



## Synergy Leadership

For those of us who are in leadership roles and want to develop a field of unity in our businesses which will deliver high productivity in an inspirational environment, these seven unifying keys will teach us how to become successful leaders. The first six keys incorporate seven action strategies which serve to help us implement the skills necessary for effective relationship management. The seventh key has three strategies which relate to the hygiene factors of the business. There are forty-five strategies in total.

1. Successful Leadership
2. How To Implement Teamwork.
3. Motivation and Communication.
4. How To Achieve Excellence Through Teamwork.
5. The Organization and Structure Of Teams.
6. The Character and Image Of A Team Leader.
7. The Hygiene Factors Required To Become A Great Team Leader.

### Key No. 1:

## How To Become A Successful Team Leader

### Strategy No. 1: Lead By Example

Team leaders need to lead by example. Team leaders must also be team players. In my experience, there is one thing that destroys most leaders and that is a misguided belief that they have all the answers and the thought that only they can see the light. The result is a disease which paralyzes an organization. Open mindedness and teamwork are essential. An open approach in which ideas are floated and guidelines are proposed openly is the only way to release the brain power in our businesses.

Team leadership is about working together and empowering others. It is about leading by example. It's about creating power underneath you. When you create power

underneath, your employees push you higher and higher. So many people who are insecure within themselves are unable to do this.

Leadership is a process of teaching and serving. Serving others is central to the philosophy of leadership. This does not mean being sub-servient. All great leaders understand that serving is a spiritual principle which creates zones of inspiration and willing participation.

## **Strategy No. 2: Commitment To Vision, Values And Goals**

When you are committed to the overall vision of the company, everyone around you can feel it. Team leaders become the motivators and the energizers of the company culture. When a team believes in the vision, they become more secure. It's what gives your team a sense of belonging. People value bridges that connect management and the work force. Teamwork really is a value, not a training program. It is something that you believe in and are committed to.

## **Strategy No. 3: Communicate! Communicate!**

Successful leadership rests on the premise that communication is an essential skill that needs to be learned and applied daily. Effective communication is to the point, straight line and diplomatic. It is okay to allow people to see your human side. Straight line communication helps you to help yourself and your team members make their points quickly. Often, individuals will work up to what they are trying to say, rather than say it directly. Diplomatically and with tact say, "*If I understand you correctly, you mean...*" Then, go straight to the point. Be sensitive to individuals who require a softer approach. Listen! Listen to your employees. Sit down and take time with them. Give them the undivided attention they need when they want to speak to you. Don't talk on the phone while someone is trying to address a problem and say, "*Yes, I'm listening to you,*" when you're not.

## **Strategy No. 4: Be Team Driven**

At times, working with people can be exasperating. It is a common reaction for supervisors to occasionally lose their patience and start muttering threats of dire consequences. Yet, the fact remains, threats do not achieve positive results. They are a poor and inefficient way of dealing with people. Threats always create defensiveness and resistance. Even when a person goes along with a threat, it is out of fear and not out of desire. Desire motivation is what you want. Fear motivation always backfires.

Whenever you are tempted to threaten anyone, back off and take another look. Take it easy. Then find a better way to handle the problem. Look for a bridge, look for a synergy. Don't look for a wall.

Threats are emotional reactions which express your personal resentment. We don't threaten because it's a smart way to get the job done. We threaten because we are angry.

One poor role model was an owner of a small factory. He was a very hot tempered person. In a fit of anger, he would fire someone for no reason. Later, he would have to go around apologizing and begging the person to come back.

When you get into a threatening mood, stop and start over. Be a part of the solution, not a part of the problem. Have you explained everything thoroughly? Did you explore every possibility? Did you brainstorm? Did you communicate correctly? And if something is wrong, have you asked the right questions?

Rudyard Kipling used the following questions to solve problems: "*I have six honest serving men. They show me what to do. Their names are; What, Where, When, How, Why and Who.*"

If worse comes to worst and all constructive approaches fail, what then? Warn the person, but don't threaten. Be regretful, not resentful. Point out the consequences of their actions and leave it up to them.

## **Strategy No. 5: Be The Energizer**

To be a successful team leader, you need to be the energizer of the atmosphere where the team operates. That means you have to come to work energized and prepared to energize others. This is a tough role.

