Laura Carvajal

7 Tactics for Building High-performance Teams

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For Isabella.

1   10 DIFFERENCES BETWEEN A LEADER'S TEAM AND A BOSS'S GROUP

Do you know who you are to your work team?

How do the team members see you?

Do you think you can improve your relationship with them and make the most of their skills?

Did you know that people like to do their best when they are enthusiastic about their work?

Were you surprised by these questions? Maybe so. But unless it is of no interest to you, you should recall last year's results with respect to your management.

If they were fantastic, I congratulate you. But if the answer is negative, you must begin to review what happened with the work team and its manager.

Circumstances can be changed, but there are just too many leaders who carry the title of boss but lag behind. And they don't take risks because they fear failure, but also because they feel uncomfortable or confused in their role.

Teams are made up of people who have a set of behaviors, mental programming, values and principles. They are human beings, and thus have different judgment and behavior.

Likewise, keep in mind that team members have skills that let you achieve results for your organization. However, very few bosses understand that people should be in the right positions for their skills.

There are no magic formulas, no master keys, to lead. There are fundamentals and principles that can help you adapt to any culture, condition, and environment to achieve success in your work.

Being routinized in a job detracts from your role as a leader. When you are able to understand what it takes and then enjoy the process of doing it, you will better understand the point of being a leader.

Mastering the art of human resource management is probably one of the toughest challenges a manager faces. The point is to lead and to do it well. This is simply because taking the reins of people management is a dynamic process, since it evolves and adapts to change.

And people change. Ideas change, paradigms break. The concepts of the past cannot be applied at all, because they have changed. It's called evolution.

There are scarcer and more expensive resources — and also an abundance of small solutions that became cheaper.

In truth, you want to have favorable relationships with your environment. Therefore, it is important that you have a satisfying relationship with your work team where you are a person they respect, appreciate, and admire.

It is also meaningful to you that your team, those people with whom you spend up to forty hours a week, see you as a human being who positively impacts their lives.

Deep down, you want to improve your relationship with them and show them what they can accomplish with their skills. You want them to be enthusiastic along with you in achieving a company goal.

Pure reason helps us turn our decisions into reality. But to do this, we need help — fundamental help that will come to us if we stimulate the people who are part of the work team.

Reason can be logical and pragmatic when taking action; however, a work team does not cohere, nor is it ready to work with only these components. There is so much more. We can create routines, automate, redesign jobs, improve and accelerate productivity, etc. Leadership does not pertain to mechanization, because it involves the most sublime of human feelings, empathy, positive values, and principles.

A team does not achieve goals for money, but rather because the team has dreams, a sense of belonging to individuals, an organization, and a leader.

1. Transformational leaders are needed in companies.

What is a transformational leader?

James MacGregor Burns (1978) founded the field of leadership studies. He introduced two types of leadership: *transactional leadership*, in which leaders focus on the relationship between leader and follower; and *transformational leadership*, in which leaders focus on the beliefs, needs, and values of their followers.

Burns wrote: *"Transformational leadership occurs when one or more people relate to others in such a way that leaders and followers lift each other to higher levels of motivation and morality."*

Diversity issues in the new professional power paradigm caused by differences in gender, race, religion, ethnicity, personality traits, and values make managing people as a transformational leader more important than ever.

And becoming an active listener for team members can help the leader. We emphasize the importance of the transformational leader's ability to listen. Ineffective listening is the cause of frequent misunderstandings, loss of customers, mistakes, unclosed sales, and repetitive work.

An inability to listen results in low productivity and influences the morale of team members in a negative way, which results in customer dissatisfaction, increased costs, and reduced profits.

Transformational leaders are continuous active listeners, because their objectives and goals are aligned with the results of the organization. They plan, organize, oversee, and steer the team towards the right results for the organization — and they work hard to achieve extraordinary results.

Being a good listener allows a leader to take advantage of opportunities that present themselves. Good listeners communicate better with their team, generate trust, and strengthen the sense of belonging to the organization. This allows them to discover new leaders whom they can develop in a responsible way and who will have a positive impact on the organization.

Leaders' total concentration on their tasks can deeply inspire those who follow them. Their ongoing recognition of the work of their team invites the team's positive projection. Emotional control and management of negative emotions allows a leader to have better interpersonal relationships.

People need someone who can acknowledge their feelings and respect them, while maintaining some pragmatism in key situations that may affect the interests of the organization.

Understanding non-verbal language and ensuring good feedback is a full-time job for the team leader and members. Transformational leaders are rare, but critically necessary, because they are people who are willing to learn every day. Applying knowledge and teaching future leaders for the organization is one of their main goals.

A transformational leader is a human being with diverse knowledge, experiences, principles, and skills, which he or she will merge with their work, values, team, leadership, focus, and organization. They exercise leadership in the constant search for new leaders, extraordinary results for the organization, and leaving a positive legacy for new generations.

Transformational leaders are of great help because of their constant need for growth and fulfillment of objectives together with the work team — above all, because they are willing to create new leaders, leaving the best ones for the organization, and thus leaving a positive significance for the future.

2. A boss

The boss is a professional based on his or her degree or diploma — a person who obtains a management position has people under him or her, and uses the technical tools learned from his or her career. He or she does not understand the importance of relating productively with others.

Bosses consider interpersonal relationships to be a joke and are not prepared to deal with employees' personal problems. They think that technical and academic training is more than enough to solve the organization's problems. Above all, their own work group, according to their criteria, is a gang they must keep in a straight line.

The fine point is that he doesn't know how, and often he doesn't care either.

In many of these cases it is not a boss's lack of experience. It is purely their inability to maintain fruitful relationships with others.

Now let me introduce our favorite psychologist and expert on emotions, Daniel Goleman. Applause, please!

His world-famous publication, *Emotional Intelligence,* paved the way for the acknowledgment of human emotions, and also for what is known today as neuroscience. Dr. Goleman has proposed to introduce emotion education courses in schools, because of emotion's great importance in human relationships in both personal and professional life.

So-called bosses do not understand that their productivity depends directly on good relationships with their work team. Dale Carnegie knew this, and this is why he spoke about the skills people need to relate to others.

Communicating and motivating is necessary to meet objectives. The organization benefits from the contribution of employees with a sense of belonging and committed to their teams.

Bosses don't understand that to be efficient in the long run, they don't just have to get results. They must also take into account the needs of their supervisors as well as those of the people in the group who work for them.

And let's keep in mind that, yes, it is possible to get short-term results by exploiting and subjugating others. But over time, the effectiveness of these tactics will be jeopardized, with resentment, opposition, and contempt resulting from the boss's mediocre management.

Obviously, mastery of techniques is important. But human knowledge will be key to the guidance, direction, and cooperation of people. Getting to real interactive team management requires much more, namely effort and work based on knowledge of human beings. How they interact and what motivates them, what needs must be met — in short, it's all about empathy and motivation to achieve goals.

