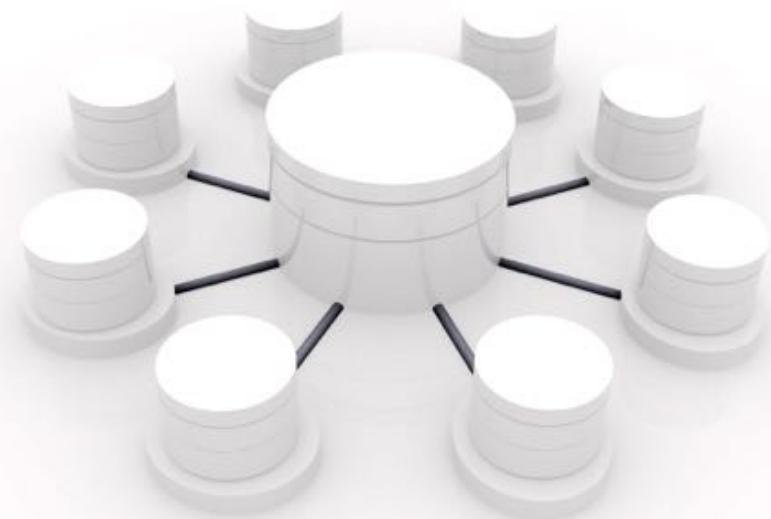


LEADING HIGH-PERFORMANCE TEAMS



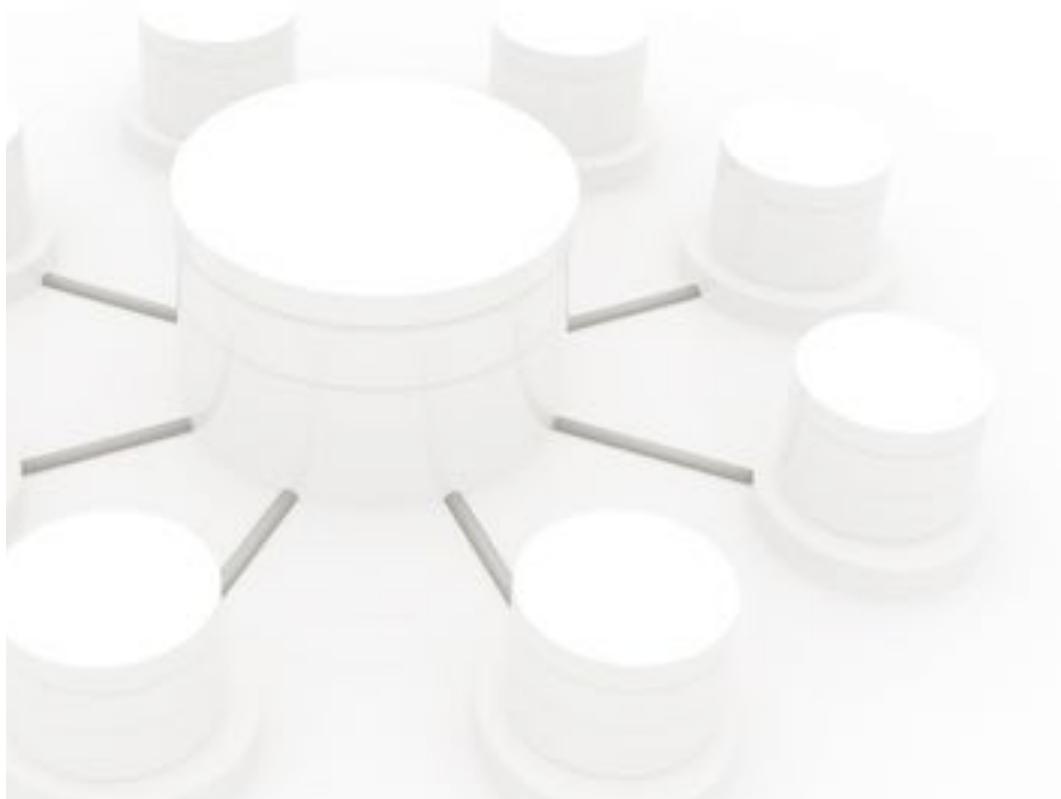
WHAT IS LEADERSHIP?



**DESCRIBE A TEAM YOU WERE ON
THAT SUCCESSFULLY TURNED
PRESSURE INTO HIGH
PERFORMANCE.**

WHAT DID YOU DO?

