

# The

**A**<sub>1</sub> **B**<sub>3</sub> **C**<sub>3</sub> 's

# of

# TEAMWORK



**26 fundamental aspects of teamwork,  
defined by industry leaders.**



**Empowered people.  
Better results.**

# The ABC's of Teamwork

This entire alphabet book is a collaboration between LMA and a number of our top clients - each are leaders within their industry and strong investors in people.

Produced by Leadership Management Australasia

## INTRODUCTION

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Effective teamwork harnesses the collective knowledge, skill, power, creativity, insight and effort of everyone on the team to accomplish the team's goals.

Everyone working together collaboratively also saves time, limits mistakes, improves workplace safety and reduces waste and stress.

Over 40 years of experience in developing people has equipped Leadership Management Australasia (LMA) with a great understanding of what it takes to become a high performance team. A large number of our clients from both large and small organisations have highlighted that the development of effective teamwork continues to be a focus.

In 2015, LMA commissioned the survey Teams and Teamwork in 2015 to find out exactly how team members, team managers and leaders feel about teamwork in the modern workplace. The data compiled from this survey reinforced the views of our clients - that developing a high performance team is a major challenge for many organisations.

Throughout this eBook there are insights from LMA clients who have invested in the development of their people and the nurturing of highly effective teams.

We hope that you find value in the insights and information throughout this eBook, if you have any questions or require any further information then please do not hesitate to contact us.

Regards,

### Grant Sexton

Founder & Executive Chairman  
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## A.D.A.P.T.

A team never stands still – it either moves forwards or drifts backwards. Whatever the structure, responsibilities and authority levels, all teams develop and cycle through a number of different stages. It is critical to the team's growth and the overall performance of your department that you and your team leaders understand where teams are positioned within these stages. The acronym A.D.A.P.T. offers a helpful map for recognising the stages of team development.

**A** – Association - the leader sets the vision, the overall direction and the goals. Morale is typically high during this stage as team members get to know each other, understand their roles and embrace the overall goals and objectives.

**D** – Dissatisfaction - in this stage the size of the task or role begins sinking in. Team members recognise the work ahead of them as well as the challenges they face. Differences of opinion emerge about what to do, how to do it, and who should do what.

**A** – Adjustment - the team begins to stabilise. It becomes more decisive and solution oriented as it begins to manage itself. Team members start focusing on goals and their commitment to Performance and Results.

**P** – Production - in this stage the team is more easily and efficiently achieving its goals. People know their roles, have a clearer understanding of the end goal and are effectively communicating with one another.

**T** – Trust - a team that achieves a high level of performance also achieves a high level of interdependence and mutual trust. Team members strive to improve and grow as individuals while respecting that others are striving towards similar levels of high performance.



I'll never forget learning about the ADAPT concept in my LMA course many years ago. By looking at the team's behaviour and comparing it to the ADAPT journey that teams go through you can easily see where they are up to and what you need to do to move your team towards the final stage, trust, and the improved teamwork and results that it brings.

**Otto Dargan**  
Managing Director, [Home Loan Experts](#)

# B

## “BEST THEY CAN BE”

A clear theme that came from our clients was the need for leaders and managers to support and nurture their staff - help them be the best they can be.

The process team members go through as they develop into a highly effective team has been described in many different ways. Some compare it to making the drive from one large city to another; a map is essential to find the best possible route.

The same is true if your team is just beginning its journey to excellence. Before you begin, you must define at least two essential pieces of information:

Where are you starting?

Where are you going?

The ability to see clearly where you are in your development as a team is critical to your team's growth and progress.

Set some time aside this month to analyse where your team is at and where you'd like to be. Give them confidence in their roles and empower them to achieve success along all stages of the journey, because after all, they are undoubtedly your most important asset.

Managers need to create an environment to enable each team member to be the “best they can be”:

1. Each team member must understand the objectives of the company
2. Each team member needs to know how each of them will go about achieving these objectives: Mentoring / Induction / sales techniques etc.
3. Each team member has clear parameters to work in (i.e. designated territory and or region / pricing categories / reporting requirements to Manager
4. Each team member needs to be able to trust their Manager and vice versa
5. Each team member needs regular feedback on progress / gaps and also the ability to provide feedback to Manager
6. The team environment must be challenging and enjoyable.

**Rob Malone**  
National Sales Manager, [Premier Insulation](#)





# COMPETENCE, COMMITMENT & CONFIDENCE

New research on teams and teamwork from LMA's Leadership Employment and Direction (L.E.A.D.) Survey series reveals some profound and disturbing gaps between the perceptions of leaders of teams and the experiences of team members they lead in regards to competence, commitment and confidence.

The extraordinary extent of difference between leader perceptions and team member experiences clearly illustrates there is a great deal of work to be done to enable better teamwork and ensure teams are able to perform to their potential.

The findings provide the ideal opportunity for leaders at all levels of organisations to take a much closer look at the teams they lead and work collaboratively with team members to close the gaps and deliver more effective team dynamics.

