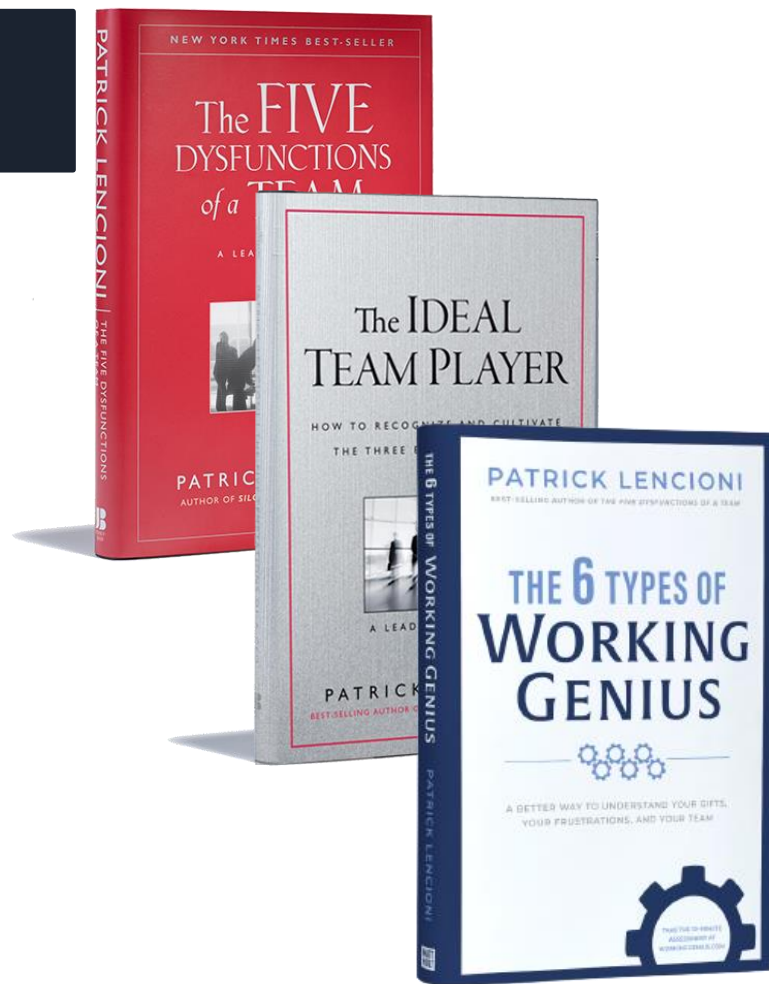


# TEAMwork Trifecta

**Tim Cooper & Rick Packer**

Principal Consultants, The Table Group



# TWO REQUIREMENTS FOR SUCCESS

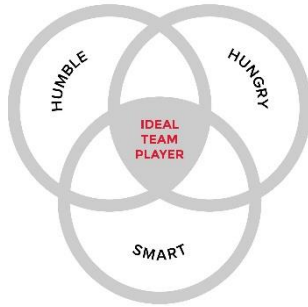
## **SMART**

- Strategy
- Marketing
- Finance
- Technology

## **HEALTHY**

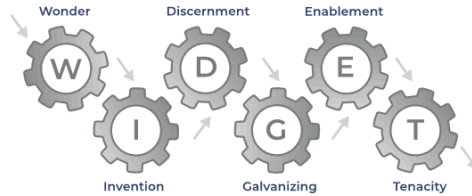
- Minimal Politics
- Minimal Confusion
- High Morale
- High Productivity
- Low Turnover

