

SYNERGY

The Value of Team Work

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Teamwork has always been at the heart of community, organization, family, relational and business success.

As we have watched the events of the past few months unfold and the waves of effect crash on our minds, hearts and wallets, we are learning that for a time in the distant future we will be

forced to accomplish more with less. As our legislators slash spending to keep pace with an economy that is cooling the bottom line it that we need more than ever to come together, to work together to accomplish the work that is before us. To learn and then to teach our colleagues to work more productively

and efficiently together as a team. As leaders, we must rise to meet these challenges and use the sum total of our greatest resource, the minds, energy and hearts of our team member to meet the challenges posed by the time in which we live. This issue is dedicated to helping you build your team.

SYNERGY's New Look!

Leadership In Newaygo County is funded through a partnership with



With the LINC listserve, leadertalk@ncats.net, up and running for inter-alumni communication and our web site www.nclinc.org giving us online presence our synergy news letter will be taking on a new look. It will provide more information and thought provoking articles to help you develop the leadership

skills internally and promote the development of leadership within your team. SYNERGY will be published each quarter on the world wide web. You will be notified of the newsletter posting through linc-talk@ncats.net. As we look ahead to the winter issue the theme will be **Leading Change**. We welcome

you to submit ideas for leading change or an article on the dynamics of change and its effect on your industry or community. If you are interested in writing please contact Jim Richard at 924-7904. Deadline for submission for the winter issue of SYNERGY is January 15, 2001.

Team Motivation

Peter Grazier

Motivation. We hear the term often. Generally we associate the word with human behavior, meaning, a state of mind that moves us to action. And even though few of us have had formal training in it, it's one of those characteristics of life that seems to fit the old adage, "I know it when I see it."

For most of my years working in the field of workplace collaboration, this word has held a place of stature and importance, because it has been, perhaps, the most significant outcome of worker involvement. As the collaboration trend, and more specifically, the use of employee teams continues to grow, one question that is taking on greater importance is how to keep the team motivated over the long haul.

What are the ingredients or characteristics of teams that seem to sustain high levels of motivation?

I posed this question to a group of people recently and found that it tapped into some deeply held beliefs about what makes us do what we do. So for those of you working with teams, here are some thoughts that might help:

What Makes Us Do Anything?

Probably the first question to be answered in a discussion of motivation is "What makes us do anything?" Why am I writing this article? Why are you reading it? Why did you get out of bed today and go to work? Why did you join that volunteer organization last month? Why did you drop out of

the other one?

Each day brings with it an endless list of decisions to be made. The process of making those decisions is driven, in large part, by the hope of a benefit or the fear of a consequence.

For example, I truly enjoy coffee and donuts from Dunkin' Donuts. I pay them money for the benefit of enjoying the taste and filling a void in my stomach. However, I limit my intake of these donuts for fear of the consequences of too much sugar and fat in my diet.

Literally, every decision we make is filtered through this process. The industrial psychologists have taken this further by defining these consequences as needs.

Our needs for sustenance, safety, security, belonging, recognition, and a sense of growth and achievement become strong drivers (motivators) of behavior.

The subject of motivation is, at once, simple and complex. Simple, in that it explains much of what we see happening in human behavior, yet complex when it poses contradictions.

For example, the need to nourish ourselves is strong, and hunger will drive us to extreme actions, particularly in the case of extreme hunger. However, how does one explain a hunger strike? How can you explain the actions of someone who has died because they chose not to eat? The psychologists will say that a higher level need took over....perhaps the need to make a point about an issue that, to the person, was larger than life itself.

So as we attempt to understand motivation, we need to appreciate the subtleties



that exist in human behavior, and focus our attention on general principles of motivation that have wider application. At least if we can understand some of these principles, we might be better prepared to lead or facilitate a long-term, highly motivating team experience.

Why Be Part Of A Team?

You've been asked to participate on a team to accomplish some task. Immediately your decision-making process begins.

- What is the purpose of the team?
- Is it a topic that interests me?
- Who will be on the team with me?
- What kind of authority will we have?
- Is it important to management?
- What is the reward for participating?
- What is the risk (perceived as punishment) for not participating?
- How long will it run?
- Will I be better off as a result of my participation?

