



## **Excellence**

Excellence is doing the best you can at whatever you're doing while simultaneously learning how to do it better the next time.

# **NASCC The Steel Conference**

**April 4, 2019**

**Build Teamwork that  
Works to Win**

**Action Guide**

**by Dan Coughlin**

## **This session's focus: Teamwork**

A team is a group of individuals who support one another toward achieving meaningful objectives and fulfilling a meaningful purpose.

### **Action #1: Strengthen team excellence.**

*Four Essential Team Values*

respectfulness, open-mindedness, honesty, and caring

Create a safe environment to be in, take on risks together,  
build trust, and fulfill your purpose.

Maintain urgency in the absence of emergency.

**Book Recommendation on Teamwork:** *The Culture Code* by Daniel Coyle

### **Action #2: Be effective at the Intersection of an Idea.**

When a person offers an idea at a meeting, the way you handle it will largely determine what happens in the future and the results you achieve.

**Four Ways to be in a Conversation** (and only one is effective)

*Negative and Disengaged* (barely giving attention and only with negative comments)

*Negative and Engaged* (focused on the other person but only negative comments)

*Positive and Disengaged* (positive comments but not really paying attention)

*Positive and Engaged* (Attentive, listening with empathy, interested, positive comments)

**Book Recommendation on Brainstorming**

*Flourish* by Martin Seligman (specifically Chapter 3)



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**Action #4: Remove the roots of emotional conflicts.**

**Disagreement** – two people have a difference of opinion on what do. They talk through their different points of view and come up with a solution.

**Conflict** – an extremely negative emotional situation filled with anger and frustration and lack of healthy communication.

There are two ways to try to resolve a conflict.

First, focus on what is being said and how it is being said in the conflict.

Second, focus on the underlying root causes that generated such an extremely negative emotional situation.

We're going to focus on the second one.

As we discuss each potential root cause, keep in mind this approach to resolving it:

**AADA**

**A** – Awareness

**A** – Acceptance

**D** – Decision

**A** – Action

We need to be aware of the root cause.

We need to accept it as our own if it really is our root cause.

We need to make a decision as to any behavior change we need to make.

We need to take action and make the behavior change.

## **Roots of Emotional Conflicts**

1. Fire Matches subconsciously developed many years ago.
2. Poor role-modeling of how to conduct a disagreement.

### **Root Cause #1: Fire Matches subconsciously developed many years ago.**

What are situations that happen similar to your past ones that cause you to immediately shift into an intensely negative emotional conflict?

What could you do differently?

### **Root Cause #2: Poor role-modeling of how to conduct a disagreement.**

Can you think of important people in your life who did a poor job of role-modeling how to handle a disagreement? (We won't share our answers.)

Are there things that you do in a disagreement that you learned from those people that cause the disagreement to become an intensely negative emotional conflict? (We will share our answers.)

What could you do differently? (We will share our answers.)

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**Action #5: Strengthen your working relationships.**

You have to have the ability to do a job in order to get a job,  
but you have to be able to work with people to succeed in that job.

**Five Keys to Successful Working Relationships**

*Thankfulness* – appreciate the people you work with.

*Appropriateness* – know your role in each situation.

*Responsiveness* – be positive and engaged.

*Forgiveness* – be able to forgive someone and/or yourself for doing the wrong thing.

*Forgetfulness* – let go of things that happened to you.

**Action #6: Addressing real-world communication problems.**

**Effective communication happens when:**

I think through what I want to say.

I clearly and completely say in a timely manner what I meant to say.

The other person hears and understands what I said.

The other person thinks through what he or she wants to say.

The other person clearly and completely says in a timely manner what he or she meant to say.

I hear and understand what the other person said.

**Communication problems happen when:**

I don't think through what I want to say.

I don't clearly or completely say what I meant to say.

I don't communicate in a timely manner.

The other person doesn't hear or understand what I said.

The other person jumps to a false assumption or a preconceived notion of me.

The other person doesn't think through what he or she wants to say.

The other person doesn't clearly or completely say what he or she meant to say.

The other person doesn't communicate with me in a timely manner.

I don't hear or understand what the other person said.

I jump to a false assumption or a preconceived notion of the other person.

**Exercise**

What can two people do to avoid these communication problems?

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**Action #7: Collaborate to accelerate.**

**Three Levels of Group Effectiveness**

Level 1: *Competition* – me against you

Level 2: *Cooperation* – divide tasks and conquer

Level 3: *Collaboration* – discuss ideas and build on each other's ideas to develop better solutions, and not worrying about who gets the credit

*Collaboration Exercise*

Topic:

Open-Ended, Purpose-Driven Question:

Ideas:

## **The Coughlin Company Promise**

Business leaders will be better equipped to consistently deliver excellence in their work.

### **About Dan Coughlin**

As an executive coach, seminar leader, keynote teacher, and strategic guide, Dan Coughlin focuses on strengthening excellence:

- Individual Excellence
- Leadership Excellence
- Management Excellence
- Team Excellence

Dan Coughlin's clients include RE/MAX, McDonald's, Shell, Cisco, Cardinal Health, GE Capital, Toyota, Coca-Cola, Subway, Anheuser-Busch InBev, Marriott, Abbott, Prudential, St. Louis Cardinals, Boeing, and more than 200 other organizations.

Dan is the co-author of the new book, **The Any Person Mindset: Be Accountable to the Difference You Can Make.**

He has provided more than 4,000 Executive Coaching sessions for clients in six countries and invested more than 3,000 hours on-site observing and coaching executives and managers in over 40 industries.

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