group's work. Such assumptions are not always justified. Unfortunately, this usually doesn't become apparent until project implementation begins and the perplexed team leader encounters lackluster effort and marginal results.

Strategy: Team leaders must constantly stress individual accountability within groups by insisting that members who back a proposal pledge their enthusiastic commitment to its implementation. The team leader must clearly signal that a vote in favor of a proposal stipulates personal commitment and volition. It may be necessary to occasionally poke and prod employees to buy into the group's mission.

**HARNESSING, HARVESTING, HELPING**

3H Productivity Options

|  |  |  |
| --- | --- | --- |
| **Harnessing options** | **Harvesting options** | **Helping options** |
| Virtual team membership: synergistic productivity | Implementing work systems designed by others | Generating teamwork between \*internal and external value employees |
| Technology applications: virtual communication; information organization and analysis | Using the diverse professional skills and judgment of virtual team members | Putting out brushfires lit by others |
| Partnerships between \*internal and external value employees (IVEs and EVEs) | Selling to clients/customers recruited and groomed by others | Following leaders and leading followers(as a \*leader/follower) |
| \*Three-sixty degrees feedback: professional advice and applications from all corners of the organization | Using and continuously expanding your team’s management information system | Forming teaching/learning relationships with co-workers |
| \*Community of meaning: offering people work that matters and makes a difference in the organization | Cycling professional work throughout the IVE-EVE work system | Delivering on client needs |

**HOLDING UP MIRRORS** to see organizational reality objectively.

|  |  |
| --- | --- |
| **Organization mirrors** | **Organization reflections** |
| \*Authenticity mirrors | * The true organization instead of the PR organization * The real goals, values, and operating tactics |
| \*Constituent mirrors | * How employees feel about working with one another as “clients”: mutual confidence, respect, and professional bonding * How clients (and other external \*constituents) feel about working with the organization: trust, standards of excellence, satisfaction of expectations |
| \*Effectiveness mirrors | * Organization competitiveness: industry leader or follower * Intellectual property assets: patents, copyrights, proprietary technology, marketing intangibles * Professional development of employees: teamwork; project management expertise; networking; self-management |
| \*Erroneous zone mirrors | * Employee turnover rate * Existence of \*leader/followers * \*Authentic communication throughout the organization * Capacity for harnessing conflict for productive breakthroughs |
| Mission mirrors | * Is our company recognized for what it professes to be? * To what extent have employees internalized the mission? * How has our mission evolved over time? |
| \*Morale mirrors | * Worker enthusiasm for serving one another, clients, and the organization as a whole * Delivery of the \*four I AMs throughout the organization * Strength of the organization’s \*community of meaning |
| \*Organization culture mirrors | * Functionality of the culture * Professional maturity of the culture * Positive-outcome potential of the culture |
| \*Professional development mirrors | * On-the-job-equipping via teamwork * Depth and breadth of employee contributions * Presence of leader-followers |

**INSIDE vs. OUTSIDE THE BOX**

|  |  |
| --- | --- |
| **Inside-the-box \*professionalism** | **Outside-the-box \*professionalism** |
| Work the same way your co-workers do. | Improve on what co-workers do. |
| Ask permission. | Ask for more empowerment to excel as a professional. |
| Following rules and protocols takes precedence over results (how you do something is more important than what you do). | Question rules when they compromise professional effectiveness. |
| Go along to get along. | Go along when teamwork produces superior results. |
| Avoid rocking the status quo boat. | Question the status quo constructively in a team context. |
| Tell people what they want to hear. | Tell people what they need to hear in order to be successful and productive. |
| Stick with tradition and the norms of the past. | Create new traditions for new professional challenges. |
| Emphasize personal friendships with co-workers over professional partnerships. | Knowing others professionally enables you to know them personally. |
| Check with others before you take action. | Lead others and enlist their collaboration before you take action. |
| Please your boss and co-workers. | Help your boss and co-workers succeed and they will be pleased. |

**INTENDED vs. UNINTENDED OUTCOMES**

|  |  |
| --- | --- |
| **Maximizing the intended and**  **minimizing the unintended** | **Positive benefits** |
| Cost/benefit analysis | Making more rational trade-offs between cost vs. benefits |
| Circumstantial analysis | Factoring in factors that produce unintentional impacts |
| Who’s in the line of fire? | Include these people in the decision-making and implementation process. |
| How much domino effect? | Who are you asking to take risks? |
| What’s the cost of un-doing this decision? | The greater this cost, the more confidence you must have in achieving the intended consequences. |
| How high a price are we willing to pay? | Who’s “we”? Don’t ask anyone to pay the price of something they didn’t help orchestrate. |
| Who is responsible if we don’t succeed? | Include potential innocent “victims” in the analysis and decision-making process. |

**Vehicle manufacturing example**

|  |  |  |
| --- | --- | --- |
|  | **Intentional** | **Unintentional** |
| **Good outcomes** | * Transportation for the masses * Wealth creation for car company stockholders | * Citizen and industrial mobility * Major creator of supply chain industries and jobs * Streets and roadways construction * Domestic economic growth for cities with car vehicle factories |
| **Bad outcomes** | * Profit off consumer debt financing * Expensive social status symbol * Safety defect cover-ups to prevent recalls | * Major source of CO2 pollution (global warming) * Deadly accidents * Western nation dependence on foreign oil * Consumer debt * Wars and political instability (including exported terrorism over oil security) * Organized labor strife and occasional corruption * Trade wars and nationalistic disputes between Western nations and Asian car makers * Government subsidies and massive tax-financed financial bailouts to two failing American vehicles manufacturers |

**Off-shoring (outsourcing) corporate manufacturing example:** moving factories in highly developed nations to

developing nations where labor is plentiful and very cheap and governmental regulations and environmental control virtually

non-existent

|  |  |  |
| --- | --- | --- |
|  | **Intentional** | **Unintentional** |
| **Good outcomes** | * Dramatic cost decreases and profit increases * Favorable and largely controllable internal and external corporate operating environments: avoidance of unions, environmental legislation, payroll deductions, civil and human rights legislation, etc. * Lower corporate taxation and social responsibilities * Competitive advantages over non-outsourcing domestic companies in the industrialized West | Job creation and wealth enhancement of developing nations |
| **Bad outcomes** | * Decrease in labor union memberships * Occasional cooperation of Western corporations with their home nation federal government in implementing sometimes controversial foreign policy agendas | * Loss of jobs in the home nations of outsourcing corporations * Balance of trade and currency valuation damage in the home nations of outsourcing corporations * Potential to worsen pollution problems in host developing which lack environmental laws * Sometimes altering the indigenous (family or community) culture of developing nations in favor of Western individualism culture |

**INTERNAL vs. EXTERNAL VALUE EMPLOYEES** (professional mindsets)

**1.** Internal value employees (IVEs): Creating value for \*constituents inside an organization:

* Staff (technical, non-managerial employees) vs. line (managers who have a line drawn to their name on a traditional organization chart)
* Technology-driven technicians
* Cost center (jobs that generate money for the organization via revenue-creations vs. jobs that cost the organization money for salaries)
* IVEs can take over the \*organization culture via the bureaucracy or rules, regulations, paperwork, etc.

**2.** External value employees (EVEs): Creating value for \*constituents outside an organization:

* Customer sales
* Customer service
* Marketing activities
* Product development and innovation
* Community and national politicians

EVE psychological profile

* Mission-driven
* Competitive and performance-driven
* Restless, impatient, and mobile
* Closure-focused (getting the job done)
* Big picture (macro) perspective over details
* Networking, deal-making, problem-solving
* Creative, innovative, outside-the-box
* Sometimes domineering or controlling

**3.**The IVE-EVE tango(“ambidextrous” professional develpment)

IVEs serving EVEs:

* IVEs engage in customer/client interface
* Digital
* Personal
* IVEs give customer/client “outrageous” performance
* Client-tailored service
* Quick performance turnaround
* Innovative service packages
* Advising EVEs on how to generate greater internal value
* Advising EVEs on opportunities for turning internal value into external value
* Technical consulting
* Outsourcing
* Attending EVE strategy sessions

EVEs serving IVEs

* Information system self-maintenance
* Daily/weekly updates about team and personal time availability, job priorities, job completion status, etc.
* Revenue and cost reports
* Advising IVEs on how to more effectively tailor/individualize IVE information feedback for pinpoint-use by EVEs

**4.** EVE-dominated (teamwork) organizations are most essential when:

# Competition is tough and unpredictable

* Constituents have high expectations
* Technological change is rapid
* Employees prefer to work in a community of meaning rather than a \*community of wealth

5. How an IVE-dominated org culture slowly strangles

* IVEs are less motivated than they should/could be because they impact the organization mission in an indirect way.
* Employees are insulated from constituents.
* The impersonal bureaucracy alienates employees.
* The IVE’s dulling business-as-usual eight to five mentality can spill over onto EVEs.
* IVE bureaucracies lead to departmental turf protection (“us versus them” mentality) and buck passing (“that’s not my job”).
* IVE cultures resist change, even when EVEs would benefit from the change.
* Over-empowered IVEs eventually begin to control EVEs (mandatory paperwork, standard operating procedures, documentation, constraints on entrepreneurial activity).
* The routine, stable approach to work spawns comfort zones that sap the creative vitality and motivational intensity of employees: well-defined duties; personalized office décor; friendship rituals (such as coffee breaks, eating out at lunch, etc.).

6. Minimizing the counterproductive impacts of IVEs on the organization

* Intelligently outsource IVEs.
* Turn IVEs into EVEs and EVEs into IVEs via self-directed “virtual teams.

**7.** Departments as internal customers

* Bureaucratic forms on-line (rather than typing them out)
* “Rent-a-temp” from another department
* Contracting for priority services from another department
* Cross-departmental chat groups for reality orientation
* Flex budgeting process based on demand from other departments for the

services of your department

* 24-hour on call IVE technicians shared by several departments

**8.** The EVE professional lifestyle

External value employees “bring home the bacon” (external value) for their organizations or teams through networking with external and internal constituents (ECONs and ICONs). Unlike IVEs (who serve computers, software, MIS, regulations, and myriad forms of technology), EVEs serve people: customers, suppliers, financers, etc. Thus, the EVE professional lifestyle is one of meeting people, negotiating, mutual “back-scratching,” strategizing, and coalition-building. The EVE world is bigger and more complex than the IVE world. The IVE world is one of right answers, technical precision, focused concentration, and deskwork. The EVE world is one of judgment calls, politics, decision-making, opportunity-generation, and working outside the organization. External networking with external \*constituents is a never-ending quest for EVEs. EVEs spend as much or more time with outsiders than they do with organization insiders. Profitable networking requires a unique set of political skills which EVEs must master:

* Becoming a “good ole boy” (gal) by being like others (network constituents) who generate external value for your organization or team.
* Participating in external network (ECON) activities to enable exchange-of-favors which benefit your organization or team
* Continuously expanding the breadth and depth of your ECON network to generate an ever-expanding stream of new external value
* Learning how to “play the game” of surviving and thriving in your ECON network

.

The above political skills call for the following three professional lifestyle commitments:

* Continuously making new acquaintances in the search for new ECONs
* Joining ECON organizations and attending their events
* Continuously strengthening your resource base (financial budget, power within your organization, and influential people you know) to expand your deal-making capacity with EVEs.

**INTERPERSONAL SKILLS**

People with good interpersonal skills recharge, rather than drain, the batteries of others.

|  |  |
| --- | --- |
| **Interpersonal skills** | **Performance synergy created** |
| \*Authentic communication | Trust and \*reality-orientation |
| \*Organizational bridge-building | Coordination and cooperation |
| \*Lead/following | \*Teamwork |
| Compromise | Cooperation and \*decision-making |
| Cooperation | Critical-mass productivity |
| Encouragement | Energy and enthusiasm |
| Listening | Reality orientation and emotional catharsis |
| Organizing productivity | Operations efficiency |
| Rapport-building | Getting people on the same professional wavelength |

**JUDGMENT CALL DECISION MAKING**

|  |  |
| --- | --- |
| **Judgment call ingredients** | **Improving your judgment for risk reduction** |
| Uncertain scenario outcomes | \*Three-sixty degrees feedback from those involved in the scenario |
| Uncertain scenario realities | \*Delphi technique reality search |
| Differing perceptions of the scenario | \*Brainstorming |
| Qualitative information > quantitative | \*C.O.R.E. sessions |
| Vague goals and preferred outcomes associated with the scenario | \*Sunset clause |
| The scenario is new and not dealt with previously |  |

**LEADER/FOLLOWER**

**1.** When to function as a virtual team leader

* The more your own job success depends on the members of your \*virtual team (VT), the more you need to proact in leading your virtual team members (VTMs). “Taking care” of others is the best way to take care of yourself.
* VTs dominated by internal value-employees (IVEs) require vigorous external value employee (EVE) leadership.
* VTs dominated by inexperienced VTMs require experienced external value employees (EVE) leadership.
* VTs dominated by low-skill level VTMs require vigorous leadership from “big picture” EVEs or IVEs.
* The higher your professional standards and productivity expectations, the more you need to personally lead your VT.
* The greater your career ambitions, the more you need to lead your VT.
* The more professionally-marketable you want to be, the more you need to lead you VT.

**2**. The main functions of virtual team leaders (VTLs)

* Communicate frequently with VTMs using multiple channels: phone; one-on-one; email; formal and informal meetings; management by walking around; one minute management; strategic planning, etc.
* Stay in close touch with VTM productivity that impacts overall VT performance. If possible, set up an online VT communications/networking center driven by Microsoft Access, Groove, Project, or Outlook Calendar. Also, consider setting up a VT blog site using Google Groups to accommodate VT chat grouping.
* Proact on the 5 Bs of VT malfunctioning: Brushfires, Bottlenecks, Breakdowns, Battles, and Backlogs.
* Generate VT electricity by visionizing; planning; strategizing; brainstorming; rewarding; and evaluating. Be the prickly “Dr. House” of your VT.
* Holding \*C.O.R.E. sessions

**3.** The main arenas of virtual team leading

* Formal and informal VT and VTM meetings
* Computer team software applications
* Chat groups
* Lunch, coffee breaks, socializing

**4**. Do’s and don’ts of virtual team leadership

* Don’t try to dominate VTMs.
* Don’t try to do things via formal authority, since you don’t possess any.
* Do listen more than you talk.
* Do move deliberately on getting things done within the VT, but avoid steamrolling.
* Do allocate more time networking with key VTMs than with marginal ones.
* Don’t give or receive VTM gossip.
* Do continuously strive to build rapport with VTMs.
* Do use interpersonal tact and honesty in equal measure.
* Do be a cheerleader for the VT and its members.
* Do strive to build the community of meaning more than the community of wealth.