3. A leader's team

Every management process revolves around trusting relationships that require openness and honesty. When employees feel understood and understand the problem, they work in concert with the leader's demands.

Leaders know exactly what bothers their team members: manipulation, persuasion, and not being able to make their own decisions. It sounds complicated, but when you put it into perspective, you begin to see the sense of it all.

Leaders know they must point out problems, not solve them.

In this way they create an environment based on trust and joint problem-solving. A leader provides the opportunity for employees to get the maximum expression of their personalities at work. Team members become more active than passive.

Team members feel that their opinion or ideas are important to arrive at a better solution. They become more independent than dependent, and thus have more control of their own world. They feel more respected and valued.

This respect gives them more self-confidence in the use of their most important skills. In turn, it leads them to create a bond of trust that facilitates the development of an effective and efficient team.

4. The leader's communication with the team

In this phase, we must understand that the leader is a manager who applies all their knowledge of interpersonal relationships and emotional intelligence to strengthen relationships with their team. We are talking about a gradual process, not one in fits and starts.

A manager turned transformational leader plays the role of guide, advisor, and problem solver. Helping their people decide on measures is their main motivation. All their verbal attitudes and body language project security, self-confidence, patience, empathy, and kindness.

And how is this achieved?

Increase employee effectiveness

Every leader knows that it is very difficult to give up bad habits, which will depend on the mistakes and failures along the way. A person will only grow stronger from each lesson learned. It is necessary to think and frame this as a learning process.

As a leader, I cannot be seen as a threat, but as an opportunity. Keep in mind that actions speak louder than words. The basis of this management style is trust in employees and your willingness to trust them.

Exactly two things are needed to solve problems: respect and understanding.

Know how to define the problem from the beginning. A diagnosis is needed, and the whole team must participate together, never separately. Look for the most suitable member of the team to solve the specific situation. Here, the leader's most important role is to ask the right questions to help the team member.

The leader becomes an active listener and helps direct the process towards achieving both personal and professional goals, so that the new action plan is beneficial for all parties.

Commitment is a very important part of this process. For when there is a commitment from stakeholders who share the same objectives, the results are positively amazing.

At some point, someone must assume responsibility for ongoing supervision so that there is constant interaction to monitor the situation and the results.

As a leader you will have to react to situations before they become problems, not wait for a scenario that needs to be solved. Follow-up is a delicate process, but worth it.

It is important to assess expectations, plan, and define objectives. It is crucial to know that the objectives are the basis for all other planning actions. Start by writing down tasks to be performed, management decisions to be made, and criteria for measuring achievement.

Evaluating the performance of team members is necessary to see how it can be improved. This should never be used as a punitive measure. Remember you are a leader, not an executioner!

One of the most important things is decision-making. A leader's reputation, and that of the company, depends on how ethical his or her decisions are.

Valuing diversity is part of the global economy. We need to know how and in what way cultural diversity affects the expectations and behavior of those who make up the organization.

Effective leaders are distinguished by their openness to knowledge acquisition and their willingness to learn. They rightly believe in personal and team development.

Also work on knowing and recognizing the different behaviors that can keep the tension in the environment at an acceptable level for everyone. Identifying behavioral styles and interrelating them in a productive way are starting point for doing this.

Today, much of the communication between team members and their leader is done electronically. The usual recommendation is to use email, to safeguard what was said, make copies if necessary, and send a mass message to the team. But nothing compares to face-to-face communication. Give and take interaction is what we humans know. We do it from birth; it is part of our development and makes us sociable.

However, email is not a sociable tool. Many managers think they can use it as a great way to communicate, but this is a big mistake.

Email can blow up the best relationships you've built with your team. It can create misunderstandings, unwanted opinions, and bad communication when we don't take care of the details. We must understand that direct communication with the team is irreplaceable.

In face-to-face talks with the team members, we can perceive, give, and receive facial expression, postures, gestures, non-verbal language, and tone of voice. With this information, a person can create the context of the message and receive it in a positive or negative way.

It is in your interest as a team leader to get this information first=hand, because from it we interpret whether we are sending a good message or not. With email we don't get the information we need to get social feedback. But Daniel Goleman says that email triggers a natural negativity bias.

Goleman says if the sender of the email perceives his message as positive, the receiver will perceive it as neutral. If the sender perceives the message as neutral, the receiver interprets it as negative.

In other words, you as the team leader, if you've thought that emailing or other social media components are a positive, you've been wrong. And likewise, many other people have ended up throwing away valuable interpersonal relationships because of written messages.

The importance of communication with the work team is unique. It must connect the members and create positive bonds. This means that the leader has the duty and job of steering effective team communication.

Let's use email tactfully, taking care with the words so as not to affect your team's commitment and motivation.

You can start by using some tips from Dale Carnegie, from his book *"How to Win Friends and Influence People."*

Start your email with a thank you. We all like to receive messages from a person who starts with positive and kind words towards us. Express gratitude and say thank you; this is a form of motivation at work.

Learn to give concrete and possible instructions, focused on the progress of what you hope to achieve with the message. Don't give orders. Convey a consistent message with perspective on outcomes and give the other person the opportunity to make decisions.

If you need to ask for something, do it face to face. If the person is not in the same geographic location as you, call with the video option so you can see their face, so they can understand the tone of the request you want to make.

Remember that you are a leader and not a lord who comes to exercise power, authority, and control over people under him at work.

Highlight work progress, objectives, and goals; this way you can indirectly motivate your team members and they will feel that they will soon be able to finish the project. The goal is to place what you ask for on a timeline and show progress.

It is important to convey in the message that the team can achieve what is requested because they have the necessary skills to achieve the results expected of them.

Communicating in the best possible way strengthens relationships, connects the team of people who are at your side every day, and develops communication skills and emotional intelligence. All this serves to create a sense of belonging for the team; little by little, its members appreciate the team, in anthropological terms, as their tribe.

10 differences between a leader's team and a boss's group

All work teams under the direction of a transformational leader have as their main goal to function as an efficient, indivisible set of skills, abilities, knowledge, and potentials. This works under basic processes, namely:

- Communication;
- Leadership; and
- Attitude.

Now I would like to show you the difference between group and team, leader and boss of these two components that are never be the same.

I will show you why:

1. Teams recognize their interdependence. Groups think they are clustered together for administrative purposes only.
2. Teams think that their personal goals, as well as those of the team as a whole, are achieved by mutual contribution. Groups work independently.
3. Teams have a sense of ownership of their work and their unity. Groups tend to focus on themselves; they are not involved in setting goals.
4. Teams are committed to the goals they helped set. Groups are told what to do.
5. Teams contribute to the success of the organization. Groups do not understand the roles of the other members.
6. Teams work in a climate of trust; ideas and opinions are encouraged. In groups, opinions and disagreements have no place.
7. Teams accept disagreements and feelings. In groups, communication is not clear.
8. Teams maintain open and honest communication. Groups do not know how to resolve conflicts.
9. Teams recognize conflict as a normal aspect of human interaction. Groups have a leader who intervenes when the damage is done.
10. Teams participate in decisions that affect them, understanding that the leader can make the final decision. Groups are rooted in conformity, rather than in achieving results.

