

# Chapter Summaries

## CHAPTER FOUR SUMMARY

### Big Ideas That Provide The Fulcrum Of Wisdom For Your Long Lever Questions

1

#### Activation Point: Execution

Without discipline of focus, teams have their attention diverted from where it needs to be: executing plans and strategies. Are we talking about excellence or delivering it? What you think and talk about can only be measured by what you do. Realize your potential now: Act.

2

#### Activation Point: Honesty

There are essential differences between “being nice” and “being professional.” The heart of this issue is respect. A solution lies in evolving how we define and demonstrate respect. Respect means I embrace the responsibility of activating any potential that exists in myself and others in response to events, whether bad or good. And, while telling the truth may be brutal, I don’t tell it brutally.

3

#### Activation Point: Culture

“Quality work is a condition of our employment. So is safety. And how we show up at work, our mindset and how we treat others, is also a *condition of employment*.” Culture eats strategy for breakfast. Only teams that have employees who are both willing and equipped to model the values of all the elements of the company culture will fully activate the talent and potential around them.

4

#### Activation Point: Teamwork

We can’t interact with one another nor function as a team the way we did two decades ago and expect excellence today. To

compete you have to continuously improve your product. The market punishes those who attempt to deliver their goods on the back of outdated team dynamics and stagnant cultures.

5

### **Activation Point: Transparency**

When some prioritize winning conversations over succeeding in our collective purpose, they greatly diminish the odds we'll win in the market. One powerful antidote to communication competition is transparency. When all personal agendas are revealed (and we all have one), and we allow for full, free, two-way information flow, it's difficult to compete against one another.

6

### **Activation Point: Identity**

A high-performing team knows who they are, what they stand for, and what they're assembled to achieve. This identity shapes the actions of the individual. The customer only knows the label and promise of our brand. Is who we think we are consistent with how they see us? (Is who we think we are who we want to be?)

7

### **Activation Point: Inclusion**

A one-team approach in meetings is a united, synergistic play at realizing something far greater than one individual can accomplish. Inclusion is at the heart of inspired teamwork. Involving others is a step toward inclusion. *Activating* others is inclusion. Accomplishing inclusion begins by investing our inspiration and curiosity into the interactions we have with every person we meet.

8**Activation Point: Empathy**

Today, work and life are integrated so thoroughly it's difficult to see or create the transitions between the two. As teammates, it is in the consideration of the significance in the lives of those around us when we discover this: We are capable of doing more together because we're capable of *being* more together.

9**Activation Point: Talent**

Without awareness, a consistent spotlight on problems in the business means a constant focus on problem talent. Then, top talent is left to fend for themselves. This has a splintering effect within the body whole. Who we spend our time with is key.

10**Activation Point: Learn**

A guided focus on learning allows us to claim what we all want to experience: growth. By investing energy in stretching ourselves, we attract to the team a band of like-minded, lifelong achievers, eager to find out how far we can go together.

11**Activation Point: Legacy**

The cost is severe when we blame our past for who we are now: We forfeit a resource no one else has. Legacy qualities, such as situational knowledge, emotional connections, "got your back" loyalty, and an ownership mindset, are a resource you cannot buy.

## ONE TEAM PROGRESS ASSESSMENT

### **Where are we in our development of activating an inspired, one-team approach?**

These questions further elevate the High Performance Ceiling by activating the potential you've created while working through Activation Points I through II. We encourage you to record your answers for reflection and comparison to future assessments. Both consistencies and contrasts will mark your development as one, inspired team.

- A. As we answered the Long Lever Questions, what did we discover about ourselves that's important to our work together moving forward?*
- B. In the introduction of this book, there were two questions we had to ask ourselves, one of which read: Why is it important to each of us that we develop inspired teamwork? In what ways are we beginning to see that motivation realized?*
- C. What can we do more of as we move through future Activation Points to deliver on this motivation?*
- D. Which Activation Point in Chapter Four was particularly important to our development as a team? Why?*

## CHAPTER FIVE SUMMARY

### **Big Ideas That Provide The Fulcrum Of Wisdom For Your Long Lever Questions**

**12**

#### **Activation Point: Perseverance**

Top performers are no luckier than the average achiever. They don't have different circumstances – they have different behaviors. High-performing teams galvanize themselves with a mindset that filters circumstances, spending less time in frustration and more in inspiration.

