

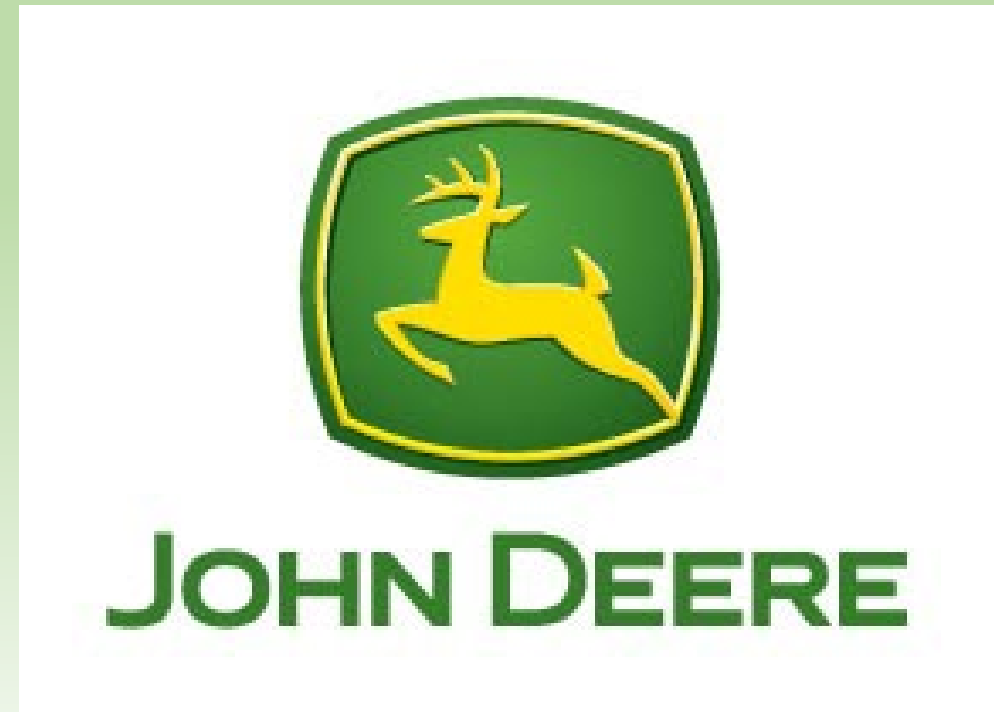


Learning by Failing

Please scan the QR code below if you require CEU credit for this session.



This session is sponsored by





Learning By ~~Failure~~

Knowledge = Experience



“As a leader, the first person I need to lead is me. The first person that I should try to change is me”.

