



Education

# Technical Team Work and Team Leadership

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## ➤ Team Work and Team Leadership

- ◆ Helping people focus on success in their technical career through the mentoring process has always been very personally rewarding for me. It is one of my passions. At technical conferences such as Storage Network World, it is important to focus on career development from an individual and team point-of-view.
- ◆ Learn more about Technical Team Work and Team Leadership in Storage Networking from someone who is a “Data and Storage Networker”. I will share my own personal experiences with team leadership and team membership on my journey to becoming more professionally vital. I will shed light on what it means to have successful teams and what it takes to create them. I will offer an analytical, process-oriented approach an individual or team can use to be successful.
- ◆ **Syllabus:**
  - › The Individual vs. the Team
  - › The Laws of Teamwork
  - › Why some teams work and some teams don't
  - › Have your involvement with others be successful
  - › Build winning teams
  - › Professional Vitality and Team Leadership



## Visit Our Website

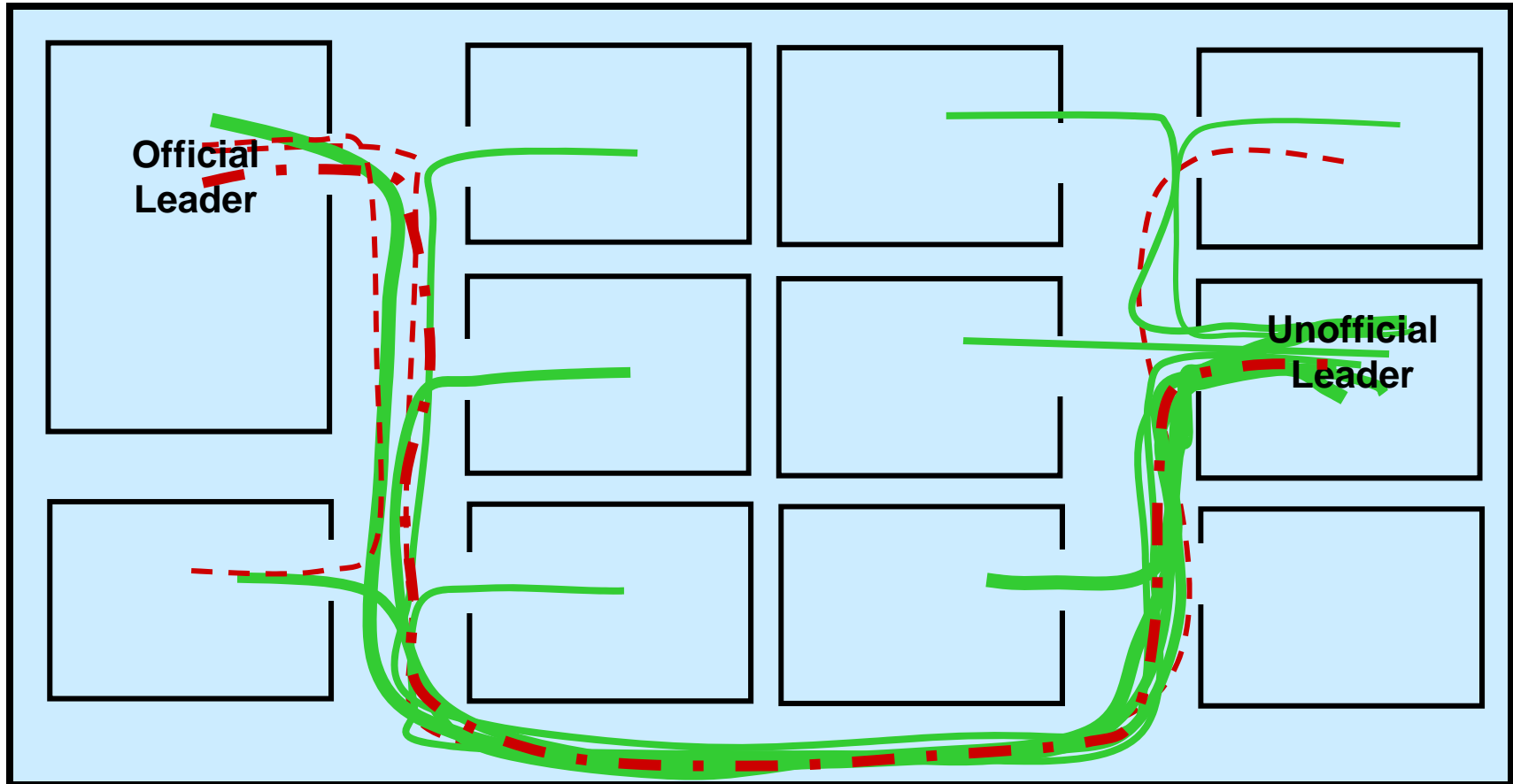
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## ➤ Presentation Objectives