THE WHAT, HOW, WHY, AND WIN OF HIGH-PERFORMANCE TEAMS



The What: Vision Directed

They have a clear understanding of where they are going and why.



The Why: Values Driven

They exhibit congruence between team values, goals and individual behaviors.



The How: Strengths Based

They understand,
appreciate and
capitalize on
individual talents.



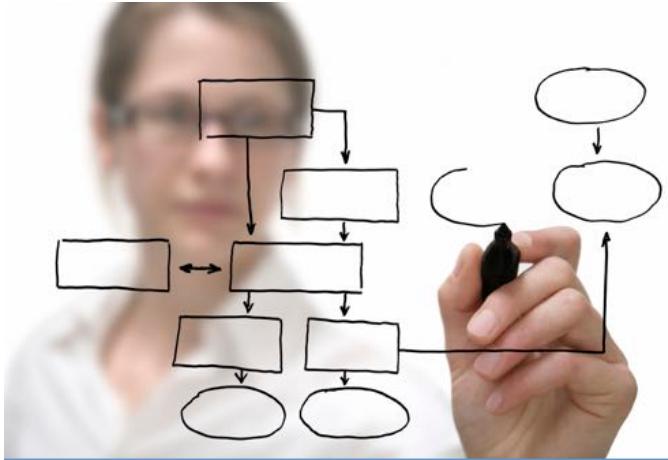
The Win: Performance Focused

They use performance challenges to create passion, not the desire to get along.



WHAT ARE THE LEADERSHIP PRACTICES THAT BRING OUT THE BEST IN YOU?





The Role of the **LEADER**

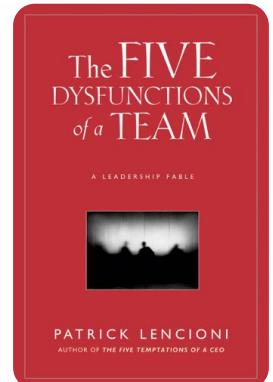
- **Mobilize People Toward a Vision**
- **Build Emotional Bonds**
- **Model High Standards of Performance**
- **Develop People for the Future**

**WHAT ARE SOME OF THE
BEHAVIORS THAT EITHER
PREVENTED YOUR TEAM FROM
COMING TOGETHER OR CAUSED
YOUR TEAM TO PULL APART?**

