

NICOLE MARTIN



THE

*Team Engineering*

TALENT

*How to Attract Best Talent*

EMERGENCY

*Creating the Ultimate Culture for Your Company*

# Chapter Four

## Team Engineering

Have you ever wondered what motivates people? Why they make the decisions they do? Perhaps you are like me, someone who reads behavioral and psychological white papers for fun? Even if you are not, you have surely worked with someone that frustrates you, challenges your natural way of communicating and perhaps you feel you will never see eye to eye.

According to Merriam Webster, *complacency* is defined as an instance of usually unaware or uninformed self-satisfaction. Many would like to claim they have not been complacent. Yet in the workplace, I would like you to ask yourself, “Have you ever been in a meeting and bitten your tongue or held back something you naturally would have said simply to speed a meeting up or to avoid conflict?” If the answer is yes, then I would argue that you have been complacent in your relationship to a peer at work and perhaps even to your leadership responsibility. The value of diversity and constructive exchange is critical to innovation in any workplace environment. Yet, many will have become complacent in their relationships among stakeholders and peers at work.

### **The Evolution of the Job Model for Performance**

It is a fascinating subject and given that I have worked on the human side of business my entire adult life I have witnessed

this behavior many times. In an effort to resolve breakdowns in relationships, I have used many tools and facilitated team building exercises, workshops and retreats to include the use of assessments in an effort to bring people together. One of the first necessities of team building, let alone team engineering, is self-awareness. Without self-awareness and appreciation of one's own innate strengths, one cannot begin to appreciate the contrasting strengths of another. Only with personal knowledge to one's own self-awareness can a person align to purpose and values. The hard part of self-awareness is that it is personal and thus not something easily forced upon another person.

My own curiosity has driven me to experiment with behavioral assessments that have been available on the market. Some of the first I had exposure to in practice was during graduate school. Many of us are familiar with them and may have had personal experiences taking them. Common ones include Myers Briggs and DISC. To put it all in perspective, however, there are thousands of assessments available today. Popular ones I have enjoyed working with in the past had presented four-quadrant frameworks and theories. These always were entertaining and enlightening in improving communication when well understood. At minimum, facilitation for a team can take two to three hours and yet the question remains: How often are the findings of an assessment taken back to work in practice? Does it actually enable a person to be more successful in their daily practice with their co-workers? Will the assessment improve our evaluation or strategic hiring initiatives? Will it improve our bench strength?

I have found that over time the findings in earlier assessments are not always effective beyond the individual. Unless the organization canvassed the workforce with the assessment and truly supported a common language for all to

embrace in their day to day practice at work, the benefits of such assessments can be quickly forgotten.

The best assessments teach you something about yourself. Something you may not have already identified. Many are raised to strengthen their cognitive abilities and traditional schooling is dedicated to the development of our IQ. When you begin to appreciate your own strengths in a way that is truly unique to you and only you, you can begin to appreciate those behaviors that are not among your strengths. The best assessments are not just personality assessments. The latest assessments measure cognitive abilities which directly correlate to job performance but also identify innate strengths whereby an individual can achieve a sense of joy and purpose in their work building on their strength vs. the cost and energy expended trying to “fix” a weakness.

I was fortunate to meet a man in 2013 that enlightened me to the big world of assessments. Chuck Russell is a nationally recognized thought leader in the application of assessment technologies to business practices. Naturally being interested in the roots of psychology, I took time to learn about his tools and began using them in my own practice. Russell wrote a book called “Right Person, Right Job” and in the forefront he poses “Today, the use of assessment information is no longer an option. The legal environment demands it. Maintaining a competitive advantage requires it.”

**Table 4.1. Generations Chart**

Generation	Characteristics of the Generation	Assessments
7 <sup>th</sup>	Cognitive abilities included Hard-wired personality traits (Big Five model) Normative scores Solid psychometrics Designed for business use	BestWork DATA QueueMapper SalesMatcher JobThoughts