- ◆ The Laws of Teamwork
- ◆ Why some teams work and some teams don't
- ◆ Have your involvement with others be successful
- ◆ Build winning teams
- ◆ Professional Vitality

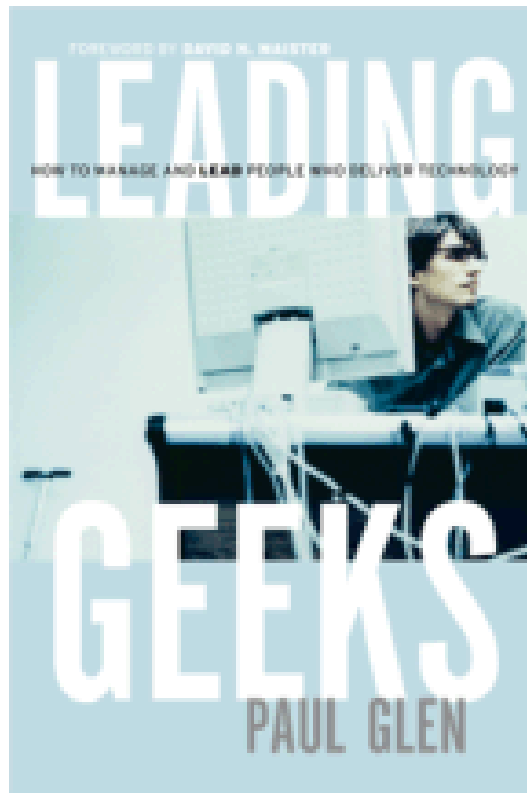


## The office traffic tells all

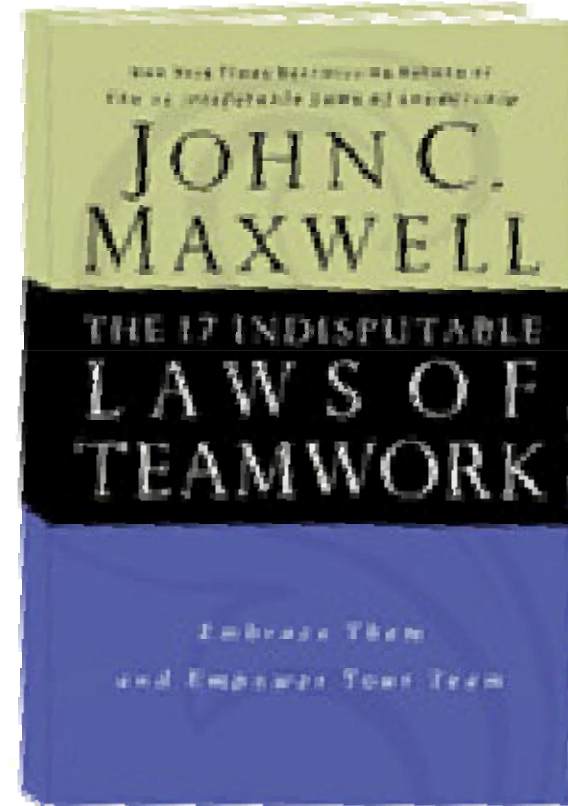


# 17 Laws of Team Work - John Maxwell

1. Law of Significance
2. Law of the Big Picture
3. Law of the Niche
4. Law of Mt. Everest
5. Law of the Chain
6. Law of the Catalyst
7. Law of the Compass
8. Law of the Bad Apple
9. Law of Countability
10. Law of the Price Tag
11. Law of the Scoreboard
12. Law of the Bench
13. Law of Identity
14. Law of Communication
15. Law of the Edge
16. Law of High Moral
17. Law of Dividends
18. Leading Geeks
19. Professional Vitality



**Leading Geeks**  
How to Manage and Lead  
People Who Deliver  
Technology



**17 Undisputable  
Laws of  
Teamwork**



- Be Professionally Vital
  - Be Led!
  - Lead!
- 
- Be sure to fill out your feedback forms
  - Thanks for coming and good luck!