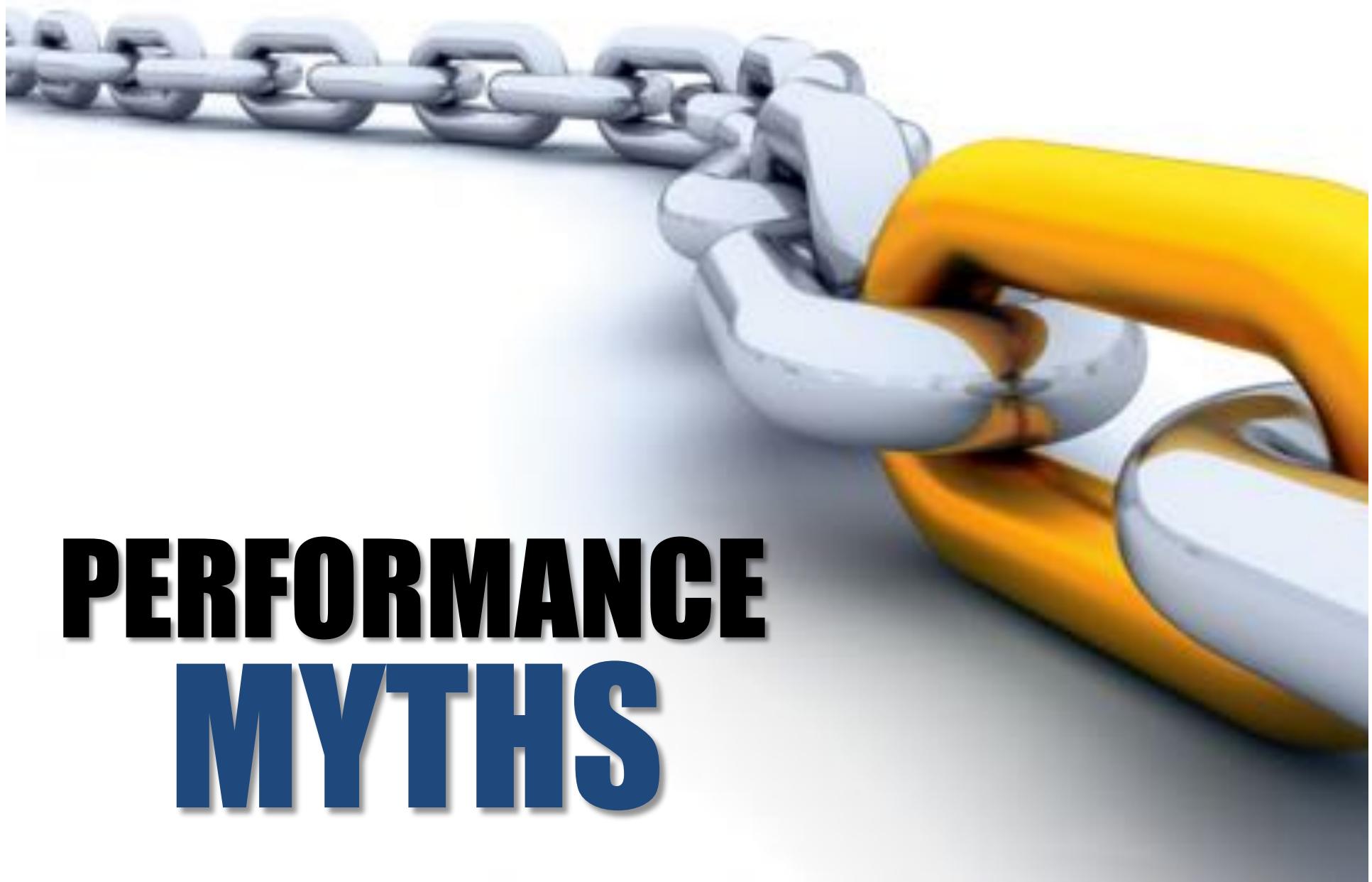


The Five Dysfunctions of a Team

Patrick Lencioni



PERFORMANCE MYTHS



MYTH....

As you grow your personality changes.

TRUTH....

**As you grow you become
more of who you are.**

**WHAT POSITIVE PATTERNS OF
BEHAVIOR HAVE STAYED WITH YOU
AS FAR BACK AS YOU CAN
REMEMBER?**

**HOW DO YOU APPLY THESE
STRENGTHS TODAY?**

MYTH....

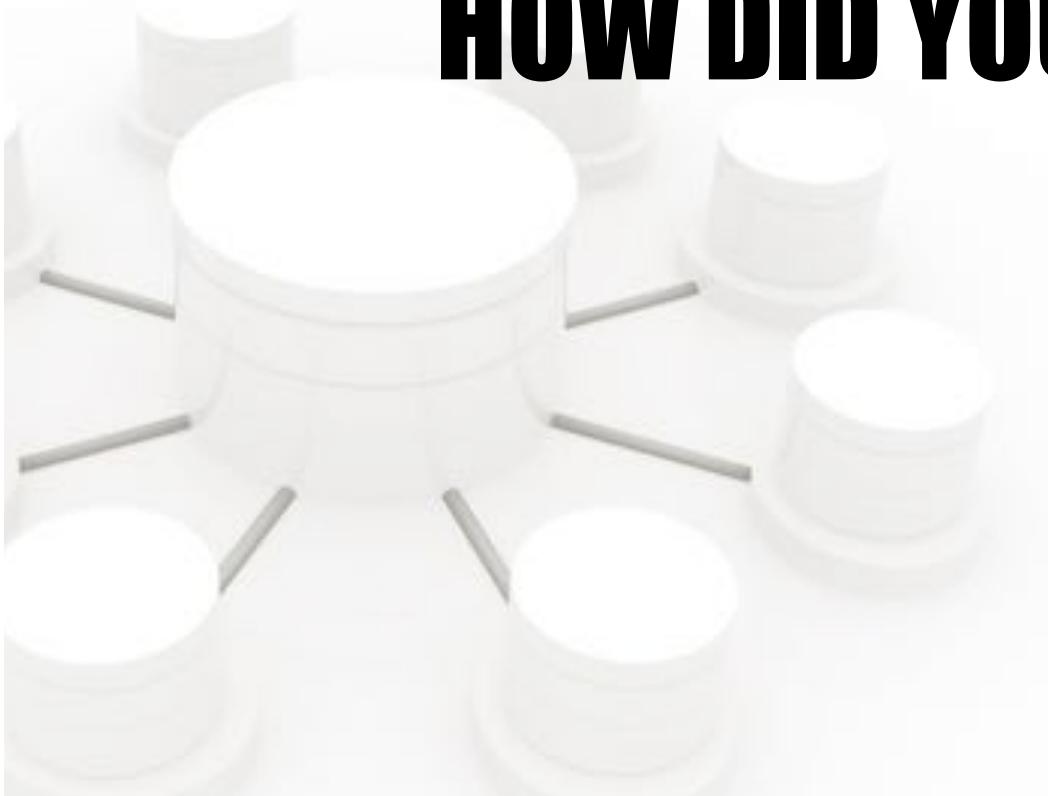
You grow the most in your areas of greatest weakness.