99% of Executive Senior Managers believe they are Highly or Quite **Competent** in leading their team.... Only 69% of employees agree and believe their leader is Highly or Quite competent.

96% of Executive Senior Managers are Totally or Very **Committed** to the team and its purpose.... Only 62% of employees agree that their leaders are Totally or Very Committed to the team.

97% of Executive Senior Managers are Very or Quite **Confident** in their ability to effectively lead the team to achieve its purpose.... Only 71% of employees agree and are Quite or Very confident in the leaders.

.....  
What makes an effective team? Complimentary skill sets and a collective commitment on achieving a purposeful outcome.

**Tim Fanowrios**  
HR, OSH & Quality Manager, [Jason Windows](#)



# D

# DEVELOPMENT

Success in building effective teams is determined by how well leaders and managers harness the power and potential of their people. The old saying 'People are an organisation's greatest asset' is more relevant today than ever before. It is vital that managers and leaders understand the truth of this statement and appreciate that your people are your greatest competitive advantage; it is important to invest in the ongoing development of your team members.

If everyone in a team has access to appropriate coaching, training and development, team members are constantly learning, growing and accepting personal responsibility for their own actions. They will take pride in developing their personal skills, and are committed and excited members of the team.

## DEVELOP YOUR PEOPLE - PEOPLE ARE YOUR BUSINESS

Did you know that 83% of employees would prefer to advance their careers with their current employer?

However, only 58% think that this is likely to happen.\*

Whilst it should be a focus of team leaders and managers to drive the development of their team, team members who feel they are not up to scratch have nothing to fear from approaching their boss for help if the upskilling will benefit both employer and employee.

\*Today's workplace - Present realities... Future Realities. Results from the Leadership Employment and Direction (L.E.A.D.) Survey 2013



To nurture a high performance team, team leaders should:

- a) Give proper training to inexperienced team members so as to help improve their performance.
- b) Promote excellence within a team and influence change.
- c) Continue to challenge the team to extend its performance.

**Clinton Matthews**

Brisbane Operations Manager, [Alspeg](#)



# E

# ENVIRONMENT

The old mantra – “there is no I in team,” although overused should be considered a sound philosophy all employees need adopt to succeed in today’s work environment. There are some simple steps you can take to build a good team environment:

- Start with respect. This includes respect for your peers, respect for schedules and deadlines and building a solid relationship with your manager.
- Develop solid relationships.
- Share tasks and responsibilities. Each member of a team has their unique role and responsibility within the group, usually based on knowledge and skill set. While you may be responsible for a single role within your team, working on group projects means that sometimes you will have to pick up some slack, and other times you may need to take a step back to let someone else shine. The objective is to succeed as a group.
- Encourage open discussions. Issues are bound to arise and if left unaddressed can be made to fester. The best approach is to tackle issues with team members openly, as appropriate; work together to brainstorm solutions to problems.

In recent years there has been a rise in the prevalence of decentralised teams and, whilst the teams are not physically together, the above steps still apply. With decentralised teams it is especially important that a team environment is created to ensure that all team members feel part of the team and motivated.



*At TEE we have found a big change in the last 18 months. In our Design and Sales department we have evolved into a mostly decentralised workforce with approximately 80% of our staff working outside of our head office. This change in geographical location and time zone brings about a big change in team dynamics. The traditional social side of working in a team environment has been removed/limited. Introducing new staff in a remote location can struggle to feel the team atmosphere that you get when you are physically working side by side. Management of the team is critical as this can either motivate staff and empower them or demotivate and have them lose their effectiveness. Employees have to want to be part of the team environment and make that extra effort to integrate with their co-workers. I see decentralised teams being a large feature in the current and future business environment and the need for effective management is essential.*

**Julie Jardine**

Managing Director, [Thermal Electric Elements Australia](#)