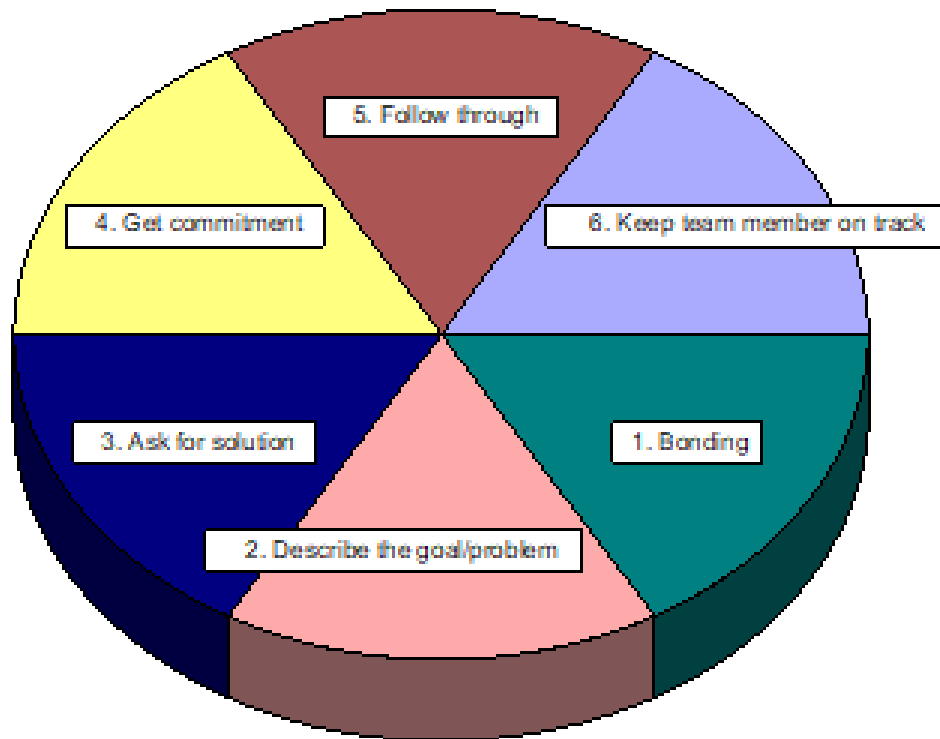
The atmosphere in a hair salon, food outlet, or a retail store, if energized and exciting, will attract people into it. People will want to be a part of the team that is fun, exciting and energized.

Energy is vitally important. As the leader, you have to come to work and turn that energy on and energize others. There is an old Buddhist saying, "*One candle lights another candle.*" Be the energizer!

## **Strategy No. 6: Build People**

Help your people achieve their true and full potential. Motivate, energize, encourage, teach and discipline. There is a strategy called CMPI. That stands for *Coaching and Motivating Performance Interview*. This interview is used for positive, problem resolution. It is extremely successful and can be applied in many different situations.

## CMPI Diagram



There are six stages to CMPI:

1. Relax and bond with the team member.
2. Clearly describe the situation to be resolved.
3. Ask the team member for the solution. Warning! Do not try to resolve it for them. You can brainstorm with them, but they need to find the solution.
4. Then, ask for a commitment to the solution which you've proposed.
5. Follow through by setting up a meeting where you can follow through on positive or negative consequences.
6. Schedule a bonding meeting to make sure that the team member is on track.

Example:

*"Hi, Joe. Thanks for coming in. How are you? How's your family?  
That's good.*

*Joe, I have something I need to talk to you about. I've noticed that you've been coming in 10 to 15 minutes late everyday for the past two weeks. What's the problem?"*

Allow Joe to tell you what the problem is and then say,

*"I understand. How can we fix this?"*

Now, allow Joe to find the solution. And, then say, *"Thanks, that seems to be a great solution. Why don't we try it out and let's meet here next week at the same time to see how it is working."*

Then say, *"Thanks for coming in, Joe. I really appreciate your commitment to solving this problem. See you next week."*

You see, that's leadership and demonstrates good communication. It's direct and to the point and a CMPI process like that is the best tool a team leader can use. It is the best way to get rid of conflict instead of allowing those conflicts to lie underneath and create undercurrents. It's not necessary for you to feel resentment and it's not necessary for employees to feel guilty.

## **Strategy No. 7: Be Prepared To Change**

Change is a constant in the business world today. We need to adapt to change. As Alvin Toffler said, *"Unless we can adapt and adjust to change, we're always going to be in a state of future shock."* We have to be prepared to change. We have to listen to other peoples' ideas, their points of view, and change the way that we do things.

Mark Twain said, *"Life is like being a river pilot on the Mississippi. What you learned yesterday, you have to re-learn today."* Business is a bit like that. The rate at which humanity's accumulated knowledge doubles has decreased from five hundred years down to about 3 years, since the turn of the century. That means the rate of information and change forces us to change. We have no choice.