TRUTH....

You will grow most in your areas of greatest strength.

**ARE THERE ANY ACTIVITIES AT
WHICH YOU CONSTANTLY EXCEL?**

HOW DID YOU GET SO GOOD?



MYTH....

A great team member does whatever it takes to help the team.

TRUTH....

A great team member deliberately volunteers his strengths to the team most of the time.

**WHEN YOUR TEAM IS IN A CRUNCH
AND NEEDS A GREAT PERFORMANCE,
WHAT IS THE PLAY EVERYONE KNOWS
YOU CAN RUN?**



MYTH....

Great leaders perfect one leadership style.

TRUTH....

Great leaders adjust their style to fit the demands of the situation.

MYTH....

Great teams consist of members who are alike.

TRUTH....

**Team members have a genuine, mutual concern
for each other's personal well being but have
many individual differences.**

Big TAKE-AWAYS

- LEADERSHIP IS INFLUENCE. WITHOUT TRUST YOU HAVE NO INFLUENCE**
- STRENGTHS HAVE A GREATER IMPACT ON PERFORMANCE OUTCOMES THAN DO WEAKNESSES**
- GREAT LEADERS WIN THROUGH RELATIONSHIPS**
- GREAT TEAMS WIN BY CAPITALIZING ON TALENTS**

UNDERSTANDING & APPRECIATING INDIVIDUAL DIFFERENCES

I I I I I



"Play your best when it counts"

...lors de vos meilleures performances

How Do People Differ?



Are We Objective?



Value of Knowing Talents



Your ProScan Strengths Report

Trait Intensity Chart

Dominance Take Charge Trait	Extroversion People Trait	Pace Patience Trait	Conformity Systems Trait	Logic – Basis for Decision-Making Fact – Analytical	Energy Style	Kinetic Energy Level
Intimidating Bold Forceful Abrasive Commanding Fearless Daring Demanding	Overwhelming Flamboyant Verbose Promoter Convincing Gregarious Pleaser Effusive	Resist change Unhurried Determined Tenacious Deliberate Persistent Avoid conflict Resilient	Judgmental Perfectionistic Uncompromising Exacting Meticulous Vigilant Strict Orthodox	Rely on established theory	Primary Style	Ultra Force Zone (7) An awesome energy force - can conquer almost any goal or task - have inimitable physical power for sustained, complex endeavors
Authoritative Courageous Direct Visionary Inventive Venturous Quick-witted Analytical	Eager Inspirational Expressive Empathetic Trusting Exciting Inclusive Motivating	Sympathetic Sensitive Warm Harmonious Enduring Steady Consistent Thorough	Systematic Precise Prudent Diligent Conscientious Dedicated Disciplined Conventional	Need factual proof		High Achiever Zone (6) Endless resource of energy - require extensive projects or diverse activities to channel this major force
Firm Competitive Decisive Definite Assertive Self-assured Innovative Originator	Articulate Optimistic Sociable Responsive Fury-loving Enthusiastic Persuasive Verbal	Constant Dependable Rhythmic Methodical Informal Casual Good-natured Cooperative	Specialist Procedural Focused Dutiful Loyal Committed Detailed Accurate	Seek uniform fact-finding procedures		Achiever Zone (5) Significant capacity of energy for accomplishing tasks - achieve goals with high success - need extra activities to utilize energy
Certain Confident Curious	Participative Polished Friendly	Easy-going Amiable Pleasant	Structured Careful Orderly	Examine empirical evidence		Productive Zone (4) Ample energy to complete more than required tasks and expected goals - complete tasks productively - accommodate additional activities
Moderate Supportive/ Amenable	Sincere Congenial Genuine	Adjustability Like change Versatile	Open-minded Generalist Less-detailed	BAL Validate/paper sense		
Collaborative Agreeable Modest Accepting Affectionate Helpful Discreet Tolerant	Composed Contemplative Considerate Observant Imaginative Private Selective communicator	Active Spirited Restless Impatient Mobile Dynamic Seek change Lively	Big-picture Independent Avoid detail Free-spirited Flexible Creative Unconventional Individualistic	Use innate intuition and recognition.	T	Effectiveness Zone (3) Sufficient energy to meet requirements of today's jobs - focus on tasks - avoid overload
Non-competitive Cautious Peaceable Gracious Accommodating Gentle Humble Temperate	Self-protective Mild-mannered Respectful Thinker Reflective Spontaneous Instantaneous Fast-paced Impulsive	Swift Driving Pressing Hasty Spontaneous Instantaneous Fast-paced Impulsive	Adventurous Free-thinker Unconstrained Challenge rules Carefree Autonomous Uninhibited Self-governing	Respond instinctively	A	Motive/Evaluation Zone (2) Capacity to complete tasks that are motive-driven - evaluate goals and focus accordingly - make every move count
Undemanding Deferring Non-controlling Tentative Hesitant Placid Yielding Compliant	Reserved Shy Circumspect Skeptical Confidential Guarded Undemonstrative Solitary	Impetuous Impelling Abrupt Coiled-spring Sporadic Short-fused Volatile Explosive	Non-detailed Free-wheeling Resistant Controversial Contrary Anti-bureaucratic Adversarial Nonconforming	Rely on initial viewpoint	S	Critically Directed Zone (1) Limited capacity, allocate efforts in order to succeed - identify priority(ies) in life - direct efforts toward specific task
	Supportive	Reserved	Urgent	Feeling – Intuition	T A S K	

