I hope you are enjoying the summer now that it's here in full blast! This is a great time to sow some seeds, think about the business and hone some skills you want to perfect. Every summer, when Joe and I head to Prince Edward Island (PEI) for the summer, I pick a project. One professional and one personal. This summer, my professional project is to take a closer look at my client's experience - and make it even better for you! So if you have some ideas, I'd love to get your feedback! Personally, I am cleaning out my closets - in Scottsdale and in PEI. If the item doesn't bring me joy, then it goes to charity. Simple as that.

What's your project this summer? Would love to hear from you!

Kristin

P.S. Just found out I was in the top four sessions at PCMA's Education Conference. Whoot!

EXTRAORDINARY TEAM TIPS
- ♦ There is Value in Integrity, But Is Integrity a Value?
- ♦ Your Team's Work is Like a Lovely Quilt
- ♦ Handle Your Question & Answer Session (Q&A) Like a Pro
- ♦ Six Steps to Sowing Your Seeds to Success
- ♦ Upcoming Webinar: How to Run a GREAT Brainstorming Session
- ♦ Contact Kristin

There is Value in Integrity,   But Is Integrity a Value?

I often see posters in the corporate hallways espousing a list of values — those qualities and attributes the organization holds most dear. Typical words like; "respect, teamwork or innovation", and sometimes I see "integrity".

The word integrity evolved from the Latin adjective "integer," meaning whole or complete. In this context, integrity is the inner sense of "wholeness" that comes from adhering to the values you hold the strongest. This means that people "have integrity" to the extent that they act according to the values, beliefs and principles they claim to hold.

Integrity is defined as "the steadfast adherence to a strict moral or ethical code." It is the word that represents how strongly you adhere to the values you espouse. Often, organizations mistakenly include integrity as one of their values.

I am not saying integrity isn't important in organizations. It is a quality or a virtue on which focus should be enforced, but it is not a value. An organization's value system may evolve over time, but a culture of integrity within those values either exists or it does not.

Many people, companies, cultures and religions have differing values. For the most part, we understand that what others value most, may be different than ours — and that is okay. However, if anyone or any organization violates their own fundamental values, no matter what those values are, we instantly judge them as not having integrity. That is when respect and trust is lost.

Years ago, a major U.S. consulting organization determined that the two areas where integrity was upheld the highest were in the Mafia and in federal prisons. In those institutions you live by the code, or you will parish by the code.

In fact the name "Cosa Nostra" (Our Thing) is a loose association of criminal groups that share a common "code of conduct" or value system.

In politics, integrity is especially important. Politicians are chosen by the people to represent the community based on the perception of how they think, what they say and how they behave. They are elected based on their reputation and their consistent actions and decision-making process. This represents their character. When that shifts, they will have compromised their integrity. This is usually the primary reason for the downfall of many of our elected representatives.

Loss of political integrity is not about breaking some promise because additional information was received later that makes keeping the promise unattainable. Unless of course, the politician they would not be keeping it even as they were saying it. But, that represents their position on the values of honesty, transparency, and truthfulness.

There is not a connection between honesty and integrity, even though people often use them together. However, studies do show that people who have low levels of integrity are more likely to be dishonest.

The best way to maintain organizational integrity is through consequences. These consequences must be clearly articulated and enforced. Consequences will reinforce scruples. Strong scruples bring integrity to your values. If people or companies do not have consistent consequences for appropriate or inappropriate behavior, that will become the fertilizer which will grow a culture of low integrity.

Your Team's Work is Like Creating a Lovely Quilt

I am working on a special project for a client – and one of the team members has very specific opinions about the outcome. As long as he gets his way, I am sure he'll be happy. So he sees his primary job is to influence, cajole, put down, ridicule and downright bully his teammates into agreeing with his original position.

That's not teamwork. That's coercion.

Real teamwork performs more like a quilting bee. This is where everyone brings their "patch" to the table. It could be the best suggestion they have to contribute. When the group is gathered, the patches are moved around to determine how each patch can best complement another patch. Some patches aren't used at all…. they are saved for another day. Other patches are expanded or enhanced by other patches.

Once the group agrees on the overall layout and plan, then the work begins. Fingers start flying, sewing the patches together into an extraordinary quilt. Each quilter can proudly gaze at the final product and exclaim, "I did that!" He or she will know exactly how they contributed and realize that the quilt could not have been done alone. It was a team effort.

So how do you get from coercion to collaboration? It's takes a shift in mindset. Each individual needs to think about what the issue or problem is, what is causing the problem and what possible solutions could be. Put your patch together!

When the group comes together, highlight that we are looking for the best solution that will address the issue or problem. Highlight that we probably WON'T use just one person's solution (otherwise, we wouldn't have called a team together), but that we will aim for a collaborative consensus. That means everyone can live with it AND support it upon implementation (and no belly-aching in the back lot).

When the group has agreed on the layout and plan, step back a moment to ensure group agreement. Just like in a wedding ceremony, allow a bit of space for anyone to "speak now or forever hold your peace."

When you have a collaborative consensus, when it comes to implementation, those fingers will start flying!

Handle Your Question & Answer Session (Q&A) Like a Pro

Questions from the audience can enrich panel discussion or derail it, so decide ahead of time when and how you will manage questions. You can:

- *Take Questions As You Go.* Allow questions to percolate from the audience at any time.
- *Stop Periodically and Ask For Questions.* For example, stop for questions after each panelist presentation, key topical discussion or stop every 20 minutes to take questions.
- *Dedicate a time for Q&A.* Create a specific time to take questions from the audience, usually held at the end of the program and before the final summary.

