

# Becoming, Hiring & Developing the Ideal Team Player



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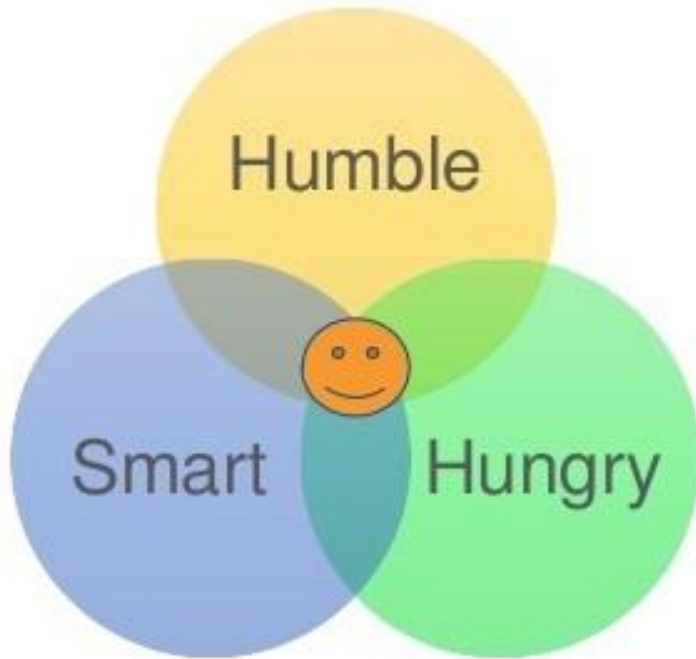
# Creating a Healthy Organization

- Patrick Lencioni – author, facilitator, researcher
- A healthy organization focuses on creating a workplace where people want to work
- Five Behavioral Principles for Teams:  
Building Team Trust, Mastering Conflict,  
Achieving Commitment, Embracing  
Accountability, Focusing on Results





Does this describe you?



**Humble:** Most important. More concerned with the success of the team than “getting credit.”

**Hungry:** Desire to work hard, put in the hours, self-motivated, volunteer to fill gaps, always looking for ways to help the team.

**Smart:** Show good judgment with people, team dynamics, love to problem solve, highly self aware of how they impact others.

# Humble

- Lack excessive ego/status concerns
- Point out others' contributions
- Team over self; collective success
- Two types: overtly arrogant and lacking self-confidence



# Hungry

- Always looking for more – to do, to learn, to take on, etc.
- Never need to be pushed
- Constantly thinking about the next step and next responsibility
- Hate the idea of being seen as a slacker
- Not workaholics – rather sustained commitment to doing a job well