# **Key No. 2 - Implementing Teamwork**

## **Strategy No. 1: Commitment To Teamwork**

Commitment is a value. A commitment means I put my heart and head into something and I translate that into physical energy. In other words, I take my mental, my emotional, and my spiritual energy and I say, *"This is the thing that I'm going to stand behind. This is the thing I'm going to use as my vehicle to success. I'm going to be for teamwork."*

When you do that, you develop an excitement, an energy and an aura. A charisma surrounds you which attracts people towards you. Almost like bees to honey. In fact, it's not almost at all! That's exactly what will happen. People will want to work for you!

## **Strategy No. 2: Being Professional In Every Way**

One of the most important things in being a professional is being reliable and trustworthy. People have to trust you. They have to know you are a straight shooter. They have to know you are reliable.

How do you do that? You come to work on time. You keep your word. You keep your appointments and if you say you are going to do something, you do it.

One of the most demotivating things for a team player is waiting for the boss to make a decision. Indecision is one of the worst actions in the world and it demotivates people, terribly.

Let's say someone wants to go on a vacation and they ask you for a particular time off and you don't respond to their request for ten days. Do you know how demotivating that can be? That person has commitments to their family and to their holiday plans. You, in your indecision, have just created a de-motivated employee.

Do what's right, not what's wrong. That's really important. It's not who's right. It's what's right. Give clear direction in everything that you do.

It's very difficult to lead people when you feel like you need to be the mom or the dad, but it is an important role that you have to play. Sometimes, when things go wrong, when people seem to be deliberately stupid or careless, it can blow your patience. That's the best time for you to do nothing. Making a decision to do nothing, is still a decision. Or, do as little as you have to do to meet the crisis. Back off a little. Slow down. Don't express your feelings until you have cooled down and you can consider all sides of the situation. Be pro-active and objective, not vindictive. When you can see the course that makes sense and know the correct action to take which helps the situation, then you can act.

Remember, never criticize the person, personally. Always, criticize the behavior. That helps the person to change their behavior.

Be a solution finder. Work with people. Your example teaches people how to be good workers. If you come in and take control, you're teaching them not to think. You have to teach them how to handle their mistakes and their moments of crisis. This is being professional.

A team leader does not go on witch hunts and does not take sides with other people. Everybody is equal.

## **Strategy No. 3: Set Goals Together**

One of the most important things you can do as a team leader, is to incorporate everybody into the process of setting the goals that you want to achieve. You will find that most people almost always set higher goals than what you expect when they are included.

Often the team players know what they can achieve. If you ask them, “*How good can you be?*” You’ll find that they will amaze you every time. Stand back and they will run faster and harder than you ever thought they could. Involve them in things that affect them. You know, their jobs really do affect them.

Another important thing about setting goals together is that it makes work worthwhile. This means it gives work a sense of purpose, especially if you take your time in setting goals. Make sure that everybody is involved and set your ego aside. Include everybody. Make sure the goals are clearly written down so everybody buys in. Boy! You have just energized that entire organization!

Synergy has power, Synergy empowers! Be synergized in your Leadership and

Lead with gusto! Please schedule an appointment with us by contacting:

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#### **Strategy No. 4: Smile And Greet People**

Have good old fashioned manners! Customer service is nothing more than the practice of good old fashioned manners. Whether you are in the business of dealing with internal customers, suppliers or external customers, good old fashioned manners pay the rent.

Treat everyone with respect. Say, *please* and *thank you*. Say, *job well done!* Stand back for people and open doors. Smile, look people in the eye and give a firm handshake. Do all the things you were taught much earlier in your life. Bring manners into the workplace. Good manners create good business ethics and they create a pleasing, positive and comfortable atmosphere.

When you start setting those standards within your team, an amazing thing will happen. People will start treating one another better and when they treat each other better, the customer will automatically be treated better. That’s the way it works! It’s an inside to out philosophy.

#### **Strategy No. 5: Implement Continuous Improvement**

The Japanese principle of Kaizen means improving little things in every way, every day. Not making a one thousand percent improvement in any one thing, but making a one percent improvement in a thousand different things.

That’s the key and it’s real easy to understand if you remember the film, WHAT ABOUT BOB? That was a film about a neurotic person who was dealing with his

psychiatrist. The whole key to Bob becoming more successful and living a successful life was to take his life one baby step at a time.

The incredible thing is if you get your entire team seeking synergy in every area, you'll find that within one year, your entire organization will have a metamorphoses. It will transform itself. It will reinvent itself and will become prosperous and successful.

## **Strategy No. 6: Be Positive And Upbeat**

As I was walking in the mall the other day, an elderly couple was walking in front of me. The old man stopped and sat down.

I heard the woman say, *"George, you know what's wrong with you?"*

He said, *"No, Martha. I don't know what's wrong with me."*

She looked him straight in the eye and said, *"George, you don't walk with enthusiasm anymore. You don't have any enthusiasm for me or for anything around you. Just get up George and walk with enthusiasm."*

Her words stopped me in my tracks and I said to myself, "Look at this woman. They're both the same age, yet she is living life to the fullest with excitement, with energy and with enthusiasm."