**End**

# 1. The Law of Significance

# TEAMWORK

Write down as many words as possible using the letters  
in the word “teamwork”. For example **MATE**.



- Work Individually
- You have 1 minute maximum to develop a strategy
- You have 2 minutes to solve the problem



- Work as Teams
- You have 1 minute maximum to develop a strategy
- You have 2 minutes to solve the problem

- How many had more than 10 words?
  - ◆ 15 Words?
  - ◆ 20 Words?
  - ◆ 25 Words?
  - ◆ More?
- Did you develop a strategy?
- What was your strategy?
- Did being in a team facilitate strategy ideas?
- Did you use a letter more than once in the words?
- Did you divide up the tasks? For example one person take words beginning with T, another M
- Were teams more successful than individuals?

# 1. The Law of Significance

## ➤ One Is Too Small a Number to Achieve Greatness

Why do we stand alone?

1. Ego
2. Insecurity
3. Naiveté
4. Temperament



# “Law of Significance”

- Maxwell turns this into
  - ◆ **The Law of Insignificance!**



# Goldstein's Amendment to Law 1

- There is no “I” in Team
- But there ought to be!
- Team accomplishment is the fruit of the Individual accomplishment tree!
- Teamwork is the ability to work together toward a common vision, the ability to direct individual accomplishment toward organizational objectives.
- There is far too much emphasis on team performance without the accountability of individual performance measurement.
- Too much emphasis on group grading in schools!



## 2. The Law of the Big Picture

### ➤ The Goal Is More Important Than the Role

1. LOOK UP at the big picture
2. SIZE UP their situation
3. LINE UP needed resources
4. CALL UP the right players
5. GIVE UP personal agendas
6. STEP UP to a higher level



# 3. The Law of the Niche

## ➤ All Players Have a Place Where They Add the Most Value

1. Know the team
2. Know the situation
3. Know the player
4. How do I find my own niche?
  - > Be secure
  - > Get to know yourself
  - > Trust your leader
  - > Look at the big picture
  - > Rely on your experience



# 3. The Law of the Niche

<b>Person</b>	<b>Place</b>	<b>Result</b>
<b>The Wrong Person</b>	<b>in the Wrong Place</b>	<b>Regression</b>
<b>The Wrong Person</b>	<b>in the Right Place</b>	<b>Frustration</b>
<b>The Right Person</b>	<b>in the Wrong Place</b>	<b>Confusion</b>
<b>The Right Person</b>	<b>in the Right Place</b>	<b>Progression</b>
<b>The Right <u>People</u></b>	<b>in the Right <u>Places</u></b>	<b>Multiplication</b>

# 4. The Law of Mount Everest

- As the Challenge Escalates, the Need for Teamwork Elevates
  1. What is my dream?
  2. Who is on my team?
  3. What should my dream team look like?



# 4. The Law of Mount Everest

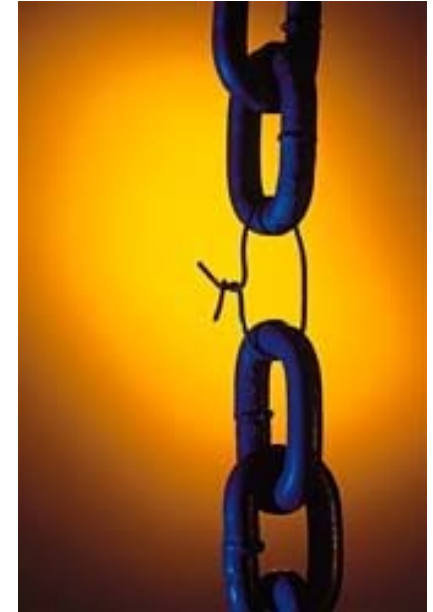
<b>Type of Challenge</b>	<b>Type of Team Required</b>
<b>New Challenge</b>	<b>Creative Team</b>
<b>Controversial Challenge</b>	<b>United Team</b>
<b>Changing Challenge</b>	<b>Fast and Flexible Team</b>
<b>Unpleasant Challenge</b>	<b>Motivated Team</b>
<b>Diversified Challenge</b>	<b>Complementary Team</b>
<b>Long-Term Challenge</b>	<b>Determined Team</b>
<b>Everest-Sized Challenge</b>	<b>Experienced Team</b>

# 4. The Law of Mount Everest

- **As the Challenge Escalates, the Need for Teamwork Elevates**
  1. **Develop team members**
  2. **Add key team members**
  3. **Change the leadership**
  4. **Remove ineffective members**