	Specific job behavior descriptions Requires no special training	
6 <sup>th</sup>	Cognitive abilities included Hard-wired personality traits Normative scores Solid psychometrics Designed for business use Virtual interview text Requires no special training	CheckStart Factor 5
5 <sup>th</sup>	Cognitive &/or personality traits Normative scores Requires consultants or special training or uses older profiling or benchmark methodologies	Prevue Hogan NEO-5 Harrison Profile XT
4 <sup>th</sup>	Normative scores Universally accepted personality trait model Primarily clinical or professional use Solid psychometrics	MMPI 16PF
3 <sup>rd</sup>	Mixed item formats Simple personality types or proprietary models Often tied to books or proprietary training	Myers-Briggs (MBTI) Caliper Birkman StrengthsFinder Devine Inventory Hartmann Judgment Index Herrmann Brain Dominance
2 <sup>nd</sup>	Forced choice (Most – Least) items Simple personality styles Ipsative scores Cannot compare individual results Cannot create norms	TTI Tri-Metrix McQuaige DISC RightPATH
1 <sup>st</sup>	Adjective check lists Simple personality styles Easily faked	Culture Index Predictive Index Omnia PDA

*Source: Russell, Charles. About Assessments. Feb. 2015. Web. 8 Feb. 2016.*

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That was back in 2003! He is a passionate leader that has pioneered the use of new assessment instruments to differentiate elastic and non-elastic performance competencies, which has led to the production increase of 20% or more across a broad range of industries. For nearly a century we have all believed in the two-part model for job performance. The model was based on one part being for Attitude, Values and Motivation and the second part being Experience, Skills and Education. When faced with performance problems, this model was the guide for how to understand the cause.

If experience and skills were deemed acceptable, then motivation must be the problem and the answer was to motivate employees with incentives or with consequences. Sometimes that worked, but many times it did not.

If employees were motivated and performance was not satisfactory, the answer seemed to be training. Sometimes the training worked but sometimes the learning curve ceased to end and the training did not seem to make a difference. For the first time in the 1990s, serious psychometric instruments were developed specifically for the purpose of correlating job performance with hard-wired personality traits and cognitive abilities. Assessments that measure cognitive abilities have redefined the way businesses can evaluate talent to place the right person in the right role. This research has made it possible to see if an employee has the particular strengths and abilities to perform any specific job behavior. The qualitative evolution of assessments is something many outside the field are simply not conversant in. I have included Table 4.1 that Russell has

developed and it is intended to provide a frame of reference by which a business can select the most appropriate tool given their unique needs. He originally published it in his book back in 2003 and has strived to keep it current.

It is important to note however that the selection of the instruments in the table is by no means a comprehensive listing. In addition, Russell presents that all instruments are good for certain purposes, and no instrument is ideal for all purposes. It presents some of the most popular assessments that are known with a generational overview as to what they measure. Special considerations must be given to how assessments and/or competency based tests are applied when evaluating potential candidates for hire. Best practices would suggest that the approach for each position be consistent and standardized. In addition, if an assessment is used to evaluate potential candidates it must be directly related to job performance. If any business is considering the use of assessments as part of their standardized process, I would encourage a current review of their desired process against the Civil Rights Act of 1991, Americans with Disabilities Act of 1990 and the Equal Employment Opportunity Commission. It is important to note, however, that every governing agency is created to limit bias as it relates to prejudice and bias in the decision-making process.

After years of research, it has become clear that people might be able to do one job extremely well, and yet be completely unable to perform another one. Similarly, people can play some roles on a team, but no one can play all roles well. Thus, each individual strength against the critical factors for any given functional role be it management, sales or service (and hundreds of roles beyond these) can be evaluated.

Most talent is evaluated based on skills and experience but which skills are critical to any given role? Some may define competencies or demonstrate abilities in prior work. With a 7<sup>th</sup> generation assessment, any business can delineate the critical factors from the important. It is the critical factors that the ideal candidate must possess for ideal placement in any given role. I have learned a simple sports reference that may shed light on what I am speaking to. Imagine a baseball player. Now many of us have watched baseball. What are the critical factors for performance for a shortstop? Remember, these would be deal breakers. The player either has “it” or they don’t! You might think of a number of factors affecting performance: Fielding grounders, catching pop flies, throwing to first base, batting, running the bases, wearing the uniform correctly, perhaps even encouraging a pitcher or teammate. Now which are critical to winning the game? Fielding grounders, catching pop flies and throwing to first base would be deemed critical. Meanwhile, further consideration one could reason that batting and running bases are important but not critical as even the best miss from time to time and are still quite good. And then finally, wearing the uniform correctly and encouraging the pitcher are nice to have but not essential to winning the game.