2   WHAT ATTITUDE DO WE NEED TO SUCCEED WITH THE TEAM?

The greatest strength of a leader is to believe. What empowers you is believing in yourself. The first tip in this chapter is: Believe in yourself!

Don't confuse attitude with arrogance. Attitude is believing in yourself; it is trusting in yourself and in what you do. Arrogance does not equal self-confidence.

Not feeling very confident in yourself?

When a colleague says to you: You are a successful professional. You are a brave person. You have a chance to win. You are an incredible leader. Why don't you believe in these words?

The only thing standing in your way is yourself and your attitude towards yourself. For you must truly believe these words about yourself with conviction, since someone is watching what you do and thinks you are very good at it. It's the most sincere thing you can have at your fingertips. However, it is necessary that you fervently believe it.

Within you must be the necessary motivation to make you aware of this, because you need to dedicate effort to achieve all that you have proposed. You need to have a goal or a reason to trigger actions.

2.1   ATTITUDE

Thoughts should give you positive ideas and ways to get rid of the negative. You have to learn to be deeply optimistic, to have an unshakable faith in yourself.

Viktor Frankl said in a lecture:

> *"There's only one reason I'm here now. What kept me alive was you. Others gave me hope. I dreamed that one day I would be here telling you how I, Viktor Frankl, had survived the Nazi concentration camps. I've never been here before, I've never seen any of you before, I've never given this speech before. But in my dreams I have stood before you and said these words a thousand times."*

That was the vision that helped him survive the horror of the Holocaust.

I would like you to write down the answers to the following questions — answers that will be very important for you.

Do you know someone you admire a lot?

What do you admire about that person?

What did they do to make you admire them?

What is the difference between that person and you?

What is that person's attitude towards the daily events of their life?

What has been your attitude toward a negative event in your life?

Only you know exactly where you stand. But believe me, attitude is not a password that removes difficulties and problems out of your way solely by uttering it and turns everything rosy.

Attitude is a belief that the moment and the situation experienced will pass. And it's going to stop being what it is, in that instant. Because you decide how to take it, yes, focus on it, or let your fears take over your mind.

> *"Feelings are subjective and unapproachable and yet, in another order of things, they are objective, mathematically precise and, therefore, the object of study and scientific analysis. Untangling this skein is tricky, since feelings, ideas, sensations, what we call 'me' and 'you' — the subject and the brain are intimately connected and intertwined."*
>
> – José Antonio Jáuregui, *The Emotional Computer*

In any circumstance, you or I can decide to take the opportunity to exercise free will. By developing a good attitude, you can make the right decision.

A desire to succeed when faced with a situation will give you the opportunity to develop, gain experience, and become a little wiser when faced with the negative routines that life puts in your way.

Just as our attitude is important in our life, it becomes strikingly significant in leading others. Great leaders know that the right attitude will create the right environment for others to do well.

Ralph Waldo Emerson wrote, *"What is behind us and what is in front of us are insignificant things compared to what is inside us."*

Among the studies done on emotions, we recognize that attitudes are based on emotions. Emotions allow us to be created through thoughts. If you think negatively, the thoughts will be blocking, limiting, and will put obstacles in our way.

If you are positive, your thoughts will have no limits and you will find a way out of any kind of adverse situation.

The mind can be your best friend or your worst enemy.

> *"The emotional system governs the respiratory and digestive systems (somatic systems) or the erotic, linguistic and religious systems (social systems). Often somatic and social systems pressure or threaten the individual with opposing emotional levers emanating from the same brain computer… Bio-social and bio-cultural systems intervene or interfere in the functioning of somatic systems as they are all governed by the emotional system of the brain."*
>
> – José Antonio Jáuregui

2.2   WHAT ARE POSITIVE EMOTIONS?

William James, one of the fathers of psychology, asked an even more general question in 1884: "What is an emotion?." There are many answers to this question.

The emotional lexicon is particularly complex. P.N. Johnson-Laird and Keith Oatley described 590 emotional words. There have been countless scientific to delimit the concept of emotion, and it is practically impossible to draw up a complete list of the definitions proposed for it.

According to R. Adolphs, an emotion is a usually adaptive, phased, concerted change of multiple physiological systems (with somatic and neural components) in response to the evaluation of a stimulus.

So our body systems work according to our emotions, and attitude is crucial. Be careful what you think and say, as this directly affects the brain and then our systems. Being in a bad mood all day long even disturbs our immune system. Wow!

According to I.J. Rosenman and C.A. Smith, who examined "appraisal processes" in emotion, joy is a basic emotion characterized by an important innate dimension.

However, as with virtually all emotions, the triggers that can evoke such a feeling are culturally influenced and are acquired primarily through associative learning.

When it comes to establishing the determinants or antecedents of the emotional process of joy, we are faced with a certain difficulty.

In general, for joy, the typical triggering condition is the attainment of goals or things that are desired.

According to C.E. Izard, happiness is the result of life's satisfactions, triumphs, and positive relationships. Or, as Martin Seligman puts it, *"Life causes the same setbacks and tragedies to optimists and pessimists alike, but the former are better able to cope with them."*

2.3   PROCESSES IMPLICATED IN OPTIMISTIC THINKING

The vast majority of people think that geniuses or successful people have abilities that have been with them since birth, which they call gifts — without stopping to think that these people have a different attitude to circumstances and an optimistic way of thinking.

Optimistic thinking is characterized by remembering the happy events of the past, minimizing the importance of the negative ones, and selecting current information in a way that is beneficial to self-esteem. And that is why optimistic thinkers are called leaders in their fields.

When we listen to music that evokes happy moments, we smile. Has this happened to you?

When you have the right attitude and you are a nice person, people who remember you do so by recalling happy moments. Even difficulties are remembered as great deeds experienced together.

Self-esteem and self-confidence are the positive attitudes that will lead you to success, to be recognized and remembered. With them you will create possibilities, you will have a mission to accomplish, you will have access to the lifestyle you want, you will have all the satisfying and happy moments you have always dreamed of.

You will even change your mental programming regarding money and finances. They will allow you to leave a legacy to the world and transcend as a true leader.

And those two great and indestructible tools will fight your toughest opponent every day it will take to change: They will have to battle with your mind. The cruelest rival is inside you.

Put on the gloves. It's time to show your mind that you can direct your emotions towards the positive!

Stress and confronting situations, part of the basis of people's reactions in adverse circumstances, depend on the assessment made at the beginning and not directly on their objective conditions.

Medium- and long-term wellbeing in adverse situations depends above all on how we deal with them.

