

TAPPING INTO THE POWER OF YOUR TEAM

It's only when teams are challenged we realise how much potential they have. So how do we tap into it?



Summary

A business can only be greater than the sum of its parts if those parts are as strong as they can be in the first place.

A business can be made up of one team or many teams, it is only as strong as its weakest link. If even one component is pulling in the wrong direction it can have devastating effects company-wide. So how do you build teams? Motivate them? Retain them? How in times of crisis do you help teams step up their game and show you what they're really made of? It's only when challenged we realise how much potential they have. So how do we tap into it? Let's read on and find out.

Content

Tap into the power of your team	04	How does your garden grow?	20
Engaged teams are successful teams	06	How to CARE for your team	21
We all live in a fellow submarine	08	Building stronger teams	26
So what makes teams go bad?	10	DISC Profiling	28
The five dysfunctions in a team	12	Don't fall into the bonus trap	30
Change the environment, correct the dysfunction, transform your team	16	Success Stories	32
A good leader is like a great gardener	18	Recommended Reading	40
		Resources	41



Tap into the power of your team

Is there a more clichéd section of the internet than motivational quotes on teamwork? “There’s no ‘I’ in team”, “Teamwork makes the dream work”, the list goes on.

However, what these simple platitudes conceal is the fact that a great team isn’t something that just happens. You can’t create a great team with a few cat posters and occasionally bringing cakes into the office. Building a team takes hard work and long-term investment.

Calling for backup

Anyone who runs a business will tell you that doing it alone can feel like an overwhelming task to achieve on your own. How about having enthusiastic reinforcements who are committed to moving your business to where you want it to be? That can make all the difference.

The truth is that behind every successful business, every millionaire or entrepreneur is a team of hard-working motivated people. To paraphrase the original quote on teamwork (from Sir Isaac Newton) if we succeed “it is only by standing on the shoulders of giants.”

“There is no such thing as a self-made man.”

George Shinn

Writer and entrepreneur

Engaged teams are successful teams

Building a strong team is not easy. It takes an awful lot of time, money and effort. So are the rewards really worth it?



Short answer, yes. Longer answer, absolutely yes. Research from the Hay Group shows highly-engaged employees are on average 50% more likely to exceed expectations than the least-engaged workers. They also vastly outperform firms with disengaged employees, by 54% in employee retention, 89% in customer satisfaction and a whopping 400% in revenue growth.

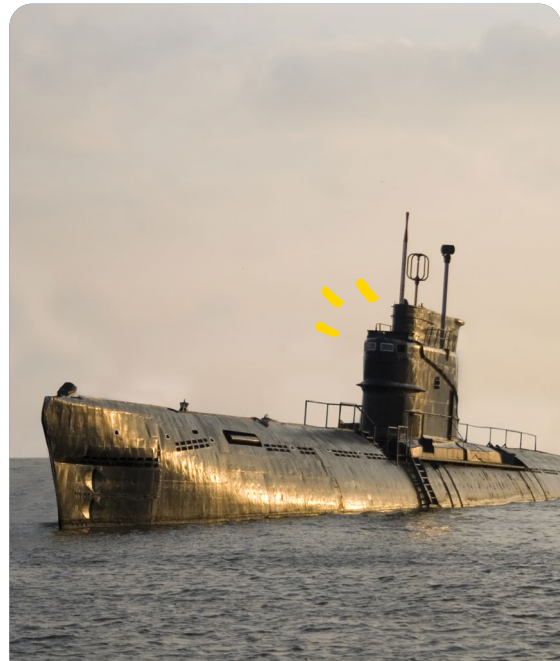
According to internationally-renowned fashion designer David Meister, by improving team satisfaction and happiness in an organisation by as little as 10-15% you will improve net profitability by over 40%. Another Harvard Business Review study showed 30 to 40% increases in profitability after leaders focussed on individual and team morale.

In short, you get a lot out of putting a little in.

We all live in a fellow submarine

David Marquet knows a thing or two about leadership. As a Commander in the US Navy, he took over the Santa Fe, the second-lowest rated submarine in the entire fleet.