# THE TEAMWORK TRIFECTA



## IDEAL TEAM PLAYER

Who should be on the bus



## 6 TYPES OF WORKING GENIUS

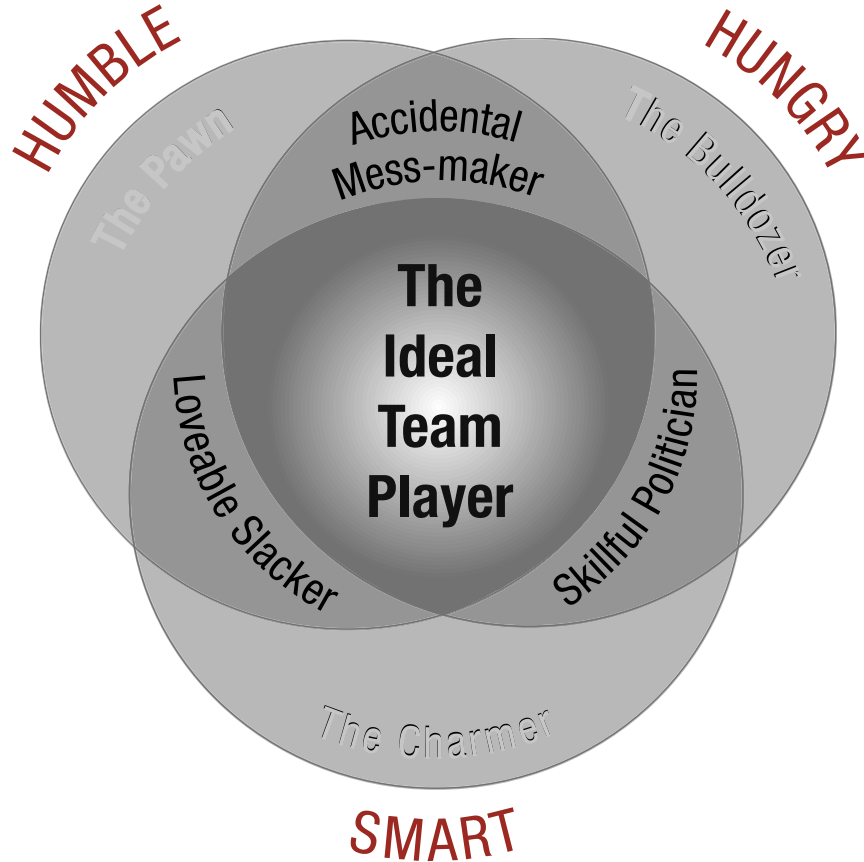
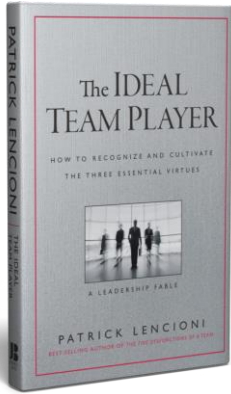
Who should sit in which seat



## FIVE DYSFUNCTIONS OF A TEAM

How to get the bus moving

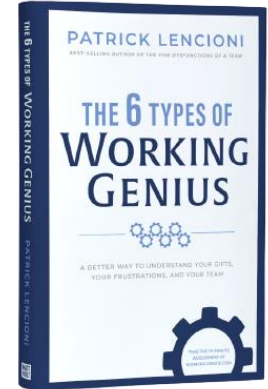
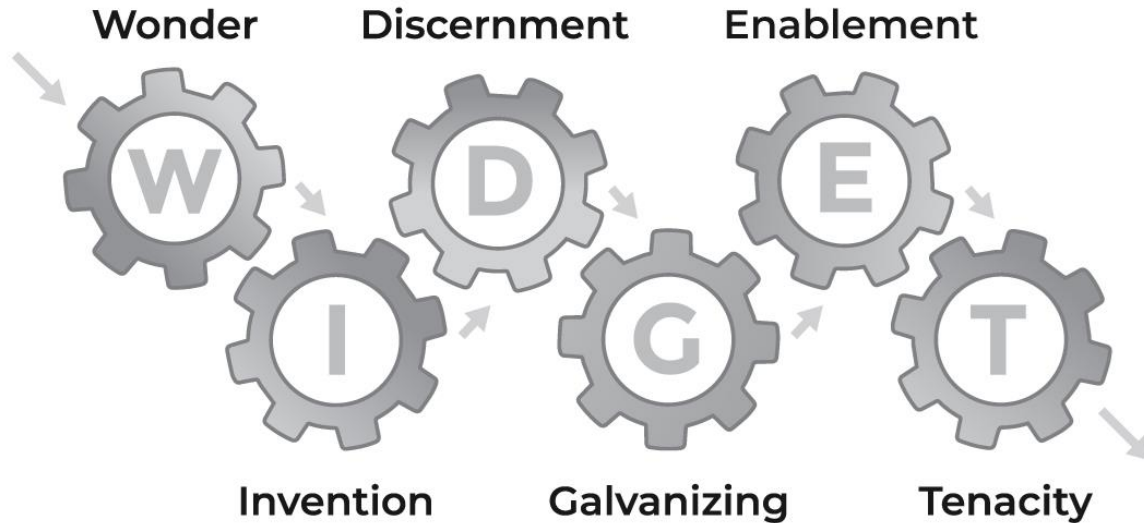
# THE IDEAL TEAM PLAYER