**13**

#### **Activation Point: Innovation**

Loudly reject the claims of the cynics. They speak a language based in fear. Ask Long Lever Questions. Excellence isn't found in generating the perfect idea or solution, but in using your wisdom to deliver. When your instincts give you courage and inspiration, trust them.

**14**

#### **Activation Point: Courage**

Some cultures don't support team members who choose to be courageous by stepping up and speaking their mind. Breakthroughs in performance occur when we have the courage to develop an environment that rewards diversity of thought, when we are invested in the success of teammates, because relationships grow stronger in every interaction.

**15**

#### **Activation Point: Leadership**

Fixing problems isn't leadership, and it often creates problem people. Emotions rule over logic and reason. Leadership creates an improved future. It occurs when we address issues in ways that build and develop people and partnerships, thereby creating capacity and increasing potential.

**16**

**Activation Point: Empowerment**

There's a certain and undeniable link between the level of individual contributions on a team and the team's ability to succeed. Empowered team members realize a potential that is not confined to the limits of others' thinking. Developing capacity in others is rewarding and fulfilling for all.

**17**

**Activation Point: Risk Taking**

"Playing it safe" by not saying what needs to be said or doing what needs to be done lowers the High Performance Ceiling. Praise truth-telling, reward transparency, express enthusiasm for conflict in perspectives, and reward those whose failure prepares your team for success tomorrow.

**18**

**Activation Point: Vision**

We speak from pictures we see clearly in our head, and often assume others see the same image. This assumption causes confusion and poor performance. Discussions rich with questions create a language of excellence, because the team can then see the same thing – that which is necessary for success.

**19**

**Activation Point: Momentum**

A consistent focus on the chasm between where we are in our work and the distance to our targets creates despair and breaks confidence. How and where we place our focus is key. Celebration of what we are achieving ignites inspiration and provides priceless energy and momentum.

**20**

**Activation Point: Initiative**

Fear of making mistakes is a greater motivator of inaction than the pain of living with others' errors. If we wait for conditions to change before we change, failure is certain.

Our responsibility to the team is to generate the conditions of excellence. It's that simple: From our role we must be the initiator of things.



21

**Activation Point: Respect**

Taking action means you will be judged and sometimes criticized. Respecting others doesn't mean you agree with or even like them. It's simply an acknowledgment that you hear people and honor their right to have opinions. Doing so has a tremendous power and unifying effect.



## ONE TEAM PROGRESS ASSESSMENT

### Where are we in our development of activating an inspired, one-team approach?

The following questions provide an opportunity to ensure your team is accountable to leveraging the wisdom and experience gained through Activation Points 12 through 21. As you record and reflect on your answers, compare your insights to those you recorded at the conclusion of Chapter Three. Consider the importance of the consistencies and contrasts in where your team was – and is now.

- A. The strength of your team can and should be a model to other teams in the organization. Furthermore, if your team is truly committed to leadership development, it's important to strategically identify how and where you can use your strengths to serve others. *In what ways are we taking what we're learning and applying it beyond our interactions with this team?*
- B. Your team should be stronger than it was when you started reading this book, and therefore capable of working more effectively in overcoming obstacles. *What specific challenge is our team facing right now, and what have we learned through Part I of this book that we can immediately apply to create improved results?*
- C. *What One Team behavioral competencies are we observing in ourselves on an increasing basis?*
- D. *For these behavioral competencies to become "habit," what more can we do?*

## CHAPTER SIX SUMMARY

### **Big Ideas That Provide The Fulcrum Of Wisdom For Your Long Lever Questions**

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#### **Activation Point: Focus**

The behaviors of your team are predictable, as they're determined by focus. Those teams with a discipline of success have a discipline of a forward focus. They seek facts, data, and information – and then deliberately choose a direction in their thinking that can only improve performance.

**23**

#### **Activation Point: Communication**

Individuals who use interactions with others to build and develop not just performance, but people and partnerships as well, consistently outperform employees whose days are filled with transactional, low-value exchanges. High-Performance Discussions include modeling, messaging, co-discover questions, listening, and focus.