Well, she lit his fire alright. He got right up. He wanted to show her that he hadn't lost his enthusiasm.

I wonder, have you lost your enthusiasm? Are you still excited about the job you're doing? You can revitalize it. You can change your mind. After all, success is merely a state of mind.

Having a supervisor or a team leader who is cheerful and pleasant is a wonderful gift to the company and to the people around you. You will like yourself more when you are enthusiastic. You will really enjoy who you are when you get up each day and decide to be the kind of leader that you were looking for when you were younger.

When you're a team leader, you have to keep the standards high. The way you keep them high is by encouraging and motivating people and by being positive and upbeat yourself.

As you implement teamwork, you will go through four phases:

The first phase is the honeymoon phase. This is when everybody is energized, motivated and excited. They'll just be in love with the whole idea of teamwork.

The second phase is the phase that is going to give you the most problems. That's after the honeymoon and that's where the real work begins. You have to learn to cooperate on a daily basis. And not only cooperate, but collaborate. That's tough! That take's a lot of work, so WARNING...this is the difficult stage. But, when you work through that stage, in the third phase, you'll find there will be increases in the bottom line, customers will begin to tell you the service is better and your motivation and excitement within the team will be pretty high.



Then, you'll hit the most important phase, the fourth phase. The fourth phase is the best phase of all, because at that stage everyone has become self-managed. They're excited, they're motivated and they're energized. But, here's the difference. They will be trying to make those changes on their own. They'll be trying to improve the quality of work due to their own self respect and pride of accomplishment.

If you don't support it and you don't have commitment to teamwork, then teamwork is going to fail in your organization. Commitment is the key ingredient that's going to push it through when you hit those road blocks. Remember, that building high performance teams will take you at least a year. Depending on the size of your company it may even take longer.

### **Strategy No. 7: Make The Team The Hero**

Do not make individuals the heroes. Reward team performance. I didn't say not to reward individuals completely. Try to reward the behaviors that you want repeated. When a particular team does well, bring that whole team in front of the other teams and congratulate them. Congratulate them for their great teamwork, for their spirit, for their dedication and for their commitment to the company cause.

You'll find that when you reward your people with that kind of positive reinforcement, they will celebrate the success by going out and repeating that performance. We all want strokes. We all want to know that we're doing a good job.

## **Key No. 3 - Motivation and Communication**

### **Strategy No. 1: Be An Inspirational Leader**

Your job is to inspire people to greatness. You do that by making work fun and worthwhile. You can make work fun by introducing humor into the workplace. Think of something funny to say. Think of times when the team worked together and funny things occurred. Remember funny situations that happened during company picnics and outings together. Build a culture from stories and situations that took place and share it with people.

Inspiration also comes from the individual who recognizes greatness in somebody else. Reach deep down inside that person and pull out that talent and reward that talent. It's also important to create incentives, so people stretch and grow and become more of their true and great potential.

### **Strategy No. 2: Be A Teacher, Not A Preacher**

Learn to be a coach. Coaching by nature of the word, says, *“I stand with you and look at you and I see what you do.”* Then introduce new ideas and changes in a good, solid and nurturing fashion.

Counseling is vital, too. People go through life's up and downs. At times, life isn't easy. Life is tough for many people struggling to put their kids through school. They're the real heroes, the workers out there who come to work everyday, take care of their children, pay the rent, and their car payments. They're the real heroes and sometimes they need counseling. They need an ear to listen to them. Sometimes, they just need the right questions asked that gives them the answers they already have inside.

See people as champions. Build champions. Expect greatness.

They say that research causes cancer in rats. Researchers have found they can cause cancer in rats, because that is their expectation. On a lighter note, we can expect great things from children in schools and they will achieve those expectations. Counter to that, if we expect them to fail and be bad, that is the result. We create failure within them by our words and expectations. We get whatever we expect. So, be a teacher, a coach and a counselor. Be an energizer and an inspirer.

### **Strategy No. 3: Direct And Focus Energy**

Synergy is about individuals working together and focusing and directing energy towards something worthwhile. The result is something greater than the sum of its parts.

Find out what turns people on and what it is that excites them. What kind of goals drive them forward? Find out what they want to achieve in their lives and what touches their inner spirit and soul. Talk to them.

One of the best ways is by using MBWA. That means Management By Wandering Around.

You don't want to be just a manager. A manager is person who manages things. A manager manages systems, money and the bottom line, but you can't manage people and expect great results. You can only lead people. You need to be a leader. A leader is somebody who helps people grow, makes businesses grow and uses synergy to make something greater than the sum of its parts. Leaders are synergists.