He recounts a story of relaying an 'ahead two thirds' order to his second in command, who then relayed the same order to the first mate. Nothing happened. Upon interrogating his second, the officer replied that there was in fact no 'two-thirds' setting on the Santa Fe. "Then why did you give the order?" a bemused Marquet asked. The answer: "Because you told me to."



Marquet uses this anecdote to illustrate a point about leadership in his bestselling book 'Turn The Ship Around.' He talks about the directionality of power and information, how those at the top of an organisation have all of the authority but the people at the bottom have all of the knowledge. Too many businesses try to push all of the information up, where in fact the best solution is to push authority down. Giving responsibility and accountability for decision-making to people with the best information is always the best way. This is exactly what Marquet did. On the Santa Fe, he refused to ever give another order, instead saying "I intend to travel to X" then letting his crew get on with it. The crew could do their jobs better than he ever could. And lo and behold, the crew went on to be the most highly rated crew, not just that year or not even in ten years, but in U.S. naval history.

“If you want people to think, give them intent, not instruction.”

David Marquet

U.S. Navy

So what makes teams go bad?

How do you maintain your good team? Or how do you turn around a bad one?

When good teams go bad

As illustrated by our submarine analogy, when small intra-team dysfunctions get out of control, they can have organisation-wide ramifications. So what are the dysfunctions and how do you identify them? In his 2002 book, consultant and speaker Patrick Lencioni first describes the many pitfalls teams face as they seek to 'grow together.'



As Lencioni says:

“Successful teamwork is not about mastering subtle, sophisticated theories, but rather about combining common sense with uncommon levels of discipline and persistence. Ironically, teams succeed because they are exceedingly human. By acknowledging the imperfections of their humanity, members of functional teams overcome the natural tendencies that make teamwork so elusive.”

The five dysfunctions in a team

1

Encourage diversity of thought

When team members are unable to show their weaknesses; to be vulnerable and open with one another. The absence of trust is a huge waste of time and energy, as team members resort to defensive behaviors, and are reluctant to ask for help from – or assist – each other. Teams can overcome this dysfunction by sharing experiences, demonstrating credibility, and developing strong insight into the unique characteristics of their fellow team members.

2

Fear of conflict

Teams that are lacking trust are incapable of having unfiltered, passionate debates about things that matter. This means team members avoid conflict, replacing it with a fake illusion of harmony. In a work setting where team members don't openly express their opinions, poorer decisions are often the result. When working in teams, conflict is often productive.

3

Lack of commitment

Without conflict, it isn't easy for team members to commit or buy-in to decisions, resulting in an environment where ambiguity prevails. People buy into something when their opinions are included in the decision-making process, and productive teams make joint, transparent decisions in the confidence that they have the support of each team member. This is not as much about seeking consensus but making sure everyone is heard.

4

Avoidance of accountability

No commitment, no accountability. People aren't going to hold each other accountable if they haven't bought into the plan. In a well-functioning team, it's the responsibility of each team member to hold one another accountable and accept it when others hold them accountable. Very often, the key to success is being able to measure progress: making clear what the team's standards are, what needs to be done, by whom and by when.

“Trust is knowing that when a team member does push you, they're doing it because they care about the team.”

Patrick Lencioni

Inattention to results

A team can only become results-oriented when all members place the team's results first. When individuals aren't held accountable, members naturally tend to look out for their own interests, rather than those of the team. Teams can overcome this dysfunction by making the team results clear and rewarding the behaviors that contribute to those results.





Change the environment, Correct the dysfunction, Transform your team

Simple changes to the environment your team works in will improve results exponentially.

In the Santa Fe example, it wasn't anything to do with its people but all about the conditions they were working in. Marquet created the right environment for his team to flourish, and this can just as easily apply to a business as it can to a submarine. If your team doesn't seem to be working, don't look at the people, look at the environment.

What does a good team look like?

Acting on instinct, most of us know what functioning teams look like. We see them in

sport, in business, art and entertainment, and also in life. We know all too well how previously successful teams with all the components needed to function as a great team can rapidly turn into dysfunctional teams. Often this is down to the environment.