These are some of the questions we ask ourselves when faced with an invitation to participate in some kind of team. Are they typical questions?...of course.

Do they relate to our motivation to participate?... certainly.

Sometimes, however, we are not given the opportunity to refuse participation on a team: for example, a work group or an organization that has restructured itself into self-directed work teams. In these cases, by default, we are part of the group or team.

Nevertheless, in either case, motivation can rise or fall depending on a myriad of factors. Let's look at some of them.

Factors That Influence Team Motivation

I. Purpose

I have asked people for years to describe the characteristics of their most successful and rewarding team experiences. At the top of almost everyone's list is a clear purpose, focus, or mission. But further, for long-term motivation, it must be a purpose or mission that they find aligns with their personal wants and needs.

One can be asked to participate on a temporary task force. If the mission is clear, he might be able to sustain motivation for the duration if he feels it is important. However, if it is a topic that is not in line with his wants and needs, his motivation to continue may diminish.

Many years ago on a con-

"...the most successful groups over the long haul tend to address both the technical needs and human needs. These groups are at the same time competent in the work they perform and highly functional in their interpersonal relationships..."

struction project, I had assembled a group of electricians to streamline the process of making cable terminations. Since they were all electricians, I thought there would be great interest in working on a process that was frustrating people the way it was designed.

About a month into the group's work, they were having great difficulty maintaining momentum and focus. When I asked them why, they said that some of the electricians were conduit specialists and some were cable tray specialists, and that those not working directly with the cable terminations simply couldn't get interested in the subject. What a lesson for me! **Motivation in this case was lacking because the team's purpose was not in line with some of the members' wants and needs.**

So one strategy with a lethargic team might be to stop the process, re-visit the team's purpose or mission, and see if there's alignment on it. Even with a team that seems well-motivated, it still is a good strategy to recheck once in a while.

II. Challenge
Another term that I hear frequently when I ask about team motivation is challenge. The human species, as with most animals, has been given a survival mechanism called fight or flight syndrome. When presented with a challenge, our defenses are alerted to move us to action....to run away from danger or address it directly. Many people will say that their most rewarding team experiences resulted from some sort of challenge. I've

heard the stories often of mediocre groups that responded to a challenge with heroic success. **The challenge itself was the motivator.**

In the workplace, these challenges occur infrequently. Teams are not presented with stimulating challenges every day. So the question becomes how to provide challenges to the team at more frequent intervals.

An additional criteria for a challenge is the **level of difficulty**. If a challenge is too difficult, perhaps perceived as impossible, then team members may give up before they start. However, the same result may occur if the members perceive the challenge as too easy. Little energy is required to accomplish something so easily obtained.

So for ongoing teams, periodic stimulation in the form of a worthy challenge is another method of maintaining motivation.

In 1983, I was managing a work group for a large construction organization. It was a long-term project (10 years), and senior management had discussed conducting an open house for the workforce. Management, however, had always nixed the idea--fearing the difficulty of coordinating an event that would encompass seven thousand workers and their families.

My work group heard about the idea, however, and asked to take on this assignment. There was enormous interest in conducting this event within the workforce, so with much support, my group planned and successfully coordinated an open house that ultimately attracted over 10,000 people.

The challenge for my group was enormous....but achievable. The challenge created high levels of motivation while planning the event; and the sense of accomplishment after the event sustained motivation even longer.

I don't suggest by this example, that every work group take on such a formidable task, but simply think about the implications of taking on a new challenge periodically.

III. Camaraderie
Seldom, if ever, in our MBA programs (which purport to be leadership development programs) have we seen courses of study in team development and motivation. That is changing now and will continue to change in the future.

If one studies highly effective groups, one finds that the most successful groups over the long haul tend to address both the technical needs and human needs. These groups are at the same time competent in the work they perform and

highly functional in their interpersonal relationships. The group is well balanced in both technical and human skills.

Another factor that emerges from my queries about successful teams is camaraderie, meaning comradeship, fellowship, and loyalty. The people on these teams genuinely like each other and work hard to develop and maintain their relationships.