### **Strategy No. 4: Eliminate Excuses**

Listen to real reasons, don't accept excuses and a strange thing happens. As you build the team, you find that the team becomes self managing and each one of those team members won't accept excuses either.

We've all been there. We've all used the excuses...well, it was the traffic or the dentist, my mom, my dad, my uncle, my aunt. We've all done it!

*"Remember, an excuse only satisfies the person making it."*

-Don Larsen

If a person has a real reason, that's cool. If they're honest, that's fine. But if they're dishonest and they make excuses, then you don't know how else they might be dishonest. Or maybe they're making excuses because they're afraid of you. That's even worse!

As you become a great team leader and you create team power, you'll find that people will enjoy coming to work. They like the sense of belonging and they like the camaraderie that comes from being a team. You will have eliminated the need for excuses.

Work does not kill people. It's worry that kills people. When acting as individuals, we feel alone and we're inclined to worry more. Work is actually healthy, particularly teamwork, because it gives us a sense of security.

Work doesn't hurt a machine either. As long as you lubricate it, a well-oiled machine will last a long time. It is the friction that wears it out. That goes for people, also. When you eliminate the fear, you eliminate the friction. You'll find that people will love to come to work and will work much harder than you could have ever dreamed possible. This is the reward for being a great team leader.

As the team grows and develops, you find that creativity becomes a byproduct of team work. Creative thinking is something they acquire as they go along. We are born with this creativity, but we must be taught to use it. This is the function of a great team leader. No teacher ever created an ounce of intelligence. Teachers can only condition and train the intellect that already exists. Your job is to release that brain power.

## **Strategy No. 5: Avoid Re-Active Management**

Leadership is about problem solving, not problem avoidance. Reactivity is decision avoidance, which in turn creates personal and organizational stress. Decision avoidance takes more energy than making decisions. Good decisions are those decisions that are made good by focused action. They are an act of pro-activeness.

Leadership is also about serving others before yourself. When you are reactive and you don't think a problem through, you stop people from coming towards you. You become unapproachable by virtue of your actions. Reactivity is one of things that we have to pick up, take over to the trash can and throw away. There is only one word that exists for a team leader and that is PRO-ACTIVENESS.

## **Strategy No. 6: Criticize The Actions, Not The Person**

When you criticize a person, it is demeaning and it devaluates. It makes it difficult for them to change. Whenever you criticize the person, it also creates internal defenses and justifications for the action. However, when you criticize the action or the behavior, people are able to change it and grow from the experience. There may seem to be a fine line between criticizing actions rather than people, however it is all in the way that you say things. You can say, *"You are dumb and stupid,"* or you can say, *"That was a dumb thing to do."* The difference is that the individual can, in the second instance, change what they did. In the first instance, there is no likelihood of change.

## **Strategy No. 7: Set High Standards And Expect The Best**

When you expect the best from someone, you're looking at the better side of them. It's almost as if you are transferring a certain kind of energy that says, *"I know you can do it."* This way you build that person's self-esteem and self concept.

I don't particularly like to use the word self-esteem, because the term is over used and its true meaning is lost. Self-esteem and self concept are really prerequisites for quality workmanship. The strongest single factor in prosperity consciousness, is self-esteem. A belief that you can do it. You, as a team leader, need to encourage that belief.

The Bible says to have faith as in a grain of mustard seed. You need to have this faith in your team.

During the course of disappointments and people making mistakes, you might say to yourself, *"I don't really think this teamwork thing is working."* But, if you just stick to it and have that faith, you'll find as you go through the road blocks, great things will happen. A great cooperation will take place. Synergy!

*"What the mind can conceive and believe, the mind will achieve."*

- Napoleon Hill.

Self-esteem balances ego, relationships, careers, hearts and minds. Set high standards and expect the best. Pull people up while they're holding on to you. You grow and glow as you create the right kind of team spirit and the right kind of environment to achieve the extraordinary.

## **Key No. 4 - Achieving Excellence**

### **Strategy No. 1: Accept Total Quality As A Principle**

What we mean by total quality is not total quality management, but the principle and the concept of total quality in the work that your team does.

Accept nothing less than quality. Expect great quality if you're a printing company. Expect the best cakes if you're a baker. Expect to make the best cars if you're an auto manufacturer.

How do you do that? How do you create total quality?

Unfortunately this is one of the paradoxes. On one hand, you have to empower teams and people, but on the other hand, you have to insist on greatness. You insist on greatness by having a fanatical attention to detail. That's called FAD. You achieve that through what I call the 3 F's; Fair, Firm and Fun Leadership.

This fanatical attention to detail requires that you spend time looking at everything you do. Make sure that you cross the t's and dot the i's. It's a very competitive world and if you want to achieve this excellence, you need to pay fanatical attention to detail. This is not about being a control freak. This is about striving for excellence.