John C. Maxwell

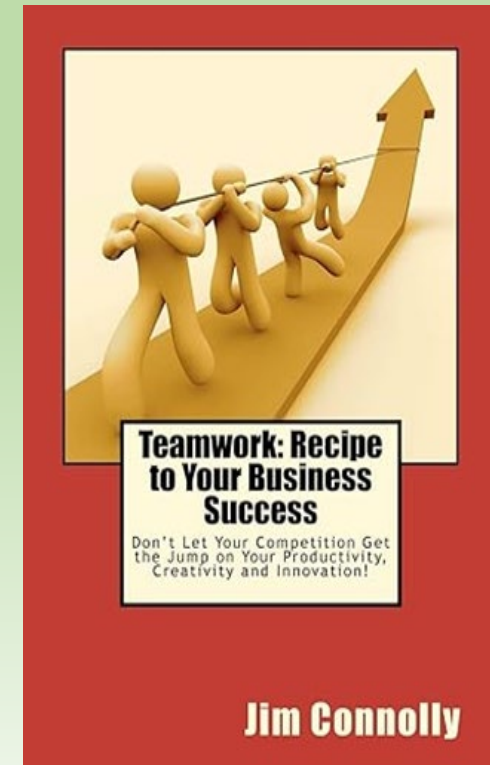
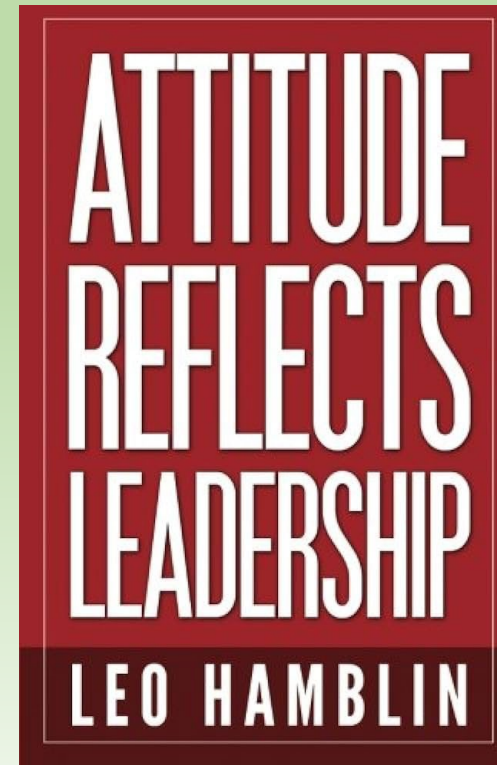
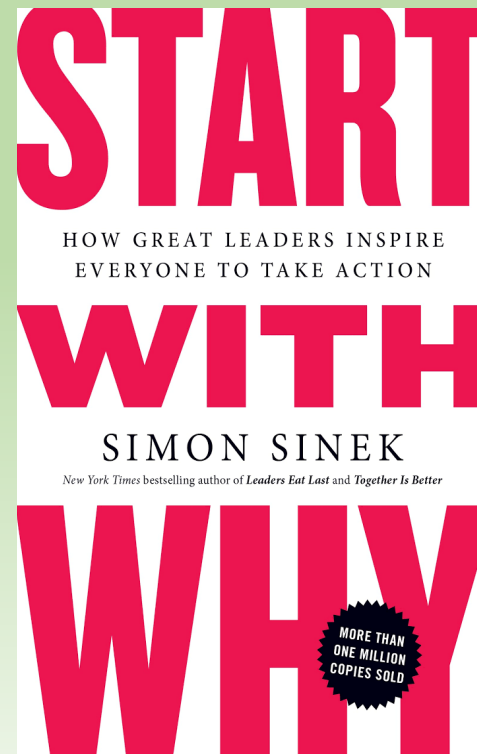
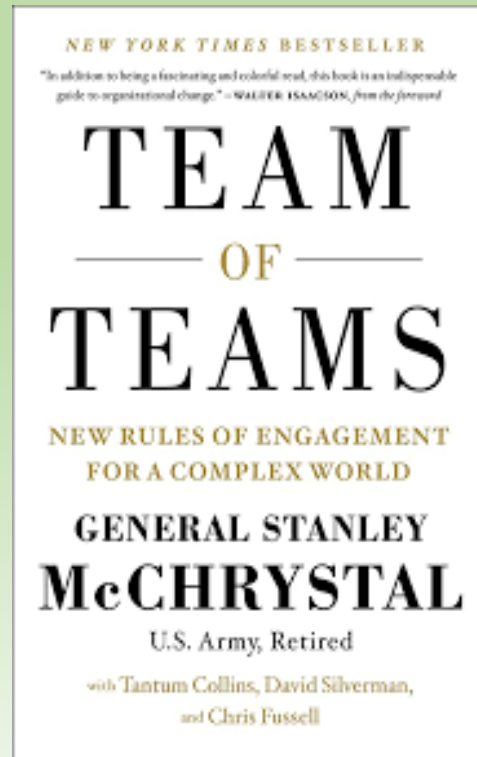
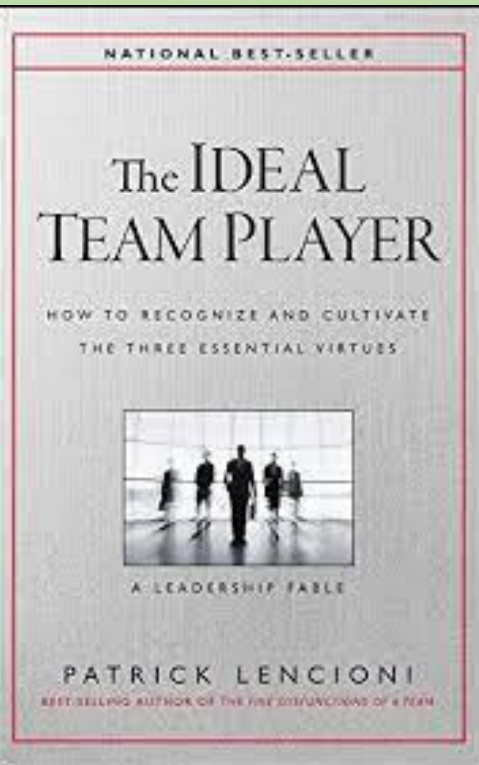
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To improve is to
change; to be
perfect is to
change often.