Although they are probably not aware that research supports this behavior, they just seem to understand that it's a lot easier to support your team member when you have a good relationship. **The fallout from this kind of relationship building is open and direct communication, frequent praising of each others' contributions, and mutual support.**

So, you will say, that is all well and good for teams whose members like each other, but **what if they don't like each other?** Much of the time we like or

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dislike someone, it relates more to how well we understand them. And since our formal training has not addressed this, most of us enter adulthood ill-equipped to deal with the myriad of personalities, temperaments, cultures, values, beliefs, ideologies, religions, and idiosyncratic behaviors of those we meet. One way to break down these barriers is to **expand one's understanding of his own species**. Training is available to address most of the topics above, and exercises can be beneficial if they move us to another level of understanding. But don't overlook the simple solutions. Designing an **off-site activity** for the team, sometimes just to play together, is a powerful way of building camaraderie. For more thoughts on this, see our article "Celebrations and Events to Build the Team".

IV. Responsibility

In general, people and teams are stimulated by being given responsibility. Having ownership of an identifiable block of work is a long-held tenet of motivation in groups. Responsibility can be tricky, however. Implied in this concept is the understanding that the responsibility comes along with authority to make the necessary changes. Teams that have **both the responsibility and authority** tend to maintain motivation over longer periods of time. **Responsibility can be demotivating if the consequences of error or failure are too great.** If the organization, for example, has a history of punishing mistakes, then the giving of responsibility is viewed more as a negative. The

short-term performance may be good (remember fear is a motivator), but long-term motivation will suffer. It is difficult to sustain high performance when energy is being sapped by fear.

V. Growth

Finally, personal and team growth can provide another basis for sustained motivation. When people feel they are **moving forward, learning new concepts, adding to their skill base, and stretching their minds**, motivation tends to remain high. Personal growth adds value to the individual, enhancing self-esteem and self-worth. Accordingly, team members and team leaders should look for opportunities that help add knowledge and skills. A good technique is to simply **ask** members what they would like to get from their association with the team, then **listen** for areas of possible growth.

VI. Leadership

A good leader can be a catalyst for motivation in the short term, but the best leaders create the conditions for the team to motivate itself. We have all seen examples of how leaders inspired teams to accomplish some phenomenal task. History books and Hollywood are full of these stories, and we come to honor these leaders. But the charismatic leader that can be so effective in the short term, cannot necessarily sustain motivation indefinitely. Motivation is inherently intrinsic, residing within oneself. Therefore, if one depends continually on another for their source of motivation, eventually it ends.



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Great leaders **have a knack for helping others see the best in themselves**, providing the stimulus for self-actualizing behaviors.

But great leaders also **understand the importance of team purpose, challenge, camaraderie, responsibility, and growth, and focus much of their time on creating the conditions for these to exist.** Great leaders **understand that their team members have needs**, and that for motivation to grow and continue, the activities of the team must help in some way to meet these needs.

Summary

A team whose members are aligned with its purpose, feel a challenge in their task, have a strong sense of camaraderie, feel responsibility for the out-

come, and experience growth as a team and in their personal lives, will tend to sustain motivation over the long haul. This is not to say that they will not have difficulties at times, or that members' wants and needs won't change over time. In these cases, sometimes changes will have to be made. A member who no longer feels the team is meeting his or her needs may have to leave the team to continue on their own path. But, in as much as it is possible to sustain motivation indefinitely, the factors above will tend to create the best possible environment for it. *(originally appeared in El Network January, 1998)*

I Can Only Compete Through My Crew."

by Bill Breen and Simon Walker

Of all the environments for testing one's ability to be a leader, one of the toughest is the deck of a racing yacht, a place where Simon Walker has spent much of his adult life. "I won't do it. I've got a bad back." When Simon Walker recalls his most difficult challenges as a leader, those words of resistance light up like a theater marquee. In his first command of a large sailing yacht, Walker endured every leader's nightmare: A member of his own team called him out.

The year was 1994, and Walker was a skipper in the Spitsbergen sailing expedition, a seven-week-long journey from Plymouth, England to Svalbard, an island halfway between Norway and the North Pole. A native of Shrewsbury, England, Walker was 26 years old, just five years removed from the University of Manchester, where he had graduated with a degree in computer engineering. Some of the crew members were twice his age.