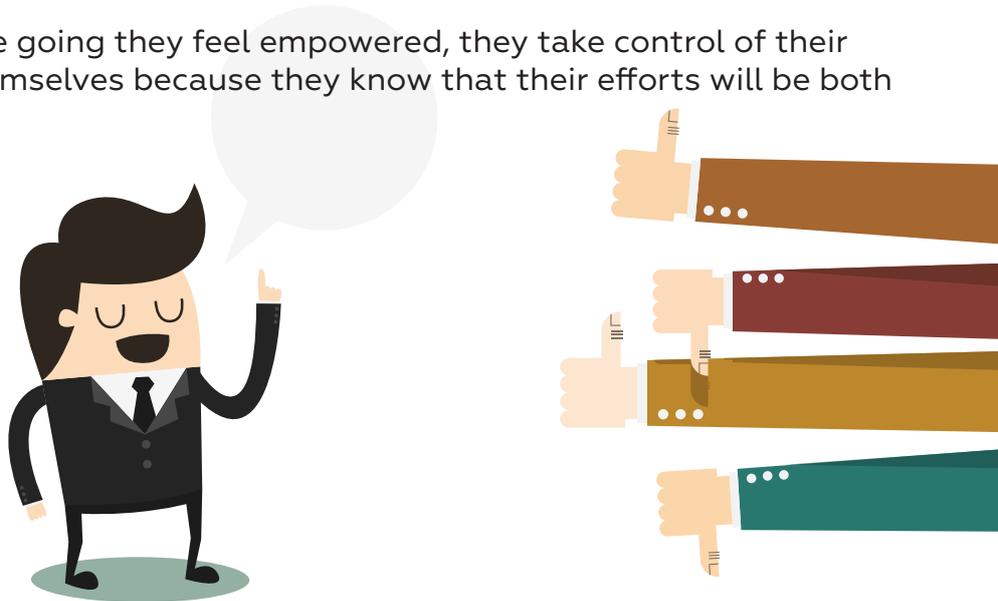
# F

## FEEDBACK

As much as people enjoy celebrating success they also want and need regular feedback on how they are performing personally. "Gives honest feedback on how I am going" continuously rates as a hallmark of good managers in the L.E.A.D. Survey. As a manager or leader, your team members deserve information that can help them to improve their performance and achieve their goals. If they are not performing to expectations use feedback to discuss and agree on corrective actions.

Feedback provides opportunities for coaching and up-skilling. Let them know what they do well so they can keep doing those things with confidence. Use regular positive feedback to recognise and reward the behaviours and actions that you want repeated. Consider the quote from author Kenneth Blanchard "Feedback is the breakfast of champions."

When people know how they are going they feel empowered, they take control of their actions. They willingly apply themselves because they know that their efforts will be both recognised and rewarded.



Feedback, Feedback, Feedback. A high performance team demands feedback on all aspects of their performance to ensure their productivity remains at a high level. Praise both individual and team based when it's due and constructive feedback as soon as possible and being an active member of the team itself to show the team they have the support from their leaders.

**Matt Symes**

Production Manager Wacol, [National Masonry](#)



# G

## GOALS

Imagine a team in which team members are guided by a clear and compelling vision that inspires them to strive and excel at what they do. In this team, the team leader clearly communicates where the team is going and everyone embraces and is confident about reaching department, team and individual goals. They are engaged and motivated to achieve these goals because, at a team level, they helped to set them.

Everyone has a strong commitment to shared goals and values supported by a high degree of mutual respect and trust. The team leader and team members are confident and focused because they understand their roles and responsibilities and how their performance supports the team's success. They accept that there will be challenges and changes, but they are prepared for and excited about them.

Does this sound like a pipe dream or a distant possibility to you? It is very achievable if leaders, managers and team members embrace goal setting as a part of their everyday work and personal life.

Research has shown that individuals with written goals achieved approximately 50% more of their goals than those without written goals\*. A written goals program ensures that you identify achievements that will ultimately prove most meaningful to you to clarify and crystallise your thinking.

\* Study conducted by Gail Matthews, Ph.D., at the Dominican University



*Achieving a common goal by a group of people working together. And those people understanding what each other's roles are in obtaining that goal.*

**Brenton Bower**

National Trade Store Development Manager, [USG Boral](#)

*An effective team has aligned goals and strategies which are effectively communicated amongst the members, when these elements are aligned the achievement of these goals and strategies is far easier and simpler, the possibility of meeting or exceeding these expectations is far greater.*

**Cameron Swift**

Group HSEQ Manager, [Power on Cabling & Advance Scanning](#)

# H

## HIGH PERFORMANCE TEAMWORK

Working as a team member can assist in developing your job skills, achieving greater success at work, enjoying increased recognition, gaining leadership experience and positioning yourself for advancement and promotion. All these benefits and rewards are made possible through teamwork because T.E.A.M. literally means:

**T**ogether  
**E**veryone  
**A**chieves  
**M**ore

When your team works more effectively and efficiently, everyone wins – you, your teammates, your customers and your organisation. A high performance team is truly an example of synergy. You accomplish more as a team than you could by working alone. It has been said that “teams are the way ordinary people do extraordinary things”.

Effective teamwork harnesses the collective knowledge, skill, power, creativity, insight and effort of everyone on the team to accomplish the team’s goals. Everyone working together collaboratively also saves time, limits mistakes, improves workplace safety and reduces waste and stress. Ken Blanchard says pointedly, “None of us is as smart as all of us”.

*High performance teamwork is when all members of our business work together focused on common goals and OUR PURPOSE, ensuring a positive approach to all situations and the support is given to each other, so all individual talents are utilised to strengthen the team’s maximum performance potential.*

**Matt Symes**

Production Manager Wacol, [National Masonry](#)





# INNOVATION

One of the greatest threats to innovation is the stifling institutional pressure to avoid voicing new, seemingly “crazy ideas.” The key is to identify the innovative people and keep them in positions where they can continue to innovate. To create a culture of innovation team members should feel involved in decisions, and it should be clear that leaders and managers are receptive to new ideas. In order to lead through change, there must be a culture that values change.