2 for 3

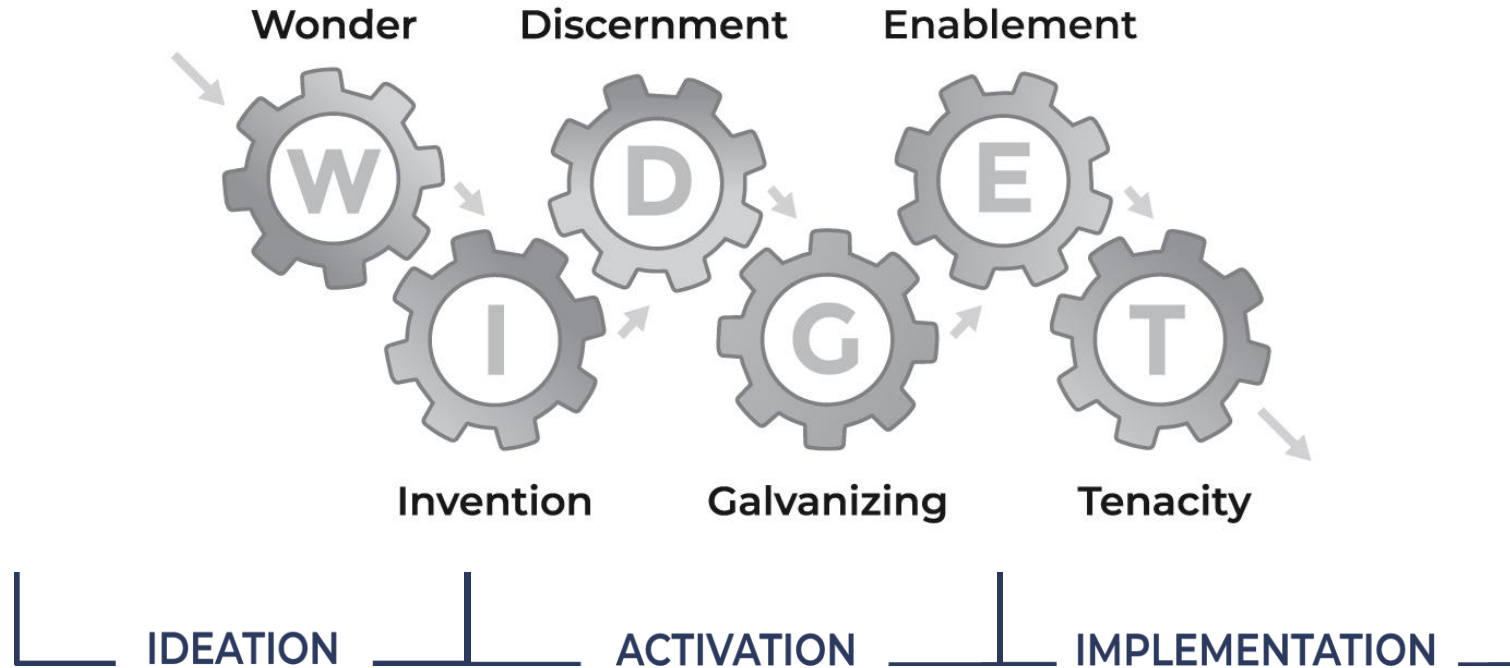
# THE SIX TYPES OF WORKING GENIUS

— THE 6 TYPES OF —  
**Working Genius**



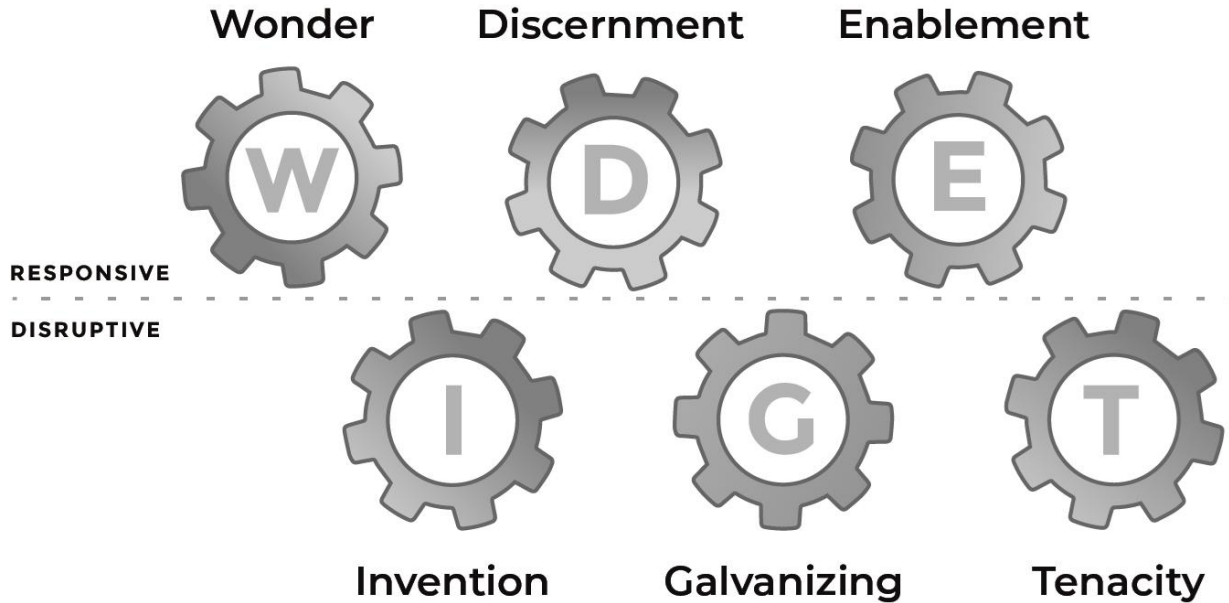
# THE SIX TYPES OF WORKING GENIUS

## The Three Stages of Work



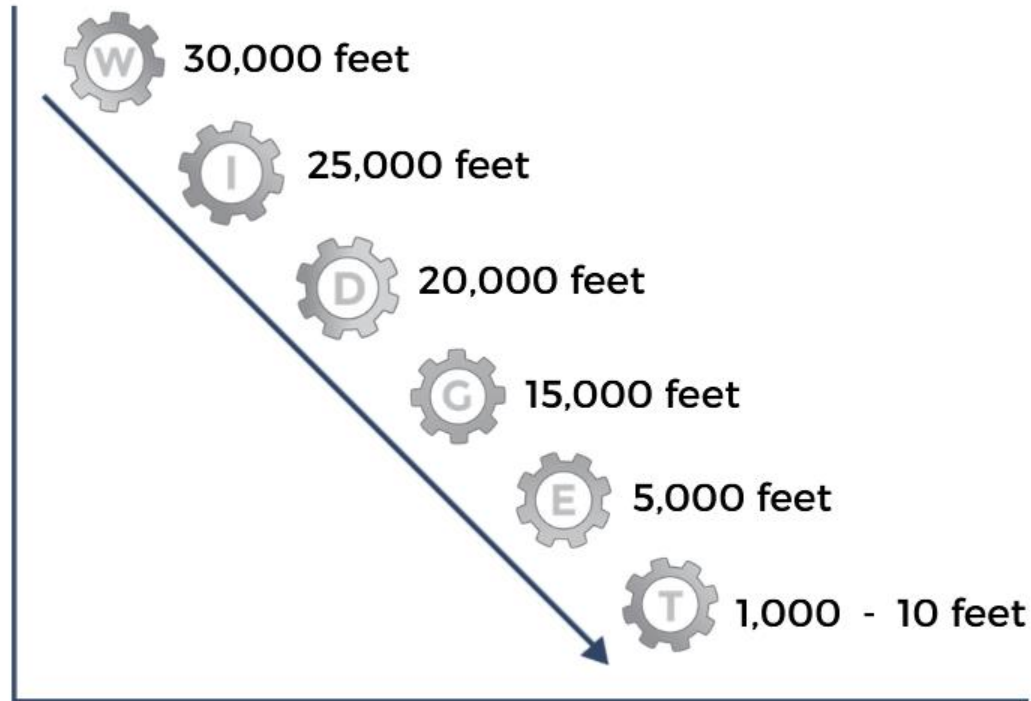
# THE SIX TYPES OF WORKING GENIUS

## Responsive vs Disruptive



# THE SIX TYPES OF WORKING GENIUS

## The Altitude of Geniuses



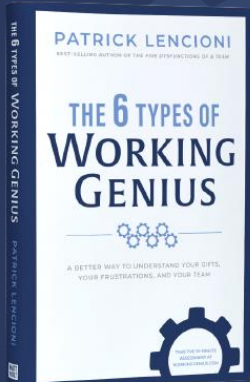




# → Productive Meetings

Meeting Types	Questions	Key Points
<p><b>Brainstorm or Offsite</b> Elevation: 25,000 - 30,000 ft.</p>	<p>Are we solving the right problems? Are we living up to our potential? Are we missing something? Could we serve our clients better?