At 8 AM one day, Walker and his crew lined up on the boat's foredeck and prepared to take in the 100-pound anchor. "There was one particular guy who probably drank a few too many beers the night before. Suddenly, he says he's got a bad back -- right in front of the entire crew," Walker recalls. "Everyone knows his back is fine. So all eyes turn to me to see what I'm going to do. Do I confront him? Do I let him get away with it? I had a

split second to decide."

Walker decided to be "unreasonably reasonable." He'd play the guy's game. "The only way to hold on to my authority was to make him look stupid. I told him to trade places with this little woman, Kirsten, who was at the wheel. Now, this

toughest is the deck of a racing yacht, a place where Walker has spent much of his adult life. He's sailed across the Atlantic Ocean seven times. He's led two expeditions to the Arctic Ocean. He won the first Teacher's Whiskey Round Britain Challenge race in 1995. But in the

heads an organization of 120. As the managing director of Plymouth-based Challenge Business, Walker is the point man for a massive undertaking: vetting the crews, selecting the skippers, lining up the sponsors, and shotgunning the logistics for sailing's toughest races. As you read this, the 12 yachts competing in the BT Global Challenge 2000 are racing furiously down the coast of South America, bound for Buenos Aires by mid-November.

The concept behind the Global Challenge is straightforward and ultrademocratic: to give ordinary people -- many of whom have no sailing experience -- a chance to take on the challenge of their lives and sail around the globe. The lessons that the race imparts are rich and universal. If you want to learn what it really takes to be a leader, then spend some time navigating the challenges of this race.

The BT Global Challenge serves up a big-time test on several fronts. First, it is physically daunting. Crews must battle violent weather, mind-numbing fatigue, injuries, 100-degree heat in the tropics, and lacerating cold in the Southern Ocean. Andrea Bacon, 32, who crewed on the yacht Group 4 during the 1996-1997 BT Global Challenge, recalls that on the first night out they hit gale-force winds, and 10 members of the crew became violently



big hulking fellow has just lost his place to someone barely 5 feet tall. The next day, I didn't let him take the anchor or the helm. I had him go below and make tea. 'The lads will need a cup after their hard work,' I told him, 'and we don't want to put a strain on your bad back.' Wouldn't you know, his back magically healed -- and he went on to become one of the stars of the expedition."

Of all the environments for testing one's ability to build a winning team and to be a leader, one of the

world of sailing, the toughest race of all is the BT Global Challenge, a 30,000-mile marathon "the wrong way" around the planet -- that is, against prevailing winds and currents. More people have traveled in space than have circumnavigated the globe the wrong way. Walker has done it twice, the first time as a first mate. The second time, at age 28, he was the youngest skipper ever to compete in the event.

Now, instead of leading a crew of 14 people, Walker

seasick. "That meant that four people were left to manage the boat," Bacon says. "They couldn't go off watch. They had to keep working around the clock. Then we went to another extreme: We hit incredibly high temperatures as we approached the equator. The steel boat just heats up, and down below it's like an oven. There's no air, and you lie in your bunk just saturated in sweat. You can't sleep. You can't eat. But every six hours, you've got to go back on deck and take your shift."

Even as the race physically drains you, it tests your mental agility. Both skipper and crew must cope with equipment failure, make complex tactical decisions on the fly, and stay nimble enough to keep up with weather and ocean conditions that are forever changing. But above all, the race tests a leader's ability to lead. Recognizing that, such companies as British Airways, Microsoft, and Xerox have joined with the UK consulting group Inspiring Performance Ltd. and Oxfordshire's Henley Management College to study team and leadership dynamics during this year's race.

"In the last race, we discovered that each boat's performance had very little to do with sailing," says Walker. "It had much more to do with the leadership that we as skippers were exhibiting, and with our ability to develop the full potential of our teams. All of the skippers were extremely good yachtsmen. All of them excelled at managing the boat. But ultimately, the race is all about managing people."

During a midsummer sail across the San Francisco Bay, Walker looked back at the 1996-1997 BT Global Challenge, when he skippered the Toshiba Wave Warrior. He recounted some of the leadership lessons that he took from a flat-out race around the planet.

To Finish First, First You Must Finish.