# 5. The Law of the Chain

- The Strength of the Team Is Impacted by Its Weakest Link
- When it comes to teamwork
  1. Not everyone will take the journey
  2. Not everyone should take the journey
  3. Not everyone can take the journey
    - › Can't keep pace with other teammates
    - › Don't grow into their areas of responsibilities
    - › Don't see the big picture
    - › Won't work on personal weaknesses
    - › Won't work with the rest of the team
    - › Can't fulfill expectations for their areas



# 5. The Law of the Chain

- The Strength of the Team Is Impacted by Its Weakest Link
  1. The stronger members identify the weak one
  2. The stronger members have to help the weak one
  3. The stronger members come to resent the weak one
  4. The stronger members become less effective
  5. The stronger members question the leader's ability

# 6. The Law of the Catalyst

- Winning Teams Have Players Who Make Things Happen
- 3 Kinds of People
  1. People who don't want the ball
  2. People who want the ball but shouldn't have it
  3. People who want the ball and should have it



# 6. The Law of the Catalyst

## ➤ Winning Teams Have Players Who Make Things Happen

1. Intuitive
2. Communicative
3. Passionate
4. Talented
5. Creative
6. Initiating
7. Responsible
8. Generous
9. Influential
10. Trustworthy



# 6. The Law of the Catalyst

- Your ship has sunk and you only have this one lifeboat to fit on while you wait to be rescued.
- You must fit everyone on the boat for at least 10 seconds without anyone touching the outside area.



## WORKSHOP ACTIVITY

# 7. The Law of the Compass

## ➤ Vision Gives Team Members Direction and Confidence

1. Moral Compass (Look above)
2. Intuitive Compass (Look within)
3. Historical Compass (Look Behind)
4. Directional Compass (Look Ahead)
5. Strategic Compass (Look Around)
6. Visionary Compass (Look Beyond)



# 8. The Law of the Bad Apple

## ➤ Rotten Attitudes Ruin a Team

1. Attitudes have the power to lift up or tear down a team
2. An attitude compounds when exposed to others
3. Bad attitudes compound faster than good ones
4. Attitudes are subjective, so identifying a wrong one can be difficult
  - > An inability to admit wrongdoing
  - > Failing to forgive
  - > Petty jealousy
  - > Putting oneself before the team
  - > A critical spirit
  - > A desire to hog all the credit
5. Rotten attitudes, left alone, ruin everything

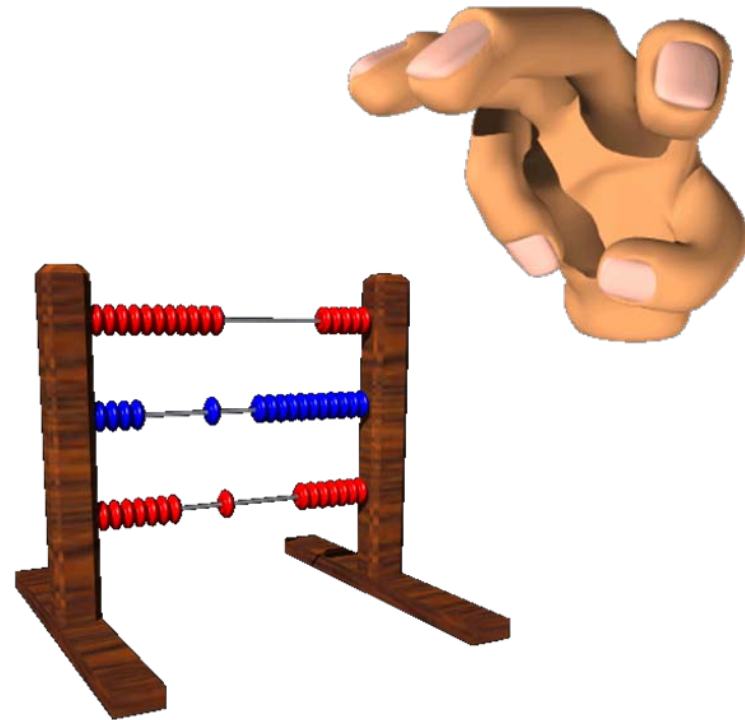


# 8. The Law of the Bad Apple

<b>Abilities</b>	<b>+</b>	<b>Attitudes</b>	<b>=</b>	<b>Result</b>
<b>Great Talent</b>	<b>+</b>	<b>Rotten Attitudes</b>	<b>=</b>	<b>Bad Team</b>
<b>Great Talent</b>	<b>+</b>	<b>Bad Attitudes</b>	<b>=</b>	<b>Average Team</b>
<b>Great Talent</b>	<b>+</b>	<b>Average Attitudes</b>	<b>=</b>	<b>Good Team</b>
<b>Great Talent</b>	<b>+</b>	<b>Good Attitudes</b>	<b>=</b>	<b>Great Team</b>