Your QuickView Report

What makes this person TICK? The following is an overview of this individual's BASIC/NATURAL SELF-Traits, interests, Communication Style and Key Action Tips.

TRAITS

- **PACE** trait—Steady, unhurried, persistent, pleasant and cooperative in harmony with environment; able to take what comes and make the best of it. Prefer to maintain a set pace from start to finish before starting a new task.
- **CONFORMITY** trait—Careful, thoughtful, loyal, dutiful, structured and systems-oriented. Want to be correct and desire guidelines to work within.
- **EXTROVERSION** trait—Reserved, private and quiet, especially around strangers. The more familiar with an individual or group, the more comfortable with self-expression.
- **DOMINANCE** trait—Supportive, collaborative, modest and helpful. Place importance on security and prefer to work with leadership that has a strong sense of direction and purpose.
- **LOGIC: FEELING**—Respond instinctively when making a decision. React to improved situations with an automatic conclusion.
- **ENERGY LEVEL**: High Achiever Zone (H)–Endless energy resource. Require extensive projects or diverse activities.

INTERESTS

Like—Routines, repetition, deliberation, cooperation, harmony, peace, comfort, leisure time.

Dislike—Poor planning, unpredictability, spur of the moment, pressure, shop talk.

COMMUNICATION STYLES

CASUAL/CAREFUL—Warm, friendly and willing to listen. When in charge of people, will use a mild, persuasive style. Prefer to have harmonious and non-chaotic surroundings with time to get comfortable in a new environment.

Communicate to this person through:

- Time to process need for change
- Agreement on agenda, time frame
- Consistent, clear directions, priorities

KEY ACTION TIPS

Plan ahead—Prioritize and schedule, then manage changes.

Review processes—Establish a clear path to follow.

Build confidence—Encourage open and timely communication; provide initial and refresher training.

Soft tone—Gain support and collaboration through considerate messages; offensive commands create withdrawal and delayed actions.