**24**

#### **Activation Point: Collaboration**

Collaboration and consensus are two different approaches to teamwork. Both are valuable; what's imperative is knowing which your team is attempting to use and achieve. Without clarity, frustration and failures mount; with understanding, efficiencies and effectiveness increase.

**25**

#### **Activation Point: Strategic**

Strategic leaders and teams are disciplined in creating contingency plans to counter “what if?” scenarios. Teammates who repeatedly utter, “Yes, but what if this bad thing happens?” can drive mad those who want to move forward

faster. Determine your “what if?” then make the 180° Shift by identifying what’s important, why, and ask the co-discover questions.

**26**

### **Activation Point: Alignment**

Bigger or different teams are only better when the ability to deliver value to the customer is improved. That is only achieved when the team is equipped to blend and strengthen cultures, build relationships with peers, and individual motivation and inspiration are activated.

**27**

### **Activation Point: Agility**

Business is done in a stormy sea. The agility-readiness of a team, its ability to adapt to changing conditions, is now a hallmark of highly productive teams. Individual confidence, a healthy culture, information flow, achievable-stretch objectives, and an execution plan, along with a healthy team identity, are the essentials for developing an agile team.

**28**

### **Activation Point: Knowledge**

Data-rich and knowledge-poor teams make slow or poor decisions. The question isn’t whether or not to include people in the decision making. It’s *how* to include and leverage people as you assess and disseminate data. You are either studying data or creating it.

**29**

### **Activation Point: Values**

The individual who is richly talented, holds vaults of institutional knowledge, or five-star relationships with key customers is only as valuable as his or her ability to align, communicate, and be trusted by peers. No one is bigger than

all of us. Ask: “What decisions must we make regarding this teammate to ensure we *thrive* as a team moving forward?”

30

### **Activation Point: Integrity**

The system, and certain styles of leadership by those we are forced to follow, will harden us if we allow it to. The actions of the few may cause us to suspect the whole. When we refuse to cave to small thinking, we realize a greater potential within ourselves for leading productive change. We remain in our integrity.

31

### **Activation Point: Quality**

Quality work is an expression of self-worth. When we elevate our reason for doing the work well, beyond job security and delivering increased value to the shareholders – when we personally care – quality improves. People can’t be forced to care, though they can be activated to do so.

## ONE TEAM PROGRESS ASSESSMENT

### **Where are we in our development of activating an inspired, one-team approach?**

Inspect what you expect. Teams serious about continuing to improve their inspired teamwork can predict that they'll consistently elevate their High Performance Ceiling. The following strategic questions further enable your team to seize the potential they've developed, especially through the previous Activation Points.

1. What got your team here won't always get your team where it needs to go. It's wise to periodically revisit past decisions and, with new wisdom and perspectives, make necessary changes. *What team practice or decision have we made in the past as a team that we should now review or revise in a way that is more constructive?*
2. *As it relates to continuing to improve as a team, what public commitment can we each make? Your challenge is to have each team member make a commitment that can be achieved soon, is measurable, and has an impact on results. These commitments should be documented, assessed, and moving forward, their achievement celebrated.*

## CHAPTER EIGHT SUMMARY

### Big Ideas That Provide The Fulcrum Of Wisdom For Your Long Lever Questions

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#### Activation Point: Pride

When we belong to something bigger than who we are as individuals we are called to do more. Pride – the sort that goes beyond self – is priceless. When this occurs the members of a collective endeavor get something back in return for their efforts that can't be purchased with money.

43

#### Activation Point: Growth

Most organizations have a DNA formed from generations doing business where there was only one leader per team. Now, developing leadership, talent, and team have an equal share of the spotlight and become a priority for every business. This is calling us to be effective at fulfilling our potential as people.

44

#### Activation Point: Partnerships

High-performing teams develop effective partnerships at and beyond the traditional boundaries of their team, thereby expanding the border of their influence. They seize seemingly mundane interactions to create the conditions that form and nurture strong *relationships*.

45

#### Activation Point: Excellence

Believing you don't have what's necessary to succeed means you're choosing to fail. Excellence isn't an outcome, it's an action. The solutions to the problems we've never seen before begin to reveal themselves as we become better at being who we believe we can be.