Innovation is only one part of the puzzle though, in order for organisations to gain a competitive advantage, retain key staff and operate efficiently through innovation, they must have access to and embrace new technology that makes tasks simpler, quicker and more cost effective.

In order to understand whether a new technology could help your business, you should review the technology you are presently using and assess how well existing systems work with your current and future business requirements.



*Having a decentralised team has required a big investment in technology and IT resources to help develop that team communication again. Through the use of communication tools such as skype, Trello and Whatsapp (along with many others we have tried) we have been able to develop our teams to achieve results like the traditional team could.*

**Julie Jardine**  
Managing Director, [Thermal Electric Elements Australia](#)

# J

## JOB SKILLS

47% of managers, 33% of leaders and 35% of employees believe there is currently a shortage of technical skills in their organisation according to results from LMA's [Leadership Employment and Direction \(L.E.A.D.\) Survey](#).

It is important that employers take the individual on a journey – a step-by-step pathway to success defined in terms of progression, skill development, growth and ultimately them achieving more of what they want to achieve – and in doing so, achieving more of what the organisation needs from its people.

The latest statistics on reasons to stay and reasons to leave reveal a very self-focused set of needs:

Top 5 reasons to stay with your current employer	%
<b>Employee view</b>	
1. Salary increases	65
2. Opportunities for career development	59
3. Opportunities for training and development	50
4. Flexible work hours	45
5. Flexible leave arrangements	19

Leaders and managers should conduct a skills audit to identify and document the current skill levels to identify training and development needs and avenues to use internal resources to develop others in the core skills needed. Then develop an individual training and development plan for each person in the organisation, this sends a signal that the organisation cares about the progression of its people.



An effective team is a group of people with different but complimentary skill sets & attributes who collaborate to achieve desired goals. To be effective the team must have agreement of goals, tasks, and responsibilities & communicate effectively.

Fiona McCredie  
Owner, [Coffs Harbour Tile and Carpet Court](#)



# K

## KNOW YOUR TEAM

Regardless of the size of your team, it is important that the team leader and each team member sees the value in the other members' expertise, experience and differences. Our rich, multicultural society leads to great diversity in our workforce. Appreciating what other team members bring to the team and valuing their different skills, backgrounds and views is a fundamental requirement for effective teamwork.

Each person will make their unique contribution to the success of the team. For example, in soccer, the goalkeeper does not receive the accolades for scoring goals, rather they use their exceptional skills to prevent the other team from scoring. Cricket teams are made up of specialist batters, bowlers, all-rounders and a wicket keeper who work together to win the match or test. Team members support and encourage each other because they recognise the value that each player brings to the team as a whole.

Matching team members' skills to appropriate tasks is an integral part of the teamwork process. Sometimes a gap in skills will be identified and a plan will need to be established to train and upskill one or more team members. Alternatively, the team may need to recruit a new member with the required expertise. When you know and understand the team's goals, communicate the contributions you believe you can make to reach that goal to your team leader.

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*Know the profile of your team members what makes them want to achieve, challenge them and know what their strengths are, reward them with acknowledgment and influence them. Most of all give them honest feedback.*

**Brenton Bower**

National Trade Store Development Manager, [USG Boral](#)

*An effective team is one that uses the strengths of each person to achieve a great result. Our mortgage brokers have all worked at different banks, bought properties in different areas and have experience with different clients. We know our team is effective when they share this knowledge and help each other to do what they could never do on their own.*

**Otto Dargan**

Managing Director, [Home Loan Experts](#)



# LEADERSHIP

Successful leaders know they have to engage their top people, securing their commitment to the organisation's or department's goals to achieve greater outcomes. They embrace the philosophy that the best companies create within themselves a company of leaders – an organisation in which employees at all levels take initiative and act as owners of the firm. These employees are engaged in their roles and feel empowered to use their initiative, take action and make decisions.

Leaders who exemplify these characteristics and develop their own and their people's leadership qualities find it easier to attract and retain the quality people needed to enable their team, department and organisation to grow and compete successfully. They acknowledge and embrace the concept that employees are seeking three things when choosing a job or career.

## **1. Something to believe in**

People prefer to join a team or an organisation that has a meaningful purpose they can believe in, and values they can share and embrace.

## **2. Someone to believe in**

People prefer to take direction from, and work with, a leader who inspires them. They want to trust and believe in the organisation's leaders and in their immediate boss. This personal connection and bond enriches their work experience.

## **3. Someone to believe in them**

Everyone seeks affirmation and reassurance about their value and worth. People want their manager to show that they care about them and believe in their ability and potential. People also want to feel that both they and their contribution are appreciated.



Team leaders are the fulcrum and should own the responsibility of helping every team member realize his/her true potential and in the process create unprecedented success for their work unit & tangible value addition to the business. There is enough literature available on nurturing high performance teams however in my experience over two decades working across various geographies and industries the core, I believe, is the team leader's ability to create Mutuality of Purpose and Trust across every member on the team. If either of the two is missing or compromised, the wheels fall off sooner or later.

