

## Teams Acting with Integrity *By Kristin Arnold*

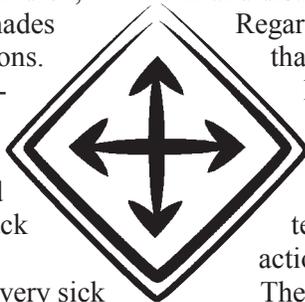
Do you ever have great team meetings with everyone brainstorming and making commitments to move forward specific action items? Then, when you get back together, are shamed to find out that nothing has been done?

You are not alone. Many teams are inspired in the moment and simply drop the ball when reality hits. We can blame lots of influences: lack of time, conflicting priorities, sick children, interruptions, and other grenades that explode our best intentions. If you boil it down to the basics, we simply put a higher priority on other things that consume our time. And the team's priority took a back burner.

We all understand that a very sick child has a higher priority than just about anything as mundane as team work. But what about all those other priorities that are not as visible? The proposal that had to get to the client yesterday? Or resuscitating your crashed computer? Or maybe you simply forgot to follow through on your commitments? After all, we are

all human and sometimes we just don't get around to it.

For most teams, there is dead space between the time you agree to a specific action item and when it theoretically should be done. When it doesn't get done, we naturally invent incredulous stories to fill in the gaps! When you always hear stories from one or two particular team members, animosity creeps in and distrust emerges.



Regardless of the excuse, teams that perform extraordinarily well have a high degree of "integrity." They do what they say they are going to do and the team trusts other team members to move their action items forward.

The good news is that everyone can have integrity. Linda Tobey, author of "The Integrity Moment" points out, "Integrity is not the privileged domain of a few. Nor is integrity a fixed commodity that once achieved is always present. We often find ourselves acting with integrity in one moment, but struggling for it in the next."

To act with integrity: (cont'd on p.2)

## Create a "Mastermind" Team *By Kristin Arnold*

Napoleon Hill coined the concept of the mastermind alliance in his classic book, *Think and Grow Rich*. He believed that a group of like-minded, achievement-oriented individuals could dramatically leverage each other's success. It's all about creating the synergy of like-minded professionals to have a safe place to celebrate success, solve pressing issues, offer support and encouragement, unleash creativity, gain valuable insights and expand and grow their businesses.

Mark Sanborn, a national speaker on leadership, teamwork and change and founder of a Speakers Mastermind Group in Colorado suggests the following guidelines to pursue a meeting of the minds:

**Find the Right Mix.** Find great people with complimentary businesses, functions, positions with similar career levels and shared values. The diversity of the group is a strength, and everyone should have something of value to bring to the group. Mark warns that "too much disparity between experience levels, however, can hamper the sharing of ideas."

**Agree on Purpose.** Each member should share his or

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### It's About Time

Are you having trouble keeping your meetings on schedule? Consider these questions posed by Chris Clarke-Epstein, CSP in the April 2002 issue of *Training & Development* magazine:

1. Have you set team ground rules about time?
2. Do you start on time?
3. Do you have an official meeting timekeeper?
4. Are you publishing agendas with topic and timeframes indicated?
5. Are your timeframes realistic? Can you accurately predict the time needed for each meeting topic?
6. Do you schedule breaks for meetings that run more than 90 minutes? Do people return from breaks on time?
7. Can you tell the difference between time invested and time wasted?
8. Do you look back over past meetings to evaluate the accuracy of your agendas?

“No individual may have great power without availing himself of the ‘Master Mind’...the coordination of knowledge and effort, in a spirit of harmony, between two or more people, for the attainment of a definite purpose.”

Napoleon Hill  
 Think and Grow Rich

## ▶ Acting with Integrity *(cont'd from p. 1)*

**Know What Drives You.** Priorities are all about knowing what is important and putting first things first. If you haven't identified your “values” or guiding principles, take some time to figure out what drives you. Why do you keep getting out of bed every morning?

**Understand Expectations.** Clearly understand what the team expects you to do, as well as any constraints and timeframes.

**Decide with Integrity.** Agree if the action item is consistent with what is most

important to you. Don't agree to something you know you will never do. If there is room to negotiate, raise the points you'd like to discuss. If you think you'll need help, ask for it!

**Do It.** Follow through on your commitments. Recognize, however, that stuff happens and sometimes other priorities collide. Rather than burying your head in the sand and waiting for the team to discover your lack of action, tell the team as soon as possible what the situation is so the team can react, recover and move on.

## ▶ Mastermind Teams *(cont'd from p. 1)*

her own “What's In It For Me” (WIIFM) for participating in the group. Be very clear on what you are trying to accomplish: generate leads, provide support, offer advice, encourage each other, etc.