**46**

**Activation Point: Proactive**

The length of time a team waits to be told what to do is in direct proportion to an organization's profitability. Four categories of co-discover questions – Alignment-to-Objectives or Vision, Execution, Motivation, and Accountability – facilitate the thinking that influence proactive performance.

**47**

**Activation Point: Diversity**

Great teams are composed of people who spend little time minimizing teammates. Together, they ask for – in fact, they insist on – people being the truest expression of who they are. They don't require people to be less; they ask for more in a way that delivers the mission of the team.

**48**

**Activation Point: Inspiration**

A team achieves excellence when they're inspired by the notion of experiencing it. The human spirit was not meant to conform. Inspired self-expression, both individually and as a team, brings with it a boldness that smashes through the productivity levels of the compliant workplace.

**49**

**Activation Point: Engagement**

People are asking for intangible solutions. But what most companies are doing to increase engagement is responding with tangible solutions. But intangible needs and tangible solutions are two different things. When the intangible need is met, teammates give more.

50**Activation Point: Feedback**

In the pursuit of excellence, eliminating poor performance remains a slower method than developing high performance. When the greater percentage of feedback happens during moments of healthy risk taking, learning, and success, you can expect to win more.

51**Activation Point: Celebration**

Believing we are winners must be learned before results are in, before the project is finished. This paradigm reinforces a focus that improves results: We now expect to function at our potential. Excellence is not an outcome, but a spirit and confidence we breathe into every action and conversation.

52**Activation Point: Trust**

The outdated stench that trust and other behaviors be defined as “fluffy” or “sappy” still permeates workplaces. Don’t apologize for your passion and determination for finishing the job of building one team. Be seen today. Be heard today. Ask the question today. Listen today. Activate inspired teamwork.



## ONE TEAM PROGRESS ASSESSMENT

Congratulations: You've worked your plan of leveraging 52 Activation Points to develop the one-team behavioral competencies essential to elevating the High Performance Ceiling. Before answering the assessment questions below, review your notes from previous discussions. Then, compare where your team was a year ago with the strength you're demonstrating today.

- A. At the start of this book we identified what success would look like as we developed a greater "one-team" approach. *To what extent – and how – did we meet our expectations?*
- B. *Where did we miss on our expectations – and what did we learn in those areas?*
- C. *Where did we exceed our objectives?*
- D. *Which Activation Points have proven to be most important to discuss and why?* We challenge you to identify the "Top 10" so you can return to these in the future, assess your progress, and further activate the potential that exists.
- E. *Are there any Activation Points and Long Lever Questions we should revisit and further discuss now?* As any team develops they discover challenges that require the development of new behavioral competencies. Perhaps your team read something together weeks ago that wasn't as relevant as it will be today.
- F. *What commitments and actionable plan can we create to sustain our momentum in strengthening inspired teamwork?*

# Activate Your Leadership

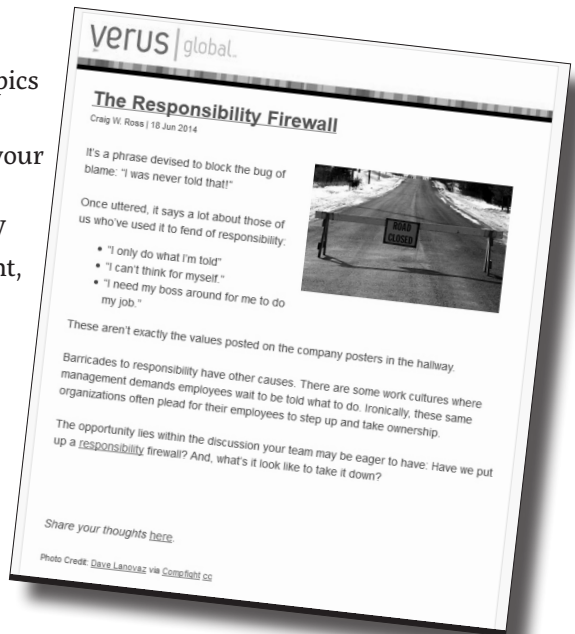
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