**5.** When to excel as a motivated virtual team follower (VTF)

* When you want your \*internal value employee (IVE) skills to contribute to creating external value for your organization
* When you are an IVE but want to want to be professionally marketable
* When you would like to lead other IVEs in your work zone
* When you want more job variety than your IVE position provides
* When you want to build the greater job security that comes from making essential contributions to the work of external value employees (EVEs)

**6.** Do’s and don’ts of virtual team followership

* Don’t hamstring VTLs with bureaucratic paperwork, budgeting detail work, and unnecessary meetings.
* Do try to see the external value perspective of VTLs.
* Don’t expect VTLs to accomplish VT activities via formal authority.
* Do talk and participate at VT sessions and activities.
* Do keep up with the work progress and momentum in your VT zone.
* Do allocate more time networking with the VTLs and key VTMs.
* Don’t give or receive VTM gossip.
* Do continuously strive to build rapport with VTLs and VTMs.
* Do use interpersonal tact and honesty in equal measure.
* Do be a cheerleader for the VT and its members.
* Do value the community of meaning more than the community of wealth.

**LEADERSHIP**

Managers strive to deliver what the organization wants. Leaders shape what the organization wants.

# 1. What is leadership?

# How can you tell if you’re a good leader? Just ask yourself two simple questions: (1) If the members of my team were made of clay, what shape would they take if they “fell” into me?

# (2) How hard do I have to work to get others to work hard?

* Team leadership is a lot like farming. Leaders cultivate fertile soil for teamwork by “fertilizing” cooperation, communication, shared ideals, and productive partnerships. Once the soil is adequately fertilized, the team grows a bumper crop. With teamwork, the “chicken or egg” question is whether the team creates the leader, or the leader creates the team. Good leaders produce good teams, which produce good teamwork.
* The leader’s main job is not to “get stuff done,” it’s to create a fertile climate for productivity that empowers team members to get it done.
* Leaders are a magnet for something positive.
* Leadership is creating synergy through interdependence.
* Leaders are professional developers, accompanying employees down learning curves
* Leading isn’t charisma: it’s creating “rights”: the right people doing the right things in the right way at the right times for the right clients.

**2**. When you’re leading, you:

* Create new ways to see old realities
* Sidestep conformity
* Break outmoded precedents and set better ones
* Don’t view people as things to be used
* Listen 360tively
* Follow others while they are leading
* Think and communicate authentically
* Experiment to find innovative breakthroughs
* Pour yourself into others
* Consolidate “Me” agendas into “We” agendas

**3**. Key leadership realties

* Formal leaders (put in place by the organization) are most likely to be out of touch with the human realities of their own organization.
* The surest way for leaders to succeed is for team members to want them to.
* Organizations don’t exist; only people do.
* Employees make the leader, because they make their leader look good or bad.
* Leaders have to be un-learners (of outdated and ineffective organizational practices) just as much as learners.
* The only way you can support a leader with character flaws is to make them your own.
* Autocratic decisions made by controlling leaders are easy to make but the devil to implement.
* Rigid people hurt people.

# 4. The mindset of an effective team leader:

* Set the table for your team’s success with a compelling mission and set of professional ideals; a viable team information system; and lots of \*CONtact (interaction with the constituents your team serves).
* Proact where team success is already happening: with your most important clients; in the zone of your greatest professional expertise; and where \*Three-sixty degrees feedback certifies your excellence.
* \*Generate team electricity via \*three-sixty feedback, team self-review, and expanded contact with team clients.
* Build professional rapport among team members through project bonding, participative decision-making and problem-solving, and \*virtual teamwork.
* Continuously build your team’s \*community of meaning by delivering the \*4 I AMs: I am productive, appreciated, needed, and unique.

**5**. Leading people who work together

* Leaders serve, but it’s tough to serve when you don’t have a group of people you regularly interact with and are committed to.
* Leaders empower rather than control, and you can’t empower isolated employees. You can delegate to them, but this doesn’t empower them. Teams empower their members because a productive environment is present.
* Leaders succeed only because team members support and undergird the mission and cooperate with what the leader is trying to accomplish.
* Team interdependency enables all team members to lead.
* Since productivity is team-based, the more a team member wants to excel professionally, the more likely she or he will emerge as a team leader. Leaders take the initiative to build and sustain teams.
* It’s the followers who make the leaders, and the leaders who develop the followers. No followers, no leader; no leader, no followers. You can’t be a leader unless you are first a follower; and you can’t follow successfully unless you sometimes lead. Following and leading are on the same continuum, but not at opposite ends. Followers are leaders some of the time, and leaders are followers some of the time. People in the workplace aren’t really followers or leaders; they are \*LeadFollowers. This is because of the interdependent (I-need-you; you-need-me) nature of (team) work. The more I need you, the more I follow your lead; the more you need me, the more you follow my lead.
* We have leadership “moments” when our unique bundle of professional skills, talents, and experiences are the ones needed by the people we’re working with. Our follower “moments” occur when someone else has the bundle of skills needed to get a particular job done. Teams must have an evolving balance of members leading and following, depending on what the situation calls for. Too many leaders results in head butting; too many followers means team inertia. Team members who “over-lead” are apt to irritate and alienate others, while “over-followers” slow team progress.
* If you have to work hard in order to get fellow team members to work hard, lack of teamwork is to blame. Maybe there are too many FollowLeaders and not enough LeadFollowers. Tinker with team member niches to achieve a better balance.
* Who are over-leading and over-following? Whose professional capabilities are underutilized or misused? It’s time for everyone on the team to get their teamwork back into balance.
* Team leadership is developmental when the overall team produces more because individual team members produce more. People produce more interdependently than independently due to a number of professional synergies:
* Combining complementary talents (such as conceptual and analytical)
* Generating superior decision-making and problem-solving insight
* Mutual motivation builds morale
* Mutual accountability

1. Four leadership styles matched to 4 levels of follower professional maturity (to break out of the single leadership (“comfort zone”) style:

* Least mature followers (new employees; low-skill manual jobs; routine manual jobs): **Tell** **me, watch me** leading. Show the employee the best way to perform the job and then watch/critique them in it performance.
* Level 2 follower maturity (multi-skill manual labor jobs): **Sell me, gel me** leading. Explain to them the benefits (to them personally and to those the job is done for) of mastering the job.
* Level 3 maturity (judgment-call conceptual jobs for professionals: **Empower me, not devour me** leading. Provide job performers with adequate formal authority and informal staff or team support to remove or neutralize follow-through challenges, such as inadequate resources, poor inter-organizational coordination, or nebulous planning.
* Level 4 maturity (coordinating/controlling interdependency professional projects that directly impact the organization mission and constituents): **Put me in charge so my contributions can be large** leading. Empower experienced professionals to delegate project assignments, coordinate work-interdependencies, and oversee the drafting and implementation of situationally-appropriate strategies and tactics.

Masculine vs. Feminine leadership style:

Independence/Interdependence

* Action/Verbal
* Competition/Cooperation
* Dominating/Subordinating
* Fixed/Flexible
* Goals/Ideals
* Impersonal/Relational
* Individualism/Community
* Monolog/Dialog
* Proactive/Reactive
* Talking/Listening

**LOCUS OF CONTROL**

The extent to which you feel you control your own life (\*internal locus of control, or ILOC) via successful work habits; good attitudes; interpersonal competencies; positive self-esteem; professional achievements, etc. People with an external locus of control (ELOC) perceive their lives are heavily influenced by factors beyond their control or influence: governments, organizations, laws, religion, background experiences, fate, etc. High internal locus is associated with achievement and can be strengthened in the workplace via \*professional development; participative management; and self-directed \*virtual teams.

Locus of control (LOC) contrasts:

* “I’m smart enough to get a college degree.” vs. “I just don’t come from a college-educated family.”
* “I can take off ten pounds if I diet for a few weeks.” vs. “Two of my friends quit their diets because they weren’t losing any weight; and besides I can’t help it if I like rich foods.”
* “I have enough experience to qualify for a promotion.” vs. “There’s no use applying for a promotion, because everyone knows it’s rigged by politics.”

|  |  |
| --- | --- |
| **Productive internal LOC point of view** | **Non-productive external LOC point of view** |
| Leading others | No use worrying about what our competitors will do; we can’t do anything about it. |
| Proactive project management | Landing this promotion is beyond my control. I won’t worry about it anymore. |
| Hard work and creativity will give me a competitive edge. | It’s up to our customers now; we’ve done the best job we can. |
| I can convince them to back my plan. | It’s not up to me; it’s up to my team. |
| We made the right decision. | No way anyone could have seen this coming! |

**MAGIC MOTIVATION MATRIX**

**Corporate Professional Employee Motivators**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Corp. agenda for pro employees** | **Positive corp. Motivators** | **Negative corp. motivators** | **Overall pro motivator org report card** | **Pro report card analysis** |
| Working harder for higher productivity | Money  Training Promotions  Authority Empowerment | Performance reviews Reprimands Outsourcing | B- | Most 21st century professional employees are motivated more by psychological factors (self-fulfillment, achievement, self-expression, sense of community, etc.) than by monetary or materialistic ones. Most professionals feel they are already working too hard for their employer, so it’s tough for the org. to get them to “ratchet up” further. |
| Loyalty & Mission support | “Fringe” benefits  Human relations | Brainwashing Career stagnation | C | Most 21st century pros are more loyal to their careers or lifestyle than to the org they currently work for. Most orgs are more loyal to their clients and profit than to employees. This lack of 2-way loyalty diminishes the potency of the few motivators available to orgs and managers. |
| Self-motivation, Self-sufficiency Professionalism | Pep talks Training | Goal-management | C+ | Most orgs have a limited arsenal of ways to further motivate professionals, because pros often have highly marketable resumes and the capacity to “bail out” on orgs that push them too hard. Most pros like to set their own performance goals rather than have the org “dictate” these. |
| Control Cooperation Compliance | Awards, Recognition | Job Descriptions Rules Regulations Policies | C- | The negative (disliked by pro employees) motivators heavily outweigh the positive motivators in this category. Most pros want considerable control over their own work/career and often object to org attempts to micromanage their work. |

**Motivational Profile of Professional-Level Employees**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Human Need** | **Relevance To Corp. Mission & Marketplace Success** | **Formal Corp. Motivators** | **Org Delivery Of Pro Employee Needs**  **Org Report Card** | **Pro Report Card Analysis** |
| Self-autonomy | Small | Job description flexibility | B- | Orgs can’t serve clients adequately unless employee work is defined, scheduled, and approved. Employee self-autonomy must give way to some degree to client satisfaction. |
| Self-esteem | Small | Awards | C- | Formal org awards (“Employee of the Month,” etc.) are limited in number and sometimes tainted by political considerations. Only fellow co-workers at the grass roots level are even aware of what one another actually accomplish. |
| Self-fulfillment in life | None | Org goal-completion | B | Employees definitely experience fulfillment in accomplishing professional goals, but these often are goals set for them, not by them. Self-generated goals have a much higher motivational potential. |
| Self-identity | Some | Job title/status  Org social cache | C+ | The more career-centered employees are, the more their self-identity is defined by professional, rather than personal, pursuits. But even for these employees, org’s have few motivators to deliver behind the rather superficial ones listed in column 3. Many employees rely more on personal factors (especially family) for self-identity than on professional factors. |
| Self-sufficiency | Much | Formal job training programs  Performance empowerment | B | Orgs covet self-managed employees who don’t have to be told “what to do.” But org “bureaucracy” (rules, regulations, policies, micromanaging, etc.) sometimes constrain professional empowerment (self-sufficiency). |
| Service | Some | Assignments  Projects | B | Employees who work interdependently are more likely to feel a greater sense of service than those who work fairly independently. Employees who direct impact external clients are also likely to experience a greater sense of service than those who work solely with org insiders. Orgs that stress teamwork and client interaction have a better shot at delivering the service motivators than those which feature greater independent work assignments. |
| Social interaction | None | Teamwork  Mentoring | A or B | Most orgs provide ample opportunity for social interaction, especially among professional employees. This interaction is enhanced when genuine interdependent teamwork is involved. |
| Status | None | Pay Promotions Status symbols | B- | Orgs deliver status more to higher level jobs than to lower level ones. But in orgs, status needs come primarily from visible, materialistic objects, such as offices, company cars, and wearing apparel. Only a minority of employees, even among professionals, are able to get their fill of these expensive motivators. |
| Stimulation | None | Job enrichment Teamwork | A | Orgs deliver stimulating work to most professionals, although sometimes technical workers (MIS, accounting, financial analysis, etc.) may stagnate in routine work. |
| Success | Much | Org resources Promotions | A or B | Employees who directly contribute to the org mission (sales, marketing, competitive strategy, etc.) are more likely to feel successful than employees whose contributions are indirect (technical). Executives high in the org hierarchy sometimes bask in a feeling of success, only to have their balloon popped by a bad economy. |
| Personal acceptance | None | Keeping job | C | Since the nature of marketplace competition makes for Social Darwinist corporations, orgs typically face a real challenge in delivering unconditional acceptance to employees. |
| Achievement | Strong | Org resources | B | Achievers certainly can thrive in most orgs, especially when they directly contribute to the corporate mission—unless the org rarely acknowledges or rewards their achievements (because “that’s what they’re paid for!”). |
| Power | Strong | Org authority | A or B+ | People on the org chart have the best shot of satiating their desire for power, but informal team and project leaders generally fare well also in power need satisfaction. People not “in charge” may feel shortchanged in this area of motivation. |