Winston Churchill

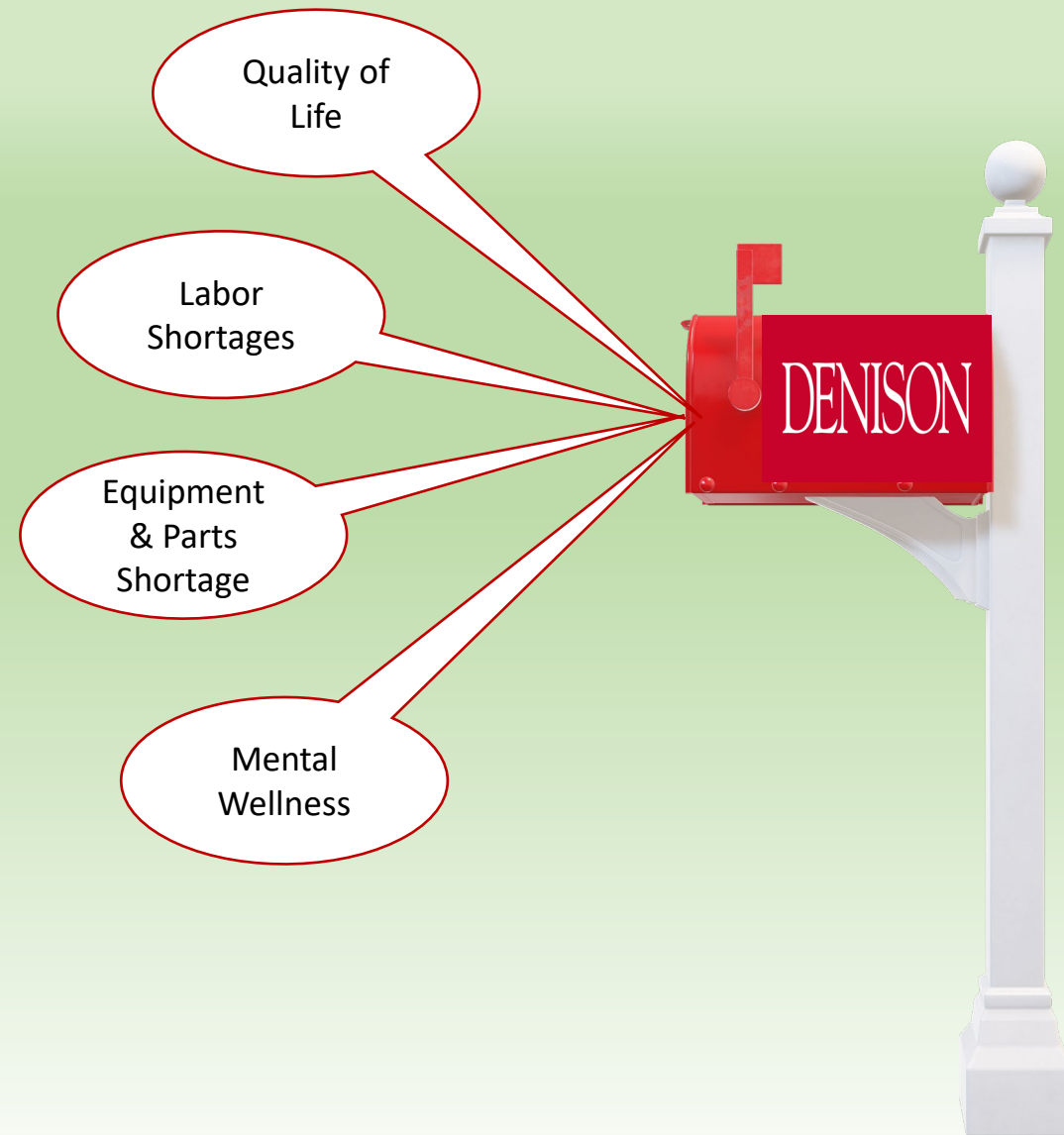
There is many great reads on teamwork, but they will not resolve all your employees' issues. You must put in the work.