What makes a good environment?

The environment in which teams operate doesn't just happen. It is created, sustained and influenced by good leaders, leaders who allow things the space and conditions they need to grow.



A good leader is like a great gardener

A good gardener makes their environment thrive. They start by developing an idea of what they want their garden to look like and the experience they want visitors to have.

Then they plant the bulbs and seeds that will bloom and help their vision come true. Along the way, they will continue to water and feed the plants, getting rid of weeds and ensuring the environment for each plant and flower is just right. A good gardener also knows different plants thrive in different environments. You can't give a one size fits all approach.

People are like plants

They come in all different types and not everyone responds to the environment the same. Some need more watering, some more nurturing and some seem designed to thrive in even the harshest conditions!

Different jobs suit different people, and what is important to them also differs. Everything from communication styles to behaviour can vary, and to build an effective team you must make sure that everyone is treated equitably.

“To plant a garden, is to believe in tomorrow.”

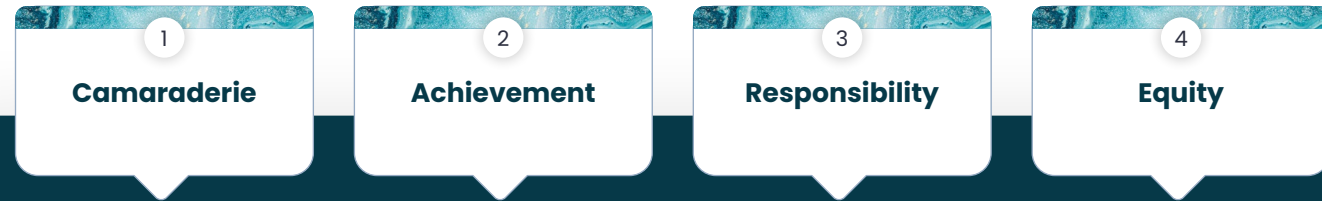
Audrey Hepburn

Actress



How does your garden grow? With CARE

Implementing these four values into your business can help your team thrive.



CARE

“You got your troubles, I got them too. We stick together, we can see it through.”

Randy Newman

You Got A Friend In Me (Toy Story)

How to CARE for your team

1

Camaraderie

Camaraderie is the glue that stitches teams together. It is built on the bonds between your team, shared experiences, and good old fun. It is often the reason teams actually thrive in adversity. However, you can't force it. It doesn't matter how much responsibility and autonomy you give a team or how much fun they are having, if they believe they aren't being treated fairly then camaraderie won't have any effect.

2

Achievement

Teams that achieve together succeed together. The achievement of a common goal can cement a team, but individuals within that team also need to feel a sense of achievement in their working lives as well. To do this they need clearly articulated goals which they buy into. Buy-in is key, they can't just be 'told' how to get there, they need to do it themselves.



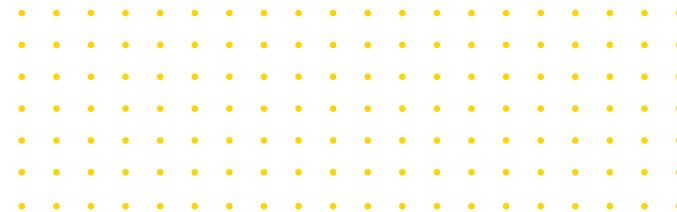
“All for one and one for all.”

Alexandre Dumas
The Three Musketeers

3

Responsibility


In a work context, individuals want to be given responsibility and autonomy. However, as an employer, you have a responsibility to project a good attitude. A leader's attitude can set the tone for the entire team, and ultimately it is your responsibility to make it the right one. Some people can force themselves to smile and chuckle for a few seconds and just doing this can change your mood. Choose your attitude well, that is your number one responsibility.



“With great power comes great responsibility.”