Team engineering becomes a real opportunity for any team. Change takes a catalyst and nothing works better than a contrasting view. One thought leader I have come across, Gary Hamel, has published that to invest in genetic diversity is one simple way of overweighting every team and decision making body with individuals who are “younger than the company average, have worked in other industries, and are not based at the head office.” Team engineering is whereby we gain data and insights into the specific action and behaviors that are directly

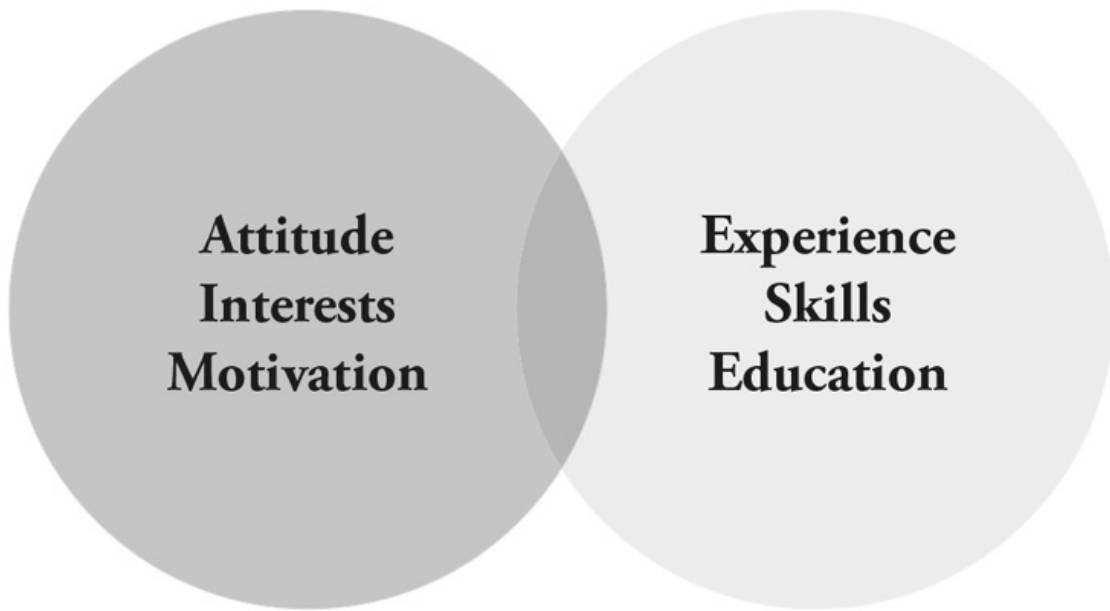


correlated to behaviors like leading, innovating, learning, communicating and planning. Furthermore, we are able to identify the culture topology of a team as behaviors are closely tied to strengths. If you ask an Industrial Organizational psychologist how values are separated from behaviors, the answer will be that it is very difficult to separate a behavior from a value from a strength. An individual's values are essentially the strength expressed in the form of a behavior. People may learn the same skill but how they execute on that skill will vary based on their innate strength and how that strength is expressed in behavior. It is in fact, the variable that will impact job performance.