Change is Good

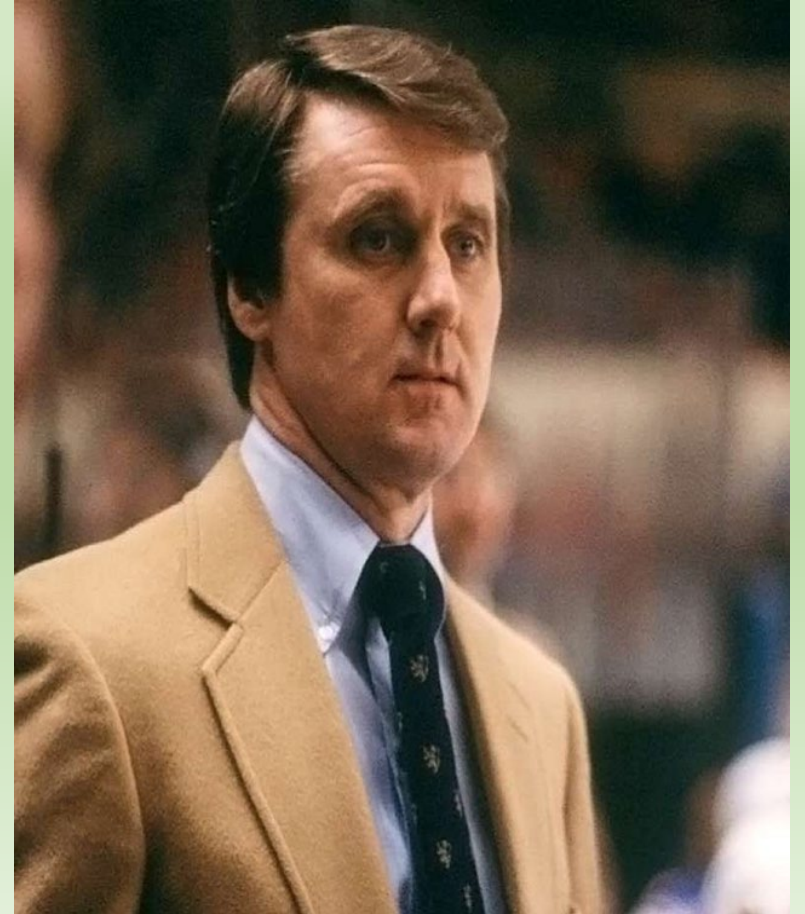


**GET OUT
OF THE
BOX**



Put values first and experience second.

"My recruiting key -- I looked for PEOPLE first, athletes second. I wanted people with a sound value system as you cannot buy values. You're only as good as your values. I learned early on that you do not put greatness into people...but somehow try to pull it out."



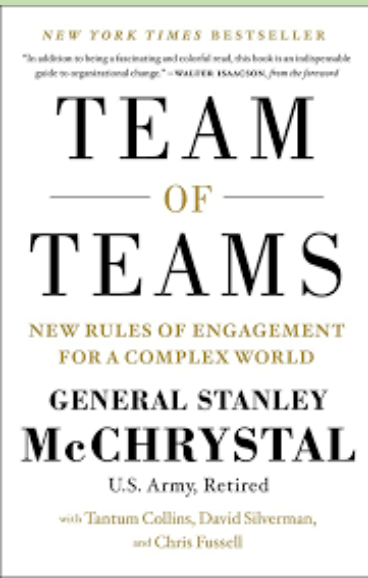
Head Coach Herb Brooks
"Miracle on Ice"



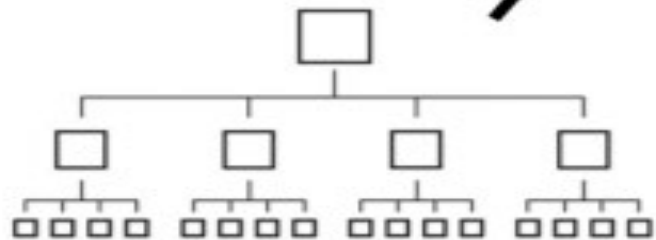
Gen. Stanley McChrystal

General McChrystal was in charge of 56,000 U.S. troops and 32,000 forces from 41 other countries during the Afghanistan War

In 2004, we did not have an efficiency problem; we had an adaptability problem.

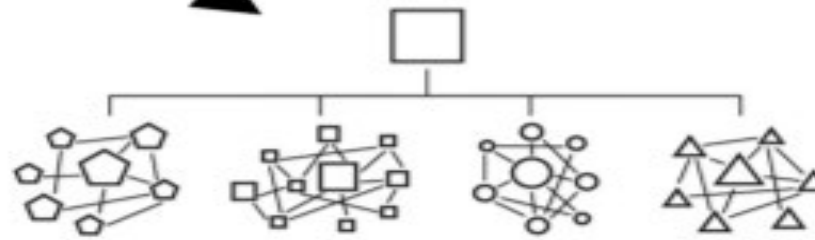


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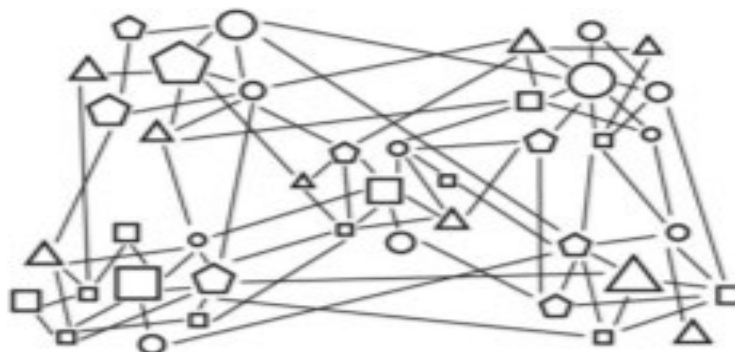
Command

A traditional top-down structure. The connections that matter are between workers and their managers.