Uncle Ben
Spider-man

Equity is more important than equality. What works for some doesn't work for all. You cannot adopt a one-size-fits-all approach as even if the rest of your organisation is running like a well-oiled machine, if people think they are being treated poorly it will seriously impact things. What feels equitable to individuals in varied organisations can be different, so the best way to find out is simply to ask. Surveying your team is a great place to start.

A man and a woman are smiling and looking at each other in an office setting. The man is wearing a light blue blazer over a white shirt, and the woman is wearing a light pink top. They are standing in front of a blurred office background with orange chairs and a desk lamp.

“Who seeks equity
must do equity.”

Alexandre Dumas

The Three Musketeers



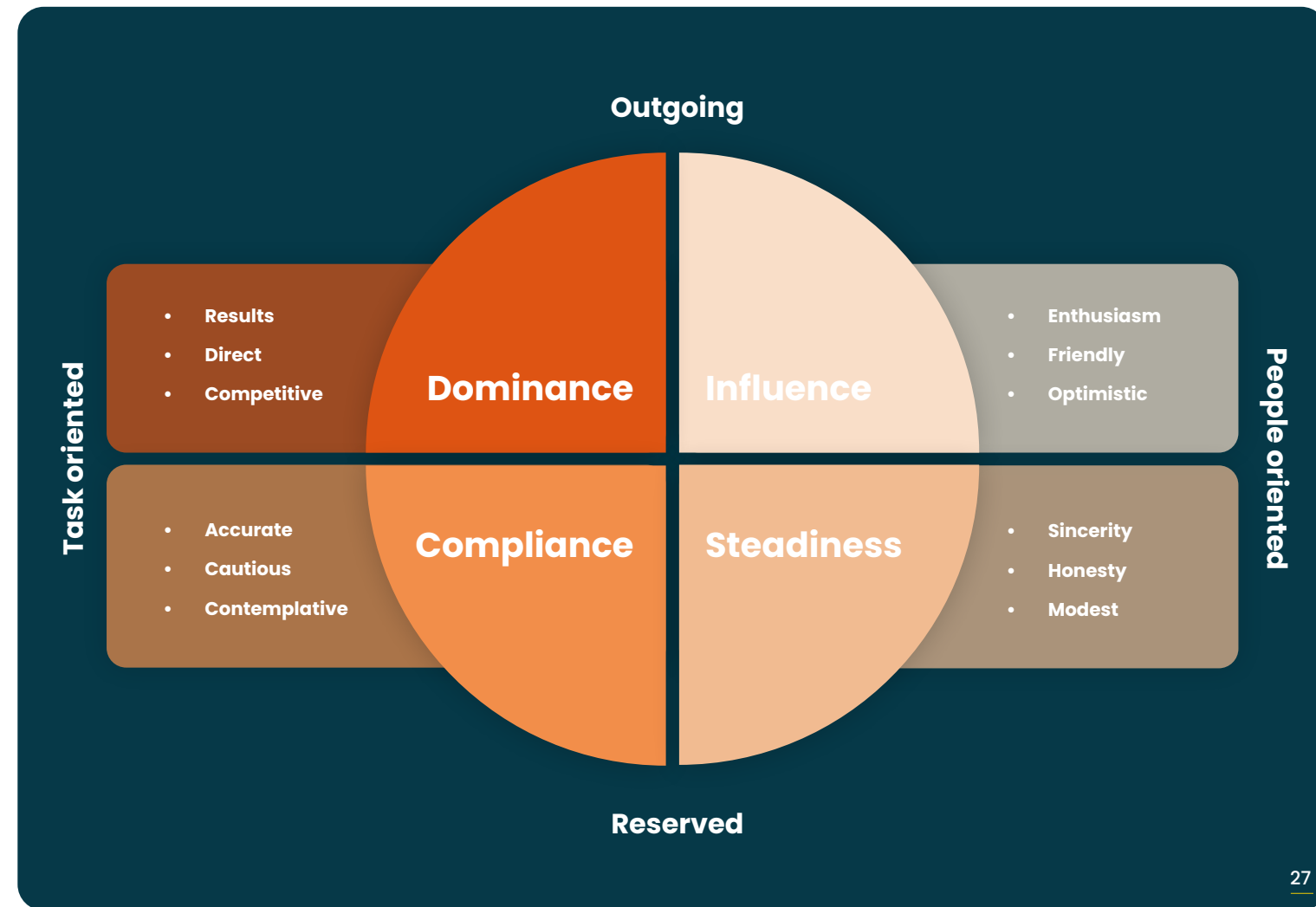
Building stronger teams

You may have heard the old adage that a team is only as strong as its weakest link. This is partly true, but equally if a team is made up on entirely identical links it is equally vulnerable, just in different ways. So how do you work out where the weaknesses and strengths are in your team?

DISC is a psychometric profiling tool used to identify individuals' key strengths, development areas, motivators and fears. The core idea

behind it dates back as far as Ancient Greeks who considered human behaviour in terms of earth, wind, fire and air.

Modern DISC theory was developed by psychologist William Marston. He developed the 24 item questionnaire to allow him to quickly appraise different behavioural types, and it has grown from there. DISC has been enhanced and developed over the years and is now one of the most widely used behavioural profiling tools and is said to be 89% accurate.



DISC Profiling

Dominance