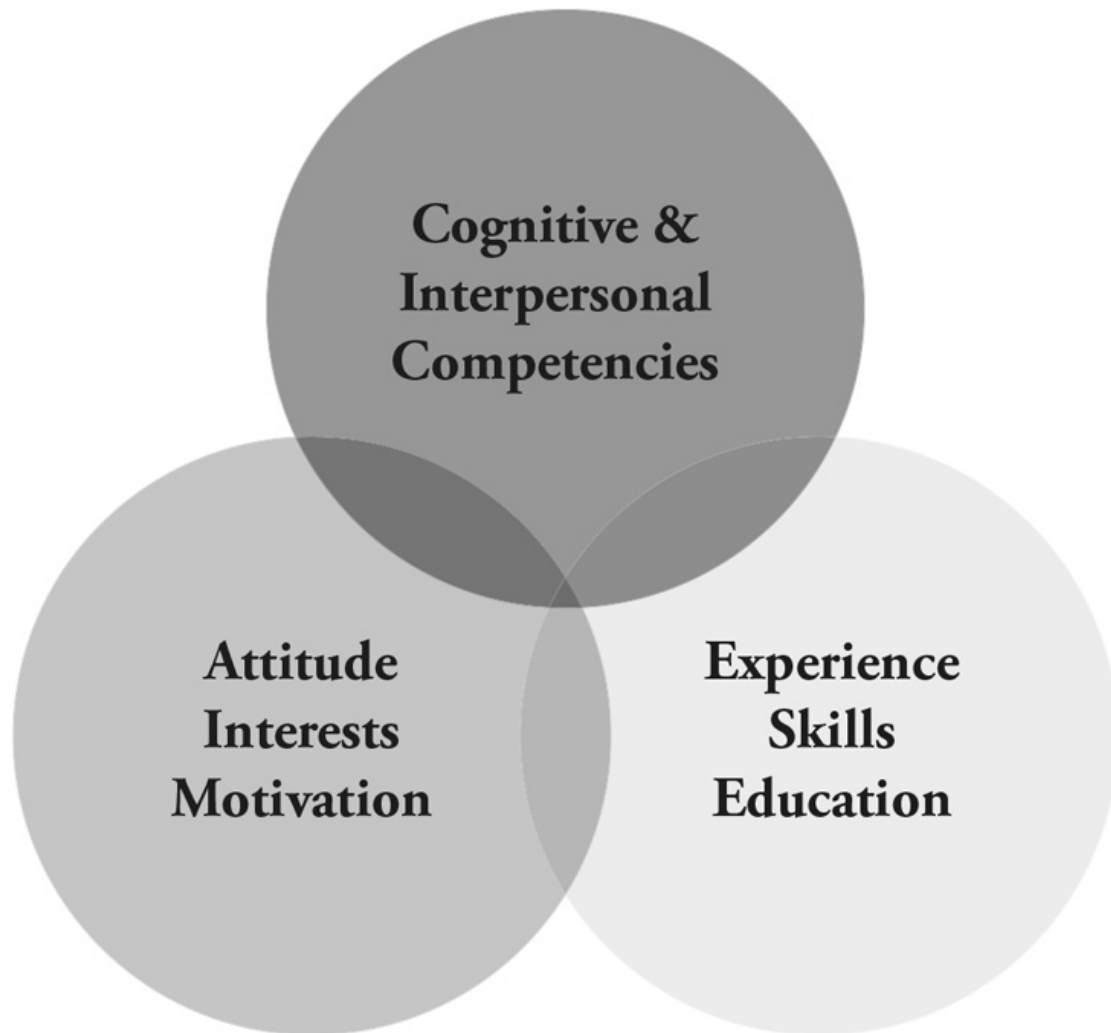
Interviewing techniques for selection are for the most part subjective in nature. Furthermore, the risk of expense for a bad hire from both the employer perspective and employee perspective often has lasting emotional and financial impacts. By the time the reality of a bad hire is realized, months or even years could have passed. It is important to note that a bad hire is not always a poor performer per se, but rather a person whose innate strengths were not favourable to the critical factors for performance in a given role. Most have experienced the expense and frustration not to mention the anxiety and impact to productivity when the old two-part model is the only consideration for explanation with respect to performance. The foundation of the performance of any team is found in the hard-wired traits & abilities of its members. Russell's research and work points to a clear and undeniable finding. Personality and cognitive ability are more directly responsible for performance on the job than motivation or skills or experience. Russell sets forth a new paradigm for the Job Model and the evaluation as it relates to job performance. He poses that **Company Fit** (attitude, ethics, and values), **Skills Match**

(education, experience, and skills training) and **Job Fit** (how well an individual's cognitive abilities, personality traits and interests match those required for success in a given role) are the "cornerstones of job performance." Russell presents in his published works the degree to which talent does not fit is in fact the gap in performance. It is this gap that businesses must address with training or coaching or even by changing the job. The ideal candidate, however will "fit" in each area of criteria in the new three-part model. Many leaders I have had the opportunity to meet and work with put emphasis on Company Fit; that being culture fit, value alignment and many assess this fit subjectively through behavior-based interviews. Assessments that evaluate Job Fit and are balanced with evaluation of Skills Match and Company Fit are likely to achieve success in terms of job performance but also with respect to a feeling of joy and satisfaction with their task execution. Purpose is another element that is critical when accessing any talent's discretionary effort but that is expressed more qualitatively through workforce alignment of personal values in relationship to organizational values.