Analysis of people's adaptation to adverse situations such as serious illness, care of the chronically ill, and the dying process shows that people who maintain wellbeing are those who manage to evaluate the situation as a challenge and not as a threat. They set goals to be achieved and deploy active strategies to achieve them.

Perceived personal competence is the belief in one's own ability to achieve the goals one has set out to achieve.

People with a higher perceived personal competence tend to consider adversities as challenges and to deploy active coping strategies in the face of difficulties, thus achieving a higher degree of wellbeing.

According to S. Harter (1999), *"happiness can be facilitated if we learn to behave or think like happy people and if we know how to create contexts that facilitate well-being."*

Keep in mind that the programming that comes from your childhood is not your responsibility. It's part of what you were taught and you had no influence on it. However, as an adult, it is you who has the power to change everything.

Above all, you have the power to change what bothers you, what you don't like, what you know is hurting you and is not letting you live the life you deserve by following a negative attitude —the same attitude that is not helping to give you the satisfaction you want, after so much effort to live.

The difference is to make the effort with a positive attitude, which sooner or later will bring what you dream of. And another thing is the negative attitude that, no matter how hard you try, won't get you anywhere.

For the deep process of denying, looking for the negative side, complaining, criticizing, and assuming doesn't let the essentials for success, self-confidence and self-esteem emerge.

2.4   FROM ZERO TO 100% ATTITUDE

"If it is not in your hands to change a situation that causes you pain, you can always choose the attitude with which you face that suffering."

– Viktor Emil Frankl

What matters in your life are values, passion, and purpose. To be the best in the world at an activity, you have to stop doing a lot of things in order to concentrate. You have to use focus or so-called "mindfulness," mindful meditation. You must dedicate yourself to something passionately until you make it a reality.

Teams can increase their performance when they encounter a leader who maintains a positive attitude and who, in addition, takes members from zero to one hundred percent of that attitude, based on the concentration of their efforts to reaching targets that lead to the goal.

**Do you know how much time a human being needs
to be the best in the world at an activity?**

It takes seventeen years of being concentrated and focused. No interruptions, because you have a target and your goal is to achieve it. Period.

The next question is important only for you: What do you want to be the best in the world at?

And, immersed in your passion, what do you want to achieve?

Now, well, imagine that the passion you've focused on is profitable. Imagine someone in the world paying you for what you do. How much you could enjoy living from what you are passionate about and how you could be immensely happy doing your activity.

I am sure that there would be no obstacles or limits for you, because you would find a solution to every inconvenience. You would dedicate yourself to showing your team how each member can unleash their talents to shine in a unique way.

What do you think is going to happen?

There are people who have spent their whole lives doing nothing with passion. And I know some who have worked with so much passion in their lives: Agnes Macphail, Michelangelo Buonarroti, Emily Howard Stowe, Leonardo da Vinci, Elsie Knott, Wolfgang Amadeus Mozart, Ludwig van Beethoven, Elizabeth Arden, Johannes Gutenberg, Edith Piaf, Henry Ford, Frida Kahlo, Pablo Picasso, Mary Ann Shadd Cary, Salvador Dalí, Elsie Gregory MacGill, Vincent van Gogh, Kate Rice, Antoni Gaudí, Molly Lamb Bobak, William Shakespeare, Helen Sawyer Hogg, Miguel de Cervantes Saavedra, Helen Keller, among others.

You can take a moment from this reading and look inside yourself, so that you can honestly answer yourself: What do you feel?

Have you led your life with passion?

Did you take it to the next level?

Answer yourself: what have you done so far?

Where is your passion focused?

Don't respond with lies. Don't make excuses for yourself. You recognize that they are your excuses, the limitations that you have put in the way.

Many great personalities, artists, business executives, and sports figures in the world come from living in misery and poverty. They barely had enough to eat, to survive; they were from humble beginnings and did not have even mild advantages to show them a better future.

But there is a big difference between a person with passion and one without.

The former lives intensely and does what he knows passionately.

The second lives with disdain and with the daily thought that one day it will all end, so he limits himself to living in the present in a mediocre way.

There are contrasts between living with passion and not. One of the saddest is to see lethargic people dreaming of "someday," but unmotivated to live today with desire and passion, because they simply think, "I've done everything, I can't give any more."

Do you know what made greats like Beethoven, da Vinci, Picasso?

Living with passion!

These great men had the strength to overcome difficulties, problems, misery, and poverty. Because they had an ideal, a dream, a purpose that ignited their lives every day, injected them with passion and made them change their attitude in the face of adverse situations.

This would not be possible without a great vision born within these people, a thought that led them to take daily action to achieve that vision that gave them the inner strength to continue, without stopping to think about doing or not doing.

They just did it relentlessly, because they worked passionately, they were the best, and they had a vision to convey to the world.

My resolution and commitment is to live with absolute determination to make my life a great work. And may that work transcend. Let the next generations know your work. You have to live, without anyone taking you away from that goal, from the dream.

There is no choice!

> *"Remember the difference between a winner's mentality and a loser's mentality. Winners focus their minds on winning big, that is, not just how to win, but how to win big. Losers, however, do not focus their minds on losing; they simply focus it on getting something done!"*
>
> – Bob Biehl, Increasing Your Leadership Confidence

You must focus your attention on what is important to you; Your commitment, determination, passion, and most significantly, your why. Your reason for living life. Within yourself you will find who you truly are.

You just have to remember that change leads to fear of the unknown and apprehension about failure.

You must keep sight of a willingness to change. And you must determine if you can't change or don't want to change.

There are many people around the world who hope to one day change their lives, their circumstances, their environment, their relationships. However, when it is time for action, they always have an excuse, and for this reason they never do anything.

As Max Depree wrote: "In the end, it is important to remember that we cannot become what we need to be if we remain as we are."

3 TACTIC 1. GIANT STEPS TO DEVELOP WORK TEAMS

To learn to dance, there are initial steps. If you want to learn how to use a computer, you must follow certain steps. So, what do you think? There are steps to develop teams as well.

There are three steps to developing teams, as they must take time to organize, plan, analyze, determine, reconcile, choose opportunities, and make decisions to achieve certain goals. However, when there is no coordination or allocation of activities and responsibilities, goals are not always fully met.

Worse still, the performance and productivity of the company deteriorates.

We should ask ourselves: Can we create work teams or strengthen those that already exist? Evaluate your answer and let's start working on it with a positive mental attitude, focused on bringing out the best team of all and with an unshakable faith in your team members.

Talking about work teams is difficult for many business supervisors. They fail to understand the very essence of shaping a set of people who will have to work together. We must clarify this concept of work team; if necessary read chapter one again.

GROUPS ARE OFTEN CONFUSED WITH TEAMS

Although it is not the same, according to Carlos Melo, organizational psychologist, *"a team is a group of people who share given goals, objectives, and certain methods and financial or knowledge resources, to achieve them."*

He adds that there must also be a shared ideology that prevents conflicts among the members.

