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## Quest FOR WORKPLACE EXCELLENCE

### Breathe Life Into Your Company With New Blood

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Diversity has long been linked to a team's success. The reasoning behind this conviction is that diverse viewpoints can ultimately lead to better solutions, which, in turn, can lead to greater success. But does this conventional wisdom actually hold true? Researchers at Northwestern University set out to find out if diversity really does improve team success. Their findings, as reported in the April 29, 2005, issue of *Science*, suggest that although diversity is essential, issues such as race, age, gender, socio-economic status and religion—which are what most of us think of when we hear the word “diversity”—are not the most critical factors in building team success.

● So what are the critical factors? After comparing successful and unsuccessful teams, the Northwestern researchers reported two very revealing findings:

1. Successful teams had a mixture of *experienced people* and *newcomers* to the field.
2. Successful teams had a few *seasoned veterans* who had *never worked with each other*.

This second finding is interesting, since people who are seasoned veterans in a field often have a reputation

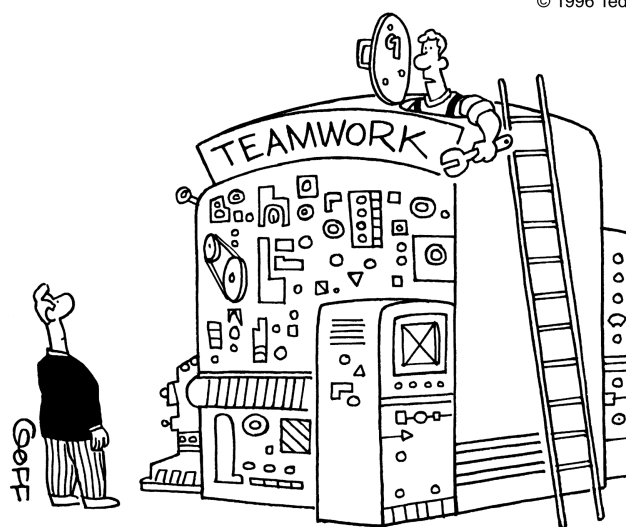
for having huge egos, and huge egos usually do not work well together.

So what makes a team great is bringing together seasoned veterans who have a strong desire to collaborate and learn from other seasoned veterans. Luis Amaral, a physicist and co-author of the Northwestern study, stated, “People have a tendency to want to work with their friends—people they’ve worked with before. That is exactly the wrong thing to do.”

As one way to study team success, the researchers exam-

ined the box office performance of various Broadway musicals. Between 1920 and 1930, 87 percent of Broadway musicals flopped, despite featuring many great names, such as Cole Porter, Gilbert & Sullivan, and Rodgers & Hammerstein. As one of the reasons for this high level of failure, the authors pointed to the fact that these great composers were in the habit of repeatedly collaborating with each other. In contrast, *West Side Story*, which was considered one of the greatest musicals of all time, brought together a group that included lyricist Stephen Sondheim, a newcomer to Broadway, and seasoned professionals who had never before worked together, like composer-

© 1996 Ted Goff



"There are some egos in here gumming it up."

Need help building your team? See program description on page 4.

# The Height of Teamwork

**WHEN TEAM MEMBERS MAKE THE GROUP'S GOALS A PRIORITY, ANY SUMMIT CAN BE REACHED.**

On May 26, 2006, Lincoln Hall, an Australian mountaineer who had reportedly died the day before on his way down from the summit of Mt. Everest, was found just before what is known as the "Second Step." Imagine the surprise of climber Myles Osborne and his team when they came upon Lincoln—suffering greatly from exposure, but most certainly alive! After Osborne and his companions made sure that Hall was revived, refueled and sent down the mountain to safety with a team of Sherpas, they turned their attention back to the task at hand. It was then that they realized that their dream of reaching the summit of Everest would have to wait, as the window of opportunity for their climb had closed.

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● Osborne later shared: "Coming back down the ridge, to be honest, (our) feelings were of nothing but disappointment at not making the summit; Everest is a peculiar mountain in that the summit is so highly prized and sought after, that nothing else seems important." However, after having had a chance to visit with Hall later, Osborne reflected, "How in ANY way is a summit more important than saving a life? And the answer is that it isn't. But in this skewed world up here, sometimes you can be fooled into thinking that it might be. But I know that trying to sleep at night knowing that I summited Everest and left a guy to die isn't something I ever want to do."


Mountain climbing is a grueling sport, and the only adventurers who are successful are those who understand the importance of the team. As the climb progresses, one group exhausts itself and then passes the torch to the next group. In essence, it is the unselfish sacrifices of hundreds of individuals that lead to the success of a chosen few.