**Girish Keswani**  
Learning and Development Manager, [Plunkett Group](#)



# M

## Maturity

*"A sign of wisdom and maturity is when you come to terms with the realization that your decisions cause your rewards and consequences. You are responsible for your life, and your ultimate success depends on the choices you make."*

Denis Waitley, author and coach

Maturity, responsibility and accountability all go hand-in-hand in an effective team. As a team member you must act with maturity and take responsibility for the role you play in the team. It is your responsibility to learn what is expected of you and to ask for clarification if necessary. As a team member, learning how to carry out the work that has been delegated to you is a very important contribution to the team.

Trust begins to develop when team members see each other acting maturely and accepting the responsibilities of their roles and making themselves accountable.

As a team matures it moves to a higher level – that important realm of accountability among teammates. Teams are most effective and productive when they work from the basis of accountability – accountability to oneself, accountability to the other team members, accountability to the team leader and accountability to the organisation itself. Not only does a climate of accountability encourage each member to do his or her best, it helps the team pull together to meet its goal and deliver the desired results of a high standard of excellence.

In being accountable to each other, everyone takes responsibility for their work and for leading the team towards the accomplishment of its goal. Being accountable means working to your highest standard at all times, acknowledging when things are not going well and that help is required. Assisting other team members and following through on your commitments demonstrates accountability.

When you take on being accountable for your work you accept that the work delegated to you will be reviewed and evaluated by the team against expected outcomes. As a team member you should consider this review as an opportunity for practical training, an important aspect of the entire teamwork process.

# N

## NATURE'S TEAMWORK

There are many powerful examples of teamwork that can be seen in nature.

For example, as the seasons change large flocks of geese migrate by flying thousands of kilometres to their destination. These flocks contain hundreds of individual birds, each with limited capabilities to go the distance alone, however almost all of them make it to their destination. How do they do it? The answer is simple: teamwork.

Flying in a V formation one bird serves as leader to minimise wind resistance for the birds behind them. When the lead bird tires, it rotates to another position so a different bird can assume the responsibility of leading the flock. If each individual bird decided to make this long journey by itself, most, if not all, would undoubtedly fail. In contrast, when all the birds work together as a flock, as a team – they reach their goal and arrive at their final destination.

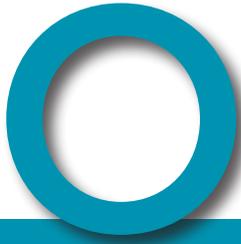
Scientists have identified that when geese fly in formation, each bird flapping its wings creates an uplift for the bird that follows. Together the whole flock can fly over 70 percent further than if they fly alone. This phenomenon can be considered an example of synergy, a concept closely related to teamwork. Simply put, synergy is the cooperation of more people or elements working together to produce a combined result that is greater than the sum of the results achieved separately. The word synergy is derived from the Greek "synergos" meaning "working together".

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A single arrow is easily broken, but not ten in a bundle.

**Japanese Proverb**





# OPEN LINES OF COMMUNICATION

The foundation of any successful relationship is communication. Effective communication builds positive relationships and develops mutual understanding. Skillful communication is essential in a successful team. It promotes the exchange of ideas, provides clarity and understanding. Effective communication creates the human synergy that ensures 'things get done'.

It takes an investment of time and energy to successfully communicate with your team members and team leader. The rewards for making this investment are far reaching and mutually beneficial. Effective communication prevents crisis situations, saves time and effort, enriches relationships, increases your own effectiveness and supports your personal and team goals.

In today's world of technology there are many ways you can communicate with people whether they are in the same room as you or geographically distant. No matter which method of communication you use the following steps will help to facilitate good communication.

Step 1: Focus on the goal

Step 2: Make good communication a top priority

Step 3: Seek to understand the other person

Step 4: Handle conflict right away

Step 5: Provide feedback and positive reinforcement



Where clear communication, trust and honesty is upheld by all members within a team, strong performance will be delivered against their shared goals.

**Clinton Matthews**

Brisbane Operations Manager, [Alspec](#)

# P

## PEOPLE

People grow your business

People drive your business

People engineer your business

People strategise your business

People are your business.

This old LMA adage highlights the importance of people in any business. Without people there is no team, there is no organisation.

As a leader and manager, committing to empowering and developing your team members is a rewarding formula for success which delivers the following benefits:

- Your people will be confident and approach problems with positive expectancy.
- Your people will look at ways that things can be done rather than reasons why they can't.
- Your people will become engaged in their work and committed to the achievement of the team's goals.
- Your people will accept personal responsibility for their futures.
- Your people will develop a "I will not be denied" commitment to their work. They won't give up.
- Your people will feel a sense of belonging and pride in being part of your team.



Team leaders need to be exactly that, team leaders, not managers and supervisors. Leaders take consideration of the people as people not just as a human resource. When people are treated fairly and with respect they will always outdo your expectations.