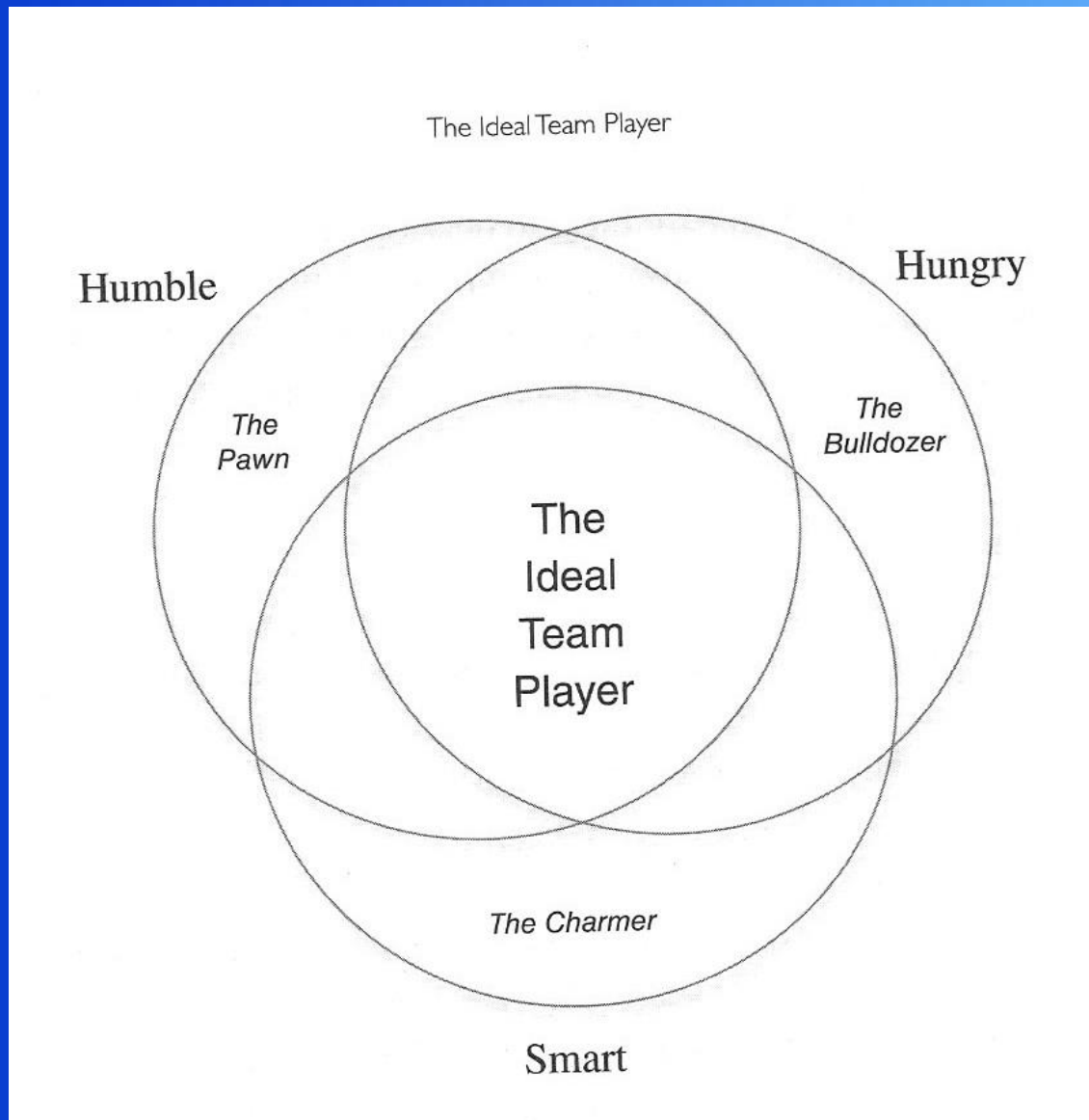
# Smart

- Not about intelligence
- Ability to be interpersonally appropriate and aware
- Know what is happening in group and deals with others effectively
- Ask good questions, engage others
- Remember Google Research





# If You Only Have One Trait



# Your Self Assessment





# How to Improve Humility

- Force yourself to compliment others, admit weaknesses, take an interest in colleagues
- Track your behavior – ask other to let you know when you're doing that bragging thing!
- Coach others by recognizing behavior – “I really appreciate how you've been so encouraging recently.”



# How to Improve Hunger

- Hardest to change
- Not just about output – instead transforming yourself to want to go above and beyond and not need prodding
- Find a way to be connected to the importance of the work being done
- Set clear expectations and be accountable
- Encouragement and praise helps





# How to Improve Smart

- This is not about how you intend to come across – it's about how your words and actions impact others
- Teammates must avoid thinking “he/she is a difficult person”
- Ask others to help enhance your social sensitivity
- Training and feedback are key – ask how your message was received
- Place building relationships at the top of your priorities



# Do you have social sensitivity – intuitively knowing how others feel?



## Reading the Mind in the Eyes Test (Revised, Adult)

Mouse over to zoom

### Practice Question

Which word best describes what the person in the picture is thinking or feeling?

- ☐ hateful
- ☐ jealous
- ☐ arrogant
- ☐ panicked



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# One way to test your social sensitivity:

- Reading the Mind in the Eyes Test:  
<http://socialintelligence.labinthewild.org/mite/>
- What to do if your social sensitivity is low:
  - Recognize the need to pay more attention to your teammates
  - Ask others for feedback
  - Be willing to share more of yourself



# The Challenge





# Using Humble, & Hungry, & Smart in the Interview Process

Patrick Lencioni's Sample Core Values Hiring Profile

# Project That Went Well

- Humble: Did the candidate convey a team effort? How did it help the organization? Was she/he prideful?
- Hungry: Did the candidate show initiative? Did he/she find a creative solution?
- Smart: Did the candidate display good people skills? Was she/he able to “read” the situation?





# Project That Didn't Go Well

- Humble: Could the candidate come up with a situation? Was the candidate quick to assign blame?
- Hungry: Did the candidate indicate how she/he tried to fix the situation? Was knowing what went wrong used for future learning?
- Smart: Did the candidate share a situation where they showed poor judgment/lack of people smarts? Were people skills a problem?