Employee Motivation Calculus (1-5 Scale)

(Designed for use “in the trenches” for employee authentic feedback on org goals, programs, and new org initiatives)

Professional task: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_ How much you want to do this

\_\_\_ How relevant this is to you professionally

\_\_\_ How relevant this is to you personally

\_\_\_ Your competence in doing this

\_\_\_ How much you think this will contribute to your org

\_\_\_ How much you think this will contribute to others

\_\_\_ How much you think this will contribute to you personally

\_\_\_ How much you want to do this right now or soon

\_\_\_ How much you think someone else should do this

\_\_\_ How much it will matter if this is not done at all

\_\_\_ How much effort you feel like giving this

\_\_\_ How much effort you think you will put into this

\_\_\_ How glad you will feel when this in completed

**MAJORING IN THE MINORS**

|  |  |
| --- | --- |
| **Minor** | **Major** |
| The color of the PowerPoint slide | What the slide says |
| What the guest speaker will talk about | Who the speaker is |
| Let’s try to figure out why this product bombed. | Let’s ask the customers why they didn’t like our product. |
| Telling employees what the training program covers. | Telling employees how the training program will benefit them personally |
| How much of the department budget have we spent so far this year? | What additional expenditures over the remaining year will help our department most? |
| Accounting techniques used in deriving the financial statements | Interpreting what the statements indicate about the company’s performance and financial health |
| What do we want the new supervisor to do? | What does each candidate up for the new job want to do? |

**MANAGEMENT**

Due to the rapid, widespread emergence of \*virtual teams, empowered by digital technology, traditional, formal (“in-charge”) managers are disappearing, replaced by empowered, self-managing professionals:

* Functional group project leaders (temp and permanent)
* Project-piece coordinators
* Tech consultants and problem-solvers
* Entrepreneurs and “Intrapreneurs” (champions of profitable organization change)
* Cross-organization entrepreneurs

**1.** Where have all the managers gone?

* The number of physical “formal” managers (full time, on-the-organizational chart) has been steadily declining over the past twenty years due to the technological, social, and competitive factors discussed below. But the number of virtual “informal” managers (\*virtual team coordinators) is exploding. A new workplace has emerged for a new century. There may be fewer full-time managers, but much more managing is going on. In fact, just about anybody can manage if they want to push their career, and team, forward. It’s pretty much up to you. Formal managers are becoming dinosaurs.
* Coordinating work is much easier, more efficient, and participative in the 21st century due to emailing, cell phones, faxing, Microsoft Office, and local area networks. Fewer “middle managers” (office managers, supervisors, project coordinators, and others with control-oriented duties) are needed because electronic and digitalized control systems (computer spreadsheets, call answering and call placement technology, computerized building control, computerized calendars, day planners, etc.) adequately substitute for human controlling.
* Downsizing and off-shoring of labor-intensive technology (telemarketing, bookkeeping, product call centers, etc.) has significantly reduced the number of office employees, and hence control-oriented middle managers.
* Cross-discipline projects (product design, marketing, distribution, sales, quality control, etc.) in intellectual property companies (product innovation, creative entertainment, research and development, federal contractors, etc.) rely on technicians and project teams to manage most of the work, because only they are qualified to make techno-managerial decisions.
* Client/customer tailoring (design of specialty product features; fast turnaround manufacturing; quick delivery shipping; service on-the-spot retailers, etc.) is a prerequisite to competitive success in a wide variety of businesses, especially those involved in specialized technical services (pharmaceutical companies, health care, office services outsourcing, flexible buildings, bilingual marketing, etc.). Customer-tailoring operations also make do with fewer managers, because most managerial decisions are made by technical personnel in a cross-disciplinary setting.
* Global competition has erased many managerial jobs in affluent nations because payrolls must be cut to compete with extraordinarily-low labor costs in developing nations. Managers become expendable when teams of professionals are capable of coordinating their own work.
* Many labor-intensive companies with high employee turnover (retailers, food services, day care, construction, government agencies, etc.) have largely given up on trying to find qualified middle managers—they simply don’t exist due to low pay, long hours, work stress, and lack of advancement opportunities. These organizations muddle through the best they can without enough coordinators, controllers, and people in charge.

Dysfunctional management approaches:

**Lazy management**: managing by doing what come naturally and easily. This includes decision-making by hunches; treating people based on your how you feel at the moment; ignoring what you don’t want to do; playing favorites with people you work with; tackling projects only when you feel like it; subjective analysis of information and events; bottlenecking decision-making, etc.

**Youagement**: Building people in your own image; favoring those who agree with you; building programs around your professional and personal agendas; expecting people to cater to you; empowering “teacher’s pets,” etc.

**Powerment:** Using formal organization power to get things done; centralizing power in you by not delegating; communicating impersonally via memos; keeping close reins on the activities of subordinates; avoiding transparent, authentic communication; avoiding peer accountability for your actions, etc.

**Formal managers vs. \*virtual team leaders**

|  |  |
| --- | --- |
| **Formal managers** | **Virtual team leaders** |
| Authority over subordinates | Lack formal authority over virtual team members |
| Hold subordinates accountable | Accountability with fellow virtual team members is informal and based on interdependencies |
| Lead and motivate subordinates formally | Lead and motivate subordinates informally |
| Give job instructions | Make performance suggestions |
| Keep subordinates “in the loop” of departmental matters | Keep abreast of important virtual team events and realities |
| Formally evaluate subordinate job performance | Work in informal partnerships with virtual team members |
| Formal input to hiring and firing | Informal input to virtual team member duties |
| Formally responsible for a limited number of subordinates | Networks with one or more virtual teams of varying sizes |
| Stable job description | Evolving contributions description |
| Relates to subordinates with interpersonal distance | Personal relationship with virtual team members |
| Represent the organization | Represent self and projects |

**3.** Why did anyone (rational) want to be a manger or leader in the 20th century? Would you have wanted to:

* Work longer (often unpaid) hours than everyone else?
* Risk getting an ulcer from always being the “go-to” person?
* Spend a lot of (often unproductive) time in boring meetings?
* Have more responsibility than power?

But here’s why a mushrooming number of today’s 21st century professionals are attracted to managing interdependent team members:

* Teams have a knack for transforming irresponsible members into responsible producers.
* Teams share the burden of leadership by rotating managerial duties.
* Everyone on the team is a “go-to” person; that’s why teams out-produce lone wolf workers.
* Teams don’t need many formal meetings, because members aren’t separated in the workplace.
* Team members are empowered by mutual accountability.

Why work alone? Why rely solely on your own skills and abilities? Why be limited by your limited energy? Why do all of your own thinking? Why get so stressed out and tired?

Client-serving professionals are actually both managers and leaders = :leadgers or “manaleads.” Leading envisions what the org wants; managing crystalizes it into reality. Leading strives to realize an alternate reality by pulling (not jerking) change along. Managing energizes the new reality into existence and maintains the new status quo.

**MANAGEMENT BY IDEALS**

Professional success is continuously reinforced by ideals:

* Personal relationships (or at least periodic contact) with customers/clients
* Avoiding “BS”: telling people what they want to hear; telling only part of the truth; “PR talk”; lip service “passive aggression”; etc.
* The triangle of professional accountability: checking your own work + team members checking your work + use of performance statistics to back up your effectiveness
* Don’t work mainly to avoid mistakes; invent, innovate, experiment!
* Build interdependence.
* Share information and ideas.

|  |  |  |
| --- | --- | --- |
| **Event** | **Pragmatic (“just do it!”) response** | **Ideal-istic response** |
| Launching a new women’s sports pay-per-view channel for your cablevision customers | Three months free viewing | Cancel-at-any-time policy |
| Cutting company insurance costs 25% | Across-the-board 25% higher employee premiums | Gauge the premium percentage increase by employee pay level; lower-level employees get a proportionately lower premium increases. |
| Selecting the new HR director | Promote from within the highest-seniority employee | Privately solicit HR employee feedback on the best qualified member of the department |
| Improving the manufacturing plant’s worker safety record | Increase worker penalties for safety violations | Annual employee bonuses keyed to level of safety standard averaged throughout the year |
| Dealing with frequent employee complaints about inadequate office air conditioning during summer months | * Require dissatisfied employees to email the office manager (to evaluate the legitimacy of the complaints) * Install dummy (nonfunctional) thermostats in each office | * Install workable thermostats in each office * If the company has legitimate cost concerns about expensive air conditioning, share these with employees and invite their feedback and suggestions. |
| Apartment complex’s 12-month minimum leasing contracts | Charge tenants fees for lease-breaking | Charge annual lease holders 10-15% lower monthly rates than month-by month renters. |

**MEETINGS**

**1.** Philosophical Mindset

* For non-routine meetings, consider use of the \*Delphi process (advance three-sixty-feedback) to stimulate pre-meeting feedback and awareness of where people stand on major issues.
* As a general rule, invite anyone who will be directly affected by decisions rendered at the meeting.

**2.** Getting Started

* If possible, post meeting dates on your organization’s calendar and newsletter.
* Give members a reminder call and email one or two hours before the meeting.
* Send out an early agenda by mail or email, or let project team members pick it up at the office in a mailbox designated for the committee.
* State when meetings will begin and end, and strive to stick to the schedule.
* Meetings should never exceed 90 minutes. Even if members are willing to go longer, stick with this rule to avoid creating a negative affect towards future meetings in the minds of members.
* Strive to “annotate” agenda items with brief explanatory notes—stress “why” more than “what.”
* Use email or the box drop-off system to get member reactions on “controversial” agenda items before the meeting, which gives committee members the big picture at the start of the meeting and helps the presiding leader know where to focus the discussion.
* Always provide some sort of snack (both healthy and unhealthy if possible) at each meeting.
* Schedule 15 minutes of social time at the end of the meeting for those who would like to stay.

**3.** Tips for dealing with the minutes of team meetings

* Prepare and distribute minutes to members as soon as possible after the meeting.
* Write minutes in an informal, conversational style. Stress what was accomplished at the previous meeting more than what was discussed. Write the minutes more for those who weren’t at the meeting than for those who were.
* Don’t discuss minutes until the end of the meeting in order to get the meeting off to a non-routine start.
* Never spend more than five minutes discussing “minutes.”

# 4. Leading the meeting fruitfully

Stick to the purpose of agenda items but don’t feel bound by the letter of the agenda. Don’t get bogged down with any single item on the agenda—schedule another time to discuss “surprise” issues.

* Interject thought-provoking questions:
* "Who would benefit from this?”
* “What do you think would happen if…
* “What are the pros and cons of…?"
* "What assumptions are we making when we say…"?
* Solicit the thoughts or comments of quieter team members.
* Occasionally paraphrase what others say for positive reinforcement and to promote good listening.
* When someone offers a challenging or potentially controversial comment, ask other team members to state what they heard this person say. Then ask the one who made the comment if that is what they meant. Ask for people’s feelings about the matter (to help them vent emotion).
* Strive to maintain a continuous balance between facts/information shared by team members and their feelings/opinions. Consciously shift the discussion from one mode to the other as needed: Facts/information → feelings/opinions → facts-information →feelings/opinions→etc.
* Don't push for a decision if you think an issue hasn't been discussed enough (especially where conflict/controversy are involved), or when you perceive people haven't been very transparent in their comments. Sometimes it’s best to let people’s thoughts and feelings “simmer” between meetings.
* Always be alert during meetings for the emergence of conflict and recognize the difference between “hot” and “cool” conflict. Hot conflict is centered in temperamental personality clashes and unresolved interpersonal problems between co-workers. Cool conflict is rooted in different perspectives about what should be done or how it should be done.
* Do everything possible before, during, and after each meeting to deliver the \*four I AMs to program members: I am productive, competent, needed, and appreciated in the work I do.

**MENTORING**

|  |  |
| --- | --- |
| **Mentoring behaviors** | **Purpose** |
| Encouraging mentee (the person you’re mentoring) in strategic job-related occasions | Building mentee’s professional self-confidence and ambitions |
| Articulating your professional “secrets to success” | Helping mentee to learn from your own “been-there-done-that” experiences |
| Partnering with mentee on challenging assignments | Positively and negatively reinforcing mentee’s professional endeavors |
| Letting the mentee accompany and observe you carry out key responsibilities | Learning from seeing things done the right way under real-world circumstances |
| Recommending excellent career-relevant reading material | Books and articles that have boosted your career prowess |
| Introducing mentee to highly successful people in your network | Successful role models inspire (and sometimes hire mentees). |
| Engaging in scenario-simulation discussions with mentee to “test his mettle” | Fencing with the master emboldens and disciplines the mentee at the same time. |
| Sending mentee to relevant professional development seminars and learning forums | Learning can be found everywhere in virtually every professional setting. |

**MODIFICATION MANAGEMENT**

How our behavior is shaped over time by its outcomes. Work colleagues play a major role in shaping our professional behavior, as they respond to our behavior in positive and negative ways: praise and criticism; rewards and reprimands; cooperation and competition, etc. Our behavior is also “naturally” reinforced (conditioned) by its outcomes: whether or not we get what we want; how much we like or dislike behavior outcomes; “practice makes perfect,” etc. Formal (consciously designed) ways organizations condition employee behavior include rules, regulations, and policies; job descriptions; performance evaluation; goal-setting; and the “chain of command” (how power is divided up throughout the organization). Informal conditioning of employee behavior comes from workplace norms (such as how hard to work vs. “goof-off”); worker morale; and how work is coordinated. But \*teamwork, with its constant interplay of interdependent co-workers, offers the greatest potential for positive modification management. As shown below, teamwork is the “breakfast of champions” in shaping professional behaviors in productive directions.

|  |  |
| --- | --- |
| **Modification technique** | **Impacts** |
| \*Teamwork | * When you can’t succeed working alone, you learn how to extend your productivity and professional success through interdependency networks (teamwork). * Team members positively and negatively modify our professional behaviors every work day, thus “programming” our professional effectiveness. |
| \*Management by Walking Around | Timely behavior modification right in the middle of the workplace |
| \*One Minute Management | Both efficient and effective verbal behavior modification |
| Reward (positively reinforce) new functional behaviors | Cementing the positive professional behavior with its positive, natural outcomes |
| Don’t set goals, design outcomes | Goals are complex packages of professional behaviors managed by a progressive series of positive and negative outcomes. These step-by-step outcomes shape future goal-directed behaviors. |
| Change work niches | New job responsibilities generate frequent and numerous opportunities for behavior modification. |
| Involve \*constituents | Clients inside and outside the organization provide very memorable and long-lasting behavior reinforcements. |

**MORALE**

Morale is the how co-workers feel about their work life and organization. The organization constantly affects its members, who constantly affect the organization. Morale is the result of this constant “tango” of interdependency: feelings, psychological states, motives, and human dramas. Due to its emotional base, morale is fragile—much easier to tear down than to build up. One unpopular organization action or decision can pop the morale balloon. What puts “air” in the morale “balloon”?