Leaders who truly know how to work in a team know the different personalities, experiences, characteristics, and sensitivities of the team members. This allows them to approach any situation from a perspective broader than that which any single person can develop.

Companies that have achieved success know that those "*bosses*" who played the role of the great dictator supervising everything, who left no room for opinions and criticism, were left behind.

Nowadays, organizations must revolve around project goals and achievements using communication as one of the key instruments for growth.

Connecting with other people is essential to achieve set objectives, especially in key positions such as the leader and the work team. You don't need to create bonds of friendship, but seek rapport for the work, using the skills of each person in the right position to deploy their potential as an effective and efficient team.

THE 3 INITIAL STEPS A LEADER MUST TAKE:

1. Diagnosis of each team member: This enables you to know your goals and objectives within the team, also in the organization's executive hierarchy. It is important to conduct an interview in a comfortable and relaxed atmosphere, which can be in a common area of the company where you can have some privacy. This is not about creating a negative experience; on the contrary, it is about getting to know each of the members in a calm and unpressured way.

2. Data collection: Often, the formal collection stage includes surveys through questionnaires and joint discussions. Give a lot of importance to collecting information about the team members so as to understand their body language and the social interaction that they prefer over the others.

   The surveys include specific organizational characteristics, such as job satisfaction, leadership style, environment, decentralization, and member participation in decision-making. Team discussions can also be part of the formal data collection phase.

   Specific conclusions are analyzed and drawn based on comparisons against organizational norms. Problem areas can be identified in the department or organization, depending on the size of the organization.

   This will be used to guide the formal team-development intervention.

3. Formation of the team: Teams are made up of people working towards a common goal, and the field of organizational development values the creation of high-performance teams.

   Therefore, in team building the intergroup level will be emphasized. And intergroup development will be left for different stages. The first thing is to recognize each member with their qualities, characteristics, aptitudes, and attitudes with their team environment.

Next, recognize their peers, that is, co-workers with whom they have work, communication, and relationship connections. See if these two members can work together as a single force to achieve daily tasks and weekly goals, and to provide a powerful block of solutions for future problems.

See who is more likely to work on their own with higher performance. That person is a cornerstone in your team and also for your project. They are usually the most determined, and are able to see errors in the system, method, or procedures to achieve objectives. These self-motivated team members are vitally important people to help exercise control of the project.

Identify each one by what they excel at, give them the opportunity to discuss in meetings you organize to get new ideas, and push them to find solutions together.

Bring them together to the point of knowing who will perform a task best at different stages of the project.

For this reason, the roles of each of the members will be assigned and shared to analyze the processes carried out by the team.
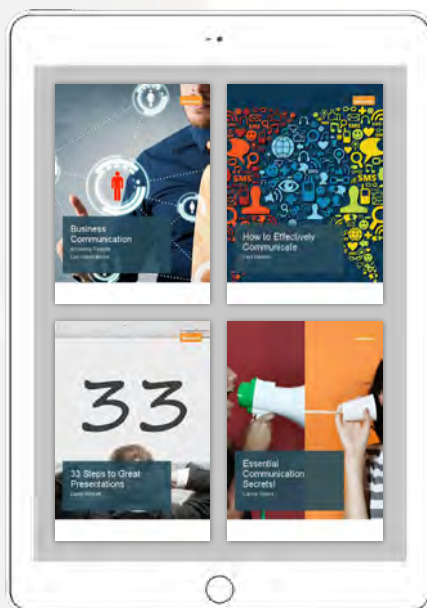
4 TACTIC 2. HOW TO CREATE AN EFFECTIVE AND EFFICIENT WORK TEAM

A transformational leader is on a quest to foster and create an effective and efficient work team. Its overall results depend on everyone involved to achieve them. Joining forces, uniting wills, and overcoming barriers of labor prejudices is part of the leader's job.

A work team will not find its way alone in the face of the challenges of the proposed objectives. They need a guide and a person who is dedicated to positively influence the work done under the company's policies and values.

The vision of the organization, the powerful force of the mission, must be recognized and transmitted by the leader to the members of their team. In this way, they can to positively influence the participants under two main characteristics of the organization.

This sharing of the mission creates an understanding of the work and tasks to be performed in order to achieve objectives. It should be communicated clearly, precisely, and openly, creating agreements between team members.

Consensus is sought in decision making for the improvement of the processes to be exercised in the objective. The project must be open and fully understood by each member of the work team. Communication must be efficient and effective, preferably face-to-face, with all instructions understood from the beginning.

The leader must allow time for questions, actively listen to his or her teammates, understand their concerns, and look for solutions together. This increases the strength of their leadership and influence, and also trains these team members to be future leaders.

The important thing for people is a leader's ability to lead by example. If you are able to demand, then you will have to give exactly as much as you demand, twice as much as you ask.

The responsibility for the results of the work team rests with the leader. There is no other person as important, whether he or she is special or not. The leadership exercised should have components away from criticism, complaints, and condemnation of those who exercise their roles as agreed before the project began. Likewise, don't make the mistake as a leader of making these three mistakes — criticism, complaints, and condemnation — in front of any member of your team.

One of the things we should be proud of is being able to speak well and positively about others. What you do or say about others will speak first about you and then about who is willing to listen to you.

A team with these main characteristics knows and agrees to achieve the highest quality results. They have a leader as a guide. We are not talking about "bosses," since many "bosses" find it difficult to understand the true role of transformation when a goal is charted with leadership.

There are those who want and need to learn to be leaders. Only a few succeed, because many lack the ability to transform themselves. It's not a matter of studying a new profession; it's about making the decision to change to become the best leader an organization can have. And this is achieved through a radical change, breaking paradigms, prejudices, and barriers that hold a person back. I am talking about the basis for promoting effective and efficient work.

An effective team focuses on achieving results according to set goals.

An efficient team makes adequate use of the resources at its disposal, taking procedures as a principle.

So, when you have an efficient and effective team, it will be able to:

1. Solve problems.
2. Make optimal use of resources.
3. Plan cooperatively.
4. Secure and control information.
5. Develop useful standards.
6. Cooperate and support each other.
7. Produce outstanding results.
8. Succeed in spite of difficulties.
9. Share accountability vis-à-vis obstacles and results.

Once we understand this strategic team cohesion, we can see the advantages of it:

1. Faster response.
2. Increased motivation.
3. Quality in decision making.
4. Greater impact on the organization's internal and external environment.

Creating an efficient and effective work team basically involves communication, where there must be a climate of connection. This connection unifies the set of traditions, habits, relationships, practices, rules, beliefs, and attitudes characteristic of each member. This is the main job of the leader: to understand the team members and unify them.

Leadership is the basis for influence in the process of achieving goals and results, associated with the administration and management process — the management not only of resources, but also of the most important thing, human capital.

Let's examine the attitude, with a propensity to action, involved in thinking as a leader. What example do I set so that others will follow me?