This is all about a person's relationship with power. If someone is a high D, these people are what we call LIONS or REDS. These people tend to be assertive, competitive and results-oriented. They know what they want and how to get it, are quick decision-makers and do not need anyone's input in order to make a decision. Often they are Directors/MDs. To people who are not a D, these people can come across as aggressive, rude and ruthless.

Influencer

This is all about communication style. Someone with a High I is what we call MONKEYS or YELLOWS. These people are sociable, talkative, like the limelight and social interaction, so they are very good at building relationships. Normally you find these people in Marketing and Business Development roles. To people who are not an influencer these people can come across as loud and annoying: they 'talk for the sake of talking.'

Steady

This is all about pace of work. Someone with a high S is what we call DOLPHINS or GREENS. They are loyal, dependable, great team players and have a very strong moral compass. They like routine and can sometimes be resistant to change, but normally this is because they need time and the facts. To people who are not a high S, these people can come across stubborn and resistant to change.

Compliant

This is all about the facts, figures, policies and procedures. Someone with a high C is what we call ELEPHANTS or BLUES. These people like detail, like things to be 100% accurate and are very organised and systemised. C's have high standards for both themselves and of other people, efficient minds and are quickly able to identify the 'right' way to do things. To people who are not a High C, these people come across as pedantic, fussy or over meticulous.

“You'll find that the best teams are made up of members from every DISC category, because as Lord Vetinari said “Alloys are stronger”. Which means that you need a mix of different people and skills to create a strong team.”

*Terry Pratchett and
P.G. Wodehouse*

Lord Vetinari in 'Feet of Clay'