**Cameron Swift**  
Group HSEQ Manager,  
[Power on Cabling](#) & [Advance Scanning](#)





# Questions

An ancient Chinese proverb says, "He who asks question remains a fool for 5 minutes. He who does not ask, remains a fool forever."

One of the biggest ways people are handicapping themselves today is by being too afraid to ask questions. While there is plenty of knowledge all around us to be gained, it would be foolish to think we can simply gain everything we need to know from first hand experience. We need to rely on the knowledge of others around us to pass along information and assist in broadening our horizons of ignorance.

The other side to the coin is the use of questions for leaders and managers to gain a better understanding of their team members, their role and their morale. Some examples of agile and lightweight ways to keep track on what is happening in your team include:

1. What's going well in your role? Any wins (big or small) this week?
2. What challenges are you facing? Where are you stuck?
3. How are you feeling? What's the morale around you?
4. What's the best thing that happened to you this week, either at work or outside of it?
5. Provide one idea to improve the product or service provided by your company
6. If you owned the company, what's one thing you would do differently?
7. What were some great contributions made by other team members?
8. Provide feedback on how I can be a better leader.



# R

## RESULTS

Measuring and monitoring results highlights progressive achievement and provides an opportunity to celebrate milestones and success for the team. Celebrating small successes builds individual and team confidence, reinforces commitments and encourages further enthusiasm.

Continually checking progress against your plan also helps to highlight when timelines are not being met and provides an opportunity to review the reasons why. Catching problems early allows solutions and corrective action to be initiated to get back on track as quickly as possible.

Monitoring progress requires a simple but effective system. Record commencement and completion dates for each action step. Then monitor progress, actual completion and any subsequent changes to the dates or plans. Gantt charts, flow charts, electronic boards and other project management tools which may already be in use in your organisation, are effective for this purpose.

As human beings we are more readily engaged when we believe in the goals we are working towards and feel that we are progressing and contributing in a meaningful way. By tracking progress and results you will develop confidence in your own and your team's ability to achieve important goals, this creates enthusiasm, improves engagement and strengthens commitment to success.

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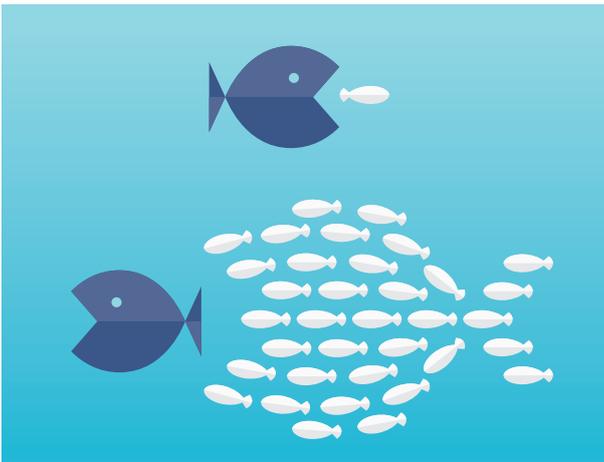
*An effective team is a results orientated group of people (employees) working in harmony and openly towards achieving the mutual goals of the company. The team should have proper guidelines that are understood by all and be encouraged to always look for better ways of achieving these goals.*

**Ray Kelsey**  
Managing Director, [AIM Hire](#)



# S

## SYNERGY



Synergy is the cooperation of more people or elements working together to produce a combined result that is greater than the sum of the results achieved separately. The word synergy is derived from the Greek “synergos” meaning “working together” .

Another example of synergy is demonstrated by the Alaskan Malamutes. These dogs fully grown can pull sleds weighing up to 900 kilograms – a very impressive feat. It would stand to reason then that 2 Malamutes working together would be able to pull over 1,800 kilograms. But, in

fact, the current record for two dogs pulling a weighted sled over snow is over 3,600 kilograms! By working together the dogs are able to double their pulling power and travel longer distances.

Another way to define synergy is that the whole is greater than the sum of the parts. In other words,  $1 + 1 = 3$  or 4 or more.

When people harness the power of teamwork and synergy within their own work teams, they too achieve substantially improved individual and team performance, higher output, greater personal satisfaction, less stress and a safer workplace.



The basis of good teamwork rests in attitude and a shared desire to excel across the team, not on an individual. Having said that, it is important that the end result leaves everyone with a sense of contribution and reward so there is an ongoing willingness to engage in meeting business goals. Effective teamwork does not mean avoiding conflict; it means drawing out all viewpoints and ideas, a commitment to informed debate and analysis, active listening, the ability to give constructive feedback and the management of conflict. Active listening and constructive feedback is a sign of a team working well together.

**Hamish Mitchell**  
Managing Director, [Speciality Trees](#)

# T

# TRUST

The cornerstone of all teamwork is trust. A team without trust in each other will not work together effectively to achieve their milestones and goals successfully. Trust is a powerful bond. Building trust in each other takes time and commitment. It is the convergence or coming together of three separate beliefs.