Fair treatment of employees; delivery of the \*four I AMs; job success, and fun in the workplace.

**1.** Fun ways to build team morale:

* Petty cash fund to recognize employees or project teams for occasional significant accomplishments: gift certificates (including restaurants for lunches); movie tickets; fun t-shirt; CD or DVD, etc.
* Take a client to lunch buch (or bring them a home-made meal at their place of employment)
* The team’s own webpage
* Digital pictures of clients or employees-in-action on the organization’s local area computer network
* Occasional staff pictures on website or in employee lounge: baby pictures (“Who am I”?); Noteworthy family events (child graduating, new baby, marriage, ocean cruise, etc.); Trivia facts about staff hobbies, Life experiences, etc.; “Candid Camera” pictures of staff at work, etc.
* Team celebrations for significant achievements as an overall department: use an employee-donated petty cash fund to bid on EBAY to get something non-essential, but fun, that the whole department can use; charity donation in the name the name of a team or overall department; special pot luck “theme” luncheon on the premises.

**2.** Team celebrations

The main purpose of team celebrations is to deliver the \*four I AMs to your team as a whole. Members need to be reminded that their overall team is also productive, appreciated, needed, and unique.

Step number 1 in team celebration is to find a team achievement big enough to be celebrated:

* A milestone (such as the team’s five years of existence, new members, its twentieth client, etc.)
* Project success
* A new client or a client’s breakthrough achievement
* A special event in the life of a team member (marriage, new child, transition to a different project, etc.)

Step 2 is inviting team constituents (inside and outside the organization) to attend the celebration.

Step 3 is to invite others close to the team to attend: family members; those served in special community projects undertaken by the team or its mother organization; other members in the organization that have been especially helpful to or supportive of the team.

Step 4 is designing an informal, fun ceremony in which the team can thank those responsible for its success being celebrated.

Step 5 is to build the celebration around a service event for the team to benefit a person or entity in the local community: a charity, social service organization, a fine arts organization, etc.

An excellent approach is holding a key auction. Team members use uncut key blanks (such as car or door keys) to bid on specific items donated to a worthy cause. The keys are passed out throughout the year by an elected team committee to deserving team members for their noteworthy professional contributions, such as excellent performance, landing new clients, creative new ideas, etc. Team members use their personal or pooled keys to bid on special service projects presented for team consideration. The project receiving the most key “votes” is then selected. Other projects in the vying are considered again in future celebrations.

**3.** Don’t let employee recognition damage morale. Formal employee recognition awards make for good PR but can easily damage morale because most people really don’t know what contributions others are making (because of structural isolation). Moreover, most people in the organization don’t care what contributions others are making (due to the political environment of taking care of #1). Formal recognition is generally reserved for employees who make high profile, politically-pleasing, mainstream contributions to the organization. The morale of employees overlooked for formal recognition can thus be easily damaged. Informal recognition, in the form of the \*four I AMs, is a much better morale builder.

**MOTIVATION**

Organizations aren’t designed to meet our needs; they have their own needs, which we’re paid to meet. It isn’t the role of the organization to make us feel needed or appreciated. “That’s what we pay for you for!” But what if our paycheck, even if it’s generous, doesn’t deliver the “four I AMs”? What if we don’t feel very productive or needed or appreciated or unique? What should we do then? Join a virtual team, or start one. Teams deliver the four I AMs, because they are a \*community of meaning. Teams are based on working relationships that bond people together better than socializing. Work contributions make us feel productive, needed, and unique. Team need breeds appreciation.

Only teams can deliver dynamic working relationships, so teams are the ideal vehicle for motivating people. We can’t deliver the four I AMs to ourselves; it takes a community--a team. Team member interdependencies yield “authentic” (open and honest) relationships based on the cooperative pursuit of ideals (such as meeting client needs and maintaining high professional standards). Among other things, this necessitates that team members give each other “positive reinforcement” (praise, encouragement, mentoring) for good performance. Team members can “carve out” their own individual four I AMs networks simply by informally passing out positive feedback to one another when appropriate. Thanks for a job well done; the victory sign when a creative idea worked; an email or text for landing a new team client.

The four I AMs build the organization’s \*community of meaning--the rewarding side of work. People in the \*community of wealth (primarily executives and stockholders) get up in the morning to contribute to the organization’s financial side. People in the community of meaning (those fortunate enough to have the four I AMs delivered to them on the job) get up in the morning to contribute to their teams and clients. Organizations are not designed to meet employee needs, but teams are. Team interdependencies are the foundation of motivation.

**2.** Ways to deliver the \*four I AMs:

* Job control: “I’m a professional.”
* Decision-making latitude: “I’m trusted and competent.”
* Creativity: “My ideas count.”
* \*Mentoring: “My experience is valued.”
* \*Professional development: “I can contribute more and more.”
* Informal recognition: “I’m noticed in a positive way.”

“Serving on this team makes me feel that I am productive, competent, needed, and appreciated because:”

* Our meetings are well managed and productive. We don’t waste time or energy.
* Team members respect and trust one another.
* We help our leader succeed and she or he helps us succeed.
* It’s easy to participate in meetings and in the team’s work.
* I have a unique role/niche on my team that others rely on me for.
* I’m listened to and my ideas count. We also listen to each other.
* Our team isn’t political or gossipy.
* I can see how our work makes a real difference in the lives of people.
* Our mission makes positive contributions to our clients.
* People encourage me in my work.
* Team members take notice of my contributions and show appreciation.
* Team members maintain a positive attitude.
* We are accountable to each other for our work. We’re constructively open and honest with each other.
* We strive to do what is best for the organization and our clients.
* We respect the work and priorities of other teams in the organization.
* I feel good about the contributions I make.
* We work together as a team and depend on each other.
* I don’t feel stressed out or burned out working with my team.”

**3.** Motivation through relationships

Motivating volunteer workers is one of the most significant challenges for leaders. Despite the presence of a serving spirit among staff and volunteers, it is sometimes difficult to adequately fire their enthusiasm, participation, and commitment. Misunderstanding the true nature of motivation is a key part of this problem. Motivation cannot be turned on and off at will like a faucet. The trouble with this on-again, off-again approach is that it overlooks the pivotal role of relationship building—you can’t motivate people until you have built a professional bridge to them.

Instead of asking, "How can I motivate the members of my team?" ask, "How can I build a closer working relationship with team members?" Some ideas:

* Determine a vision and mission for your team, but first determine how important it is to the overall mission of your organization. How well will your team’s service be supported by the organization?
* Create a professional niche (unique contribution) for each member on the team.
* Carefully develop and communicate contributions descriptions for each team member. Specifically include a particular job, approach, length of service, names of other team members, and invited performance.
* Promote success by equipping and training team members. Help them understand through teaching and demonstration how they can excel.
* Let team members personally participate in running the show. Consult with them when making decisions; remain open-minded and willing to change; help them buy into what the team is trying to accomplish.
* Listen, listen, listen! Be alert to and create opportunities for listening. Let others "unload" on you before you "unload" on them.
* Communicate, communicate, communicate! Periodically remind people of the team vision and goals. Keep members up-to-date on team progress and activities. Help them share their personal experiences, feelings about events, personal joys and frustrations, and mutual appreciation Get feedback from team members on what they are doing and accomplishing for both team and organization.
* Minimize the demands you make on team members. Keep time and meeting demands reasonable. Respect the fact that there are many claims on their "free" time.
* Help members of your team hold themselves accountable for performance. Goals and deadlines must be set, progress reports made, and follow-up taken. Any criticism of team member performance should center on their actions, not on them personally.

**4.** Ultimately, people motivate themselves:

* A promotion doesn’t motivate unless it delivers substantially more money or a heavier dose of the \*four I AMs.
* Job security begets \*comfort zones, but being a secure team member motivates.
* A pleasant, but non-dynamic, work environment only bribes people into sticking with an unfulfilling job.
* Non-merit, across-the-board pay increases often de-motivate because of perceived inequities.
* Peer pressure is motivating, but without true teamwork, it may be counterproductive: divisive gossiping, malingering, blind conformity, horseplay, etc.

**NETWORKING**

|  |  |
| --- | --- |
| **Networking opportunities** | **Professional benefits** |
| Acceptance in one or more “Who’s Who” publications | The traditional Who’s Who |
| Membership on the admissions board of a prestigious university | Social status networking |
| Board membership in civic organizations | Public service profile and personal access to community leaders and VIPs |
| Board memberships in national or international corporations | Developing interdependent business relationships with influential, powerful industry leaders |
| Pro-Am and celebrity golf tournament participant, host, or course marshal | Access to power, wealth, and status |
| Charity golf or tennis tournaments | Developing a civic reputation and profile and networking with like kind |
| Host or participant in civic social events | Developing a civic reputation and profile and networking with like kind |
| Country club membership(s) | Access to power, wealth, and status |
| Facebook professional page | Professional public relations and putting yourself into “global play” |
| Heading up charity fund-raising drives | Developing a civic reputation and profile and networking with like-kind |
| Linkedin.com | The reigning king of virtual “Who’s Who” |
| Political campaign contributions (or political action committee membership) personal relationships with politicians | Access to power, wealth, and status |
| Professional associations | * Networking and good standing with your career peers * Job-shopping opportunities |
| Professional expertise interviews for the media | Building your professional expertise reputation and getting regular media exposure |
| Publish a popular book on your field of expertise | * Talk show and speaking opportunities * Professional publicity |
| Trade shows | * Strutting your stuff (products or services) * Meeting new peers * Job-shopping opportunities |
| Well-networked spouse | Additional publicity and networking opportunities for both spouses |

**NICHE-SYNERGY**

Combining the productive efforts of those who make unique professional contributions

**1.** The complementary roles virtual team members move in and out of:

|  |  |
| --- | --- |
| **Role** | **Opposite, complementary role** |
| Initiators | Sustainers |
| Decision-makers | Decision-participants |
| Problem-solvers | Problem definers |
| Analysts | Conceptualists |
| Facilitators | Challengers |
| Evaluators | Encouragers |
| Motivators | Critics |
| Cooperators | Non-conformists |
| Coordinators | Visionaries |
| Communicators | Listeners |
| Organizers | Re-organizers |
| Precedent-makers | Precedent-breakers |
| Learners | Mentors |
| Entrepreneurs | Managers |
| Openers | Closers |
| Relationship-builders | Isolates |
| Developers | Technicians |
| Networkers | Hospitality-givers |
| Proactive | Reactive |
| Idealistic | Pragmatic |

**2.** Team mobilizers

* Accelerators speed up the transfer of knowledge to those who need it.
* Amplifiers make “noise” to make sure people are paying attention.
* Distributors create and service the channels through which knowledge flows.
* Coordinators identify and forge links between different areas of knowledge.
* Implementers apply the knowledge to produce a desired result.
* Multipliers use the knowledge to generate new possibilities.
* Prioritizers stay focused on what is most critical to team success.
* Sense-makers promote understanding of the knowledge through interpretation
* and translation.
* Validators test the knowledge to see if it’s good.

**ORGANIZATIONAL BRIDGE-BUILDING**

|  |  |
| --- | --- |
| **Type of bridge** | **Purpose of bridge** |
| \*Benchmarking | Increase employee awareness of their organization’s competitiveness and enhancing it |
| \*Brainstorming | Multiple professional disciplines from throughout the organization thinking-out-loud |
| \*C.O.R.E. sessions | Periodic physical meetings of virtual team members from diverse parts of the organization |
| \*Cultural diversity | Promotes the organization-wide normalness of diversity |
| \* Cyber-meetings (see \*cyber-world) | Highly accessible communications conduit for virtual team members in over-lapping areas of the organization |
| \*Delphi technique | Objective + subjective input from employees in multiple zones of the organization |
| \*Internal and external value employees | Bridge between the two most basic categories of employees in any organization |
| Projects | Multiple professional disciplines working interdependently for a common group of \*constituents |
| \*Three-sixty degrees feedback | Input from everyone directly affected by an organizational issue or event |
| \*Virtual teams | Bridge-building between multiple departments, professions, and client groups, and often multiple organizations |

**ORGANIZATION CULTURE**

What you feed grows—especially in a greenhouse. The seed is potential productivity; the organization culture is the soil; the crop is service to constituents. Is your team’s culture frozen tundra, sweltering desert, or tropical oasis?