## **Strategy No. 2: Make Sure Everyone Is Cross-Trained**

Cross-training is a form of challenge and stimulation. Cross-training will insure that there are many individuals on your team who know how to do more than one job. That's smart leadership. Cross-training means that people don't just have one specific job. When you make sure that individuals know how to do a number of different jobs, it insures that the company will never suffer because of one individual leaving suddenly.

## **Strategy No. 3: Provide Continuous Education**

Continuous education supports the philosophy of continuous improvement. Continuous education will open the door for your team members to grow and develop and become more productive. It is also a fertile field for potential leadership. Become a learning organization.

We need to take responsibility for helping our employees become more educated. Allow people to go to training seminars. Spend money on training and education. You'll be planting seeds and you'll be reaping apples for the rest of your life.

## **Strategy No. 4: Have Passion**

Provide a spiritual aspect to your work. Make work worthwhile. Let people come to work on purpose. Love the industry you are in and give your work a sense of purpose.

Recently, I came across an individual who had just bought a franchise. He hated it. He hated the people that worked in that industry and he just seemed to hate

everything about it. I asked him what industry he had been in before and he answered that he had been in construction. So, I asked him how he had felt about that. He said he had hated the people in that industry and everything about it, too. No wonder he wasn't a success. You have to love what you do. Love is the greatest motivational force in the world. I'm not talking about going around and hugging and kissing everybody. I'm talking about the love you have for the work that you do. I am talking about the love of life, the love of success and the love of achievement. That is a passionate process. It motivates us and gets us up in the morning.

### **Strategy No. 5: Commitment To Being Great**

This is a commitment to doing everything you can to make yourself greater than you were when you began.

*"There is only one way to succeed in anything and that is to give everything."*

-Vince Lombardi

### **Strategy No. 6: Satisfy Customer Needs**

Remember, the most important person in the business is the customer. You need to get that message through to everyone in your business. Once the customer is happy and satisfied, you're taking the first steps in achieving excellence. But, that's not the end of the story. Great service is not good enough. You have to be outstanding. You have to be exceptional. You have to be unbelievably good to achieve excellence these days. Treat your customers right... customers are important, especially if you take into consideration their lifetime purchasing power.

Stanley Marcus' father, the founder of Neiman-Marcus, gave Stanley some valuable advice early in his career. It was advice that later helped build Neiman-Marcus into a first-class store. A woman ruined a dress she had worn just once and wanted her money back. His father told him to give the woman her money back. Stanley argued, but his father insisted. He also told Stanley to give the money back with a smile.

During the following years, this customer remained loyal to Neiman-Marcus and spent over \$500,000.00 in that store.

### **Strategy No. 7: Consistency Of Performance**

The results of consistency are apparent in the sports world, the business world and in just about every walk of life. You achieve consistency by doing things in a certain way every day. Like the Nike ad says, *"Just Do It."* Be like a postage stamp, stick to something until you get there.

As Confucius says, *"Man who waits for roast duck to fly into mouth, wait for long, long time."*

Actions speak much louder than words. Do you want to be a hammer or a nail? The time for action is now. Make that consistency of performance one of the key ingredients. Insist on being at least as good as you were yesterday and introduce consistent, continuous improvement into the process.

A great thing will happen with your team when you do that. They will develop a sense of pride and accomplishment. You will feel so good about them. As they grow and develop, you'll find they start reaching further and further. They'll become self managed and self directed and you won't have to manage them anymore. All you'll have to do is inspire, counsel, coach and nurture. Consistency is one of the key ingredients in achieving excellence.

## **Key No. 5 - Organization And Structure**

### **Strategy No. 1: Clearly Define Goals**

Only two percent of the world's population initiates, innovates, creates and makes things happen. Fourteen percent criticize and condemn them and or assist them while they're making it happen. Eighty-four percent don't know what's going on unless the two or fourteen percent choose to tell them what is going on. You have to establish goals, if you want to be a winner. You need to have goals, if you want to be a leader. People follow other people who have goals.

It is also important to create clearly defined goals for every team member that you are working with. Make sure that they have goals and make sure that those goals are connected to some personal achievement they want. Find out if they want a holiday in Tahiti. Find out if they need new furniture. Maybe they want to buy a new house, or maybe, they want to give their kids a great education. Once you find those hot buttons, it will be easy to set goals which will help them set goals for themselves.

### **Strategy No. 2: Clearly Define Expectations**

Team members need to know what you expect from them. You need to sit down with your team members and say, "*This is what I expect from you.*" And, then ask, "*What do you expect from me?*" I call this an expectation meeting.