- Belief that your team members are competent and have expertise in the roles and responsibilities entrusted to them.
- Belief that your team members care – that they care about the team’s work and about their fellow members.
- Belief that your team members are committed – that they will do what they say and follow through on their promises.

When you believe a person is competent, concerned and committed you will trust that person and they will trust you.

Like any worthwhile accomplishment, there are no shortcuts to establishing trust. It takes time, effort and commitment. Building trust requires doing what is right even when it is difficult to do. It is built on not letting the team or other teammates down. Trust is also built through encouragement and support of each other.

Successful sports teams have built trust amongst players in both their roles and abilities. A basketball player who puts up a long shot has the team’s support to make that shot because they trust in his ability to be successful. They also trust that the rebounders in the team will follow up and be there to rebound the ball should the attempt miss the ring.

This trust is built up through team members:

- accepting responsibilities and becoming accountable to the team for their performance; and
- continually communicating with each other whilst providing ongoing feedback, encouragement and support.



Trust your people and give them the authority to make decisions, when they fail support them and they will understand what went wrong and improve their own behaviours and decisions in the future. When they do it correctly let them know and they will evolve automatically into a high performance team.

**Cameron Swift**  
Group HSEQ Manager, [Power on Cabling](#) & [Advance Scanning](#)



# U

## UNDERSTANDING

Understanding and empathy are vital in an effective team. The dictionary defines it as "the quality or process of entering fully, through imagination, into another's feelings or motives." In the fullest sense, it implies putting yourself into the other person's shoes, or even getting into his or her skin, so that you really understand them.

"You never really understand a person until you consider things from his point of view... until you climb into his skin and walk around in it."

*To kill a mockingbird, Harper Lee*

To start using empathy more effectively, consider the following:

1. Put aside your viewpoint, and try to see things from the other person's point of view.

When you do this, you'll realise that other people most are probably just reacting to the situation with the knowledge they have.

2. Validate the other person's perspective.

Once you "see" why others believe what they believe, acknowledge it. Remember: acknowledgment does not always equal agreement.

3. Examine your attitude.

Are you more concerned with getting your way, winning, or being right? Or, is your priority to find a solution, build relationships, and accept others? Without an open mind and attitude, you probably won't have enough room for empathy.

4. Listen.

Listen to the entire message that the other person is trying to communicate.

5. Ask what the other person would do.

When in doubt, ask the person to explain his or her position. This is probably the simplest, and most direct, way to understand the other person. However, it's probably the least used way to develop empathy.

# V

# VALUES

Your workplace values are the guiding principles that are most important to you about the way that you work. You use these deeply held principles to choose between right and wrong ways of working, and they help you make important decisions and career choices.

Some (possibly conflicting) examples of workplace values include:

- Being accountable and responsible
- Making a difference
- Being detail orientated
- Delivering quality
- Being honest
- Keeping promises
- Being reliable
- Being positive or above the line
- Meeting deadlines
- Helping others
- Being a great team member
- Respecting company policy and rules, and respecting others.

Your organisation's workplace values set the tone for your company's culture, and they identify what your organisation, as a whole, cares about. It's important that your people's values align with these.

When this happens, people understand one another, everyone does the right things for the right reasons, and this common purpose and understanding helps people build great working relationships. Values alignment helps the organisation as a whole to achieve its core mission.

When values are out of alignment, people work towards different goals, with different intentions, and with different results. This can damage work relationships, productivity and job satisfaction.



# W

## WALK THE TALK

Leaders and managers can and should model the attitudes, behaviours and performance levels that you want your people to emulate and achieve. In other words to become truly inspirational leaders you must set the standards and Walk the Talk. You must stay 'Above the Line' and be a positive role model.

As a leader, your team members look to you as a role model. There is no easier way to encourage others to lead than by leading them effectively. By practicing what you preach in all aspects of your business, your team members will grow to trust you. Employees who trust that their managers are taking their leadership role seriously are more likely to go the extra mile to support the organisation's goals.

The same applies for team members, displaying positive attitudes, behaviours and performance levels will ultimately rub off on your team members. As with the flock of geese, the synergy created by the geese all working together to achieve their goal brings each individual along toward the goal. So it is with teams, the positive and determined approach from other team members will often invigorate the less enthusiastic members and encourage them to change and contribute.

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A second management fundamental competency is to Walk the Talk. Leadership is not only about telling people 'what to do' but also showing them 'how to do' and if there is disconnect between what you say and do as a team leader loss of credibility is a natural consequence.



**Girish Keswani**  
Learning and Development Manager, [Plunkett Group](#)



# XCELL! XCEPTIONAL!

In a high performance team, everyone in the team is committed to delivering exceptional performance and results through innovation and continuous improvement.

Like each of the other people in your team you have a choice. You can decide to accept the challenge and work with others in your team to build a high performance team. A team that continually improves in performance and productivity. A team that values the emotional and physical safety and well being of its members. A team that delivers exceptional results.