Take the reins, be able to react, and take action to show the value of the results.

Promote collective interests, cooperation, and sincere and effective communication, while maintaining respect for the other. The leader needs to learn about Emotional Intelligence in order to teach their team and be an example of it.

Team-building is not the same as cronyism. It's voluntary help, the desire to share, and actually sharing. Fight against selfishness; learn and teach to negotiate in a win-win way. And most importantly, give your team the sense of a common goal.

5 STRATEGY 3. HOW TO CREATE YOUR WORK TEAM'S SECRET CODE

The team's secret code sounds like it's from a secret guild thousands of years ago. However, this only upholds the tribal character of work teams. I'm talking specifically about the team rules, in which everyone without exception must participate.

In Blair Singer's magnificent book, The ABC's of Building a Successful Business Team, the author reminds us how to build a team, but he also talks about a code of honor, which should be the main rule to follow in the department or company.

Of course, policies, whether the company is small, medium, or large, this code must be adjusted to fit the company's strictures.

This code will be a specific rule, since each of the established guidelines will be influenced in the team. Of course, everyone must know that they will be part of a team with rules determined by everyone. And, in the case of a new member, this merits a special meeting with absolutely everyone participating.

How do you begin to create this code for the work team, since, essentially, although aware the opinions of each individual member, a leader cannot give feedback on the responses of the members interviewed.

After meeting with your team members individually, you should already know a little more about the members. Then, you can hold the first meeting together to talk about the creation of a code, where everyone will make a contribution to the rules.

STEPS TO CREATING THE CODE:

1. Gather the whole team together. If it is a department, everyone must be there including that particular facility's administrative staff; no one can be left out of the code.
2. Everyone should collaborate on the draft, so everyone will write a rule for the code.
3. The rules will all be written down in a place that is clear and visible to everyone at that meeting.
4. After everyone can see the proposed rules, start discussing each of them. To achieve consensus and agreement among everyone, remember that the code may be put to a vote to be partially or totally modified.

Take into consideration that the person who completely changes a rule and substitutes another norm for the previous one is the author of the first one. Thus, you create the principle of total team participation.

5. The rules must be adjusted to the work team.
6. After being discussed and voted in favor, with the participation of each member, the rules will be read aloud.
7. The established team rules will be sent to each team member to keep as a reminder.
8. The team leader should post the code — the final, approved rules — in a place where everyone can see it, as a way of reaffirming commitment.
9. That code will be enforced without exception.
10. Everyone has the right to demand compliance, just as they agreed to comply.

By creating this kind of synergy and feedback with the team, you as a leader can begin to see how future leaders act with each other.

The rules of your work team will allow you to verify the paradigms and the scale of human values on which their principles are based. From there, you will be able to better understand each member's personality.

This will leave you room to work on their training and integration with the goals you have set for yourself.

The code will enable everyone to demand commitment from each other, and team members will also feel committed since they made the rules. The rules were not imposed. Team members participated, so they are jointly responsible for their implementation and enforcement.

If, for example, the team put a penalty for those who arrive late to work, such as leaving a dollar in a container provided for this purpose, they know that if it's their turn they will have to do it, because they participated in drafting the code; they got involved and made a commitment.

Transformational leaders create high-performance teams by engaging all team members. They engage the members and make them better in their fields and strengths.

Transformational leaders encourage team members to educate themselves as leaders, because they are thinking of the next generation. However, there are limits that the team recognizes and is willing to respect, because they were participants with the leader in creating the rules.

Apply the code creation steps and watch the results in amazement.

6 TACTIC 4. EFFECTIVE TEAM COMMUNICATION

Teamwork communication: The main cause of achieving goals together, and a very important component of teamwork, is communication. It is fundamental to an effective team.

Just as it is valuable for the leader to communicate what is important to the team, the individual members must inform each other. If not, they are likely to work against each other; many important tasks could be left undone and the work of team members would be duplicated.

Anyone who has played football is used to the situation where two players go after the same bounce of the ball on the field. They fight each other for the ball, only to realize that they belong to the same team.

In teams where players communicate with each other, there is always someone who will shout to alert that two on the same team are going for the ball.

That's team communication: ensure everyone knows what is going on to protect the best interests of the team.

The same can be applied in organizations. Clear and formal means of communication must be established.

An atmosphere of positive communication must be instituted and nurtured on a daily basis. Team members should be made to feel that they are in a safe environment to offer suggestions, recommendations, or criticisms without feeling threatened, to exchange information in a spirit of collaboration and to discuss ideas without being negatively criticized. Open communication between co-workers increases productivity.

A good listener wins arguments and best of all gains friendships.

To maintain excellent communication, it is necessary to follow the basic rules of communication and information, because they are the same. As leader, you have to respond with complete and true information, and speak to them plainly.

You can't be afraid to suggest initiatives and to stand up for what you believe in. However, the same standard must be enforceable by the members of the work team. That is, they will be able to give suggestions, recommendations, and opinions freely. In addition, they will be able to stand up for what they believe in, which will be respected by the team and by the leader.

When we observe unusual behaviors in work teams, we can assert that it is the result of communication that is either insufficient, without respect for the rules, or where team members do not understand what the leader wants and vice versa.

This can stem from misunderstandings. For this reason it is necessary to consider that the truly effective way to transmit a message is face-to-face with those involved. If people are at a distance, video calls can now be made, where we can see and be seen.

This type of face-to-face communication is of utmost importance, so as not to get into the fog of confusion and misunderstandings that can be created through emails or phone messages.

The leader must make sure that the whole team knows the same information and understands what has been communicated to them.

Kind, respectful, calm, and unhurried language can help establish standards in a way that is clearer to everyone. It is about establishing a climate of understanding, security, and trust where team members can work with the leader in matching their strengths to the opportunities, so that everyone involved can benefit from a healthy work environment that allows the growth of each individual, the team, the results, and the company.

7   TACTIC 5. STEPS FOR DEALING WITH ADVERSARIAL PEOPLE

In your company you will find adversarial workers. It is human nature to be social and to seek acceptance. In the search for the desired acceptance of others, conflicts can arise to try to ruin the reputation of another, or engage in the infamous workplace bullying, among many other toxic ways to make life miserable for colleagues and even the team leader.

I have said that, among other situations you must deal with, it is imperative to locate these adversarial people. Investigate why they create conflict, what makes them oppose change.

Combative workers need a pre-assessment by the team leader. For this reason, the leader's evaluation begins from the moment he or she is given the position and the commitment to have a work team.

The task of getting to know these people is not to become their friend; it is to get to know who you are working with, what they are skilled at, and what their potential is in the work they do. A timely diagnosis can save you a great deal of time, resources, and money.

ASK THE FOLLOWING QUESTIONS:

Why are they complaining?

What is it about that negative aspect that keeps them in that zone?

Is there a technique to make them change?