You don't want problems down the road. You want to make sure that your communications are very clear, precise and that everybody knows exactly what's going on.

I've said, "*What we expect is what we get.*" Teachers and leaders have shared this trade secret for many, many years. When they expect high performance of the people who report to them, they increase the likelihood of high performance. If people are expected to hold themselves to a standard of excellence and discipline, the odds are increased that they will do that.

We should have high expectations of all our team members. That means standards. That means a respect for excellence. We need to take responsibility and introduce this concept of high expectations. Expectations have always created greatness.

In 1940, Franklin D. Roosevelt said that he needed 50,000 planes a year. And, John F. Kennedy announced that we would put a man on the moon within the decade. Both of these goals were breath taking and both goals were met. No one can doubt that in each case, the achievement was hastened by those dramatic announcements and the expectations.

### **Strategy No. 3: Clear Vision, Mission And Leadership Style**

Your leadership style needs to be participative. You need to have a clearly defined mission for your team and a clear, big picture of where you want to go. You need to share that with all your people. Bring them together and say, *this is my dream*.

The power of dreams is incredible. A person's dreams are an index of their greatness. All the great ones who have achieved great things, have been dreamers. For example, Edison, Ford, Gates and Branson were great dreamers. "*The entrepreneur is essentially a visualizer, a dreamer, an actualizer.*" They visualize and see exactly how to make things happen and they share that with their people.

### **Strategy No. 4: Organizational Skills**

You need to make sure that your organizational skills are in place. Time management and scheduling are essential. Plus all the other organizational skills that are required in your particular business need to be in place.

The time has come for us to not only be good inspirational leaders, but good administrators too. We need to be able to cross the t's, dot the i's and read the Balance Sheets.

### **Strategy No. 5: Synergizing**

Of course, this is my most favorite strategy. Synergy is TEAM WORK! Synergy is created when people come to work with the right attitude and create that extra glue, that special something which makes it a great place to work.

Synergy! What a powerful force that is. If you want to see synergy in action, go out into nature and have a look. Bring that strategy, that technology of nature into the workplace. Bring that ancient wisdom and apply it to a modern philosophy and you will see incredible things happen.

### **Strategy No. 6: Journeying**



As you begin this journey, you'll find that people will be motivated and excited. But, you will hit walls and road blocks. It is dealing with those problems that is important. Welcome those problems and see those problems as situations that allow you to achieve success. They're sort of like objections in a sales process. If you overcome the objection, you get the sale. It is the same with team work.

In Team Leadership, you are really selling the concept of team work and sticking with it until it happens and that is the journey!

## **Strategy No. 7: Materializing**

Once we begin to materialize success and we start becoming successful, we have to watch out for complacency. We have to make sure that we reset our goals. We have to make sure that we stretch ourselves and keep the team excited.

One of the greatest failure feedbacks is success. When we have great success, we often become complacent. We give up and then the next year we have great failure. We've seen that happen in business after business. Materialization is an important and a growing phenomenon. You must not stop once you've had one success.

# **Key No. 6 - The Character And Image Of A Team Leader**

## **Strategy No. 1: Being A Professional Manager**

A professional leader and manager needs to take into account all the aspects of doing business. A professional is someone who takes their job seriously and leads by example. Professionalism means that you take on the responsibility of creating good will among all the employees. Below is a list of everyday business manners and etiquette.

1. Always greet everyone that enters your place of business
2. When being introduced to someone, have a firm handshake and make eye contact.
3. Always be on time.
4. Have good old fashioned manners.
5. Allow people to finish saying what they want to without interrupting.
6. Remember names.
7. Listen carefully.

8. Know your company's policies, procedures and products.
9. Deal with customer and employee complaints immediately.
10. Accept criticism graciously.
11. Treat everyone equally.
12. Work at understanding how others feel.
13. Dress for success.
14. Never discuss a staff member with another staff member.
15. Be a team player.
16. Always resign from a position, graciously.
17. Do not play win/lose games.
18. Be open to suggestions.
19. Be firm, fair and fun.
20. Be a straight shooter.

## **Strategy No. 2: Be A Teacher, A Coach, A Mentor And A Counselor**

**Teacher:** When employees are new and lack work experience, it is your responsibility to teach them how to do their jobs. When you are the teacher, your style of leadership will be instructional. Your focus will be on showing the employee how to do the job.

**Coach:** The coach's role is to inspire and motivate team players to accomplish greater successes. A coach inspires accountability and dependability and is a nurturer of champions. Being a coach also means you have to be tough and insist on individual discipline. The coach understands that morale and discipline are central to unity.

**Mentor:** Mentors are chosen by individuals who are searching for a sage like person to help them in many areas of life. Mentors are generally excellent listeners and ask lots of questions. A good mentor is someone who helps a person find their own answers from within. Mentoring can be described as servant leadership.