# 9. The Law of Countability

- Teammates Must Be Able to Count on Each Other When It Counts
- Countability =
  1. Character +
  2. Competence +
  3. Commitment +
  4. Consistency +
  5. Cohesion



# 9. The Law of Countability

<b>Level</b>	<b>Type of Teammate</b>	<b>Description</b>
<b>1. Decorated Colonel</b>	<b>Committed Team Leader</b>	<b>Dedicated to the Cause. Focused on the big picture. Whatever-it-takes attitude.</b>
<b>2. First Lieutenant</b>	<b>Team Achiever</b>	<b>Buys into the spirit and culture of organization. Is self-motivated and productive</b>
<b>3. OCS Graduate</b>	<b>Genuine Team Player</b>	<b>Has passion and enthusiasm. Arrives early, stays late. Not proven leader yet.</b>
<b>4. Private</b>	<b>Formal Team Member</b>	<b>Enjoys being on the team. Wants to stay. Serves out of duty. Not yet a high achiever</b>

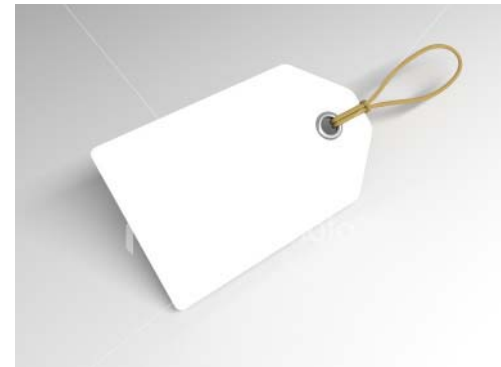
# 9. The Law of Countability

<b>Level</b>	<b>Type of Teammate</b>	<b>Description</b>
<b>5. Boot Camp Recruit</b>	<b>Begrudging Follower</b>	<b>Will work, but only with a kick in the seat of the pants.</b>
<b>6. Deserter</b>	<b>Nonfollower</b>	<b>Won't do anything. Needs to be court-martialed.</b>
<b>7. Sniper</b>	<b>Dangerous Follower</b>	<b>Works, but makes life difficult for the team. Will shoot teammates if given the chance.</b>

# 10. The Law of the Price Tag

## ➤ The Team Fails to Reach Its Potential When It Fails to Pay the Price

1. The price must be paid by everyone
2. The price must be paid all the time
3. The price increases if the team wants to improve, change, or keep winning
4. The price never decreases
  - › Sacrifice
  - › Time commitment
  - › Personal development
  - › Unselfishness



# 11. The Law of the Scoreboard

- The Team Can Make Adjustments When It Knows Where It Stands
  1. The scoreboard is essential to understanding
  2. The scoreboard is essential to evaluating
    - › Growth = Change
  3. The scoreboard is essential to decision making
  4. The scoreboard is essential to adjusting
  5. The scoreboard is essential to winning



# 12. The Law of the Bench

- Great Teams Have Great Depth
  1. Today's bench players may be tomorrow's stars
  2. The success of a supporting player can multiply the success of a starter
  3. There are more bench players than starters
  4. A bench player correctly placed will at times be more valuable than a starter
  5. A strong bench gives the leader more options
  6. The bench is usually called upon at critical times for the team



# 13. The Law of Identity

## ➤ Shared Values Define the Team

1. Glue
2. Foundation
3. Ruler
4. Compass
5. Magnet
6. Identity



# 13. The Law of Identity

- Assign Team Numbers
- Team 1 – Waits 7 seconds before responding to any question no matter how trivial. Answering sooner is impolite.
- Team 2 – Has a personal space of 6 inches when engaged in conversation. Standing more than 6 inches away from someone when talking indicates lack of respect.
- Team 3 – Requires a personal space of 4 feet for any personal conversation. Maintaining that space is a sign of good breeding.
- Team 4 – Never looks at the face of a person they are conversing with. They look at the person's feet to show respect for the person.