At what point do they start to become difficult in the face of projects?

Can this behavior be useful to the company or not?

After answering all the above questions, it's time to take note.

It is time to sit down and identify what is needed to help change the difficult individual. Check their team and even check yourself; it is possible that you are also the conflict factor, and that person's negativity starts there.

So, change yourself and start creating a different relationship. Arrange a meeting with that person to try to make changes together and get them to feel support for the change.

Ask how they feel about the changes in the company, the positive and negative aspects they have observed. Give them time after talking to them and hope to find a resolution to the conflict.

People need to be listened to, then take the reins and see life differently within the changes that happen in the company. Give them space to absorb the message and internalize it.

Take care of the difficult people on your team

At each stage of economic development, different skills and capabilities are needed to survive and renew. At one period in history, you needed a lot of motivation and concentration to get the job done and perform better than our competition. So, it was necessary to surround yourself with equals.

Nowadays it is different. Today, the most important skill is the ability to hire and retain the best people. However, what is most valued is having the right people in the right jobs.

These capabilities will have a greater bearing on your level of success and confidence than any other you may develop.

It is said that everything in life is a matter of attention: wherever your attention is directed dominates your life. When you move toward paying exclusive attention to hiring and retaining great people, you'll be better at it.

Your interviewing and hiring skills will improve; you will become more and more competent to lead and motivate, your value to yourself and to the company will grow increasingly important.

The ability to build and lead a high-performance team of motivated people is one of the secrets to the value plus effectiveness of executives and managers at all stages of their professional lives.

Remember, the average employee produces at barely fifty percent of his or her capacity. If we go to the company's accounting department, personnel represents 60 to 80 percent of the total expenses of a business. Your task is to acquire the best possible return on investment in human talent.

So, if you really want to reach the goals, you need to have every single member of the team absolute committed to top performance. When you identify people who are not competent, are difficult, and, moreover, neither have nor feel commitment to the company and its work, it is necessary to dispense with them as soon as possible, before they bring the rest of the organization to their level.

Uncommitted employees can be a growth factor for you as a leader, or simply a learning experience of what not to keep in your organization.

8   TACTIC 6. HOW TO ELIMINATE ADVERSARIAL WORKERS AND NOT END UP IN PRISON

"They are a plague. Get rid of them!

Yes, get rid of adversarial workers, because they do not bring anything good to companies, nor do they mesh with the organizational culture. That, I'll sign."

I swear!

That's what my Industrial Relations professor in college told me when I asked him about this subject. He said it with a laugh, then frowned and repeated the same phrase to me. Scowling, he finished by telling me his theory about the discomfort an adversarial employee causes in work teams.

He told me about the very serious problems an organization faces with someone like that. The surprising thing is the amount of money that can be lost by having an adversarial person or the legal problems the organization can end up in.

But we did not only talk about administration. He also reminded me how difficult and treacherous it is to find yourself in front of that crowd influenced by a single soul that lives, eats, and thrives in conflict. Especially when it comes to a company's workforce.

The hardest thing is to face workers united in the same cause who have been manipulated by someone who only seeks to harm them, obtaining a benefit for himself.

Sitting down in front of the workers' union, or a group of them without a union, is a Herculean task that requires the support of at least one participant who has positive influence.

Why not put up with them?

Adversarial workers damage the company's relationship with its customers, the customers with the service or product, and therefore the company's bottom-line at the end of the fiscal year.

And that hurts, believe me, because it hits hard on your wallet or bank account.

The personality of the adversarial workers is to be admired… if they were dedicated to the theater. They have studied their roles very well, as well as what they can achieve depending on the scene and the situation. An Oscar, a Goya or an Emmy, that's an understatement!

The task of every good leader is to find these adversarial people, identify them among his or her people, and locate them on that business plane. If, say, the person works in accounting, we already know we have him there and we must understand his ability to move and influence others.

CALM AND TRANQUILITY

Stay calm. You've located him. Remember you have him in your sights. Check the background to this person's conflict, the reasons for it, and what happened in previous cases.

Believe me, there you will find interesting information to solve what is currently happening.

Talk to your team; ask cautiously. Go after the additional information that your customers will give you about the service they have received. Take the necessary measures: if the management continues in a difficult and conflicting path, it is time to ask him to step down.

You can't wait for change for an eternity while it hurts the business. If people want to change, they will and they will show it.

You, as a leader, must look for the conflict component, and work on resolving the conflict.

Locate the solutions, manage, and control the solution — but if it continues, you have to do as the professor said: get rid of them!

Others will come along who are more positive and eager to contribute the best they have to the company.

There are four factors that motivate a person to be in an organization. The first is **an environment of great trust,** achieved when we practice the democratization of information relevant to the objectives, goals, and purposes of the company in a given period.

Knowing this makes people feel part of the team, and they also feel that they know important things that may affect their work. You feel you must give higher levels of trust for better performance within the company and what is expected of that person.

The second motivating factor is when employees feel personally responsible for results. And that is earned when we talk directly to our people and are transparent. This also increases the sense of competence, responsibility, decision-making, and leadership.

An important factor is number three, personal growth and advancement. This is achieved by having the best people, not the difficult and complicated people. In the best, we find positive people with a desire for development and to improve their skills to make the organization grow.

The fourth factor is interesting and challenging work. For a moment imagine that one of your team members thinks of their job every day as an enriching challenge for their career.

And one bad day, they meet the adversarial worker. What do you think is going to happen? Can you imagine? Well, I tell you: that worker will start to lower the other's morale about the company, then will try to blame all his own ills on the leader.

After that, the problem worker will begin to disparage his colleagues; he will spread discord and gossip. Remember that the mediocrity of this person has no limits.

He will turn that enthusiastic, hard-working person into a zombie who goes to their job because they need their paycheck. This makes them lose their motivation to the point of resignation, so that little by little, people with precious talents, skills, and abilities leave your organization, leaving you with a team at the same level as the adversarial worker. A mediocre team.

I know that after reading this, you'll want to run and kick him out the door (a little humor, please), but think using your emotional intelligence as a leader.

Look for the root of the conflict and when you find it, get rid of that person as soon as possible. They are like a malignant virus that spreads and leaves everyone impregnated with its toxicity. They are classified as toxic people for a reason.

9 TACTIC 7. CREATE A POWERFUL AND PRODUCTIVE WORKFORCE

Increasing the productive workforce requires careful management of every asset in the organization.

Sounds complicated, doesn't it?

Many companies develop their operations and capital assets, from branding to the point of inception; they grow by taking annual forecasts, which are adjusted in very specific units of time.

The best high-performance work teams make their members interact constantly with each other efficiently. They discuss and agree on a vision, a mission for a stated objective or goal.

They have an ideal vision of what the service or product will be and how they will be seen when they achieve this goal. This indicates that they are clear about the visualization of meeting commitments, and they make projections into the future to see what new ideas can be adapted to the objectives and goals.