**Figure 4.1. The Old Model of Job Performance**



**Figure 4.2. Today's Model for Job Performance**



*Source: Russell, Charles. "Team Engineering." Lecture. Reprinted with Permission*

## **Team Engineering in Practice**

Team Engineering is when a facilitator provides a full description and mapping of the group's complete ecosystem. With the data captured by a 7<sup>th</sup> generation assessment tool, you can engage a team on issues of management, collaboration, performance, communication or quite literally anything related to people and their behavior. It includes tools for the team

leader, showing how each person will contribute to the team and how to bring out their value within the team. There are tools for each team member showing them how to be more effective within the team and with the team leader. These workshops are ideal for any management team or other type of work group where collaboration and communication is critical. Often, I facilitate leadership retreats whereby I integrate team engineering and often I find leadership then seeks to implement team engineering across their organization and various teams. On an aggregate level, you can see a baseline of culture topology, something I call “Culture by Default.” I will review this more in part two of this book.

What I have found in my work is that team engineering reports allow people to take what they learn back into their daily exchanges within the team. I have also found the process to lead to strategic hiring decisions when in fact it is revealed that the bench strength is void of strengths that would in essence add to the value of diversity on the team. Far from being conceptual, the BestWork DATA, a 7<sup>th</sup> generation tool I have sourced, produces real results that become part of everyday work practices. When I work this into a retreat, it is a highly interactive program that easily expands into other areas of engagement and bridges to topical areas of leadership development. For businesses that seek to bridge generations, evaluate job fit without skills and experience inputs. In essence accelerate a team to performance with the assessments of today to enable the businesses of tomorrow.

I had a CEO contact me a few years ago. He was experiencing frustration with his plan for succession as well as with his management team. I had the opportunity to develop a custom retreat for his team but the first phase of the program

offering was Team Engineering. To interpret the following table, I will share with you that the leaders were assessed with a 7<sup>th</sup> generation tool and then plotted on a chart whereby one can assess the strengths and diversity or lack thereof as well as gain insights into the challenges presented for that team given those findings. The menu of job behaviors becomes a common language for describing team roles and responsibilities as well as a variety of strengths that teams require to be successful. It is a language that is accessible to everyone with BestWork DATA. The Team Engineering Chart I have selected presents the team strengths inventory as well as highlights the Team Leader with an (\*) asterisk.

The Team Leader is ultimately the person the team reports up to in a traditional sense. Thus, the Team Leader may be a lead, supervisor, manager or facilitator on an organizational chart. This team was experiencing significant communication breakdowns and it was no surprise once you have the DATA before you.

**Table 4.2. Company “A” Team Engineering Chart**

Indirect with feedback & calling out issues	2	2	1	5*	1	Direct feedback & calling out issues
Does not challenge or offer ideas	2	2	1	5*	1	Challenges & offers ideas
Focuses on immediate issues			5*	2	4	Focuses on strategic issues
Little or no planning; reactive	1	2	2*	6		Detailed planning
Low need for details	1	2	2*	6		High need for details

Makes exceptions to rules & procedures	1	3*	1	3	3		Follows rules & procedures
Innovative thinking	1	3*	1	3	3		Conventional thinking
Slower information processing				5*	2	4	Quick information processing
Individual Effort for team		2	1*	3	4	1	Team-focused effort
Patient		4	5	1	1*		Urgent
Listens more than talks		9*		1	1		Talks more than listens
Quiet enthusiasm		9*		1	1		Outgoing enthusiasm
Little or no people interaction		9*		1	1		High people interaction
Behavior A	10%	15%	25%	25%	15%	10%	Behavior B

*Source: Martin, Nicole. Company A Team Engineering Chart. 2014 ed. Vol. Client. Print. Leadership Charts.*

The bottom three rows reveal that the majority of the team was concentrated in the lower percentile (15% LOW). This does not mean these people do not talk or are not social. Rather it demonstrates a lack of diversity in communication style among the team but also the reality that the majority will not expend the energy to communicate proactively. Many would think the one person who is to the higher end of the percentile (15% HIGH) would be the one that harmonized the team but in reality this person adapted to the dominant behaviors among the team and the team was surprised to see this person had such a strength that was hidden among them. Gaining this insight into the hard wiring of a team is enlightening even for the best teams I have had the pleasure of coming to know. This

chart brought the team awareness as to the spectrum of styles, preferences and behaviors innate to their team. How people adapt their styles based on context is important. Understanding these interdependencies takes a commitment to flexing your leadership approach to bridging the gap with those on the other end of the spectrum. The more a leader is conversant in adapting their innate strength to communicating effectively to another, the greater the bench strength of the team and thus the competitive advantage of diversification.