# Humble Value Questions

- How would your colleagues describe you? What would they say your shortcomings are?
- Describe your current team. What do you like and dislike?
- What kind of care best describes your personality? Why?



# Smart Value Questions

- Have you ever worked with a difficult colleague or boss? How did you handle the situation?
- Give me an example where your ability to be resourceful was tested? Or perhaps you were given a task with little instruction?
- What two things do you do to build credibility and rapport with colleagues?





# Hungry Value Questions

- Give me an example of a situation where your level of motivation led you to initiate something without being told to do so.
- What is the last thing you had to teach yourself on the fly? How and why did you do it?
- Explain a time when you had to complete a project despite major obstacles. What motivated you to overcome the obstacles?

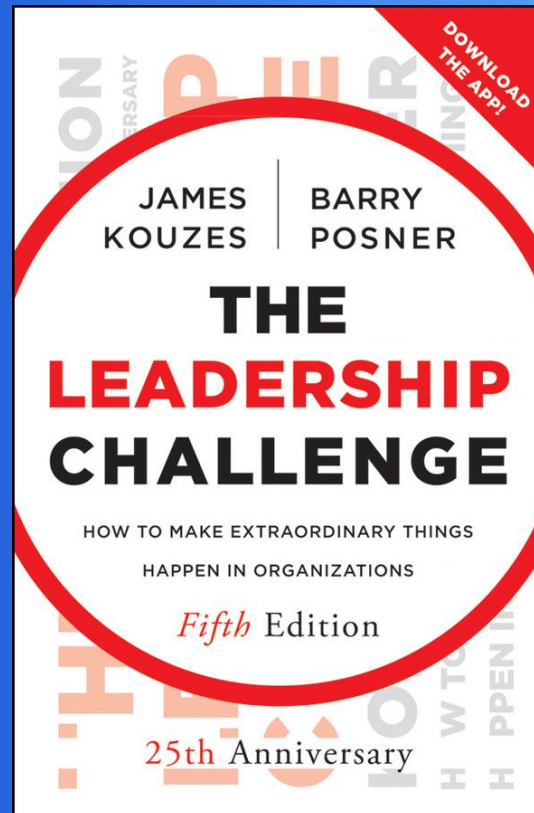


# Building a Team

- The most important time spent is in the interview process
- Volunteer to serve on an interview team
- Volunteer to help write questions
- Look for humble, hungry, smart
- Ask support staff to weigh in on the decision
- In your teams, remind teammates of these virtues



# The Leadership Challenge





# Encourage the Heart

- Recognize contributions by showing appreciation for individual excellence
- Celebrate the values and victories by creating a spirit of community



# The 7 Essentials of Encouraging the Heart

- Set Clear Standards
- Expect The Best
- Pay Attention
- Tell the Story
- Personalize Recognition
- Celebrate Together
- Set the Example



# The Encouragement Gap

Survey Question #1:

“Do you need  
encouragement to  
perform at your best?”

What percentage said  
“Yes?”