</p>	<p>Step back and look at the market/environment. This meeting should stay in the Ideation stage and not get dragged into tactics. This is a W/I meeting and "I" should lead.</p>
<p><b>Solutions Oriented or Ad Hoc Strategic</b> Elevation: 20,000 - 30,000 ft.</p>	<p>What is our strategic focus? How can we tweak our strategy? How can we refine our solution?</p>	<p>We identified a problem and need to spend time tackling a strategic focus. We need to invent a solution to address the issue and take time refining/tweaking it. This is an I/D meeting (with some W). "I" should probably lead this meeting.</p>
<p><b>Rally &amp; Tactical or Weekly Staff</b> Elevation: 15,000 - 1,000 ft.</p>	<p>Are we moving the ball forward? How are we doing against goals? What do we need to get done so next week is better?</p>	<p>We've identified our strategic focus, and we are inspiring and pushing people to execute. This is a G/E/T meeting. We don't need to re-discern our primary objective. "G" should probably lead this meeting.</p>
<p><b>Task Oriented or Daily Standup</b> Elevation: 1,000 - 10 ft.</p>	<p>What's everyone working on? What will we get done today? What can we check off the list?</p>	<p>Briefly ask what everyone is working on. "T" meeting. "D" should lead because it's about prioritizing and allocating resources.</p>