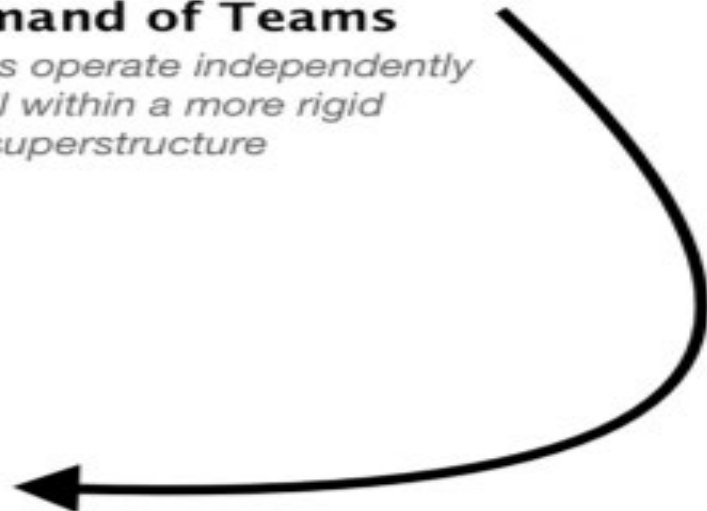
Command of Teams

Small teams operate independently but still within a more rigid superstructure



Team of Teams

The relationship among teams resembles the closeness among individuals on those teams.



NEW YORK TIMES BESTSELLER

"In addition to being a fascinating and colorful read, this book is an indispensable guide to organizational change." - WALTER ISAACSON, from the foreword

TEAM — OF — TEAMS

NEW RULES OF ENGAGEMENT
FOR A COMPLEX WORLD

GENERAL STANLEY
McCHRISTAL
U.S. Army, Retired

with Tatum Collins, David Silverman,
and Chris Fussell



Teamwork Recipe



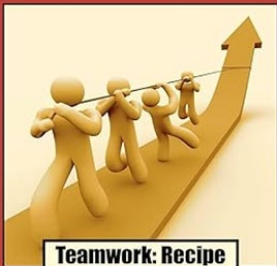
Ingredients For Teamwork

¼ cup of sharing ideas

¼ cup of trust

¼ cup of motivation

¼ cup of work ethics



**Teamwork: Recipe
to Your Business
Success**

Don't Let Your Competition Get
the Jump on Your Productivity,
Creativity and Innovation!

Jim Connolly

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What's Your North Star?

Mission Statement

Our purpose is to inspire and educate our students to become autonomous thinkers, discerning moral agents and active citizens of a democratic society. Through an emphasis on active learning, we engage students in the liberal arts, which fosters self-determination and demonstrates the transformative power of education. We envision our students' lives as based upon rational choice, a firm belief in human dignity and compassion unlimited by cultural, racial, sexual, religious or economic barriers, and directed toward an engagement with the central issues of our time.

Great 8

1. Inspire Trust
2. Express Gratitude
3. Pursue Growth & Learning
4. Care For The Community
5. Invest In Relationships
6. Be Respectful
7. Act With Integrity
8. Embrace Diversity

Core Values

Accountability

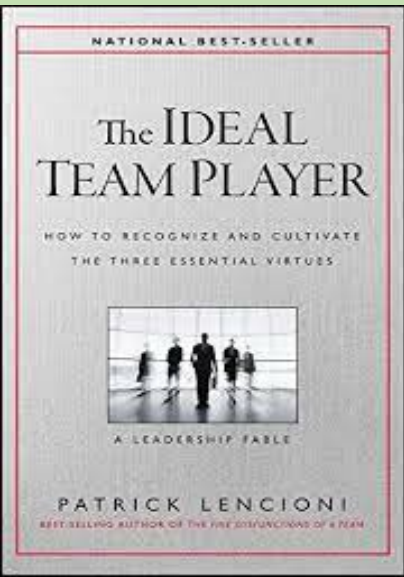
Concern
for Others

Stewardship

Personal
Development

Excellence

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Recipe For Recruiting

1/3 cup humility

1/3 cup of smart

1/3 cup of hungry

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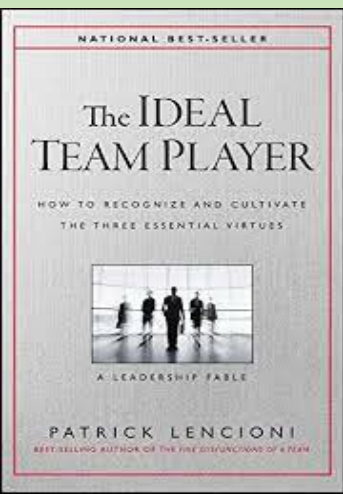
Personality



Humble



Humble Only: The Pawn Pleasant, kind-hearted employees who don't really get things done and don't build effective relationships. They don't make waves, so can survive for a long time on teams that value harmony and don't demand performance.