*Direct vs. Indirect Communicators*

*Expressive vs. Contemplative*

*Task Oriented vs. Relationship Trust Building*

*Individual vs. Team Focused Effort*

*Innovative vs. Conventional*

This particular company realized not only their strengths but their voids and only then was the team able to develop strategies to work together to address the voids. Often the DATA alone is not enough to accelerate a team to high performance. Team Engineering is the beginning of team awareness and the way in which the team strengths can bring value to one another. What comes after is in fact the real opportunity. See, the boxes may not seem like much segregation but for a person to adapt to another individual just one box equates to not much conflict. It is feasible in daily communications. Not everyone will be one box away from their peer key stakeholders on a team. An individual may not have to expend energy to interact with a positive outcome to another one box away. When you look at another variance, however, a two box gap equates to significant stretch factors for an individual. The more distance one individual is from another, be it a three box gap or greater,



equates to difficult challenges that can present and may require a conscious awareness to alter for another. Meaning, both individuals would need to establish a level of self-awareness as well as awareness of their counterpart's strengths and then adapt to meet in the middle. This must be accomplished with awareness and if all team members are hired for job fit, this reality is often the case as the person that is favorable to critical factors for financial roles will not possess the same strengths as the individual that is favorable to critical factors for marketing or sales roles. Yet, among leadership teams you are very likely to have the leadership from both at the table and within the same team. Other tensions this team observed were the number of individuals that would prefer to be told what to do vs. prefers to be the individual that delegates and prefers to tell others. Can one who is most direct listen to others? That is the variable of skills, experience and attitude. The answer is, yes. A direct individual can listen to others but this person would require experience and training to manage people effectively when being direct to an extreme in the (10% HIGH) or (15% HIGH) quadrant. Other questions this team engineering session posed were, what needed structure? What needs flexibility? Six of the individuals on this team will be more conventional and will follow rules in a similar way. In contrast, however, four will have rules but they may be fuzzy and vary from situation to situation as they make decisions circumstantially. To whom does it cost energy to collaborate to share information? All on this team were creative on a thinking line but there is a variable to creative. Understanding for example, who can create from nothing vs. the ones that prefer to edit the way that something looks? Clearly, the insights gained were of great value to the team.

The framework for Team Engineering sets forth the possibility that any team can gain insight into how truly diverse the team is. Often we make judgements that people are like us when, in fact, they may only be similar in one area of behavior or strength. The level to which a team is homogenous can also pose potential risks. Thus, achieving an awareness level of how a team is engineered is a foundational advantage to strategic planning and execution. A team can, in fact be engineered and when done with shared leadership in mind, the collective group can excel.

## **The EQ Quotient**

Emotional intelligence often is referred to as (EQ) and though it has been studied and written about since the mid-20<sup>th</sup> century, it only became popularized following Daniel Goleman's book, *Emotional Intelligence – Why it can matter more than IQ?* The Harvard Business Review called emotional intelligence (EI) “a revolutionary, paradigm- shattering idea.” Essentially, Goleman presented that relationships and competencies like empathy and compassion can trump IQ in terms of success. He has spoken publicly to the fact that he can have a room of CEOs in a room and ask them how many graduated college and only three hands emerge. He presents that people with a 160 IQ are working for people with a 100 IQ. Clearly, IQ is not everything. Goleman presents that cognitive abilities get you in the game but it is the EQ that gets you ahead. Many of us learn what to do and that is IQ. Yet, through your life it seems only real experiences, face to face exchanges and deep reflections dedicated to personal self-awareness and mindfulness are known to develop one's EQ. Emotional intelligence is developed when we learn how to do versus what we do.