Nine months before the starter's pistol fired for the 1996-1997 challenge, race founder Sir Chay Blyth announced the crew lists for each yacht. For the 14 skippers, the race before the race -- to build a fast crew -- had begun. Most of the skippers took their crews to the water to log as many training miles as possible. Simon Walker headed for high ground. He led his crew to a large holiday house in Wales, where they spent two days talking about the race. His reasoning: You can't build a team before you've agreed on the goal.

"I'm pretty competitive, but I can only compete through my crew," says Walker. "So first I had to learn each crew member's agenda. One guy wanted to win at all costs. Another guy wanted simply to make it around the world. The key was to avoid agreeing to the lowest common denominator. So I said to the guy who just wanted to have an adventure, 'You aren't competitive in your sailing, but you're certainly competitive in your work life. And I think you'll enjoy the race more if we're sailing fast and if we're doing things professionally.'

"But I also had to be realis-

tic -- and setting a goal like 'win the race' just isn't credible," says Walker. "So I said to the all-or-nothing guy, 'To finish first, first we have to finish. We have to sail smart. If we go for broke, sooner or later we'll blow up.' "

After much discussion, the team worked out a statement of strategic intent: to build a campaign that is capable of winning the BT Global Challenge. They chose the words carefully. "To build a campaign" meant that the work started now, nine months before the race; "that is capable of winning" meant that all of their planning and preparation was devoted to one goal: to make the boat go faster.

The crew members would do more than steer quickly or trim the sails like speed demons. Sailing fast meant adding value to every task. They'd clean the head like pros, to lessen the chance

that they'd all come down with a stomach virus. They'd use an Excel spreadsheet to plan out four meals a day for what would be 163 days at sea -- because the way they ate through 800 kilos of food would affect the trim of the boat. The commitment to be fast even affected the way they slept. To help balance the boat, they'd switch bunks whenever the conditions dictated. Even in the mayhem of the Southern Ocean, where they sailed through six gales and three storms, the Wave Warriors "hot bunked."

"There's a watch change at two in the morning," Walker explains. "So seven people who have been on deck for four hours in immense waves and windchill get to go down below. They're covered



in sleet. They're bruised. They're exhausted. And they've got four hours before they're due back on deck. They clamber out of their dry suits. They lay out their moldy sleeping bags on the bunks on the high side of the boat, and they get in. They've already used up 30 minutes. After another half hour, the wind shifts, and the guys on deck need to tack the boat. That means the guys down below have to wake up, grab their sleeping bags, walk across the boat, and lay out on the other side. Now they've lost even more sleep."

Watch in, watch out, for 30,000 miles, the Wave Warriors hot bunked. "If I had come up with this idea in the middle of the race, I could have been the most charismatic leader in the world, and I never would have gotten them to agree to it," Walker continues. "It all goes back nine months, to when we sat in that house in Wales. After that, we didn't talk about it -- we did it. That was our life."

Knowledge Dispels Fear

There's an old mariner's expression: "No law, no God." Go beyond 40 degrees south latitude, and you're in the Southern Ocean. Figuratively, you're beyond the reach of all nations. Go past 50 degrees south, and you're beyond the limits of civilization itself and into a world that is utterly alien. At its southernmost extreme, the 6,600-mile leg from Rio de Janeiro to New Zealand took the fleet to 60 degrees south. No law, no God -- and for the crew members, big fear.

Walker and his crew sailed from Rio de Janeiro down

the coast of South America, turned west at Cape Horn, and hit the ferocity of the Southern Ocean. Cape Horn is feared for its bad weather and its big seas. The reasons are geographical. Westerly winds shriek across the earth's surface, unimpeded by any major landmass. The winds, storms, and currents combine to whip up huge seas, driving rough waves on top of massive swells. If that weren't enough, the seabed at Cape Horn shelves dramatically from around 10,000 feet up to several hundred feet. Like waves breaking on a beach, the shallower seabed forces waves to pile up on themselves, compressing them and making them even steeper, sharper, and uglier.

Andrea Bacon of the Group 4 recalls trying to steel herself in the safety of the companionway before climbing onto the deck and into the maelstrom. "The yacht was heeling over at 35 degrees, and the effort to get up the steps was beyond belief," she says. "Terrified and speechless, I huddled low, clipped on my safety harness, and held on to the nearest secure objects as waves crashed over my head. The one thing that I dreaded was having to let go and do something."