Leaders and managers should create a work environment that embraces the input and experience of individuals and teams within an organisation, channelling these in one direction to produce a exceptional results. This type of environment creates a culture where the sky is not the limit, and reaching the stars is what all employees expect to do.

Clearly defined and communicated goals outlining the performance requirements and effective plans for their accomplishment are key ingredients in ensuring success. Performance and results are only achieved when everyone's efforts and behaviours are focused on and inspired by achieving their goals.

When your team members believe they can perform at higher levels and commit to developing their own performance edge you will unleash an extraordinary power for growth and improvement. Simple transformations, such as focusing on their High Payoff Activities (HPAs) and setting high and more challenging goals, will accelerate their professional growth and dramatically increase their productivity.



I define teamwork as the want to help your fellow team members to achieve more. At TEE we believe in multi-skilling our staff members and encouraging everyone to pitch in and help when the need arises. To have an awareness of your team members, what they are working on and that they need some help to complete a task. The wins and losses should also be accepted by the team as much as the individual.

**Julie Jardine**

Managing Director, [Thermal Electric Elements Australia](#)





# YOU

You have the freedom to do whatever you want to do or be whatever you want to be. Your greatest power is your power to pick and choose your own destiny. It's a matter of choice.

You can choose to be successful - no amount of personal development or team support will help you if you do not choose to be the best that you can be.

Ultimately, you are the only one responsible for your success.

- Take advantage of every opportunity that comes your way.
- Exercise initiative.
- Set a goal, develop a written plan with deadlines
- Determine the appropriate time for taking the right action, and then take action with unswerving singleness of purpose.
- Keep your mind focused on the rewards - not the pain - of doing your best.

A burning desire is the greatest motivator of human action. The desire for success implants success consciousness, which in turn creates a vigorous and ever increasing habit of success. Desire turns a wish into a goal. Desire puts action into your plans.

Enthusiasm is the outward reflection of an internal desire. More than any other characteristic or trait of human personality, enthusiasm is the companion of success in every achievement, every worthwhile venture and every upward step.

Ralph Waldo Emerson said, "Nothing great was ever achieved without enthusiasm."

Your desire and enthusiasm will also be contagious. As you develop your desire and enthusiasm to reach your goal, your teammates will begin to feel your energy. As more team members develop confidence, desire and enthusiasm, synergy and momentum builds and your team will become unstoppable.

# Z



We hit a bit of a wall with 'Z'...



At Conect we feel teamwork is vital to the success of our growth as a business on a national scale. Having a clearly defined and up to date organisational plan and well trained and educated leaders managing their teams has been vital to our rapid growth over the past 12-18 months.

LMA has given myself and my team the developed skills to effectively plan and to keep the discipline required to focus on the goals and setting the actions out to achieve them. More so, were able to identify possible barriers and brain storm the solutions ahead of time.

Conect has had 6 staff attend courses such as the Performance Edge & Sales training and we currently have 3 staff going through the new supervisor and Performance Edge course.

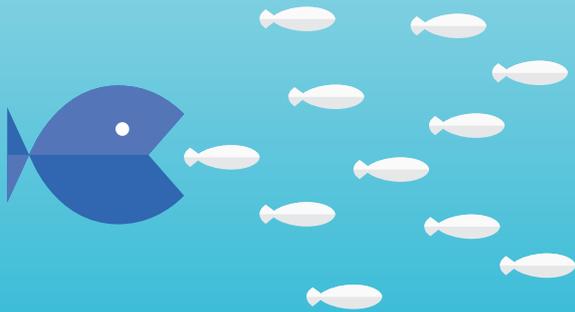
The end result, a clearly aligned team who have the skills to work together to achieve our plan and drive our organisation forward.

**Paul Coniglio**  
General Manager  
[Conect Enterprises](#)

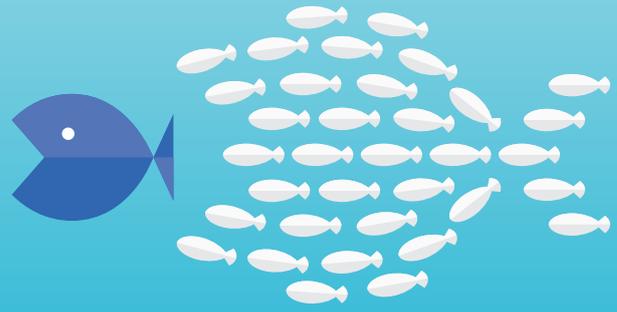




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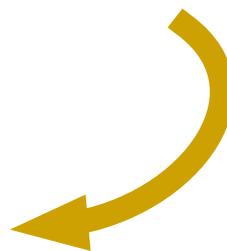
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**What could team development do for your team?**

Take the **LMA Teamwork Analysis** now to find out how your team rates.

Visit [www.lma.biz/team](http://www.lma.biz/team)  
or scan the QR code to start the analysis



INDIVIDUALLY  
WE ARE ONE DROP  
BUT **TOGETHER,**  
**WE ARE AN**  
**OCEAN.**

Ryunosuke Satoro





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