# All-In-One Model



STAGES OF WORK

THE 6 TYPES

ELEVATION OF WORK

IDEATION

ACTIVATION

IMPLEMENTATION



## WONDER

30,000 FEET

- Identifies the need for change
- Responds to the environment
- Steady energy

## INVENTION

25,000 FEET

- Generates ideas & solutions
- Disrupts the status quo
- Bursts of energy

## DISCERNMENT

20,000 FEET

- Assesses workability of ideas
- Responds to ideas
- Steady energy

## GALVANIZING

15,000 FEET

- Inspires & pushes to action
- Disrupts comfort zones
- Bursts of energy

## ENABLEMENT

5,000 FEET

- Helps move things forward
- Responds to need
- Steady energy

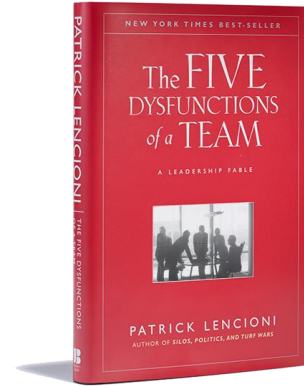
## TENACITY

1,000 - 10 FEET

- Ensures successful results
- Imposes standards & plans
- Bursts of energy

	Ideation		Activation		Implementation	
	WONDER	INVENTION	DISCERNMENT	GALVANIZING	ENABLEMENT	TENACITY
Working Genius	<p>Ponders possibilities of greater potential and opportunities</p> <p>Questions status quo</p> <p>Curious and bothered by unmet needs</p> <p>Prioritizes the big picture / thinks broadly</p>	<p>Creates original and novel ideas and solutions</p> <p>Adventurous</p> <p>Innovates from scratch and loves a blank whiteboard on which they can brainstorm</p> <p>Essential for discovery and innovation</p>	<p>Uses intuition (gut feel) to assess ideas or plans</p> <p>Quickly sees pattern recognition and trends</p> <p>Pursues best answer</p> <p>Instinctively avoids bad ideas before its too late or tweaks to improve</p> <p>Doesn't need data to decide</p>	<p>Ensures good ideas get attention / mobilization they need</p> <p>Brings energy and movement to an idea, project or function</p> <p>Regularly connects to the bigger purpose</p> <p>Rallies and inspires people to get on board</p>	<p>First to volunteer help</p> <p>Encourages and assists others to move ideas or projects forward</p> <p>Knack for supporting at the right moment &amp; in the right way (not on their terms)</p> <p>Great team players</p> <p>Anticipates needs</p>	<p>All about execution and impact</p> <p>Pushes projects and tasks to completion with desired results</p> <p>Driven by completion, impact, and accomplishment</p> <p>Ensures teams finish well and see the full impact of their efforts</p>
Underuse	<p>Needs of customers, employees, or world, might go unnoticed</p> <p>Fails to identify serious problems or move on opportunities</p> <p>Lack of curiosity or pondering</p> <p>Focus on efficiency but not effectiveness</p>	<p>May revisit problems repeatedly with little progress</p> <p>Lacks "outside the box" innovation</p> <p>Can get caught in status quo and hope for different results</p> <p>Lacks viable new options to debate</p>	<p>Pushes to implement ideas or solutions that are inadequate or ineffective.</p> <p>Experiences high rates of failure in new products, services, or initiatives</p> <p>Experiences tension and blame between "idea" people and "get it done" people</p>	<p>Fails to act on ideas or initiatives that were once promising</p> <p>Fails to generate enthusiasm / support to launch initiatives</p> <p>Employees aren't aligned or engaged to get things done.</p> <p>Lacks clarity and alignment on top priority</p>	<p>Team experiences a lack of collaboration, leaving initiatives to wilt or wither.</p> <p>Fails to respond to passion and energy of the Galvanizer</p> <p>Focused on one's own goals and work</p> <p>Limited volunteering</p>	<p>Fails to complete projects according to desired standards or doesn't get things done at all</p> <p>Lack of urgency or discipline</p> <p>Team loses energy and focus, and people move on to next shiny object or emergency</p>
Overuse	<p>Spends too much time pondering possibilities and may risk not taking action</p> <p>May keep re-opening conversations that are coming to closure, causing frustration among team members</p>	<p>Easily burned out</p> <p>May come up with solutions to problems that don't exist</p> <p>May bring new ideas and solutions to problems after the team has moved into implementation</p>	<p>May shoot other people's ideas down without sensitivity</p> <p>May trust only one's own judgment and not collaborate</p> <p>Can get caught in analysis paralysis</p>	<p>Can sell bad ideas without thinking them through</p> <p>Over-selling / may miss the cues that others aren't on board</p>	<p>Doesn't anticipate needs</p> <p>Can sell bad ideas without thinking them through</p> <p>Over-selling / may miss the cues that others aren't on board</p>	<p>Can get stuck in silos</p> <p>Can push sub-par strategies forward</p> <p>Doesn't challenge status quo</p> <p>Gets it done without considering people side</p>

# OVERCOMING THE FIVE DYSFUNCTIONS



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