Still, to survive, the crews had to sail. That meant changing sails in 60-knot winds and massive seas -- as towering sheets of water surged over the yacht's bow. Walker used several tactics for tamping fear. The first was a simple one: He gave his crew members a real-world account of what to expect. "Knowledge dispels fear," he says. "So we talked through every scenario: what we'd en-

counter when we rounded Cape Horn, what we'd do if we hit an iceberg or had our rig damaged. If you told them that Cape Horn would be easy, and then they got the shit knocked out of them, they'd never trust you again, would they? Still, you stay positive. You tell them that it's going to be tough, but we're prepared for it, and that the boat is strong. It's about saying what you can do, not what you can't."

Walker doesn't flinch from admitting that he, too, was scared. What then? On a racing yacht at sea, a leader can only confide in his team -- if he chooses to confide at all.

"If I shared all of my worries and woes with one person, he'd think that I was completely losing it. So my strategy was to choose a number of people, and share one element of my worries with each of them -- but just that one element. So, for example, I'd go to Spike, our doctor, and tell him that I'm worried about Jo's broken arm. Or I'd go to our engineer and tell him that the rig doesn't look so good.

"No one was getting the whole picture, thank God," laughs Walker. "But confiding in each of them was the only way for me to handle the loneliness of command, which is very, very real." He was right to worry about the rigging. They were deep in the Southern Ocean, halfway between Cape Horn and New Zealand, when the standing rigging failed. Someone would have to climb 60 feet up the mast and replace a steel fitting that joined the rigging to the mast -- a job that entailed slackening an entire side of the rigging. It was here that Walker's third

tactic for handling fear kicked in: In a high-risk situation, a leader chooses the best person for the job. In this case, it turned out that the best person was the leader himself.

"We were out there in the Southern Ocean, feeling very insignificant in a big part of the planet," recalls Walker. "At any minute, another storm would sweep in. We hatched a plan: Spike and I would climb up and jury-rig the fitting. As we started the climb, I told the crew that they must helm the yacht very carefully on the opposite tack, as the rigging was only holding up one side of the mast. If the helmsman made a mistake while we were up on the mast, we'd crash down over the side with the entire rig on top of us."

If that were to happen, the crew quite possibly would have lost both its skipper and its rig to the world's harshest seas. Why take on such a risk? "Because I was young, I was fit, but most importantly, I was a member of the team," Walker says. "And sending me up there was the best use of the team's resources. So I did it."

This article was copied in its entirety from the fast company on line archive at www.fastcompany.com

"The world must learn to work together, or finally it will not work at all"

Dwight D. Eisenhower

"Coming together is a beginning, keeping together is progress; working together is success"

Henry Ford

"Where willingness is great, the difficulties cannot be great"

Niccolo Machiavelli

Frontline Leadership:

9 Ways to Build Your Team

Play Games Together

Playing games together gives the opportunity to come together and before you know it...you are all working together. Joe Frendo

Communicate The Value That Each Member Brings To The Team

Taking time to affirm each member your team and share how you see each of them contributing to the success of the team. Sharing and affirming that person's value builds team. Rich Powell

Plan A Team Retreat

The pressure of the workplace at times needs to be left and the team needs to come apart for a time to plan, dialogue and be refreshed. Jim Richard

Champion Your Team To Your Customers

Let your customers know how much you value your people. It will come back to your team members. When you show respect for your people others will too, and that builds TEAM. John Baldoni

Do Community Service Together As a Team

At SYNOVUS, we encourage our teams to work together in community service. The teambuilding that comes from swinging hammers for Habitat for Humanity or serving meals to senior citizens, gives the team a practical way to build stronger teams and a better community. Susan Hosmer

Encourage Team Members To Talk About Their Families

Sharing with each other about our families in the workplace helps build a solid bond and helps members to see that there is another side to all our lives. Barbara Getz

Explore, Understand and Appreciate Differing Work Styles

Come to see and understand the distinct way in which everyone on the team works most effectively. Understanding how people work most effectively is a important part of building your team. Libby Cherin

Learn to Laugh Together

Remember that there are times where you need to let your guard down and let others see the human side and learning to laugh at your self and with others builds strong teams. Terri Yeomans

Delegate authority and provide the resources for your team members to make decisions.