**Counselor:** The counselor is an empathetic (not sympathetic) problem solver. Empathy allows you to be objective and therefore, a part of the solution. Sympathy makes you a part of the problem. The counselor helps the employee overcome problems by setting and achieving clearly defined goals. The counselor is like the pilot in a tug boat, showing the way, but not sailing the ship.

### **Strategy No. 3: Be An Expert In All Areas. Don't Be A Know It All!**

There are so many leaders and managers who think they know everything. And even when they don't know it, they make it up. This is not the right thing to do. A secure leader will always admit it when they don't know something, however they will make it their business to find the answers.

### **Strategy No. 4: Admit Your Mistakes**

When you are wrong, just say, *"I was wrong, I made a mistake."* One of the quickest ways to gain respect is to have our egos in balance. One of the fastest ways to lose credibility is to never apologize for our errors.

### **Strategy No. 5: Positive Projection**

When you come into the office smile, be upbeat and be inspirational. Your attitude will make a huge difference in your team's atmosphere. Your team members are looking to your lead. Everything that you do will affect their motivation. Learn to project positiveness. Use positive words. Create a positive slogan. Walk with enthusiasm.

### **Strategy No. 6: Make Sure People Can Feel Your Charisma**

Make sure you are the right person for the job. Make sure that you've taken charge of the job and that people can feel an enthusiasm and charisma coming from you.

### **Strategy No. 7: Don't Expect People To Do Things You Are Not Prepared To Do**

Don't let your people be able to point a finger at you. You cannot be a phony if you choose to be a leader. Whatever the company rules are, you need to set an example by following them. It is important to note that your people are watching and judging your behavior all the time. This judgement is based on the need to have a role model who can be respected. Your behavior, your actions, and your results are examples for your team members to emulate.

## **Key No. 7 - Organizational Ecology**

There are three basic hygiene factors: The first is *physical*, the second is *emotional*, and the third is *structural*.

**1. Physical** hygiene factors relate to the physical environment that your team members work in. It needs to be clean, hygienic, warm and the whole environment needs to be conducive to the right kind of work. Will this motivate people to greatness? No, but it will demotivate them if their working conditions are poor.

It is important to have your hygiene factors in place before you start any inspirational or motivational programs, because these programs only succeed once basic physical needs are satisfied.

**2. Emotional** hygiene relates to organizational relationships. Relationship management is really important. Motivation is an emotion. It is not a logical process, so you want to make sure the emotions and the conflicts are dealt with. Make sure relationships are sound and strong. Then your team can bond, grow, develop and build over a period of time. When you have emotional turmoil, people will not stay with you no matter how much you pay them.

**3. Structural** hygiene refers to the leadership style which must be open to suggestions and questions. An open door policy where people are allowed to be involved in the decisions that affect them and their families is needed. The structure must be created in a way which allows a free flow of information between all levels of the organization. Horizontal and vertical communication is a necessity in today's competitive market. Team players will feel insecure unless they are informed of certain changes that directly affect them. If you give people a clear vision and a sense of purpose, and discuss the reasons why it benefits all to achieve this vision, then most employees will bear almost any circumstance to make the vision a reality. Great minds have purpose and others have wishes. Create a purpose for those around you. Give them something greater to strive for and let them come to work on purpose.

Alice in Wonderland said, "*Would you please tell me which way I ought to go from here?*"

The cat responded, "*That depends on where you want to go.*"

When synergy is at work in your organization, people are at their best as they interact and cooperate with one another. Heroes are created out of everyone, instead of only someone. Win/Win relationships become a way of life.

Synergy devastates greed and eliminates destructive egos. It introduces learning, powers up innovation and stifles bureaucracy. It makes everyone say *us* instead of *us* and *them*. It creates a sense of belonging and existentialism which is the basis of motivation.

Synergy turns people around from being motivated by fear to desire motivation. It builds quality workmanship, friendship and a sense of pride in accomplishment. It is self policing and strives for excellence as a natural consequence of its meaning.

Synergy is optimistic. It supports unity and covers up triviality. It builds bridges instead of walls. Every system, every function and every achievement within a business or an organization becomes much more gratifying. Successes are easily achieved when there is synergy. It is a force that can work for you, but you have to let it. In the workplace, it will assist the balance in our lives. The relationship bridges we build become our daily support systems. As with all relationships, our work relationships begin with the relationship we have with ourselves.

What you have been reading thus far is an excerpt of our book:

*Synergy Leadership: The Art and Practice of Building and Leading High Performance Business Teams.* We have included it as a handout for your enjoyment.

We would gladly love to gift this entire book to you during our first face-to-face meeting. To schedule an appointment with us, please contact us at:

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