## WORKSHOP ACTIVITY

# 13. The Law of Identity

- Take 5 minutes and mingle with each other following your new cultural norms
- Talk about where you grew up and your favorite childhood game
- Don't talk about your new cultural norms!

## WORKSHOP ACTIVITY

# 13. The Law of Identity

- What was it like to talk to someone who wouldn't look at you?
- What was it like to talk to someone who hesitated before answering?
- What was it like to talk to someone who stood really close?
- What was it like to talk to someone who stood far away?
- Were any of the groups unable to find common ground in order to carry on a conversation?
- Could you tell who was in which group by their body language or how they spoke?
- What unique – although less quirky – cultural norms does your organization have when communicating with each other or the public?

## WORKSHOP ACTIVITY

# 14. The Law of Communication

## ➤ Interaction Fuels Action

1. From leader to teammates
  - › Be consistent
  - › Be clear
  - › Be courteous
2. From Teammates to leader
3. Among teammates
  - › Being supportive
  - › Staying current
  - › Being vulnerable
4. Between the team and the public



# 15. The Law of the Edge

- The Difference Between Two Equally Talented Teams Is Leadership
  1. Leaders transfer ownership for work to those who execute the work
  2. Leaders create an environment where each team member wants to be responsible
  3. Leaders coach the development of personal capabilities
  4. Leaders learn quickly and encourage others to learn quickly



# 15. The Law of the Edge

- Write out the instructions for the following
- Team 1 – How to change the oil in your car.
- Team 2 – How to make a cake from scratch.
- Team 3 – How to iron a pair of pants.
- Team 4 – How to hang a heavy picture.

## **WORKSHOP ACTIVITY**

# 15. The Law of the Edge

- Did you answer the questions as a group or individually?  
Why?
- Did the most knowledgeable person in your group change depending on what question was asked?
- Did anyone emerge as the facilitator if more than two people had an answer?
- Which team finished first and Why?
- What was each person's role on the team?

## WORKSHOP ACTIVITY

# 16. The Law of High Morale

- When You're Winning, Nothing Hurts
  - ◆ Stage 1: Poor morale – The leader must do everything
    - › Investigate the situation
    - › Initiate belief
    - › Create energy
    - › Communicate hope
  - ◆ Stage 2: Low morale – The leader must do productive things
    - › Model behavior that has a high return
    - › Develop relationships with people of potential
    - › Set up small victories and talk teammates through them
    - › Communicate vision

# 16. The Law of High Morale

## ➤ When You're Winning, Nothing Hurts

- ◆ Stage 3: Moderate morale – The leader must do difficult things
  - Make changes that make the team better
  - Receive the buy-in of team members
  - Communicate commitment
  - Develop and equip members for success
- ◆ Stage 4: High morale – The leader must do little things
  - Keep the team focused and on course
  - Communicate successes
  - Remove morale mashers
  - Allow others to lead



*Employee morale is at an all time high.  
We must be paying them too much."*

# 17. The Law of Dividends

- Investing in the Team Compounds Over Time
  1. Making the decision to build a team – This starts the investment in the team
  2. Gathering the best team possible – This elevates the potential of the team
  3. Paying the price to develop the team – This ensures the growth of the team
  4. Doing things together as a team – This provides community for the team
  5. Empowering team members with responsibility and authority – This raises up leaders for the team



INTEREST

# 17. The Law of Dividends

- Investing in the Team Compounds Over Time
  6. Giving credit for success to the team – This lifts the morale of the team
  7. Watching to see that the investment in the team is paying off – This brings accountability to the team
  8. Stopping your investment in players who do not grow – This eliminates greater losses for the team
  9. Creating new opportunities for the team – This allows the team to stretch
  10. Giving the team the best possible chance to succeed – This guarantees the team a high return



# **Leading Geeks: Geekwork, Motivation & Demotivation**



# Humor

## Why Geeks Matter?

- ◆ Over the past three decades, the pace of technological change has increased
- ◆ Technological innovation remains one of the most important components of an organizations ability to compete
- ◆ Geeks are the people who deliver technological innovation