**20th Century vs. 21st Organization Cultures**

|  |  |  |
| --- | --- | --- |
| **Org culture components** | **20th century** | **21st century** |
| Employees | Commodities to be used to benefit the organization | Culturally diverse |
| Interpersonal relationships | Formal, hierarchical | Informal, networking |
| Personal lifestyle | Individualized and compartmentalized | Communal |
| Productivity focus | Controlling work | Mission-impact |
| Work structure | Independence and routine | Interdependent virtual teams |

**Organization Culture Personalities**

|  |  |  |
| --- | --- | --- |
| **Org cultures** | **Organization personality** | **Working environment** |
| Cat | Impersonal, aloof professional environment with people working in relative isolation (accounting and engineering firms; brokerages; factories; call centers) | * Low teamwork * Supervisors in charge of most of the work * Routine work * Technique-driven technical work |
| Dog | Friendly, loyal paternalistic: the organization takes care of its employees in return for their unswerving loyalty and obedience (small family-run firms) | * Centralized power structure of controlling managers * Fitting-in and conforming more important than personal productivity |
| Dolphin | Employees work together cooperatively as a community (hospitals; churches; creative technology development companies) | * \*Virtual teamwork projects * Self-managed, \*empowered employees * Mission-driven, client-focused |
| Eagle | Entrepreneurial employees soar in individualized jobs, but work mainly alone. (brokerage companies; sales commission firms) | * Marketing-driven, sales-oriented companies * Employee rivalries and competition * Turf protection (department rivalries and fight for resources |
| Elephant | Large, bureaucratic organizations run via by-the-book systems and procedures (government agencies; military; large universities) | * Mastering how the system works is a perquisite for success. * Eight-to-five routine * Resistance to change * Progress = steady, predictable status quo |
| Lion | Highly competitive, empire-building organizations (sports franchises; large corporations) | * High-turnover, dog-eat-dog competition * Self-promotion * Cutting corners to personal success * Social Darwinist (survival of the fittest) * Employee secrecy to maintain personal competitive edge * Self-worshipping executives |
| Sloth | Limited competition, low technology, status-quo organizations (universities; post office; public transportation) | * Uphill resistance to change or new progress * Traditional ways of doing things * Little tolerance of individualism * \*Comfort-zone driven |
| Viper | Exploitative, self-serving, low profile organizations (investment banking; Congress; military-industrial complex; entertainment industry) | * Corrupt, largely invisible systems * Mistrust and brainwashing of outsiders * Executive looting of organization assets and net worth * Good-old-boy networking * Protective alliances with national political leaders |

**ORGANIZATION-HUMAN INTERFACE** (OHI)

The OHI = the degree of fit between the wants of the organization and the wants of its internal and external constituents. The OHI revolves around the self-centered tradeoffs between the organization and its employees. Corporations want high profits; employees want high wages, which lower profits. Organizations strive to control employee behaviors to work efficeincy; employees want seek empowerment to succeed under their own self-autonomy. Merging these two opposing factions of self-interest is the OHI responsibility of the organization managers and leaders. The career ideal of a professional must be to fulfill personal career ambitions by helping the organization to fulfill its profit/competitive mission (thus cementing the OHI).

**ORGANIZATION POLITICS**

|  |  |
| --- | --- |
| **Major triggers of organization politics** | **Political behaviors** |
| Employee shocks: layoffs, outsourcing, off-shoring, union developments, etc. | * Organized protesting and negative publicity * Rhetoric from elected politicians |
| Executive turnover and replacement | * Board turmoil * “Golden parachutes” (sky-high severance pay packages for departing executives) * Job changes of junior executives |
| External shocks to the organization: government regulation; state of the economy; technology shift, etc. | * Legal actions: suits; finger-pointing; and talk show ideologists and the blogosphere go ballistic * Election rhetoric and legislative activism |
| Introduction of a new organization mission, strategies, or products/services | * Controversy and back-biting * “Push-back” resistance * Watering down major changes via compromise, delay, and face-saving |
| Prolonged decline of organization fortunes | * “Changing the deck chairs on the Titanic” actions by the board * Rise of rival executives (“pretenders to the throne”) * “Corporate raiders” (major stockholders or would-be equity-controllers) pursue take-over scenarios * Suitor corporations offer stockholders buyout offers. |
| Reorganizing departments, jobs, or work procedures | * “Heavy-hitter” employees angle to grab the spoils of change: promotions; consolidating power up-for-grabs; expanded budgets * Severance pay negotiating and controversy * Cream-of-the-crop employees activate their resumes to jump ship ASAP |
| Surfacing of systemic organizational corruption | * Activation of the organization’s PR machine * Denials; blaming it on others; rationalizations * Legal maneuvering * Sacrificial fall-guys accept most of the blame and are secretly financially rewarded for their organizational loyalty * Golden parachutes for culpable executives who are bad for PR |

**ORG SAVVY**

the capacity to “read” organizations

|  |  |
| --- | --- |
| **Organization characteristic** | **Potential signals about the organization** |
| Absenteeism: frequency, patterns | * Internalization of the org mission by employees * Employee professionalism |
| Agenda control at meetings | Authoritarian management style |
| Annual review signed by employee | Org bureaucracy and control-orientation |
| Appointments vs. drop-ins | Org rigidity/bureaucracy vs. flexibility/innovativeness |
| Autocratic management style | Low empowerment of employees |
| Board member profiles, selection process, competency | Board competency, accountability, objectivity |
| Breaking precedent, frequency and reaction to | Progressive/entrepreneurial org culture |
| Bureaucracy (rules, regulations, procedures) | * Org bureaucracy and control-orientation * Status quo employees |
| Cafeteria approach to benefits | * Recognition of employee individuality * Degree of org conformity |
| Catering to the boss | Org status levels and catering to status |
| Clients: employee familiarity and interaction | \*External value mindset and internalization of org mission |
| Cliques | Lack of \*teamwork and sense of org community |
| Clock watching | Under-challenged, non-\*empowered employees |
| Committees: number of, purpose, composition, frequency | Work seen as routine/stable vs. innovative/dynamic |
| Communication style: personal vs. impersonal | Degree of org formality and control-orientation |
| Complaints, employee | Degree of org transparency/openness vs. repressiveness |
| Conflict: hot vs. cool, frequency, resolution | Whether issues or personalities matter most in the org |
| Conformity as a virtue | * Org bureaucracy and control-orientation * Org status levels and catering to status |
| Controversy is ducked | * Fear of outsiders * Fear of loss of control * High value of org PR and imaging |
| Conventionality | * Org traditionalism * Lack of innovativeness * Un-empowered employees * Control orientation |
| Conversations, employee: topics and intensity | * Degree employees are integrated into the org * Employee internalization of org mission * Degree of employee networking and mutual acceptance |
| Creative employees: % of workforce and treatment | * Org progressiveness * Employee empowerment |
| Decision-making approval, layers of | * Extent of org bureaucracy * How competitive the org is * Extent the org is genuinely committed to its mission |
| Dysfunctional employees | * Lack of teams * Absence of the four I AMs and org community |
| Employee energy levels throughout work day | * Integration onto teams * Work flexibility * Employee empowerment |
| Employees instructed not to talk about people’s pay | * Org control * Lack of org transparency * Lack of employee empowerment |
| Employees, arriving to work early or staying late | * Strong internalization of org mission * Client commitment |
| Every man for himself | * Absence of org mission * Autocratic management * Social Darwinism org culture |
| Experiments, frequency and reaction to | * Org progressiveness * Employee empowerment and security |
| Fake faces at every turn | * Lack of transparency |
| Goofing-off employees: number, frequency, attitude toward | * Poor integration of org mission * No teamwork * Little commitment to clients |
| Gossip, rumors, hidden agendas are pervasive | * Lack of org transparency * Non-integration of employees into the org |
| Hallway conversations, work-related | * Empowered workers * Teamwork * Progressive org culture |
| Job descriptions: specificity and pervasiveness | * Org control * Degree or repetitive technical work * Amount of teamwork |
| Job profile of women and ethnic minorities | * Employee empowerment * Org community team presence |
| Job security: extent of and attitude toward | * Blue collar vs. white collar org * Social Darwinism |
| Majority vs. consensus voting | * Degree of org politics * org transparency |
| Mavericks tolerated? | * Employee empowerment * Org progressiveness |
| Meetings held to announce decisions rather than to deliberate about them | * Org control * Lack of employee empowerment |
| Meetings: degree of staging and control | * Intensity of work and \*CON commitment * Routineness of work |
| Messy bulletin boards | * Intensity of work and \*CON commitment * Routineness of work |
| Mistakes and failures, attitude toward and treatment | * Org progressiveness * Team culture |
| Musak | * Traditional org * Routine work |
| New hires, who controls the process? | * Political nature of org * Power of HR vs teams |
| New ideas, complaints, concerns: how they are handled | * Org progressiveness * Employee empowerment * Pervasiveness of teams |
| Org growth and success | * Org progressiveness * Social Darwinism * Employee empowerment |
| Outside-the-box thinking, behavior, attitudes | * Org commitment to mission and clients |
| Pay by the week vs. the month | * Blue-collar vs. white collar * Set pay vs. based on org performance |
| Pay scale rationalization | * Degree of org traditionalism * Teamwork influence * Employee empowerment |
| People are seldom available | * Teamwork empowerment * Strong integration of org mission |
| Personal life -professional life, integration of | * Org community * Presence of teamwork |
| Power people: fear vs. respect | * Org control * Org status levels * Autocratic management style |
| Public relations and corporate smokescreen | * Manipulative org * Control orientation |
| Receptionists | * Impersonal org * Status-conscious org * Routine work |
| Reputation of org in local community | * Client-consciousness * Job satisfaction of employees |
| Rivalries between departments | * Lack of mission integration * Lack of teamwork |
| Secrets and skeletons in the closet | * Non-transparent org * Lack of trust * Manipulative org behavior |
| Social Darwinism, degree of | * Competitiveness of org industry * Employee control * Autocratic management style |
| Stress interviews of job candidates | * Social Darwinism * Parent-state orgs * Employee control |
| Stress: pervasiveness, dysfunctions of | * Org Social Darwinism * Lack of fit between employees and managers |
| Support of employee family time and needs | * Org ideals * Employee empowerment |
| Teams: formal, virtual, informal, rogue | * Employee empowerment * Client commitment |
| Technology: sophistication and importance in work | * Org/employee capabilities * Innovative and productive |
| Time cards | * Routineness of work * Control lack of employee empowerment |
| Traditions, corporate: number, purpose | Org ideals |
| Trust: of employees, management, suppliers, customers | Org transparency, manipulative politics |
| Turnover rates | Four I AMs, empowerment, weak community of meaning |
| Work ethic of employees | Four I AMs, mission internalization |
| Work hours: set, flex, free | Bureaucracy, entrepreneurship, teamwork |

**PROACTIVE-REACTIVE**

Successful management is a mix of aggressive (proactive) and passive (reactive) responses to organization and employee events. It’s the old gambling cliché about sometimes you hold; sometimes you fold. Management sometimes calls for making events happen; sometimes sculpting on-going events; sometimes maintaining things as they are (status quo). Successful professionals have a managerial repertoire of both proactive and reactive professional behaviors.

|  |  |  |
| --- | --- | --- |
| **Professional activity** | **Proactive approach** | **Reactive approach** |
| Hiring new call center employees | Pay current employees $100 for each referral candidate hired. | Post want ads. |
| Setting up computer software training sessions for governmental employees | Poll employees in advance of scheduling the sessions for their time preferences, and then set up the time table. | Set up training session time slots and have employees sign up for one. |
| Getting current cell phone customers to renew their service agreement contract several months in advance of its expiration | * Call customers personally. * Offer customers one free month’s service for renewing their annual service contract at least 3 months in advance of its expiration. | Solicit their approval via their monthly bill statement. |
| Converting factory blue-collar workers from assembly line manufacturing to self-directed teams | Establish a pilot group of employees to try out the team approach to use as a learning model for the other employees down the road. | Ask employees to volunteer to for a team. |

**PROBLEM-SOLVING**

Managing is largely the process of making decisions and solving problems (the inevitable result of unsuccessful decision-making). The biggest challenge of problem-solving is defining the problem. What caused it? Who says it’s a problem? Is it a new problem or just an unresolved old problem? Is it temporary of permanent? And most importantly: Is this problem really an opportunity in disguise?

|  |  |  |
| --- | --- | --- |
| **The problem** | **Redefining the problem** | **Turning problems into**  **opportunities** |
| A growing number of employees show up late for work or try to leave early. | Employees need flex-time to provide for lifestyle-related needs. | Move to a flex-time work system for those with legitimate lifestyle needs. |
| Most people on a six-month half-price introductory fitness gym deal work out regularly but then fail to sign a full-price annual contract at the end of six months. | Health enthusiasts need more than monetary reasons to go for annual contracts. | Offer more “free” social amenities (such as recreational competitions or partnering workout routines) with the annual gym membership. |
| The breakroom for computer programmers is too small and under-equipped. | Employees prefer to snack at their desks while they work. | Instead of renovating the current breakroom, put microwave ovens and free fountain drink machines in office areas. |

**PRODUCTIVE INTERDEPENDENCY**

Interdependent workers generally out-produce independent ones, especially in 21st century creative, innovative organizations. The more interdependent you are, the greater your success potential due to team synergies. You can’t reach your full potential alone. Quarterbacks, surgeons, and bloggers are useless without an interdependent network. But working interdependently is a skill that has to be mastered via the group dynamics of shared productivity. Individuals can work hard, but it takes an team to produce extraordinary results. Interdependent teams multiple your professional capabilities exponentially. Interdependency generates productive synergy. The “universal” generation entering the 21st century workforce has a communal “DNA” of virtual communication and relationships. That’s because most human needs are met through others.

|  |  |
| --- | --- |
| **Forms of professional interdependency** | **Productive challenges and synergies** |
| Completing different tasks for the same project | * Sequential coordination of work progress * Uniformity of design |
| Performing different services for the same clients | Interrelatedness of the different services: timing of service provisions; efficient management of resources used for multiple purposes and clients. |
| Performing the same job but at different times or in different locations | * Availability of prerequisite resources: tools, technology, space, etc. * Sequential coordination of phases of job completion * Mutual awareness of job progress; problems encountered; scheduling standards |
| Performing the same job but for different supervisors | * Mutual coordination of work-in-progress * Clarity of quality control standards and client expectations |
| Sharing information | * Individualized access to the same information * Commonality and awareness of information interpretation and utilization |
| Sharing professional knowledge or experience | Availability of time and place to communicate and analyze |
| Sharing technology and equipment | * Individualized access * Mutual maintenance of technology and equipment |
| Working for the same supervisor but performing different tasks | Mutual awareness of job assignments; technology and resource availability; and availability of supervisor |

**PROFESSIONAL**

Since the time when only doctors, lawyers, and clergy were referred to as professionals, the concept of the professional has widely expanded to include entrepreneurs, business executives, computer gurus, etc. In the 21st century, it’s more meaningful to define what professionalism is than to define who is a professional. Today, a professional is someone who is licensed (college degree or technical certification); who holds significant expertise (breadth and depth of practical knowledge); and who works interdependently with colleagues to serve clients/customers.