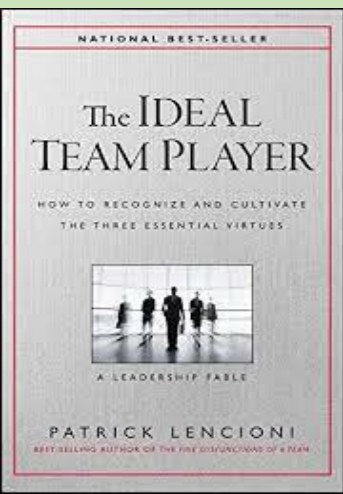


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Smart



Smart Only: The Charmer Entertaining and likeable, they have little interest in the long-term health of the team. Good social skills but make little contribution and wear out their welcome quickly.

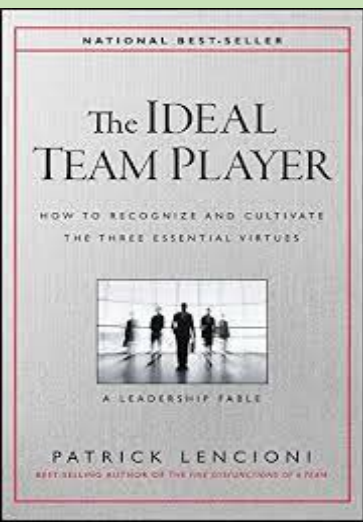


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Hungry



The Bulldozer Determined to get things done but focused on their own interests. Bulldozers don't have an understanding of how their behavior affects others and are quick destroyers of teams. They are easily identified and removed by leaders who value teamwork. In organizations that place a premium on production alone, bulldozers can thrive and do a lot of damage.



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Breaking down
the three
personalities.



Humble and Hungry, but Not Smart

The Accidental Mess-Maker Genuinely want to serve the team and not out for all the credit, but since they don't understand how they impact others, they create unintended drama. They are hard-working and want to help, but it gets problematic to have to address the problems they create. The least dangerous of anyone without all three as they respond well to feedback and have good intentions.



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Humble and Smart, but Not Hungry

The Lovable Slacker Not looking for attention and good at building relationships, they just meet minimum performance expectations. They don't have passion for the work or drive to go above and beyond. It's easy to keep them because their positive and likable, but they need significant motivation and management, making them a drag on team performance.



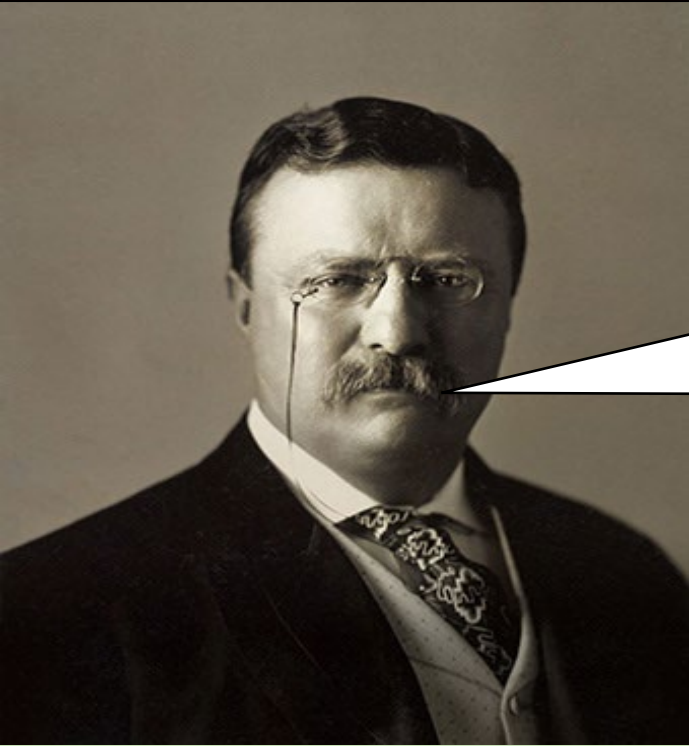
Hungry and Smart, but Not Humble



The Skillful Politician is the most dangerous, they are ambitious and hard-working, but only out for themselves. They're good at portraying themselves as humble because of their people skills but demonstrate destructive behavior that is hard to identify immediately. They rise in companies that value individual performance over teamwork and create a trail of destruction among their humbler colleagues.