## Why Geek Leadership is Different?

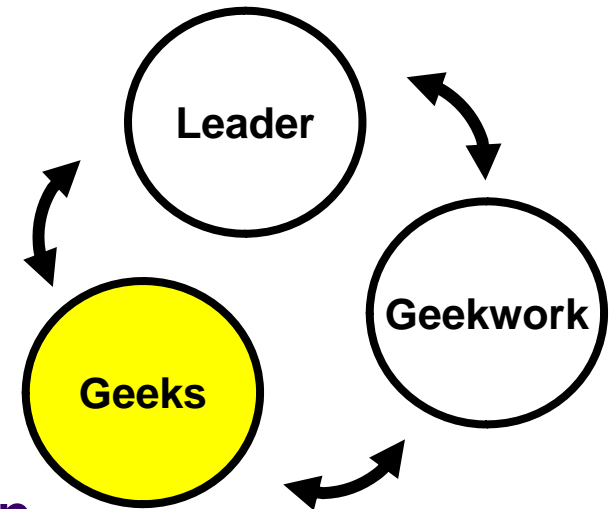
- ◆ Geeks are different from other people
- ◆ Geekwork is different from other work
- ◆ Power is useless with geeks

## Goal

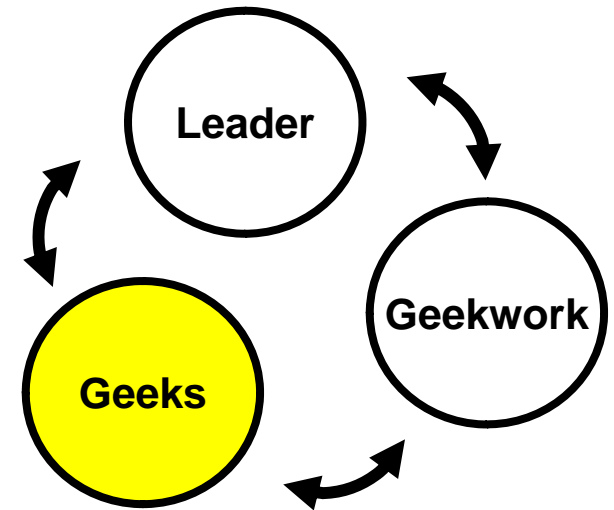
- ◆ Harmonize context and content to drive productivity and creativity

- CEO vs. CIO role models – Can you name one?
- Geek leader goal:
  - ◆ Capture, apply, and leverage the creative work of geeks to enable business operations, improve efficiency, develop competitive products, fulfill regulatory requirements, provide management information, speed production or improve customer service
- Geeks
  - ◆ Enablers of technology and innovation
  - ◆ Symbiotic “Bafflement”
  - ◆ Group most resistant to leadership

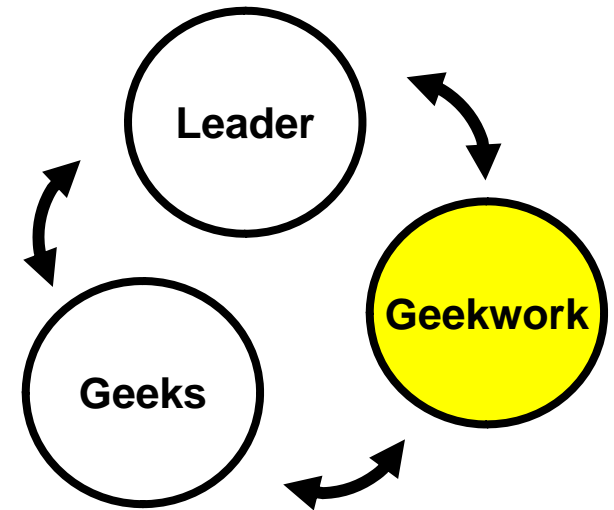
- Passion for Reason
- Problem-Solution Mind-Set
- Early Success
- Joy of Puzzles
- Curiosity
- Geeks Choose Machines
- Self-Expression = Communication
- My Facts are Your Facts



- Judgment is Swift and Merciless
- My Work, My Art
- Geek Smarts
- Loyalty to Technology and Profession
- Money and Fairness
- Independence and Rebellion

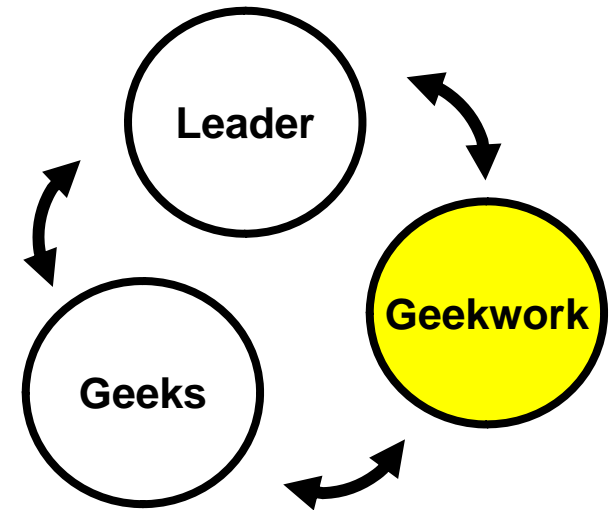


- Failure is normal.
- Ambiguity rules.
- Figuring out what to do can be harder than doing it.
- Geekwork is organized by what you don't know.
- Deep concentration.
- What is work?