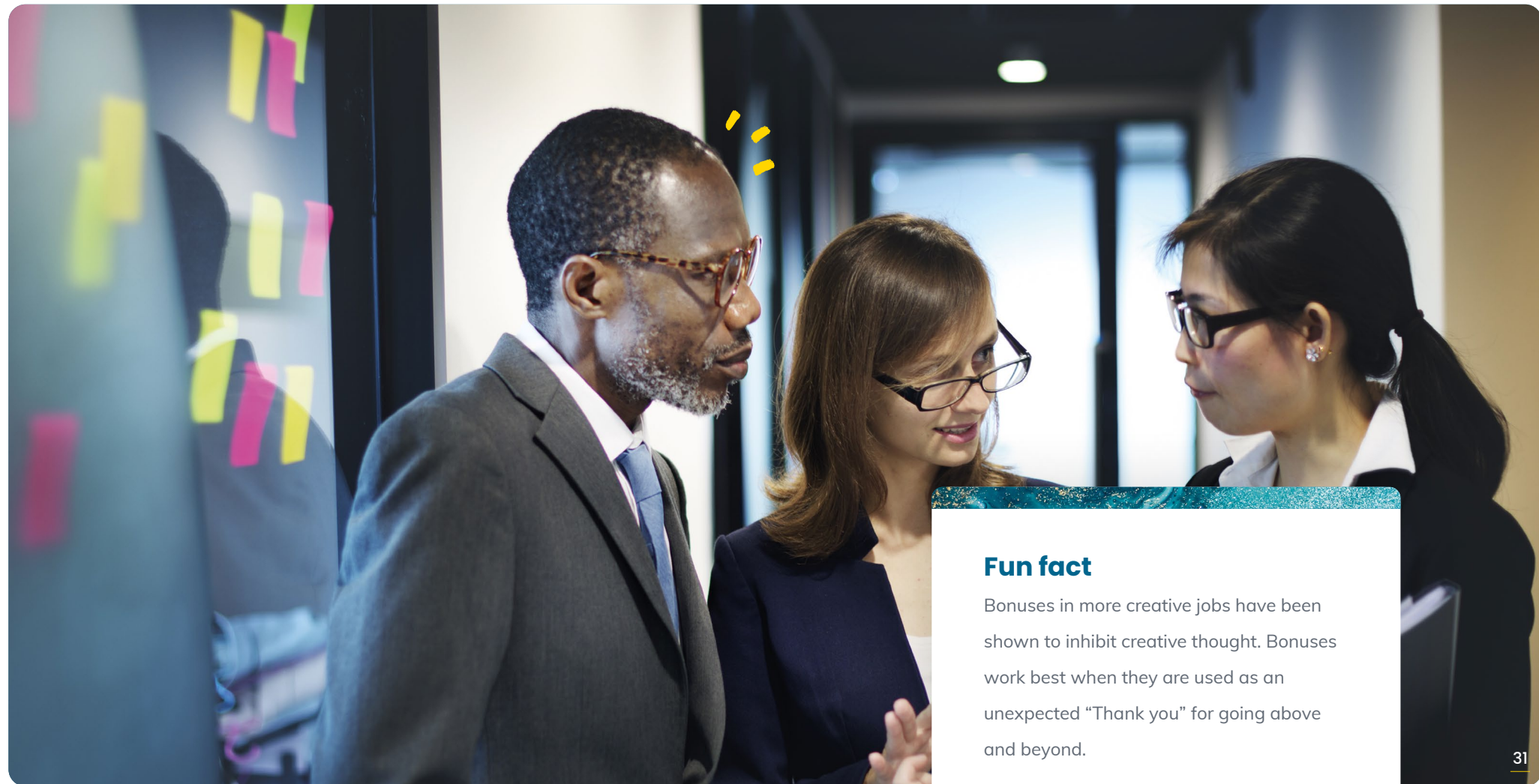
Don't fall into the bonus trap

Bonuses can sometimes have the opposite effect than intended.

The empirical and theoretical research in this area clearly demonstrates it is more important for people to believe they have a fair salary and benefits package than an irregular bonus. Bonuses generally only drive performance you want in tasks which are routine:

E.g. "you'll get an extra £10 an hour if you put over 250 letters in envelopes in that hour".

Bonuses often drive the wrong behaviour. In this example, you may get 250 envelopes filled, but the addresses are incorrect or the envelopes badly creased. In short, what you make up for in quantity you lose in quality.



Fun fact

Bonuses in more creative jobs have been shown to inhibit creative thought. Bonuses work best when they are used as an unexpected "Thank you" for going above and beyond.

Success Story

Here are some success stories from businesses who have improved profits and team happiness by removing barriers to growth, using a Business One Page Plan (BOPP), and attending Xeinadins' 'Business AM' growth programme.

Success story

Paper Salad

Xeinadin supported the owners of Paper Salad to develop their leadership and management skills. Here's how they grew their business by unleashing the power of their team.

Before

- As designers, Claire and Karen created their greetings card business, Paper Salad, but hadn't identified their long term vision. They also wanted to build their leadership skills and self-belief about what they could achieve.
- Claire and Karen wanted to free up their time to focus on designing new product ranges. They needed to give their team more responsibility by developing their skills and changing the way their business operated.
- To grow their business, they wanted to find new ways to motivate and reward their sales agents and further increase their customers' happiness.