Hall's adventure would never have been possible without the efforts of a humble Sherpa named Tenzing Norgay, a member of the first two-man team to reach the 29,035-foot crown on Mount Everest on May 29, 1953. Over the course of his life, Norgay would embark on seven expeditions to Everest. His last expedition in 1953, under the leadership of Colonel John Hunt, represented the essence of teamwork. Norgay was selected as the sirdar, the Sherpa leader who would organize the rest of the porters for the trip. Planning to take just two men to the summit required 10 high-altitude climbers and 2.5 tons of equipment and food. These supplies were carried up the mountain to base camp over 180 miles through rugged terrain by between 200 and 300 people. And that was just to get to base camp! From there, the supplies needed for the next leg of the journey were carried by 40 porters, each an experienced mountaineer in his own right. Finally, the group that went to the highest camp on the mountain carried 30-pound loads each to move the 750 pounds of necessary equipment.

**“No one can play whatever position he chooses. If that happened in baseball, there'd be nine pitchers.”**

**Billy Martin**





**On Everest,  
the stakes  
are high:  
Only one  
climber in  
seven who  
attempt it  
reaches the  
top. Of every  
five who do  
reach the  
summit, one  
dies in the  
attempt.**

When Norgay spoke of the teamwork involved, he said, “You do not climb a mountain like Everest by trying to race ahead on your own, or by competing with your comrades. You do it slowly and carefully, by unselfish teamwork. Certainly I wanted to reach the top myself; it was the thing I had dreamed of all my life. But if the lot fell to someone else, I would take it like a man, and not a crybaby. For that is the mountain way.” ●

The team of Norgay Tenzing and Sir Edmund Hillary was not selected to make the first attempt at the summit. That distinction fell to Tom Bourdillon, Charles Evans and Colonel Hunt. On May 26 Norgay and Hillary waited anxiously for the return of Hunt’s party from the summit bid. Hunt and his team returned but had been unsuccessful. All that afternoon Hillary and Norgay pumped information out of the failed climbers with hopes of learning from their mistakes. The next day, bad weather forced the men to stay in their tents, sucking on their oxygen and dreaming of getting their chance. Norgay knew he would not get another opportunity in his lifetime.

At 3:30 am Norgay and Hillary began their ascent. Climbing as a team, they surpassed the highest point any climber had ever reached. They found good conditions and stopped only occasionally to clear ice from each other’s breathing tubes. Just before the summit, they encountered a 40-foot vertical section of rock. By securing each other with rope one at a time, they slowly worked their way up the ridge until, finally, they were at the summit!

Norgay wrote about the importance of the incredible team behind him: “Where would Hillary and I have been without the others? Without the climbers who had made the route and the Sherpas who had carried the loads? Without Bourdillon and Evans, Hung and Da Namgyal, who had cleared the way ahead? Without Lowe and Gregory, Ang Hyima, Ang Temptra and Penba, who were there only to help us? It was only because of the work and sacrifice of all of them that we were now to have our chance at the top.”

Tenzing Norgay absolutely understood that he did not climb that summit alone, and appreciated all the members of his team—the known and the unknown, the seen and the unseen. Perhaps the true team spirit of Norgay and Hillary was reflected in their reported responses to the question, “Which one of you reached the summit first?” In his press statement at the time, Hillary wrote that they reached the summit “almost together.” And years later, Jamling Norgay, Tenzing’s son, said, “I’ve asked that question a couple of times myself because I’ve been asked it by literally thousands of people. People still ask me. My father’s answer was, “We climbed as a team, period.”

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how our executive  
coaching can help  
your leadership team.  
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**“ The secret is  
to work less as  
individuals and  
more as a team.  
As a coach, I play  
not my eleven  
best, but my  
best eleven.”**

**Knute Rockne**

# Programs

## Services

### Our services include:

- >>> **Management and Employee Training**  
Leadership  
Change Management  
Customer Service  
Negotiation  
Communication  
Sexual Harassment
- >>> **Employee Opinion Surveys/  
Customer Service Surveys**
- >>> **Management Consulting**  
Leadership Development  
Assessments  
Executive Coaching  
Organizational Assessments
- >>> **Strategic Planning**  
Mission and Vision  
Development  
Values Clarification  
Goal Setting
- >>> **Retreat and Meeting  
Facilitation**
- >>> **Keynote Addresses**

## A Sample of Our Most Requested Training Programs

### Leadership

#### Lifetime Leadership— Leaving Your Legacy

- >>> Understand the power of a positive, compelling vision.
- >>> Learn the value of keeping your followers a little “uncomfortable.”
- >>> Implement a change strategy and get people excited about it.

#### Building a High- Performance Team

- >>> Identify and apply the stages of team development.
- >>> Learn strategies to enhance team cohesiveness.
- >>> Determine critical factors for team success.