Professionals:

1. Represent the interests of external constituents (customers, suppliers, communities, etc.)
2. Are partially responsible for the success of colleagues and co-workers
3. Directly impact the work and productivity of others
4. Engage in continuous professional development
5. Engage in authentic (truthful, objective, reality-based, and emotionally-honest) communication
6. Strive to avoid self-gain at the expense or exploitation of others

Top ten characteristics of a professional:

1. Clients > self
2. Community orientation > self-serving individualism
3. Continuous \*professional development
4. Creation of (external) value for organization clients
5. Empowered by an organization to maximize contributions to its \*constituents
6. Refusal to exploit \*social systems for self-gain
7. Rooted in objective reality > self-absorbed subjectivism
8. Self-directed and motivated
9. Well-versed in both productive leading and following
10. Work interdependency. Professionals can’t succeed in their work unless others succeed in their work.

To deliver client services professionally, employees must develop a constellation of intellectual and experience-based work skills:

* Adaptability and flexibility
* Avoidance of personal agendas
* Communicating with clarity, tact, and persuasiveness
* Continuous learning and professional development
* Creative problem-solving
* Delivering the four I AMs
* Emotional control
* Forming harmonious relationships with diverse people
* Building trust and cooperation
* Having a sixth sense for human motives, dysfunctions, and career potential
* Influencing people in a positive manner
* Learning rapidly from experience
* Listening objectively and actively
* Maintaining confidences
* Mastering formality and informality
* Patience in achieving progress organically
* Understanding how organizations work
* Enabling win-win outcomes
* Putting principle before success
* Shifting smoothly between cognitive and emotional states
* Strong \*coaching, \*mentoring, and \*empowerment skills
* Structuring work, organizations, and interpersonal relationships
* Turning negative conflict and change into positive outcomes
* Harnessing political behavior for progress
* Valuing people for more than their productivity

**PROFESSIONAL BALANCE SHEETS**

Financial balance sheets tell a story about a company’s historical and future performance possibilities through highlighting the firm’s assets and liabilities. Balance sheets for professionals do the same thing for non-financial, \*qualitative productivity factors.

Team qualitative balance sheet

* Categories of qualitative team assets: project productivity, clients, technology, reputation, morale, leadership, change capability, robust budget support
* Categories of qualitative team liabilities: dissatisfied clients, overworked team members, festering team conflict, declining budget, lack of competitiveness

Team member qualitative balance sheets

* Assets: Professional skills and competencies; leader/follower capacity; learning ability; flexibility and adaptability; communication and relational skills; team spirit
* Liabilities: Preference for working alone and independently of others; weak people skills; limited professional experience; poor networking skills

Sample of a hypothetical team client qualitative balance sheet

* Assets: Loyalty to your team; providing your team with timely operations feedback; working transparently with your team and organization
* Liabilities: Overly critical and demanding; unclear about what constituents want from your team; interact with your team in an impersonal manner

**PROFESSIONAL DEVELOPMENT**

When your career skills and productivity stagnate and plateau, you cease being a professional. True professionals never stop learning and developing because they never stop serving clients in non-ordinary ways. There is no such thing as unprofessional development! Processional development is the synergizing of three growth factors: intellectual growth, experiential growth, and character growth. Professional growth/development is:

* Discovery and exploring new territory: responsibilities, skills, work partners, new constituents and new ways to serve constituents, etc.
* A working process more than social
* A patient process
* An observational process
* A team-generated process
* An interpersonal chain of organizational and client progress
* A magnetic process, where you attract the professional opportunities which match your stage of professional skill.
* “Swinging” from one “vine” (opportunity) to another, “grabbing” each new success opportunity

**Professional Development in Action**

|  |  |  |
| --- | --- | --- |
| **Professional development opportunity** | **Synergy from the team** | **Implementation approach** |
| \*Brainstorming | Two heads are better than one. | One simple rule makes brainstorming effective: don’t evaluate any idea until all ideas have been exhausted. Generating ideas and critiquing them are two different processes. |
| Building productive synergies | Virtual team members are experts in how their work can be done better, including how interactions with fellow members could be more efficient and productive. | Maintain a team online chat group dedicated to ideas or actual experiences that enhance team or team member productivity, interactions, problem-solving, \*professional development, etc. |
| \*Conflict management | Conflict is the foundation of positive change. | Two or three virtual team members should be designated as conflict mediators available any time a team conflict can’t be resolved. The conflict mediators may benefit from the \*conflict-reduction process. |
| Creativity | Teams are laboratories for new ideas and experiments in progress. | The brainstorming technique discussed above yields many creative ideas. So does counter-culture thinking |
| Team information management | Teams are information machines. | The single best way to manage the team’s management information system is to have all members personally input potentially valuable team information as soon as possible after generating it. The MIS is built one team member at a time, one feedback document at a time, and one information search at a time. Everyone on the \*virtual team has to do her or his unique part. |
| \*Judgment calls | \*Virtual team experience makes for sound judgment. | Judgment is better caught than taught. Team decisions should reflect team analysis, team discussion, and team experience. |
| \*Leadership | Any time any day there’s a team project that needs leadership. | Team members lead by taking initiative to advance team progress in some way:   * Communicating with a client * Harnessing information where and when it is needed * Facilitating the \*decision-making or problem-solving process * Generating a creative or \*counter-culture idea * Training or \*mentoring another team member * The more team members are “in play” (working with others interdependently), the greater their opportunity for taking \*leadership initiative and thus undergoing leadership development. |
| \*Mentoring | Every virtual team member is an expert in some aspect of the team’s work. | Be alert for opportunities to mentor or train other members of your team in skills and professional capacities you have already developed. |
| Negotiating | A group of minds can fashion a better deal than one person working in isolation. | Look for opportunities in your \*zone of contributions which deliver information and perspective to co-workers engaged in deal-making. |
| \*Networking | \*Virtual teams can open more doors of opportunity than people working solo. | \*Networking is the art of building relationships though the collection, digital dissemination, and group analysis of information and relationships. |
| New technical skills | Each \*virtual team member has technical abilities and knowledge to teach the rest of the team. | * Here’s another item to put on a team website: a skills inventory of individual virtual team members. * Be sure to list professional skills that are not always job-related. The skills you don’t use on your job are often useful to team members tackling other assignments. |
| Problem-solving | Each \*virtual team member has one or more pieces of the jigsaw puzzle of a problem. | * Problems often solve themselves when all the pieces of information are in place. The pieces are scattered around the team, which uses software like a chat group or data base to gather them together. * Encourage team members to save potentially relevant information to the team information system. |
| \*Project management | A \*virtual team is a conglomeration of the brains, hands, and feet needed for project success. | Complex projects (full of work interdependencies) are largely invisible to the virtual team doing the work. I know what I contributed to the overall project, but not necessarily what you did. The main teamwork challenge of \*project management is making teamwork visible:   * What we accomplished * How my work intersected with yours * Who benefited from our work * The configuration of each phase of the project * Teamwork surges when its outcomes become visible. |
| Selling | If you can sell your idea to a savvy group of virtual team members, you can sell it to just about anyone. | * Ask team sales stars to post (in a team digital folder) notes on the success of the various sales techniques they use. * Ask clients for feedback on what sold them most about your team’s product or service. * Get experienced sales people to mentor inexperienced team members. * Work up flow charts showing both direct (visible) and indirect (invisible) team member contributions to the selling process. |
| Strategy formulation | Strategy is a continuous dialog of multiple minds working towards a common outcome. | Virtual teams need virtual ways to dialogue about strategy: See \*strategy roadmap and \*straThink. |

**PROFESSIONAL FOOTPRINTS**

|  |  |
| --- | --- |
| **What** | **Impact** |
| Breadth and depth of skills and experiences | Quality of judgment calls |
| Character | Contributions to others rather than self |
| Professional network | Your toolkit of success |
| Promotions | Professional victories |
| Reputation | How others perceive your character |
| Resume | Your written professional legacy |
| Self-mastery | Life’s biggest challenge |
| Success of mentees | Your human professional legacy |
| Turf control | The depth and breadth of your organizational power |

**PROFESSIONAL INTANGIBLES**

* Adapting to diverse people and diverse situations
* Admitting when you’re wrong
* Being a good follower as circumstances call for
* Being gracious to others
* Capacity to laugh at yourself and to not take yourself too seriously
* Creating a positive impression
* Differentiating between minor and major issues and problems
* Discerning people’s motives and what makes them tick
* Discipline and restraining personal weaknesses or inadequacies: stubbornness; domineering temperament; emotionalism; holding grudges; manipulating others; deceptiveness, etc.
* Focusing on ideals (fairness, honesty, compromise, tact, etc.)
* Good timing of decisions and taking action
* Influencing without dominating
* Knowing what is realistic and unrealistic
* Perceptiveness about people and organizations
* Rapport-building
* Reading between the lines
* Setting priorities and maintaining standards
* Steering conflict into productive directions
* Trust-building
* Sharing knowledge and expertise to demonstrate good faith and develop goodwill
* Inviting others as a show of respect for their competence and insights
* Listening to others to show interest in their contributions
* Extending team members latitude (and avoiding micro-managing) in how they do their work
* Assuming the best about coworkers
* Extending others a second chance
* Letting go of grievances or grudges against fellow team members
* Praising coworkers for worthy accomplishments
* Delivering the \*four I AMs (making them feel productive, appreciated, needed, or unique) to team members

Getting trust

* Being accessible to team members to demonstrate community
* Responding promptly to others to show engagement
* Being predictable to demonstrate consistency
* Being flexible to show adaptability and open-mindedness
* Being enthusiastic and optimistic to demonstrate commitment
* Maintaining confidentiality to demonstrate integrity
* Being inclusive to demonstrate impartiality
* Refusing to talk behind people’s backs to demonstrate fairness
* Solving problems rather than assigning blame
* Setting realistic expectations to demonstrate common sense
* Taking the initiative to demonstrate confidence
* Keeping activities open and visible to avoid manipulation

**Proplays: making professional plays in your organization**

PROplay gameplans:benefitting constituents in innovative and personal ways

1.Authenticity: revealing who you really are

2. Counterintuitive innovative thinking: 180 degrees innovative actions

3. Interdependency: I need you need me

4. Focus on behavior not words: open your eyes; close your ears

5. Virtual teams: concentric circles of influence

**2** Seeing more decision-making and problem-solving options than your co-workers do

**5** Executing your way to success via teamwork

**2** Out-thinking and out-executing others via counterintuitive innovative thinking

**3** Using interpersonal skills for smooth-sailing on projects

**4** Sixth sense for how people feel about and react to organization issues

**5** Helping people help themselves

**4** Recognizing who will benefit most from professional development, mentoring, and coaching

**3** Perceptively understanding the causes of organization events and outcomes

**2** Working smarter instead of harder

**4** Resolving conflicts amicably

**2** Turning problems and conflicts into opportunities for progress

**1** Delivering the 4 I AMs to deserving co-workers

**4** Building solid productivity bridges to others

**3** Putting out brushfires before they grow and spread

**1** Being likable

**4** Building win-win relationships

**5** Having the right information at the right time and right place

**2** Resolving entrenched problems with new solutions

**5** Improving anything and everything

**5** Knowing when to change course

**PULLING AND PUSHING LEADERSHIP**

|  |  |
| --- | --- |
| **Pushing techniques** | **Pulling techniques** |
| \*Authoritarian management: making most of the decisions that affect others without their participation | Lead by example. |
| Pep talks to light a fire under employees | Use teamwork to expand employee contributions and create professional synergy that pulls people along with the team. |
| Running (or steamrolling) meetings | Empower employees to manage their own work and assist others in their work. |
| Either/or commands (“Either produce more or be demoted.”) | Use \*virtual teams to build employee skills as \*leader/followers. |
| Mobilize peer pressure to arm-twist employees, | Use \*mentors to coax co-workers into deeper professional waters. |
| Manipulate others via withholding or distorting information; limiting their options; or making vague promises, | Assign employees to a variety of team niches, pulling them into the \*professional development zone. |
| Avoid positive reinforcement (praise, encouragement, etc.) to “keep people on their toes.” |  |
| Create a climate of fear and anxiety that pushes employees to submission. |  |

**QUALITATIVE PRODUCTIVITY**

|  |  |
| --- | --- |
| **Qualitative performance** | **Organization qualitative investments** |
| Acculturating a greenhouse organization culture | Employee \*empowerment |
| Building teamwork and professional interdependency | \*Teamwork |
| Enabling professional development of self and others | \*Professional development work opportunities |
| Generating human and productive dividends from cultural diversity | Vibrant \*community of meaning |
| Guiding others to internalize the organization mission | Client-serving \*organization culture |
| Reading human behavior perceptively and accurately, and managing it in a timely manner | \*Mentors |
| Sound \*judgment calls | Magnetic organization mission |
| Sparking creative, practical ideas |  |

**RECHARGING YOUR PROFESSIONAL BATTERY**

|  |  |
| --- | --- |
| **Professional activity** | **The electricity** |
| Being \*creative or \*counter-cultural | The exhilaration of creating |
| Doing things with and for others in the workplace | Service makes a difference to everyone involved. |
| \*Ideals | Raise us above the mediocre and mundane. |
| Integrity | A breath of fresh, rare air |
| Interacting with external \*constituents | Appreciating why your organization and job exist |
| New professional challenges | Becoming more professionally than you already are |
| Sending or receiving the \*four I AMs | I am needed, appreciated, productive, and unique. |
| \*Teamwork | That’s the main workplace source of being needed, appreciated, productive, and unique. |

**SHIFTING MODES** (conflict prevention dialectic)

Throughout the workday, we constantly shift psychological modes: thoughts, feelings, and actions. These mode shifts transition us from job to job; person to person; task to task, scenario to scenario, etc. Intelligently and strategically shifting modes empowers us to smoothly manage behavioral realities and challenges in the workplace. (see \*change)

Repertoire of Professional Mode Shifts:

* \*Erroneous zones → Reality zones
* I guess → We know
* Insider → Outside
* Intentions → Outcomes
* \*Internal value employees (IVEs) → External value employees (EVEs)
* Me → You
* Now → Later
* Organization → Clients
* Past → Future
* Status quo → Change
* Thoughts → Feelings
* Us → Them
* What → Why

**SOPHISTICATION**

Using the “ways-of-the-world” for professional success “savior faire” (the art of getting ahead socially)

|  |  |  |
| --- | --- | --- |
| **Professional aspects** | **Personal aspects** | **Enhancement** |
| In depth-networking | Command of current events | Travel |
| Been there-done that | Conversationalist | Reading |
| Impressive resume | Fashionable | Language learning |
| Proficiency in more than one language | Intellectual grounding (philosophy, history, geography, science, ballroom dancing, etc.) | Experiencing cultural diversity |
| Charisma | Knowledge of fine arts (music, the theater, literature, art) |  |
| Engaging communicator | Self-discipline |  |
| Impeccable reputation | Sense of humor |  |
| Creative thinker | Social skills and poise |  |
| Leadership command |  |  |
| Professional travel |  |  |
| Self-confidence |  |  |
| Smooth interpersonal skills |  |  |

**STRATHINK**

**1.** Overview

* Strategy is a synthesis of the needs of an organization and the internal and external constituents it serves.
* Strategy is the art of designing your team through the eyes of others (your constituents).
* Strategy is a continuous, never-ending, always evolving, dialogue between your organization or team and its constituents.
* You can’t adequately serve constituents unless they have a familiar face.
* Your professional team mission won’t be communicated successfully unless everyone on the team has subconsciously internalized it (bought into it).
* Strategy is all about what, why, and how.
* Strategy asks a very basic, but critical, question: Would we recognize success if we saw it?