**Establish Ground Rules.** Agree on the administrivia that can drive teams crazy e.g. meeting time, length, attendance, and other fundamental beliefs to support the effective functioning of the team. Melanie Mills, another national speaker from Indiana, phrased this aspect so well when she said, “Establish guidelines for how you operate with each other, like not putting down other members, a solutions-orientation versus a problem-orientation, sharing time so nobody dominates, confidentiality, and mutual respect. This is probably the most important step as it creates the atmosphere for you to operate in. I would keep them simple but clear.”

**Agree on Format.** Determine location, time and agenda. Most Masterminds start with an update from each member. That time can be used to share good news, ask questions, solve problems etc. Then the meetings usually move into a specific topic area (agreed to ahead of time) and each team member brings ideas, best practices, resources, suggestions, article reprints, book recommendations etc. The meeting usually concludes with a commitment to each other on what each member will do in between sessions.

**Select a Coordinator.** One person needs to coordinate schedules and meeting logistics. This position can be permanent or rotated between team members.

**Use a Facilitator.** Make sure each meeting has a designated facilitator (a Mastermind member or an external facilitator) to keep the process moving, ensure balanced participation and actions forward.

**Keep Checking.** All Mastermind groups evolve into new formats and mix of people. Periodically, check the “pulse” of the team by reinforcing what's working well and what can be “upgraded.” Mark assures us that it's okay to “revisit your purposes goals and time commitments frequently so you can address whether adjustments should be made”.



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"I love your newsletter! You do a great job putting together useful information, insights and humor. Your personality really comes through—a rarity in newsletters."

Ken Miller

Author, *The Change Agent's Guide to Radical Improvement*

## What's New at Quality Process Consultants, Inc.

This newsletter is written for you, my clients, advocates and friends to convey useful information that help you to help your teams. I intentionally confine any overt "marketing" to this column—usually just a quarter of a page. But there are so many recent changes, that I just had to spend a little more time (and space) updating you.

This has been the season for certifications. In May, I earned by Certified Professional Facilitator™ (CPF) designation through the International Association of Facilitators (IAF). IAF is a worldwide association of 1,700 members established to promote, support and advance the art and practice of professional facilitation. A few years ago, they imported a highly regarded facilitator certification model from Europe and integrated their core facilitation competencies into a certification process. Although still new to the States, the CPF is the only professional certification for facilitation, and I am now one of only 56 people who currently hold this designation.

In June, I received my Certified Management Consultant (CMC) designation from the Institute of Management Consultants. The CMC mark is awarded to those select consultants who have demonstrated a history of substantive results for clients, shown adherence to the IMC USA code of ethics and have passed an intensive peer review process. CMCs are acknowledged as leading experts in their fields, with track records of significant accomplishments in their consulting engagements. At this time, approximately 1,000 consultants in the United States have been recognized with the CMC mark. That's less than 1% of all active consultants in all fields.

Finally, in July, I was awarded the Certified Speaking Professional (CSP) by the National Speakers Association.

Established in 1980, the CSP designation is the speaking industry's international measure of professional platform skill. Less than 8% of the 5,000 speakers who belong to the International Federation for Professional Speakers hold this professional designation. To earn the CSP, I had to earn 32 educational credits, serve at least 100 different clients, give a minimum of 250 presentations and earn at least \$250,000 in speaking fees within a five year period. No small feat, to say the least!

Now that I am officially certified, I am expanding my office to Northern Virginia, just outside of Washington DC. I will maintain a smaller office at the Arnold Building in Hampton and establish the main office in Fairfax in October.

Why the expansion? Many of you know my husband, Rich, just retired after 20 years in the United States Coast Guard. He accepted a wonderful position as Director of Training Solutions for Unitech ([www.unitech1.com](http://www.unitech1.com)), a company based in Centreville, VA—just five miles west of our house! He will commute eastward into DC either by Metro rail (10 minutes away) or by bicycle (17 miles of glorious bike trails!) Since I travel extensively to work with my clients, (several of whom are in the DC-Baltimore area), we felt this would be a good move for us personally and professionally. And I am only eight miles away from Dulles Airport!

Unfortunately, Donna and Neicy couldn't convince their families to move to Fairfax with me, but they have found wonderful new jobs that will take them in new directions. Fortunately, Donna has agreed to contract specific projects with me, especially since we are in the throes of revamping our website. (Stayed tuned for some really cool stuff!).

I will still be frequenting the Hampton Roads area, especially since Rich's parents are living in Williamsburg, so it

## Practical Team Activities: Stretch Goals

When the team is ready to set a goal, ask for three team members to "set the goal" as high as they can.