The Complainer



“Complaining about a problem without posing a solution is called whining.”

Teddy Roosevelt.



START
HOW GREAT LEADERS INSPIRE
EVERYONE TO TAKE ACTION
WITH
SIMON SINEK
New York Times bestselling author of *Leaders Eat Last* and *Together Is Better*
WHY
MORE THAN
ONE MILLION
COPIES SOLD

Using Cautions When Hiring New Employees To Your Team



New Team Member Matrix Interview

- Don't just hire a new employee to check a tick box.
- Showcase your team's camaraderie towards the applicant .
- Have the team introduce themselves and the areas they are responsible for to the applicant.
- Have each team member ask one question that will test the applicant smart, humble and hungry perceptions.



Smart Questions

1. Tell me about a difficult or sensitive situation that required careful communication.
2. Describe a situation where you had to work with a difficult person. How was the person difficult and how did you handle it?
3. Give an example of when you had to resolve a conflict with a co-worker or client. How did you resolve it?
4. Tell me about the best boss you ever had. Now tell me about the worst boss you ever had. What made it challenging to work for him or her?
5. Give me an example of a time when you were criticized. How did you deal with it?
6. Tell me about a time you mess up a project or something up at work. What did you do? What did you learn from your mistake.

Humble Questions

1. Discuss a time when your integrity was challenged. How did you handle it?
2. Give me an example of how you have worked effectively with people to accomplish an important project.
3. Tell me about a team project of which you are particularly proud.
4. Give me an example of a time you made a sacrifice to improve yourself.
5. Tell me about an objective in your last job that you failed to meet and why.
6. Give me an example of a mistake you made. What did you learn from your mistake?

Hungry Questions

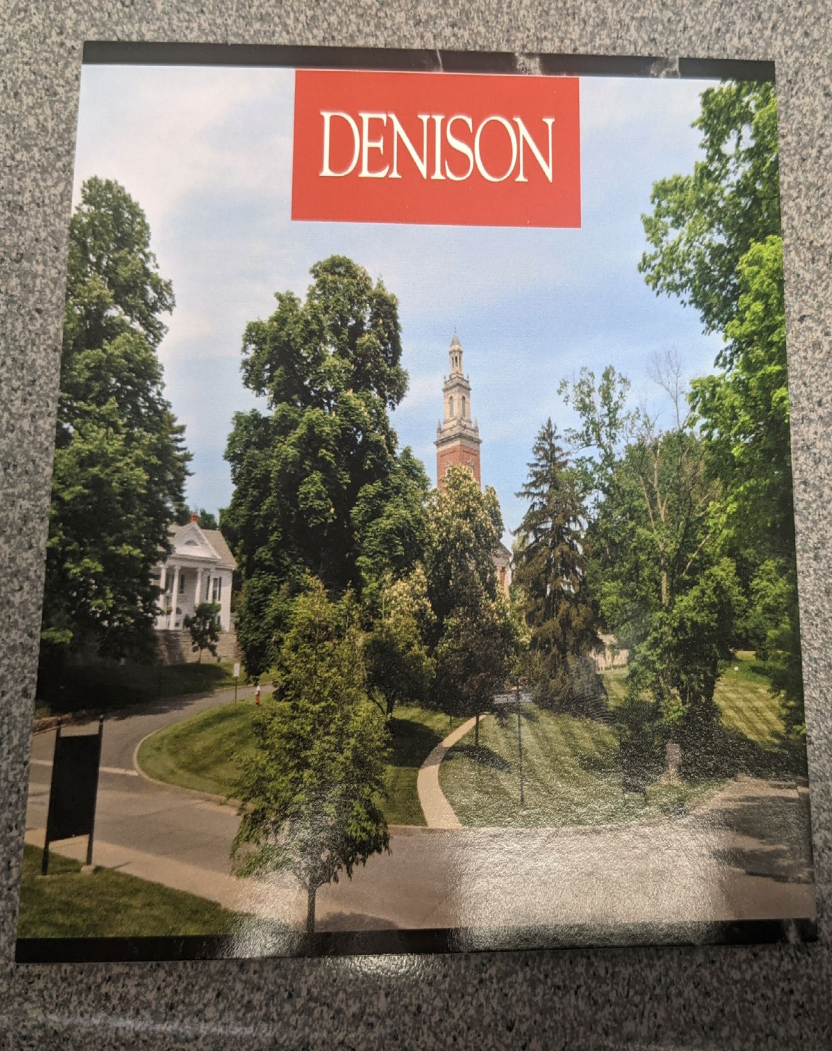
1. What has been the most difficult project you have ever had to complete?
2. Tell me about a situation in which you had to go above and beyond the call of duty in order to get a job done.
3. What motivates you to put forth your greatest effort?
4. Give me an example of when you have had to work under pressure. What was the circumstance and how did you deal with it to accomplish your goals?
5. In which areas do you feel you would like to develop?
6. Have you taken any steps in the past year to improve your skills or performance?
7. What challenges are you looking for in a position?
8. What motivates you most?