After:

- Business AM enabled Claire and Karen to identify the future they wanted both personally and for their business. This collective vision has driven their business forward in the right direction for them.
- Xeinadin worked with Paper Salad to develop their Business One Page Plan, enabling them to run their business more efficiently. By profiling and restructuring their team they have created more time to focus on designing new products.
- Sales agents are regularly sent gifts to show appreciation and motivate them. Relationships with customers have been strengthened with more frequent and proactive communications.

Outcome

Business AM provided Claire and Karen with a step-by-step guide for developing personally and growing their business. This enabled them to develop their knowledge, skills and confidence for taking the business forward. By investing in the personal development and happiness of their team they have created an award-winning business and a happier, more productive working environment. Paper Salad is now a thriving and growing business. They supply a wide range of respected UK and worldwide businesses.



“Attending Business AM provided us with all the tools we needed to grow our business in a way that was right for us and our team. It’s an ongoing process and as we continue to grow we’ll re-use these tools to ensure our team and our systems evolve to drive our business forward.”

*Karen Wilson
and Claire Williams*

Directors of Paper Salad Ltd



Business Growth Events drive John Delany Motors forward

Xeinadins' Business AM (BAM) programme supported the daughter of a business owner to take over. Here's how we supported her with all the business knowledge and tools she needed to grow the business and her team...

Before

- As the new business owner, Brittany wanted better management information to support her to lead her team and take action to grow her business.
- Brittany wanted to communicate effectively with her team and needed to introduce new ways to do this.
- She recognised she was trying to do too many day-to-day roles within the business and needed to focus on **growing** the business.
- Brittany wanted to review pricing and effectively communicate their brand to new and existing customers.

After:

- After attending her first Business AM, Brittany set goals and introduced KPIs. With monthly management meetings, they are now focusing on what matters most.
- By introducing annual appraisals, team satisfaction surveys and regular communications she understands how her team tick and how to support them.
- Brittany restructured the office roles and recruited a Marketing Manager to enable herself and her team to focus on what they do best.
- With a new pricing structure and new ways to support and communicate with their customers, they have increased turnover and customer happiness.



Outcome

Following regular attendance at Xeinadin Business AM growth events covering goal setting, pricing strategies, marketing and other topics to support her business, Brittany has confidently taken action throughout her business to ensure her team have a clear vision and are working together effectively to deliver great service to their customers. Together, they are continuing to develop their brand and enhance the support they offer their customers to further grow the business.

“Business AM has allowed me to take time out of my business to focus on making improvements, implement changes and create growth. It gave me much needed time to reflect and meet other business owners with similar challenges. Setting goals and tracking these using KPIs has made a very positive impact on my business.”

Brittany Delany

Business Owner, John Delany Motors

Recommended reading

List of books to inspire personal and business growth, recommended by the Xeinadin team:

- Turn this ship around, by L. David Marquet
- From Mercenaries to Missionaries, by Martin Murphy
- The 5 dysfunctions of a team, by Patrick Lencioni
- Growing as a Leader: Xeinadins White Paper

References

All sources used for research and cited in this document.

1. Marquet, L. David, (2012), Turn this ship around, Penguin Books
2. Spider Man (2002), Marvel Enterprises, Columbia Pictures, Sony Pictures
3. Dumas, Alexandre (1844), The Three Musketeers, Le Siècle
4. You've Got a Friend in Me (1996), (Song from the film, Toy Story), Randy Newman, Disney
5. Pratchett, Terry, Wodehouse, P.G. (1996), Feet of Clay, Victor Gollancz
6. Bennett, Nigel (2020), Growing as a Leader: Xeinadins White Paper, Xeinadins Ltd

Notes

[illegible]

Notes

This image shows a full page of white paper with horizontal dashed lines, typical of primary school handwriting practice paper. The lines are evenly spaced and run across the entire width of the page. There are no margins, text, or other markings present.

We are
XEINADIN

Have you been inspired by this whitepaper?

Get in touch and talk to our experts about how we can
help grow your business.

hello@xeinadin.com