#### Relationship Strategies . . . Building an Even Stronger Team

- >>> Assess your dominant behavioral style.
- >>> Outline the strengths of your preferred style and the challenges you may face when you overuse it.
- >>> Recognize the characteristics of other communication styles and develop action plans to work effectively with people who prefer to communicate using a different style.

#### Coaching and Counseling to Improve Performance

- >>> Uncover the characteristics of great coaches and counselors.
- >>> Effectively handle performance problems.
- >>> Learn how to deal with difficult employees.

### Change Management

#### Effectively Leading Organizational Change

- >>> Learn techniques for dealing with personal and organizational change.
- >>> Understand why people resist change.
- >>> Recognize that personal and organizational change starts from the inside out, and get five keys for dealing with it.

### Customer Service

#### Extraordinary Customer Service—Building Customer Loyalty

- >>> Realize the benefits of giving great customer service, including profitability.
- >>> Discover how to use customer service as a competitive weapon.
- >>> Appreciate the real value of one customer.

### Negotiation

#### Negotiation Skills—The Art of Getting What You Both Want

- >>> Get an in-depth understanding of negotiation, and learn what makes a negotiator successful.
- >>> Acquire the behavioral tools, strategies and tactics needed to create win-win outcomes.
- >>> Improve your negotiation skills through role play.

### Communication

#### Powerful Presentations

- >>> Reduce your anxiety about public speaking.
- >>> Plan a powerful presentation.
- >>> Deliver a powerful message to inspire, inform, persuade, educate or entertain your audience.

### Sexual Harassment

#### Creating a Work Environment for Optimal Performance: Eliminating Harassment in the Workplace

- >>> Learn of recent legal developments in harassment cases.
- >>> Get suggestions for actions to take if someone in your workplace has done something inappropriate.
- >>> Find out what managers can do to prevent harassment and reduce liability.

**New Blood** *from page 1*

lyricist Leonard Bernstein and dancer-turned-choreographer Peter Gennaro.

Can the lessons from Broadway be applied to other professions? Definitely! For example, our client list includes a team of medical professionals who are experts in a highly specialized area of medicine. When it comes to teamwork, on a scale of 1 to 10 (with 10 being high), this group scores about a 4. Some of the team members actually despise other group members and speak ill of each other when the opportunity arises. When it comes to learning new ways to practice medicine and truly be leaders in their medical niche, the team scores about a 5. We suggested that new blood would be a really positive enhancement that could take the team to a higher level. Although a few team members embraced the idea, the majority rejected it, reasoning that new team members might have a negative impact on their personal work schedules and challenge the way they practice medicine. From our perspective, the second objection made a strong case for the need to bring in new blood!

Eventually the medical professionals came around to our point of view, and new team members slowly joined the group. The new people came aboard with a positive attitude and a keen eye for the mission and vision of the team. As a result, the team has spent productive time improving processes and procedures for enhanced patient care—and building team morale. A number of articles have been published documenting their positive results. A vital lesson here is that simply introducing new blood is not enough; it has to be the right new blood. A careful screening process will enable you to find the perfect combination of types to transfuse new life into your business.

Encouraging clients to bring in new blood—and helping them find ways to screen for the perfect match—is just one way that our training and consulting programs have helped hundreds of teams around the world maximize their results.

**Our Relationship Strategies program builds great teams. Please see the description on page 4.**

**“ People have a tendency to want to work with their friends—people they’ve worked with before. That is exactly the wrong thing to do.”**

**Luis Amaral, researcher at Northwestern University**

## Building a Cohesive Team

### Clarify

#### Team Goals

**Get really clear about what needs to be done, who will do it, when it needs to be done, and why it needs to be done.**

**Communicate, Communicate, Communicate**

**Over-communicate, particularly during times of rapid change. Hold everyone accountable for effectively communicating to ensure team success.**

### Value Style Differences

**Great teams seek out and value diversity of social styles.**

**Make sure that all team members demonstrate respect for the different ways people contribute to the team’s success.**

### Celebrate Team Successes

**Collaboration and teamwork isn’t always easy. You get what you reward. Look for opportunities to recognize and reward positive team outcomes.**

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<b>City of Scottsdale</b>	<b>NFL</b>	<b>WD-40 Company</b>
<b>County of San Diego</b>	<b>New England Patriots</b>	<b>Virgin Entertainment Group</b>
<b>Crain Communications</b>	<b>North Island Credit Union</b>	<b>Websense</b>
<b>Cubic Corporation</b>	<b>NuVision Credit Union</b>	<b>Wells Fargo</b>
<b>Denver Broncos</b>	<b>Option One Mortgage</b>	<b>Western Growers Association</b>
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