# The Nature of Geekwork

- Subordinates know more than managers.
- My work, our work.
- The problem with problems.
- Done is hard to do.
- You can't control creativity
- Estimates are always wrong.



# Ways to Motivate Geeks

1. Select wisely.
2. Manage meaning.
3. Communicate significance.
4. Show a career path.
5. Projectize.
6. Encourage isolation.
7. Engender external competition.
8. Design interdependence.
9. Limit group size.
10. Control resource availability.
11. Offer free food . . . Intermittently.



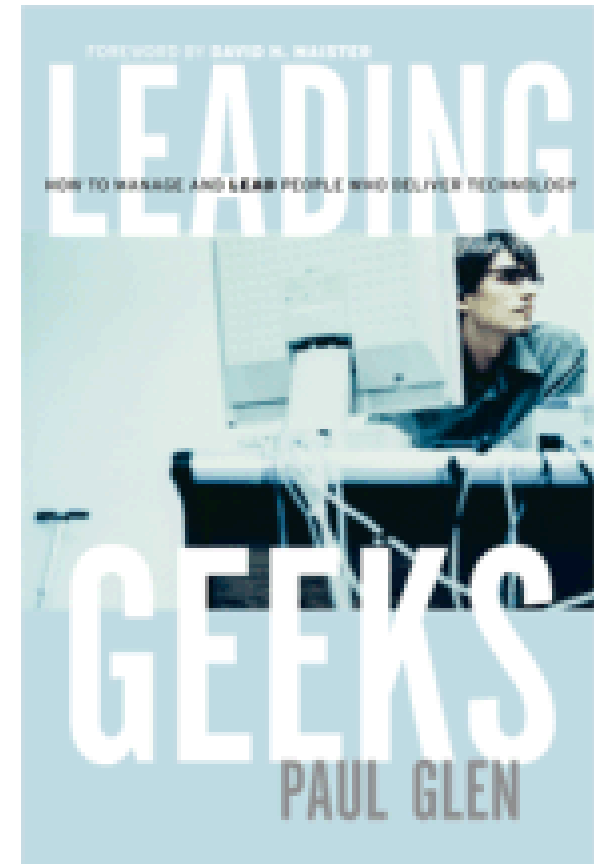
# Ways to Demotivate Geeks

1. Exclusion from decision making
2. Inconsistency
3. Excessive monitoring
4. Focus on tasks, not goals
5. Unqualified evaluation
6. Misaligned extrinsic motivators
7. Artificial deadlines
8. Changing deadlines
9. Organizational disinterest
10. Teams without skills



### ➤ Paul Glen

- ◆ **15 years experience**
- ◆ **Hardware & Software Development Project Teams**
- ◆ **[www.paulglen.com](http://www.paulglen.com)**



# What is Professional Vitality?

- *A method to optimize individual performance in four ways*
  - ◆ **1. Improve in ability to work with and through others in teamwork**
  - ◆ **2. Intensify dedication to job, career and profession**
  - ◆ **3. Regenerate and renew creative processes that fuel innovation through education, contemplation, and practice in communicating their creative concepts to peers.**
  - ◆ **4. Acquire vision necessary to clarify goals and objectives in preparation for the future.**

# Professional Vitality

1. Acquisition - Gaining knowledge and skills through education, personal interaction, reading and experience.
2. Application - Use of knowledge and skills on the job, applying skills learned in one function to tasks in other functions and to leadership positions.
3. Dissemination - sharing knowledge and skills with others through teaching, lecturing, and writing.
4. Innovation and Creation! - These actions build on each other and lead to Innovation and Creation!



# Understand What it Takes

- Research required skills, experiences, assignments
- Find and use mentors and peers
- Be a mentor and peer
- Document all Professional Vitality activities to build an accomplishments list
- Create a Personal History File of work efforts
- Don't take it for granted!



**End**