**2.** Strategy starter kit: team resume + team member \*professional balance sheets

Team strategy is not:

* A technical report showing how to best competitors in the marketplace
* An annual ritual producing a thick bound report
* Only for executives and board members
* A public relations document for making your organization look good

**3.** Amazingly, strategy is actually interesting, fun, and relevant when properly pursued. It’s an ongoing, never-ending dialogue about your team’s purpose and contributions as seen through the eyes of team constituents.

The dialogue strives to answer a series of deceptively simple questions about the team and those it serves:

* What is the “face” of our team as seen through the eyes of others?
* Who are we (really)?
* Most importantly, who are we to the people we serve inside and outside our organization? In their eyes, how successful and competent is our team? How well does our team serve them?
* What’s at the core of our team? Our values and ideals. Our professional and personal competencies. Our experience-base. Our community of meaning.
* Where is our team “driving”? Have we mapped out a route to get there? How will we know if we’re traveling down the right roads?
* How are we going to reach our destination? Who are the team leaders? What team skills will we take advantage of? What help will our team need from others to arrive at our destination?
* How large of a \*footprint does our team leave, showing our overall influence on clients and our organization; our degree of \*professional development; and the number of different clients we serve inside and outside the organization?
* Has our team planted any “seeds” of new ideas, experimental techniques, or service? Is anything starting to germinate (positive productivity and progress)?
* Is our team dreaming or asleep? Do we envision an exciting future? Are individual team members thriving, or just surviving, in their work and contributions? Will tomorrow be better than yesterday?

Without feedback and perspective on these questions from team constituents inside and outside the organization, strategizing can turn exploitative, focusing on how your team is going to manipulate or outwit others to the team’s advantage. The more you hear about your team from those it serves, the more you can adapt your strategy for success.

**4.** To be a true community dialogue, team strategy requires that:

* Rapport already be established with team \*constituents to provide a climate of trust and mutual accommodation
* The mutual needs of the team and its constituents be clarified to enable a give and take discussion

**STRESS MANAGEMENT**

The core source of stress in life: doing things you don’t want to do.

|  |  |
| --- | --- |
| **Common professional**  **sources of stress** | **Managing job stress** |
| Boring, routine, or repetitive work (in a rut) | \*Empowerment giving you significant control over your own work |
| Organization \*conflict and politics | Engaging in \*authentic communication and relationships |
| Multi-tasking | \*Professional development opportunities |
| Overwork | Regular feedback on your professional progress |
| Disorganization | Sending and receiving the \*four I AMs |
| \*Brushfires | Strong organizational\* community of meaning |
| Irritating co-workers | \*Team membership and acceptance |
| Problems you can’t do anything about |  |
| Procrastination |  |
| Resource shortages |  |
| Unexpected work |  |
| Working outside your \*zone of contributions |  |

**SUNSET CLAUSE**

\*Change generates either forward (positive) or backward (negative) momentum, and in this complex world, there’s no guarantee which. Change is a gamble. But since you can’t progress to the next level without encountering change, you have to take some carefully-calculated gambles. Winning at gambling depends on the odds, and your odds for succeeding at change go up when you have an escape route—a pre-arranged way to back out of or modify the change via a trial run. That’s what sunset provisions are about.

A creative high-potential \*conflict-reduction strategy is to watch the sun set. When team members don’t enthusiastically buy into certain new ideas or proposals, don’t call for a vote, which pretty much guarantees a winners/losers outcome = future conflict. Instead, strike a deal with the team. Ask members to give the controversial proposal a fair try for a designated time period, after which the “sun sets” on the trial run and team members vote on three options:

* Extend the trial run longer to get a better read on it
* Drop the idea (sunset)
* Make the change permanent (sunrise)

Sunset provisions make change temporary, so that you can try things out before deciding on whether to stick with them. As the “sun” starts to “set” toward the end of the trial period, everyone involved can evaluate the change with facts instead of speculation. When the change was introduced, everyone asked: Will it work? How will it work? What happens if…? The agreed-upon sunset provision answers these questions with a high degree of accuracy, raising a new set of questions that are easier to deal with: How well did the change work? Did it show enough potential? Should we stick with it longer? Should we modify it (change the change)? Should we back of it? Should we trial test it longer?

Using sunset provisions is the best way to both sell change to those experiencing it and to manage it along the way. It affords team members some security during what might otherwise be a very insecure time. With this security, teams can be bold and progressive, learning as they experiment. Chances are that, should team members veto the change after the “sun has set,” the sunset learning experience will clarify what to do next.

Examples of Sunset Provisions:

* Over the next three months, we will experiment with adding two more products to the team and two new internship team members. During this three-month sunset period, we will evaluate if the products gel and if the two interns add significant synergy to the overall team. If three months isn’t long enough to make these dual evaluations, we’ll decide on whether or not to set-up another sunset period.
* Our three key suppliers want contract extensions by the end of the year. Let’s use this last quarter to see if the three suppliers can form a win-win joint venture to work with us in tandem. This will enable us to offer all three of them a single joint venture contract. At

**TEAMWORK AND TEAM-BUILDING**

**1.** Teamwork is interdependency, occurring when people can’t do their job without (interdependently) interacting with one another. Teamwork stimulates people to work harder and to pursue higher standards (due to peer pressure, personal pride, desire to grow professionally, and mutual respect team members have for each other). Teamwork often brings out a spirit of sacrifice in members: team success is more important than personal gain. What often passes for teamwork (see below) isn’t the real thing, because people only look like they are working interdependently. In reality, they’re just working around one another:

* Committees
* Sales “teams”
* Meetings
* Rallying around mission/vision statements
* Everyone following the same workplace rules and standard operating procedures
* Work parties and celebrations
* Friendships and social relationships between employees

# Teamwork isn’t genuine without:

* Work interdependencies
* Serving common clients
* Willingness to learn through experimentation
* Mutual tolerance and patience
* Transparent communication
* Three-sixty degrees feedback from a variety of co-workers and clients
* The capacity to be constructively critical and challenging
* Mutual sacrifice putting clients above self

2. The advantages of teamwork

* Enhanced quality and quantity of service to the people you serve
* Freeing the executive staff to focus more on strategy contributions (external networking, innovative ideas, visionizing, fund raising, travel, etc.), and less on micromanaging grass roots operations (operations \*decision-making, budgeting,\* brush fire management, clerical work, etc.)
* Better balanced growth and expansion of program activities and diminished potential for staff burnout and frustration
* Enhanced \*professional development of non-executive staff: leadership development, decision-making responsibility, quality performance, etc.
* Improved internal communication
* Enhanced interpersonal relationships and bonding
* Improved reality orientation throughout the organization, including team members: big picture awareness, contributions and needs of individual programs, awareness of progress, communication needs, budgeting status, etc.
* Enhanced delivery of the “four I AMs: I am, needed, appreciated, productive, and unique
* Increased communication within and between individual teams

**3.** How teamwork benefits the overall organization

* Prompts a faster response to technological change
* Results in fewer, simpler job classifications
* Improves the self-worth of the workforce
* Promotes an earlier warning system for potential problems.
* Reduces “silo” thinking (isolated thinking resembling like separated grain storage silos on a farm)
* Results in more time for management to work on strategic issues rather than day-to-day \*brushfires
* Reduces absenteeism due to stronger worker motivation and morale
* All organizations benefit from the “3 Cs” of genuine teamwork: **C**ooperation, **C**oordination, **C**ontrol (of organization dysfunctional management)

Virtual teams serve you in numerous ways because they:

* Generate career-building opportunities
* Extend your professional reach and influence
* Expand the size of your productivity network
* Provide you with a rich information system
* Promote your professional development and marketability
* Polish your leadership and management acumen
* Pull and push you towards greater professional success

**4.** Why be on a team?

* The average person has no unselfish reason to come to work each day but is looking for one. Too many people, giving up on professional fulfillment, chase the buck as a cheap substitute. Teams give you someone to serve besides yourself and offer something bigger than yourself to work for.
* Teams are islands in a stream--islands of meaning, mission and service, creativity, success, and \*professional development.
* Teams are more in touch with workplace realities than their individual members, just as farm animals know more about the coming weather than the farmer.
* Teams \*empower you to extend yourself through others.
* Teams help members overcome organization-induced mediocrity by enabling them to excel at what they do best.

**5.** Why teamwork works

* Teamwork works because it sharpens people’s interpersonal skills. Interdependent team members have no choice but to get along, because they can’t work alone. When someone else helps “butter your bread,” you learn how to see eye to eye with them and how to defuse conflict.
* Teamwork works because of its internalized ideals. Team members work together because they share ideals that transcend the individual: cooperation, accountability, client-focus, and even occasional personal sacrifice.
* Teamwork works because it stimulates \*communication. When coworkers cooperate, coordinate, and control quality standards, they naturally communicate. It’s hard not to when it promotes your own professional well-being.
* Teamwork works because it ensures mutual \*accountability. Without the peer pressure that teamwork produces, the team’s inevitable weak links (professional incompetence, personality dysfunctions, disorganization, unreliability, etc.) would continuously eat away at both people and productivity. But teams rise to the challenge of holding their members accountable for “screw-ups” and bad attitudes. Accountability is upheld by self-interest—we have a stake in how other members of the team perform.
* Teamwork works because it generates a strategic point of view. People who work together survive and thrive together by focusing on their common strategic mission: Why are we here? What are we striving to accomplish? Who do we serve? How well are we performing? Strategy is the nucleus of extraordinary performance.

**THREE-SIXTY DEGREES FEEDBACK**

|  |  |  |
| --- | --- | --- |
| **360 sources** | **360 feedback areas** | **360 benefits** |
| Co-workers/team members | * The results and benefits (or deficiencies) of co-worker output. * The positive and negative aspects of working with team members * Co-worker levels of your professional development | Extent to which feedback sources agree or disagree |
| Clients/customers inside the organization | * Work quality, timeliness, and long-term sufficiency * Work attitude and professionalism | The opportunity to participate in productivity feedback and colleague evaluation is both motivating and democratic |
| Clients/customers outside the organization | * How well their needs were met by your organization * The professionalism of your work group or team * Does your overall organization have its “act together”? | 360 feedback grounds everyone involved in reality |
| Managers in charge of your work | * Your general professional competence * Your attitude and motivation * Your specialty skills | No feedback, no improvement |
| Your personal perspective | * How well you are supported by the organization and your co-workers * Your own take on the value of your contributions * The level of your job satisfaction |  |

**TWENTY-FIRST CENTURY WORKPLACE**

The 21st century workplace is a semi-organized “happening,” with temp assignments, projects, and teams. Work is managed primarily where it takes place by those doing it, not by. authority figures above them. Most organizations are permanently understaffed, so most employees have to become informal managers of their own work and participative managers of the projects they work on.

**Ongoing Work Transitions**

|  |  |  |
| --- | --- | --- |
| **Work style tendencies** | **20th century formally supervised work projects** | **21st century team projects** |
| Work control | Impersonal: job descriptions; systems and procedures; quality control inspectors; time cards | Interpersonal: Team member job enrichment and niches; peer coordination and 360 degrees feedback (from constituents both inside and outside the organization); real-time quality control |
| Interpersonal relationships | Department-centered; hierarchical; revolving around similar job descriptions | Informal; client networking-focused; professionally diverse |
| \*Decision-making and problem-solving | Hierarchical; routine; delayed | Consensus of team members + team constituents; routine and strategic; real time |
| Technology | Mechanical/physical | Digital/informational |
| Focus of work | Narrow skill-range jobs; technical; cost-efficiency; organized | Projects; mission-impacting; marketing; client-intensive; “go-with-the-flow” |
| Employee experience | Narrow and specialized; repetitive; stable | Broad-based and generalist; evolving |
| Clients | Internal: mainly other departments | External: mainly customers |
| Compensation | Based on hours worked and rationalized organization compensation system | Revenue-generation; project-based compensation, often based on return of investment (project budget) |

**UNISEX ORGANIZATION CULTURE:**

In 21st century unisex societies (primarily Western Anglo-Saxon cultures), most women and men share the same social role: producing for. Thus, organizations are expected to accommodate work style gender differences.