# The Encouragement Gap

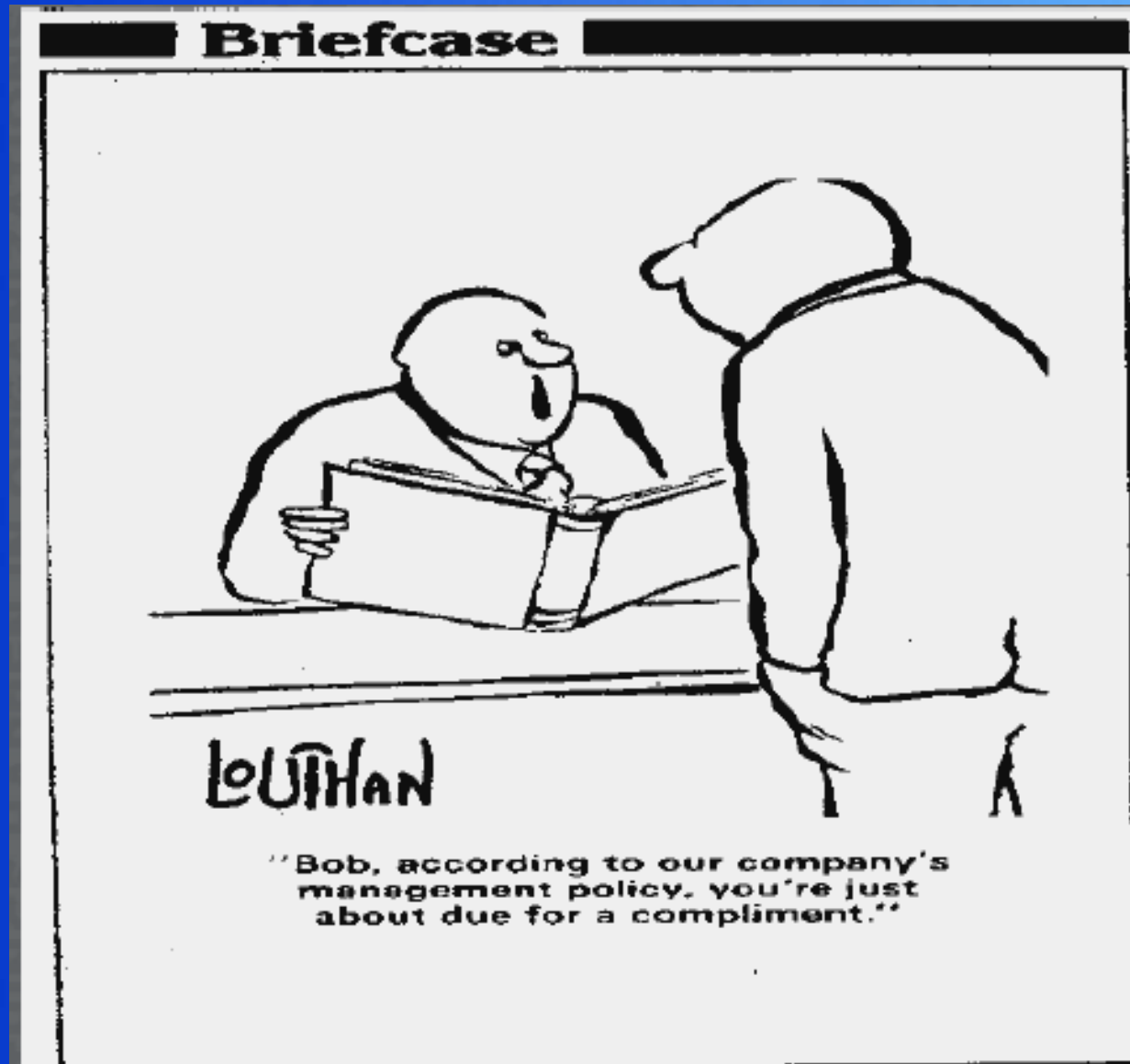
Survey Question #2:

“When you get encouragement, does it help you perform at a higher level?”

What percentage said  
“Yes?”



# It's gotta be real!





# The Encouragement Gap

Survey Question #3:

“What % of U.S. workers  
**NEVER** get recognized?”

33% report “Never”

44% report “little  
recognition”



# The Encouragement Gap

Why?





# The Encouragement Gap

What is the single factor that differentiates the highest performing managers from the lowest?

Higher scores on affection

Center for Creative Leadership, FIRO-B assessment



# The Encouragement Gap

What Employees Want – Rank these 10 Items

Factor	Employees Ranking	Managers Ranking
Good wages		
Job Security		
Promotions/Growth Opportunities		
Good Working Conditions		
Interesting Work		
Personal loyalty to workers		
Tactful discipline		
Full appreciation for work done		
Sympathetic help for personal problems		
Feeling “in” on things		

# The Encouragement Gap

What Employees Want – Rank these 10 Items

Factor	Employees Ranking	Managers Ranking
Good wages	5	1
Job Security	4	2
Promotions/Growth Opportunities	7	3
Good Working Conditions	9	4
Interesting Work	6	5
Personal loyalty to workers	8	6
Tactful discipline	10	7
Full appreciation for work done	1	8
Sympathetic help for personal problems	3	9
Feeling “in” on things	2	10



# The Encouragement Gap

What is the most important  
non-financial reward  
employees value at work?

A simple “thank you”



# Bringing It All Home

- Being a good team player yourself means focusing on how you reflect the virtues of being humble, hungry and smart.
- You can build a better team by looking for these virtues as part of your hiring process.
- You are also more than just a member of your work team – you have the ability to impact the lives of people and to let your character shine through









# Thank You!

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