



Developing People and Teams That Work

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TEAM ACTION AGREEMENTS ... Cost so Little & Do so Much!

The Best-in-Class Teamwork Tools

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... IN A NUTSHELL

Q. What's the most pervasive *and* ignored human performance barrier?

A. Unresolved interpersonal issues

Avoiding these issues within a team or department erodes trust, reduces its ability to raise & resolve conflict and creates a cycle of blame and deflection.

Q. What's the best approach?

A. Two Ineffective Approaches...
1) training
2) attacking or avoiding

Training alone is ineffective because companies can't charm-school themselves out of this type of problem. They can't play games or bulldoze themselves out of it either, because groups who consistently choose to remain stuck in interpersonal issues will not respond to those tactics.

A. The Better Solution...

TEAM ACTION AGREEMENTS

The Best-in-Class Behavioral Intervention Tool

UNRESOLVED ISSUES

Unresolved interpersonal issues are those situations in which someone is so irritated with another's behavior and attitude that they choose not to address & resolve the cause of their conflict...or they respond aggressively and create more damage.

Eventually, avoidance and/or aggressiveness weakens team performance because people complain to others versus doing their job. This behavior is unproductive, unwise and avoidable.

Warning: Unresolved issues create business mistakes (see Costs). There's nothing "touchy-feely" when it comes to losing money. It's self-evident that these situations are costly business issues that require a straightforward business solution (i.e. a behavioral intervention).

Why are these situations so pervasive and ignored? It's simple: Leaders and employees do not take responsibility for owning, addressing and letting go of

their conflicts in emotionally-mature ways.

COSTS OF AVOIDANCE

- Mired reorganizations
- Shrinking profits
- Shattered initiatives
- Unrealized M&A goals
- Loss of market share
- Poor decisions
- Loss of trust
- Undesirable turnover
- A culture of "blame"
- Little / no accountability

And if that is not enough, when executives and senior leaders avoid these issues or they use aggressive behavior to address conflicts, it costs the company, the employees and shareholders big bucks!

INEFFECTIVE APPROACHES

Typically, one of two approaches is offered: training or aggressive hardball tactics. Both have very limited & short-lived success and will never really solve the underlying root cause which is a lack of individual, team or leadership responsibility.

When you think about it, training does not guarantee results. Don't get me wrong...training is powerful, but training is only valuable for those who apply what they learn. Training alone will not work for people in unresolved interpersonal situations because they have not yet come to terms with their own accountability and responsibility in the situation.

Playing hardball is equally ineffective and only reinforces avoidance behavior. Emotionally-mature leaders never lower themselves to this tactic because they know there has never been, nor will there ever be, any justification for attack, blame and/or manipulation. Quite frankly, when leaders use this tactic, they are taking the easy way out. It's actually ten times harder to hold people accountable for resolving their interpersonal issues than it is to dismiss the situation with blame.

This does not mean that leaders who offer these two solutions are incompetent; they are just not aware of a better solution. Leaders who have experienced Lord & Hogan's approach have had great success and many of them have encouraged us to get out there and promote this powerful tool.

THE BETTER SOLUTION

Team Action Agreements are the best way to initiate change and to hold the gains. It is an accountability-based change management approach. It is a series of short sessions where leaders and employees openly choose to discuss and agree on work performance behaviors that will address and clear up unresolved interpersonal or

process issues that are hurting the team's performance.

This solution is better because it teaches and role models high-performance behavior, addresses unresolved issues using real situations, in real-time and it accomplishes bottom line business results. One team estimated an annualized savings of 1,400 labor hours!

THE ACTION AGREEMENT TOOL

There are a number of key components of a successful behavioral intervention, but this tool is by far the most important and it works – guaranteed! In twelve years of using and perfecting this tool, our clients tell us it's Best-in-Class!

An agreement is a covenant, promise or pledge that transforms behavior. It's behavioral-based and it specifically describes how team members will *behave*. It is not a "ground rule"; it is an emotionally-mature promise. But be advised that agreements do not work when leaders don't:

- a) keep them alive
- b) role model behaviors
- c) review & fine-tune them

APPLICATIONS

Simply put, the applications are endless because this tool helps any group either prevent or remove interpersonal friction. It's fairly easy to see how this tool *resolves* interpersonal issues, and yet it's a prevention tool, too!

For instance, we recommend implementing team agreements before and during a major change initiative (i.e. Reorg's, ERP's, M&A's), because it can actually prevent the severity of resistance

and other victim behaviors by transforming them into supportive behaviors.

Other applications:

- Team building: all levels during forming, storming and/or norming stages
- Board of Directors
- Leadership coaching
- Change management
- Re-organizations
- Alliances / JV's
- M&A integrations
- Ethics Initiatives
- Safety programs
- Outsourcing
- Labor / Management

WANT TO KNOW MORE?

Here are three options:

1. Join us for a complementary but invitation-only round table discussion at our office; call and we'll put you on the list
2. Email me and I'll send you a 25-page presentation about a real team success story (10 minute viewing time)
3. Call and we'll talk or get together for a visit.

Don't wait to learn how to use this tool. Everyone you introduce it to will be glad you did!



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Go online at www.LordandHogan.com to take our free 1-minute team assessment