Your Always Being Watch From Your Employees

Bernard Marr

Internationally Best-selling #Author

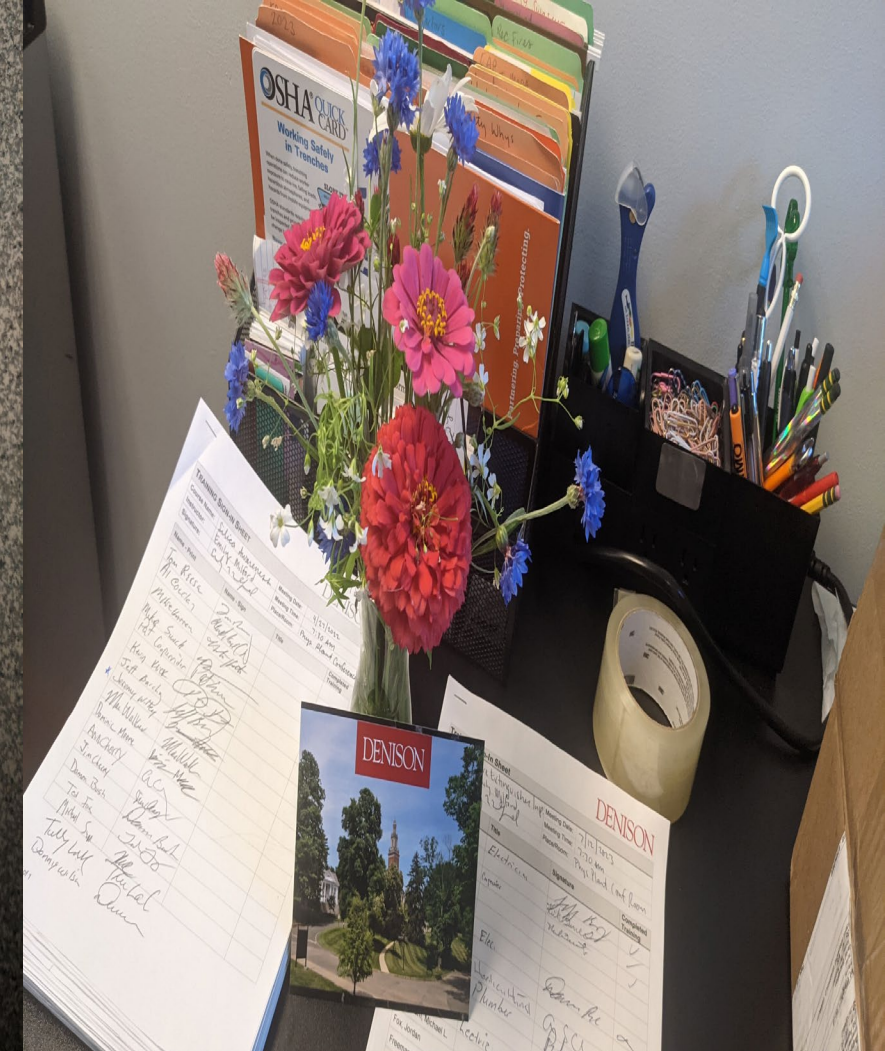




Dear

These flowers were picked especially for you to brighten your day. We wanted to take a moment and say thank you. You are appreciated!

The Facilities Team



Kindness doesn't cost a thing, yet it's the richest gift you can give.

What's Your Legacy



How do I want to be remembered?

intelligent funny forgiving grateful
tent effieae kind
tistic nice persevering
caring smart helpful
sharing organized
creative active positive
generous chill wise open-m
mature punctu happy
d social thoughtful
supportive helpful unique
easy-going loyal responsible
thankful fri humble

(Note: The drawing on the left is a sketch of a man in a suit, pointing towards the right.)



2019



2021

Jennifer Garner '94



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Closing Remarks

Focus on your team and have your team focus on the goals. There is no cookie cutter or easy solution to be good leader. It's always work in progress, but if you stick with it, you will transform your team and results will come.

Any
Questions?



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Thank You!