In order to build trust, loyalty and provide an atmosphere in which your team may take chances and be creative, remember that when things go right, the credit goes to the team; when things go wrong, you as a leader assume the responsibility by defending the team's decisions. Chris Yonker

Our next Frontlines Leadership will focus on how to help your team adapt to change. If you have a method or idea that has helped you lead or manage the process of change, and would like to share it, call LINC at 924-7904 or send by email to jrichard@ncisd.net.

The 17 Indisputable Laws of Teamwork

Dr John C. Maxwell

1. **The Law of Significance: One is too small a number to achieve greatness.**
2. **The Law of the Big Picture: The Goal is more important than the role.**
3. **The Law of the Niche: All players have a place where they add the most value.**
4. **The Law of Mount Everest: As the challenge escalates, the need for team work elevates.**
5. **The Law of the Chain: The strength of the team is impacted by its weakest link.**
6. **The Law of the Catalyst: Winning teams have players who make things happen.**
7. **The Law of the Compass: Vision gives team members direction and confidence.**
8. **The Law of the Bad Apple: Rotten attitudes ruin a team.**
9. **The Law of Countability: Team mates must be able to count on each other when it counts.**
10. **The Law of the Price Tag: The team fails to reach its potential when it fails to pay the price.**
11. **The Law of the Scoreboard: The team can make adjustments when it knows where it stands.**
12. **The Law of the Bench: Great teams have great depth.**
13. **The Law of Identity: Shared values define the team.**
14. **The Law of Communication: Interaction fuels action.**
15. **The Law of the Edge: The difference between two equally talented teams is leadership.**
16. **The Law of High Morale: When you are winning, nothing hurts.**
17. **The Law of Dividends: Investing in team compounds over time.**

For more information on this book and using these laws to build your team visit, www.LawsOfTeamwork.com

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For information or Registration on these Leadership Workshops,
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News from the LINC Alumni Network

Kay Haven, class of 98-99, has been certified as a Landscape Design Consultant by the National Council of State Garden Clubs, Inc. Certification required completion of a four course series held six months apart: attendance of all lectures by MSU Professors; and passing all four course exams. The courses are designed for knowledge of landscape design; use of plant materials; ecology and land utilization and planning.

Bob Baldwin, class of 98-99, was recently elected Mayor of the

City of White Cloud. Bob will assume his new duties on January 1, 2002.

Patrick Bishop, class of 2002 is celebrating his good fortune from his first hunting trip on opening day. The proud and great hunter is pictured with his 173 pound, 10-point buck with the 18 inch rack!

Sandra Enders-Knes, class of 2000, has been appointed as interim director of the Loutit District Library in Grand Haven, Michigan where Sandy and new husband Michael are making their new home.



Patrick's Trophy Buck!

If you have news that you would like to pass on to members of your LINC class or to LINC Alumni please feel free to

use linc-talk@ncats.net, or call 924-7904 to be included in the next issue of SYNERGY to be published in January 2002.

Putting Servant Leadership Into Action With Creative Problem Solving Skills.

With Tamara Freeman and Nancy Ruschman

Greenleaf Center for Servant Leadership

January 29, 2002

9:00am-Noon

6:00-9:00 pm

In this workshop you'll learn....

- Creative Problem Solving methods and tools for greater effectiveness.
- How to use systematic and deliberate processes to empower others.
- Learn how to implement a servant first philosophy when facing and overcoming challenges.

Registration \$ 15.00 per person
TO RSVP on line visit www.nc.linc.org
and open the Leadership Seminar page or call 924-7904.

PHOTO GALLERY
LINC
Leadership in Newaygo County



Students from Youth-LINC 11-11-01



Students from Youth-LINC at NC Museum



LINC Alumni Phil Loesch at Y-LINC



CLS Members Ponder a Question



Students from Youth-LINC 11-11-01



LINC Alumni Jane Drake at Y-LINC



Ag Panel Led by Rob Zeldenrust