1. Unisex organization culture reflects both masculine and feminine characteristics:

* Competition vs. cooperation
* Independence vs. interdependence
* Autocratic decision-making vs. participative
* Leading vs. following
* Action vs. deliberation
* Wealth-building vs. community-building
* Thoughts vs. feelings

1. This duality ideally lends itself to teamwork and interactive projects, which synergize masculine and feminine traits into a dynamic productive culture capable of maximizing the contributions of workplace diversity.
2. Organizations have several options for creating a productive unisex work environment:
3. Virtual teams empower employees to form and manage their own project-focused informal teams.
4. Placing a high priority on community-building that sustains diverse people, values, and work styles.
5. Empowering productive professional lifestyles via flex-work opportunities: flex-hour work scheduling; telecommuting; 4-day weeks, etc.
6. Rewarding interpersonal skill-building as an organizational asset

**UNLEARNING FOR PROGRESS**

|  |  |
| --- | --- |
| **What needs to be unlearned** | **Keys to unlearning** |
| Bad work habits | Regular, self-solicited \*three-sixty degrees feedback |
| Being your own worst enemy professionally | Comparing your professional habits with those of co-workers |
| Dysfunctional habits acquired from authority figures or mediocre co-workers | When you interact with co-workers in negative, unproductive ways, honestly appraise your own culpability. |
| \*Erroneous zone thoughts and beliefs |  |
| Excessive social conformity |  |
| Outmoded ways of doing things in the organization |  |
| Unconscious negative or dysfunctional attitudes and behaviors |  |

**VALUE STREAMS**

How organizations create value for clients through coordinating work flows between interdependent organization units and \*virtual teams. Internal and external value employees “swim” downstream towards organization clients. Internal value employees tend to swim in placid “still” waters, while external value employees are accustomed to choppy “white water.” Sometimes they swim in the same water.

Team value stream analysis:

1. Who are your team’s internal and external constituents: the people who support your team and organization?

2. Flow chart the sequence in which your team normally interacts with your group of \*constituents in completing a project.

* What does each constituent do for your team?
* Why does each constituent support your team?

3.Rank each constituent in order of overall importance to your team.

4. Rank each constituent in order of how frequently your team interacts with them.

**VAPOR TRAILS OF SUCCESS**

|  |  |
| --- | --- |
| **True success or**  **vapor trail?** | **Vapor** |
| Contract signed | * Fair and profitable to both sides? * Contract completed on time, under budget, with pleased clients? |
| Cutting costs | * Without sacrificing quality? * Without cutting worker pay? * Without alienating the work force? |
| Employee-of- the-year award | * Merit-based or political? * Based on seniority? * Co-worker agreement? * Based more on hard work or outstanding results? |
| Employee training | * What they needed? * Skill-building or conceptual only? * Systematic training applications and follow-up? * Employee input? * Worth the time, effort, and money? |
| Greater operations efficiency | * Permanent or fleeting? * Did employees have to be arm-twisted? * Cost greater than the benefits? * Was the organization’s product or service improved? |
| Happy employees | * Also motivated? * Also hard working and productive? * Also competent? * Also a team? |
| Long resume | * Self-serving or client-serving? * Evidence of continuous professional development? * Ten years of experience of one year of experience ten times in a row? |
| Lots of effort and hard work | * Productivity achieved? * \*Four I AMs delivered? * Fairly compensated? * Client focused? |
| Making a sale | * Profitable? * Win-win for both customer and company? * Exploitative tactics used? * Repeat sale? * New customer? |
| Teamwork | * Temporary or permanent? * Empowered? * Client-driven? |

**VIRTUAL COMMUNICATION**

Virtual technology is inherently alienating, because technology can’t completely substitute for physical interaction between team members. Virtual distance (the interpersonal distance between team members) is a function of physical + operational distance + psychological distance between virtual team members

1. Barriers of virtual communication: Physical distance: Geographical + time zones + different organizations + different levels within an organizational chart. Physical distance can be reduced via virtual technology and periodic physical interaction (especially in serving constituents)
2. Operational distance: Work duty differences + availability differences + work pace differences + differing constituents + blue collar vs. white collar + hourly + salary pay. Operational distances can be reduced via the creation of teamwork niches; coordinating work via asynchronous (non-real time); and team websites; work coordination software.
3. Psychological distance: Diversity of employee cultural backgrounds + Gender + Age + Ethnicity + Personality differences + Professional ambitions + Marital and family status. Psychological distance can be reduce via: Team bonding activities; job-sharing; Mutual delivery of the \*four I AMs; Mutual interaction with common constituents

* High vertical (organization chart) differences between team members can lower team trust, while low vertical distance works to heighten team member trust and professional synergy.
* Some team members become isolated by distance.
* Most formal managers rely on personal observation and physical contact to get things done though others.
* Some people aren’t comfortable with asynchronous (delayed) communication, while others are stressed by too much synchronous (real time) communication.
* People who telework are often out-of-sight and thus out-of-mind when it comes to promotions.
* Virtual colleagues can’t be managed generically via one-size-fits-all impersonal rules and regulations.

[**VIRTUAL TEAMS**](../../../Virtual%20Teams/Virtual%20Teamwork.doc)

**1.** Teams are nothing new, of course. “Formal” teams (formed and supervised by the organization) are recognized by their uniform visibility: sports teams, military platoons, assembly line crews, cheerleaders, etc. “Informal” teams (people who regularly work together in close proximity without a formal supervisor) are less familiar, because they are less visible: health care professionals across several clinics; stock brokers in a common office area; insurance adjustors, etc. But virtual teams are the least recognized “species,” because they often cut across the visible boundaries of organizations, geography, cultures, and industries. Simply put, a virtual team is a group of interdependent producers who can’t succeed working solo. When individuals don’t need each other to succeed, teamwork is neither needed nor possible. People who work around each other, but don’t depend on one another, aren’t a real team. They’re “turkey ham”: meat that looks and tastes like ham but ain’t the real thing. Many organizations brag about their “teamwork” just because they use time-worn managerial tools:

* Meetings
* Memos
* Mission/vision statements
* Standard operating procedures
* Participative management
* Work parties and celebrations
* Friendships and social relationships between employees

Virtual teams are temporary, evolving, informal, interdependency networks unbound by time and space. Held together by technology and informal leaders and followers, they cut across departments, organizations, geography, time zones, and cultures.

Virtual teams are the edifice of 21st century digitalized global project work. People who contribute to common projects and goals don’t have to work together physically, because technology enables interdependent workers to coordinate much of their work digitally. Computers, emails, texting, cell phones, teleconferencing, and faxing undergird virtual teams.

**2.** You know you work on a virtual team when:

* To succeed in your work, you regularly rely on certain people inside and outside your organization.
* Others regularly rely on you to contribute to their work.
* Co-workers include you in their decision-making and problem-solving.
* You voluntarily cooperate with others on projects or assignments.
* You professionally interact on a regular basis with people who may not be in your work area.

Teamwork happens automatically when people have to cooperate in order to achieve a common goal or mission. People work in tandem because it is to their professional advantage, and because they share common goals and ideals. They lead/guide and follow/cooperate according to their mutual expertise and motivation to succeed both as individuals and as a team. So who is a virtual team member? Someone who succeeds by helping others succeed. Who is a virtual team leader? A virtual team member who voluntarily takes initiative for a team activity and receives the voluntary cooperation of affected team members (followers/cooperators). To be a virtual team leader/guide, you don’t have to be formally appointed by your organization or given supervisory authority over “subordinates.” You’re a virtual team leader when you assume responsibility for a virtual team activity with the voluntary backing of others involved. Virtual team leaders get things done by coordinating project interdependencies. Taking charge of their own pieces of the project causes them to interact with fellow team members doing the same thing with their own project pieces. You voluntarily interact with me because we need each other professionally. People who work interdependently lead/guide some of the time, but follow/cooperate most of the time. They lead/guide when their expertise benefits the rest of the team and follow/cooperate when it benefits them to lead with their expertise. Virtual teams are informal professional communities of interdependent members.

3. So, why be on a virtual team?

* You don’t require official sanctioning by your organization or have to be an authorized supervisor or administrator.
* You can form your own team your own way.
* You have a lot of influence over your team, shaping and sculpting it to reflect your work style and professional ideals.
* You can extend your professional capabilities through members of your virtual team.
* You can create a productive niche around what you do best and enjoy doing most.
* You don’t have to work in the same physical location as your virtual team members.
* These above professional opportunities will infuse your work world with new meaning and relevance.

**VIRTUAL vs. FORMAL TEAMS**

**1.** Virtual Vs. Formal Teams

|  |  |
| --- | --- |
| **Virtual teams** | **Formal teams** |
| Client interdependency | Project interdependency |
| Creative/innovative | Status quo |
| Digital communication | Verbal communication |
| Evolving membership | Stable membership |
| Future focused | Now focused |
| High tech | Low tech |
| Inefficient | Efficient |
| Informal leadership | Formal leadership |
| Internal + external constituents | Mainly internal constituents |
| Member diversity | Member homogeneity |
| Member-driven | Leader-driven |
| More invisible than visible | More visible than invisible |
| Multiple networks | Limited networks |
| Political decision-making | Systems and procedures and decision-making |
| Project juggling | Activity juggling |
| Project work | Routine work |

**2.** Virtual team DNA

* Networks of interdependent producers who cannot succeed without one another
* Informal power > formal power (hierarchical) power
* Internal constituents (ICONs) + external constituents (ECONs)
* Continuously evolving:
* Mutual interdependency relationships (duos, trios, quartets, etc.)
* Virtual team member entrance and exit lanes
* Juggled projects and member work loads
* Influence brokering
* Constituent needs and expectations

**2.** Types of virtual team collaborations

* Management of permanent organizational units
* On-going project coordination or oversight
* Temp projects
* Cross-discipline collaboration within an organization
* Cross-organization collaboration
* Trouble-shooting and brushfire containment
* Brainstorming
* Consulting

**3.** Virtual team operating approaches

* Physical collaborating and coordinating
* Physical meetings
* Phone conversations and group conference calls
* Digital meetings
* LAN (local area network) websites
* Chat groups/blogs
* Teleconferencing
* Training and development programs

**VIRTUAL WORK**

**1.** The experience of working in traditional 20th century, non-team, hierarchical organizations:

* Asking permission: Traditional organizations control more than they empower.
* Clock watching: The best way to efficiently control work is make it as simple and predictable (boring!) as possible.
* Gossip and the grape vine: Information is power, so traditional organizations withhold most of it from the rank and file.
* Routine meetings: Meetings are a conduit for control, especially when routinely conducted in traditional organizations.
* Supervisors micro-managing your work: In traditional organizations, there is a policy, procedure, or protocol for practically everything and authority figures to enforce them.
* Using only a sliver of your professional capabilities and interests: Going outside your job description or chain of command is a cardinal sin in traditional control-oriented organizations.

**2.** The experience of working in 21st century team-based organizations:

* \*Three-sixty degrees interpersonal influence: Teams empower employees to influence their own work and the work of others.
* Broad-range of professional contributions and team-based niches. Teams thrive on results, not job descriptions.
* Busy, self-directed people cooperating: Cooperation breeds success, which breeds cooperation.
* Community decision-making and problem-solving: two (thinking and creating) heads are indeed better than one.
* Continuous networking: Productive people help you be more productive. Go out and find each other!
* Continuous professional development: Multitasking team members learn from one another and become productivity partners.
* Crossing boundaries (jobs and projects, organizations, geography, culture, technologies): Far-flung teams have human resources, often global in scope.
* Energized discussions and analysis: It’s easy to get excited about your work when it matters to your team and clients.
* Evolving work patterns and challenges: This is the payoff of multitasking and the continuous professional development that goes with it.
* Focus on external constituents: There is nothing like a satisfied customer to make you and your team proud of its hard work.
* \*Leader/Followers: Productive interdependency and synergy set the table for team members to experience the full range of productive behavior, from following and leading, to everything in between.
* Real time-orientation: “Time flies when you’re having fun.”
* Self-management: Team members do what their team needs them to do; that’s self-management.
* Transparent communication (absence of hidden agendas): When productive people need one another, they communicate honestly.

**WORKPLACE MAGNETS**

|  |  |
| --- | --- |
| **Positive magnetism**  (attracts you) | **Negative magnetism**  (pushes you away) |
| Break rooms | Boss hovering |
| Enthusiasm | Called into your bosses’ office |
| Five p.m. | Eight a.m. |
| Gossip | Meetings |
| Lunch time | Most memos |
| Payday | Performance evaluation |
| Parking lot | Routine phone calls |
| Teams | Time-wasting co-workers |
| Wall clock | Work-generating emails |

**WORK STRUCTURE**

**1.** Dual categories of org influence

* Formal org influence: Chain of command, departments, job descriptions, rules and policies, strategies, organized (formal) teams, etc.
* Informal org influence: Org culture (the org lifestyle: values, priorities, expectations, conflicts, etc.); interpersonal relationships; the “grapevine”; interdependency work transactions (“informal” teams)

**2.** Org influence structures in descending order of how much organization managers are in control

* Organization influence structure #1: org-SOP (Standard Operating Procedures)
* Organization influence structure #2: org-DM (Department Managers)
* Organization influence structure #3: org-FLO (Functional Leader Organization)
* Organization influence structure #4: org-OMT (Organization-Managed Teams)
* Organization influence structure #5: org-SDT (Self-Directed Teams)
* Organization influence structure #6: org-TIN (Temporary Interdependency Networks) = virtual teams

**3.** Virtual teams (VTs):

* VTs are temporary/evolving informal interdependency networks of professionals both inside and outside multiple organizations.
* Virtually all employees have to be members of one or more VTs in order to get their jobs done.
* VTs are coordinated by a small number of informal (non-appointed) leader/managers who make and implement the team’s key decisions.
* VTs continuously evolve in membership, coordinator/leaders, and the nature of interdependencies between participating members.
* The more members of a VT depend on one another for professional success, the more influence the VT has over them.
* The overall productivity and success of a VT depends on the willingness of its members to cooperate, compromise, and communicate.

**ZONE OF CONTRIBUTIONS**

The more integrated you are into your organization, the more you can expand your contributions. Superior productivity stems from being aware of where your skills and capabilities can be put to work. Most professionals have a broad range of skills valuable to than one organizational department. The more your organization is aware of your professional assets, the greater you can expand your zone of contributions.