My Actions: _____
Results (20/00/00 Days): _____

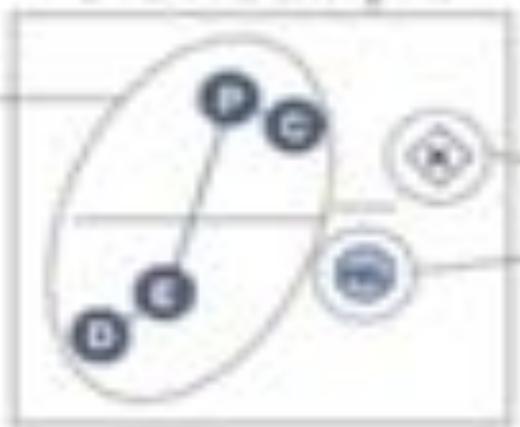
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Profile Picture

Traits

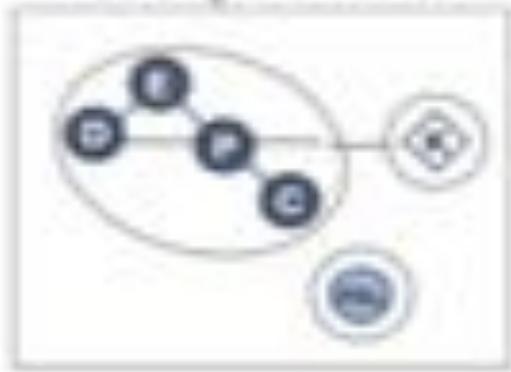
- + D Dominance
- + E Extraversion
- + F Agreeableness
- + C Conformity

C.C. Sample



Kinetic Energy Level
Logic

Rusty Torres



What Are Your Traits?



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- ➏ **ENERGY LEVEL: High Achiever Zone (6)**—Endless energy resource. Require extensive projects or diverse activities.

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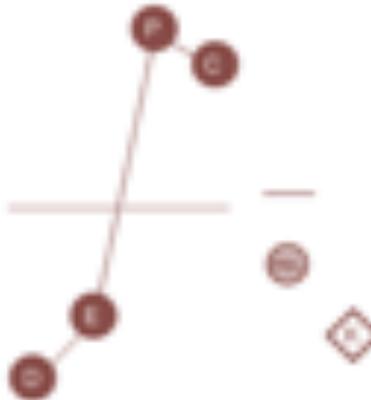
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My Actions: _____

Results (30/60/90 days): _____

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How would you describe yourself?



LOGIC: Decision Style

FAC

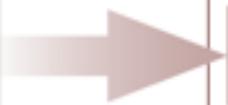
Fact

FEL

Feeling

BAL

Balance



PDPworks
Professional DynaMetric Programs

C.C. sample
Survey: 01/12/04
QuickView

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Team Members Conversation

Tom: My initial reaction is to do it in the spring. Besides, other companies do it at that time.

Pat: I feel the same way, but we should also check with those companies to see how successful they were at that time of year.

Nicki: I don't think we should decide this so quickly. Let's first identify the types of people that are most likely to come at different times of year.

John: I've already been doing the research to find out. Here's a list of several options that will fit our schedule.

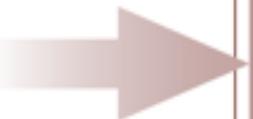
Tom: I know what you are saying, but my initial read on the situation will be right.

How do you make decisions?



The Power Inside

K ◊ Kinetic Energy Level
Energy Style



PDPworks
Professional DynaMetric Programs

C.C. sample
Survey: 01/12/04
QuickView

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My Actions: _____

Results (30/60/90 days): _____

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How do you get things done?



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My Actions: _____
 Results (30/60/90 days): _____

Interests

Likes

Dislikes



INTERESTS

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What environmental elements are important to you?



Communication Styles

D

Teller/authoritative

E

Seller/persuasive

P

Casual/careful

c

Guarded/cautious

What is your communication style?





Back-Up Styles

ership Styles

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Key Action Tips



What can I do with this information?



CAPITALIZING ON INDIVIDUAL DIFFERENCES

I I I I I



"Play your best when it counts"

„Làm bạn chơi tốt nhất khi cần thiết”



**“The great leaders not
only accommodate the
fact that each person
is different...”**

**...they capitalize on
these differences.”**

A close-up photograph of a person's hands using a green citrus squeezer to extract juice from a lime. The lime is being held firmly at the top, while the squeezer is applied to the middle. A stream of lime juice is falling from the squeezer. The background is plain white.

The Leadership Squeeze



**BUILDING
RELATIONSHIPS**

Constructive Conflict





**YOUR EMOTIONAL
BANK ACCOUNT**

Getting Results



Strength Based Delegation



Your Leadership Development Plan

- Your Leadership Strengths and Struggles
- Four ways to Improve Relationships
- Four Ways to Get Results
- Your First Action Step
- Your Leadership Legacy