Give each team member a different color marker and ask them to draw a line on an easel chart as high as they can reach.

Next, ask them to return to the easel chart, and draw another line, *this time higher than the first*. Note: I have never seen them unable to stretch a bit higher. Encourage them to get a little creative!

After the lines have been drawn, debrief the results:

- ◆ What happened?
- ◆ What did you discover about goal setting?
- ◆ How might we apply these lessons to our team's work?

**Stretch Goals**  
*To creatively demonstrate the concept of a "stretch" goal—one that is not easily obtained.*

**Time:** 5 minutes

**Nr. of Participants:** any

**Materials:** chart paper & marker



“Managers are people who do things right, while leaders are people who do the right thing.”

Warren Bennis, Ph.D.  
On Becoming a Leader

## From the Bookshelf



*The Change Agent's Guide to Radical Improvement* by Ken Miller (ISBN 0-87389-534-7) is the perfect marriage between process improvement methods and Rob Lawton's *Creating a Customer-Centered Culture*. Ken has provided a clear roadmap for organizations to get focused on the customer, measure things that the customer cares about, and achieve those results with the least amount of pain and agony.

*The Change Agent's Guide* is a comprehensive how-to book, packed with all of the information and tools necessary to make any improvement project a rousing success. Ken integrates the best practices in organizational development, team building, voice of the customer, reengineering, problem solving, creativity, innovation, and project management.

The systematic change agent model introduced in this book will help you:

- ◆ Pick the right improvement projects to work on, by diagnosing the real issues effecting the organization.
- ◆ Organize the project so that it has the best chance to succeed, by uncovering the project's success criteria, securing management support, and building the right team.
- ◆ Select the best change process to improve customer satisfaction, reengineer a process, solve a problem or develop a plan.
- ◆ Generate innovative out of the box ideas that dramatically impact the bottom line.
- ◆ Navigate the politics of change; ensuring radical ideas become radical improvements.

I have recommended this book to several of my clients who are starting (or are already on) the journey of using teams, focusing on the customer and improving their organizations. It has everything you need, so it's a great reference book as well.

## Top Facilitation Books

I am often asked for my list of the best books on facilitation skills:

**Roger Schwarz**, *The Skilled Facilitator*, Jossey-Bass Publishers, 1994, ISBN 1-55542-638-7

**Ingrid Bens**, *Facilitating with Ease!*, Jossey-Bass, Inc., 2000, ISBN 0-7879-5194-3 – and – *Advanced Team Facilitation*, Goal-QPC, 2000, ISBN 1-57681-034-8

**Sam Kaner**, *Facilitator's Guide to Participatory Decision-Making*, New Society Publishers, 1996, ISBN 0-86571-347-2

**David Sibbet**, *Principles of Facilitation*, The Grove Consultants International, 2002, ISBN 1-879502-44-5

**Terry Bacon**, *High Impact Facilitation*, International Learning Works, Inc., 1996, ISBN 1-57740-029-1

**Tom Justice & David Jamieson**, *The Complete Guide to Facilitation*, HRD Press, 1998, ISBN 0-87425-432-9 –or– *The Facilitator's Fieldbook*, American Management Association, 1999, ISBN 0-8144-7038-6

**Fran Rees**, *The Facilitator Excellence Handbook*, Jossey-Bass/Pfeiffer, 1998, ISBN 0-7879-3888-2

**John Farrell & Richard Weaver**, *The Practical Guide to Facilitation: A Self-Study Resource*, HRD Press, 2000, ISBN 1-57675-095-7

**Lynn Kearny**, *The Facilitators Toolkit*, HRD Press, 1995, ISBN 0-87425-268-7

**Esther Cameron**, *Facilitation Made Easy 2<sup>nd</sup> ed.*, Stylus Publishing Inc., 2001, ISBN 0-7494-3608-5

And more!

## Management and Leadership *By Dakota Livesay*

The story is told of a detail repairing a military facility during the Revolutionary War. The head of the detail, a corporal, stood back yelling at his men as they struggled to lift a heavy beam.

A man passed by and asked why the corporal wasn't helping the men.

“Sir, I am a corporal!” was the reply.

“I beg your pardon, Corporal,” responded the stranger. He then took off his hat and cloak and helped the men to lift the beam.

After the job was done, the stranger said, “Mr. Corporal, when you have another such job and have not enough men, send for your Commander in Chief, and I will come and help you a second time.”

The corporal then realized the man was General Washington.

Good management is doing things right. Good leadership is doing the right things.

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