In these meetings, team members are free to give their opinions, their particular vision, ideas, solutions, and even propose tools. This imposes a commitment on each member, which makes them live intensely within the team. Because they feel an integral part of it, they will therefore become very productive.

Now I say to you, what about those periods that the leader is expected to use to the fullest? Companies do not want to invest additional organizational time in unproductive meetings.

For this reason, they simply expect you as a leader to work with a set agenda. It's important to know that companies' time is measured in money, so they don't want to lose it. Planning means productivity aimed at maximum performance.

It is your duty to explain to your team that they should have a list of ideas, opinions, solutions, tools, and also weaknesses in the objective for the meeting. This will buy you time to start the discussion, focus you on the issues, and give you a chance to hear everyone equally.

So it's time to know that you need to do the following:

- Use your calendar.
- Review your monthly business planning.
- Reduce the time of your presentations.
- Hold video conferences with clients or with your work team.
- Correct as you go along; don't let details go by. They generate high costs in the long run.
- Take care of the details by reviewing your work team's direct and indirect costs . Focus on a strategy- and performance-review meeting once a week.
- Select the people in your team from whom you want to receive specific reports. Let the rest keep working.

Remember that you are accelerating the quality of your time, your team's time and the company's time to be more productive.

10 BRINGING THE TEAM AND RESULTS TOGETHER

Synchronization among team members is one of the things that many leaders strive hardest for, although this is difficult to achieve at the beginning, when you don't know the people with whom you will share more than thirty hours a week.

Have you ever been to a circus performance where only people work and the show depends exclusively on them? Remember how each of the parts synchronized in order to keep the spectator's attention. Everything depends on the work they to do before the performance to the public that will determine their success or failure. Yet the cohesion of the team is not taken into account. Before the performance it will only be a concept, a mock-up of a show to present.

Each member of the team must coordinate with some of the other team members, keeping in mind that the most important thing is to understand the instructions for each action, how the action fits with that of the partner, and how the entire work merges together.

It's hard to understand a group of men and women who work without taking into account that every single thing they do is vital to an organization. If they don't know the scope and importance of their work, there is no way they can understand teamwork.

I had the great opportunity to go and see one of the most beautiful, playful, and best-organized shows in the world in one of the most important circuses in Canada in the last twenty years.

While I was there in the middle of a crowded forum, filled to overflowing and full of people of all possible ages, even a few children under six years old.

Every time the performers moved from one act to another, I couldn't stop thinking about the vital importance of each of the team members in this circus.

WHAT MAKES THEM PERFORM FLAWLESSLY ON STAGE?

Let's talk about the elements. Imagine the stage with me, which in our business case would be the physical premises of the company.

Remember, we already have the talent in each of these men and women.

What do you need for a total explosion of talent? The answer seems obvious, although sometimes, it is not so obvious, because of the stage setting.

The performers depend on light and sound technicians, musicians, singers, the assembly and movement of structures, coordinated time, a single voice of command and a team willing to concentrate, plus physical work. Behind the stage that moves platforms, the show is coordinated and develops.

The important thing about the equipment is that there can be no failures — failures that can destroy in seconds the work being done by those who are the public face of the company. What is crucial here is that the life of one depends on the concentration and work of the other.

In this case, it's the artists, although in your case or mine, it's the product or service we provide on a daily basis.

Did you know that, in this famous circus, between artists and staff 165 people travel? And they hire 150 more in the city where they operate.

Counting all those who travel the world and those who are in permanent shows, the circus has more than 1600 professionals in their respective areas on their payroll at their headquarters..

There are 25 languages that are handled among their staff, although the main one and they must learn is French, in addition to their native language.

The language issue is because the place where they must start rehearsing and performing each staging of a new show is in the city of Montreal, province of Quebec in Canada.

This means that every year they welcome hundreds of young people to take their first steps in the circus. What happens with this new staff each year?

That's very easy: the CEO (the brilliant mind behind the big business) travels the world every year looking for the best talent. Only the best have a place in this circus. There is no chance to fail; the most skilled people in the right positions, that's the bottom line here.

In the circus schools, festivals, and shows on each continent, the search is expanded to bring gifted performers to his company.

In other words, this circus is an active headhunting organization. And it doesn't stop, because the leaders know that they need to refresh their staff from time to time, whether due to age or new shows. There would be retirements, resignations, and new projects.

What's interesting about how everything is organized is the blending of everyone in a wonderful fusion, namely teamwork.

Part of the operation involves live musicians and singers. They must be perfectly coordinated with the show; same for the sound and light staff, as well as the person who coordinates the time between acts.

Just imagine all those dressers, seamstresses, shoemakers, make-up artists, and even kitchen staff (because the circus workers have their own dining room).

All artists, absolutely all artists, must comply with the golden rule: Be dressed and made up three hours before the show. Which means preparation before going to market.

Coordination is based on communication. In this case very little is oral, but a lot is non-verbal.

The chemistry of the daily rehearsal, of the struggle to be the best… The service to aid and support those who endanger their physical integrity and entrust it to the hands of their helpers… That is control, communication, planning, delegating responsibilities and being, above all, accountable to oneself and to the team.

For all those reasons already stated, I say: I want a circus team, where everyone is fully informed. They know their work is an essential and fundamental part of the company, and that, without them, nothing done there is possible.

They know that the name of their circus could not be taken out to the world without each of them present. And not without each person giving their best every day, in every performance, so that their work is magnificent: "Our foundations are boldness, creativity, imagination, and our people; key to our success." That's what they expressly say about their company, the most recognized circus in the world.

To get results, the team must know why they are working, what the goal is, and the company's interest in that goal. It is the only way to win in the face of competition and to maintain results and high performance. Communication is the basis, but leadership is necessary to unite all members.

11 THE 5 TRICKS TO LEAD A TEAM

These are just five points to lead a team. But you can't trust yourself. One of the main goals of a leader is to learn something new every day. Specialize in your area, with seminars, courses, conferences, specialized magazines, books, and audio recordings, among others.

This is an effective and quick guide. You just have to put into practice one of your most important skills: attention. You need to understand that this can help you not only to be a better leader, but also to delegate tasks and lighten your workload.

5 tricks to lead a team

1. Set rules for your team. In the absence of rules, people make their own. Important: Everyone should be involved in the realization of them and be clear about them. Take the time to explain, to avoid misinterpretation.
2. Make sure anyone new you add to your team brings a unique talent to the job.
3. Communicate with precision. Do not leave anything to chance: speak in clear and understandable terms. Be clear and concise. Verify your message by repeating it back to your team. The results depend on the quality of communication.
4. Your duty is to do what is necessary to support your team members. Never abandon a colleague who needs help.
5. Identify the strengths of each team member and teach each person how to develop them. Train your team; your ability to teach is necessary for them. Use mistakes to empower and strengthen the team's foundation. Celebrate and publicly acknowledge all achievements.

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