Once you have determined WHEN you'll take questions from the audience, now you have to figure out HOW you are going to entertain questions from the audience:

Live. Take questions from the floor. There are three ways to get audience questions:

- *Queue.* Questioners line up at the microphone.
- *Runners.* With a cordless microphone, the support staff runs to questioners who have their hands raised in anticipation.
- *Oprah-Style.* The moderator roams the audience with a cordless microphone to take questions.

Screened. You (or the ombudsman) can filter and prioritize the questions, albeit on short notice! There are four ways to screen their questions:

- *Question Cards.* You can choose to pass out pre-printed question forms or note cards to the audience or have one placed on each chair as they enter the room. At a specific time in the session, the support staff circulates through the audience and collects the questions. You or one of your staff quickly sorts through the cards, selecting those that encapsulate key themes or ask an intriguing question. You can also have an audience member or panelist pull out a question card at random.
- *Text or Tweet.* Invite the audience to text or tweet (or some other social media platform) with the appropriate hashtag or cell phone number. Watch the feed while the panel is going on, check the feed periodically, or ask a support staff to watch the feed for you.
- *Small Groups.* Break into small groups of three or four to discuss what questions they would like to ask. Pick random tables to ask their best question.
- *Seeded.* Ask trusted audience members to ask a straightforward or supplied question at the beginning of the session or during a lull in the conversation.

Crowdsourced. This option requires a bit of technology to enable to audience to create and "like" the questions so you simply pull the favorites from the top of the list! My favorite tool is sli.do (which is free for up to 1,000 participants as long as you don't care about branding or security) or PigeonHoleLive (which has more functionality yet is much more expensive). Both of these are web-based tools so anyone in the audience on a smartphone or tablet can add a question and the best questions rise to the top. You'll need to have your smartphone or tablet close by or project the results in order to see the crowdsourced questions. Or, with sli.do, you can be really cool and check out the questions using Google Glass!

Six Steps to Sowing Your Seeds to Success

Driving down the road this week, I noticed new potatoes sprouting through the ground. This is great news, as it means the rain we experienced lately is getting our crops off to a good start.

According to my friend Paul Dawson, a potato farmer and successful entrepreneur in Cape Traverse, there is more to creating a successful harvest than just rain. He said, "There are many factors; the more critical ones are to:

1. **Develop a strategy.** Determine what potatoes will be in demand this coming year and your market focus. This forms the basis for everything else you do, including what you buy, the resources you will need and the <u>team</u> required to make it happen.
2. **Choose the seed piece** which is best for a strong plant and will produce the potatoes your customers are looking for.
3. **Prepare the ground** for the type of seed you chose and cultivate it timely to make room for healthy growth.
4. **Spray the crop** to protect it from weeds and diseases when growth starts.
5. Prior to harvest, **kill the plants** to stop growth, ensuring a tough skin to protect it during harvest and shipping.
6. After harvest, **grade, store, and ship the product** to market in a timely and cost-effective fashion.

You can control these six factors, but in the end, you just hope for good weather, strong market demand and good health – over which you have very little control.

What does this have to do with <u>business</u> and management? It is the same process for success in any business as it is to bring potatoes to market. Follow these steps to success:

1. **Develop a strategy.** What markets are you going to focus on? Who is your potential customer and what do they really want? As with the potato farmer, timing is critical. You should ask yourself two questions: "Does my product fill the niche you are attempting to satisfy," and "do I have the team in place that will enable me to do that?"
2. **Do product testing.** So many businesses in a mature market fail because<u>customers</u> changed their mind. Does anybody remember the disco era? Who woke up one morning and decided "disco sucks!" Check with your customers to see if your assumptions are still correct.
3. **Prepare your people** so they are knowledgeable, motivated, and can grow into new roles. Ensure your team is ready for the new product by providing training.
4. When first wins are experienced, **recognize and reward people** who most helped create that success. It is important that the right people are continually motivated towards high achievement.

5. **Establish metrics.** Set goals, and constantly measure how well your service meets those goals. In extreme cases, don't be afraid to scrap a product if it isn't performing. Remember the principle of sunk costs: Just because you've already invested time and resources into developing a product, doesn't mean you should keep trying to sell it. With metrics in place, you can confidently remove people who are not committed to your success and eliminate products which are not profitable or in demand.
6. **Focus on supply chain management.** If supply is not available when it is in demand, your customers will go elsewhere. Or, if you have too much inventory, your overhead costs will increase significantly.

Just like potatoes, there are things over which you have no control. You hope for a strong market demand, positive currency exchange rate, and a strong business climate.

UPCOMING WEBINAR
How to Run a GREAT Brainstorming Session   Thursday, September 10, 2015

Brainstorming sessions have taken a bad rap lately in the press. However, a well-run brainstorming session can unlock team creativity and provide innovative thinking that can't happen individually. In this webinar, I will share the difference between "listing" and brainstorming as well as terrific techniques to tap in to the synergy of the team's brilliance.

If you lead a team - an intact team, project team, or you are just trying to get your team to look at things differently, this webinar is for you!

Register here today at www.ExtraordinaryTeam.com/webinar-series/.

Kristin Arnold | The Extraordinary Team

USA: 11890 East Juan Tabo Road | Scottsdale, AZ 85255 | 480.502.2100

Canada: 268 Campbell's Way | Cape Traverse, PE C0B 1X0 | 905.868.8492

U.S. & Canada Toll Free: 1.800.589.4733