

Vision Quest CONSULTING

LEADERSHIP COACHING THOUGHT



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Vision Quest Consulting provides leadership coaching, organizational development consulting, and training to top executives and their teams.

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Welcome to Vision Quest Consulting's Leadership Coaching Thought!

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THIS WEEK'S TOPIC: Creating Powerful Teams

Many executives advocate teamwork. Teamwork represents a set of values that promote individual and collective performance. Effective teams value listening and communicating, sharing work responsibilities, providing support and making work more social and enjoyable. Members are mutually supportive and recognize each other's interests and achievements. When they are working the way they should, they are incredibly effective in achieving high performance results.

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A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and an approach for which they hold themselves mutually accountable, says Jon Katzenback and Douglas Smith in their book *The Wisdom of Teams; Teams at the Top*.

The essence of a team is common commitment. Without it, groups are just collections of individuals working together but separately. In order to support and develop teams within an organization, an organization's focus must shift from individual performance and individual accountability to mutual accountability, commitment to mutual goals, and a common purpose.

The Provocateur; How a Generation of Leaders are Building Communities, Not Just Companies, a new book out by Larry Weber, is focused around the central premise that the most effective management style today is one that emphasizes teamwork and community rather than top-down leadership. Today's most successful leaders motivate, cajole, and inspire their companies instead of

commanding them military fashion. According to Weber, the future belongs to executives like Apple's Steve Jobs and IBM's Lou Gerstner-leaders who have expanded their companies and leadership into communities and teamwork.

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Leadership Challenge:

Make a list of your team's mutual accountability goals. If you are unable to do this you might be focused on individual results vs teamwork and will need to shift your direction. Once you have your list, sit with your team and together come up with a reward(s) for the team if you meet your goals. Conversely, you will need to devise a plan to hold the team accountable for missing deadlines and not attaining results.

One senior team I have the pleasure of working with, decided that if they met their annual goals they would reward themselves with a trip to Bermuda. In another company, the President and senior team determined if they met all their goals for the year, every employee would be given an extra week vacation.

Teams are becoming the most common business unit for high performance. Although the word gets used loosely and not always appropriately, there is a universal acceptance that teams create opportunities for high performance results. A team's performance includes both individual results and collective work products, which yield greater sums than its parts.

OFFERINGS

1. Take it To The Top; A Guide to Executive Coaching and Mentoring in America's Top Corporations by Wendy Capland is available for \$49.99. DO NOT HIT REPLY TO THIS MESSAGE. This book is available as well as an audiotape on Developing Effective Leadership and Coaching Skills by clicking:


<http://www.visionquestconsulting.com/store.html>

2. The Impact of Executive Corporate Coaching Programs, audio tape \$19.99 DO NOT HIT REPLY TO THIS MESSAGE. This tape is available by clicking:

<http://www.visionquestconsulting.com/store.html>

3. Complimentary half hour Coaching Session, first come first served. To register or obtain more information, email wcapland@visionquestconsulting.com with your name and phone number so that we may contact you:

Leadership Coaching Thought is written and produced by Wendy Capland. If you



have any questions or comments, please send them to:
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