The best part about EQ is that it can be learned and built upon throughout our lives. I find the base of team engineering establishes foundational self-awareness and team awareness in a common language. However, the teamwork that can take shape after the foundational awareness is in fact dependent on EQ. Relationships are built with the cornerstones of empathy and compassion. Goleman presents three kinds of empathy. The first being cognitive whereby I can embrace where you come from. It is the golden rule we all learn. “Do unto others as you would have them do unto you.” The second kind of empathy is emotional and social. Goleman describes it as the ability to sense through feeling what others feel. It is more intuitive and a deeper form of empathy. The third kind he describes is the “basis for compassion” and he refers to it as empathic concern. This level of empathy is demonstrated in competency when a person sees another in distress and desires to nurture, to help. He describes it as the ancient mammalian brain most evident in parenting. I present Goleman’s framework for compassion and empathy because now we all can begin to build our relationship skills to care enough about our team members, our peers, and our stakeholders in business. We must all realize that it never matters what we are doing at work, it all comes down to how we do it. How do we go about planning, deciding, communicating, and leading? Do we do it with EQ working in conjunction with IQ or have we become so focused on task that EQ was left behind?

## **Servant Leadership vs. Shared Leadership**

Many regard servant leadership as an ideal in leadership, but within teams that are engineered, there is a higher level to aim for when it comes to engineering the team. Shared Leadership.

Servant leadership is accomplished on an individual basis. The two concepts are very different. All leaders make a choice to serve others or use others. In essence, an individual makes a conscious choice to serve others vs. use others. When an individual makes a decision to serve others, he/she puts the needs of themselves behind others. This reflects in behavior characteristics like respect and appreciative inquiry. The individual actually takes the perspective of walking in the other person's shoes, being empathetic but also organizationally aware. See, it is not about wanting to help those less fortunate than ourselves but realizing one's kinship to another person on the team. To be organizationally aware is to realize by serving others you serve yourself. Servant leadership requires high emotional intelligence and leading by example. Servant leadership is considered a timeless concept; but it is important to note the phrase "servant leadership" was coined by Robert K. Greenleaf in *The Servant as Leader*, an essay that he first published in 1970. A critical takeaway from his work is that while traditional leadership generally involves the accumulation and exercise of power by one at the "top of the pyramid," Greenleaf believed servant leadership to be different. The servant – leader not only shares power and expertise but helps people develop and perform as highly as possible. The servant-leader supports the organization and removes obstacles with awareness that the people who are closest to the situation know the most. A conscious decision by an individual within the servant-leader framework means consciously knowing I am not the best person to lead every initiative.

In contrast but on a similar spectrum is the concept of shared leadership. Shared leadership is a collective approach and truly comes from an organizational leadership perspective (Chapter 6). A team approach requires passing the work

responsibility whereby a team must shift to adopt and optimize the team strengths to achieve high performance. Shared leadership must be engineered and designed. Team engineering is among the first steps for which organizational leadership is made possible. The distortion of what a leader is prevents the concept of shared leadership from being realized in the mainstream. Leadership development is largely viewed as an individual path vs. a collective path. The biggest misconception is the difference between leadership and management. The management model has always been presented as a hierarchy. Leadership is inverted as it is about serving and it should not be reserved or regarded within the hierarchical framework. Management and leadership should not be used interchangeably as they are two different disciplines. opportunity of team engineering is the framework for appreciation for the team. Further understanding and development can lead to awareness of the peer stakeholders and the diversity of strengths as well as innate expertise within the organizational structure. It is this awareness and appreciation that gels on a collective plane and presents for the hallmarks of a high reliability organization. This inside out perspective is the basis for how leaders must support the workforce in order to serve customers. There must be more empowered leaders among the team to reach the customers. This has been fundamentally presented in the case of service excellence but the foundation of service excellence begins with shared leadership. Carl Albrecht was among the first thought leaders to present the Service Triangle, an inverted triangle that places the customer at the center with strategy, people and systems as three fluid and interdependent corners of the triangle. His concepts were presented over 30 years ago and yet we all have experienced a service experience as a customer

whereby the person serving us was restricted by some administrative procedure or system that inhibited service excellence. To ponder why this continues comes down to a simple fact. We have not trusted in people and provided a shared leadership opportunity whereby they are empowered as leaders to deliver service excellence. It is important to note that service excellence is not only an external ideal but an internal ideal as well. Often, the internal customer in the process or hand off of work is overlooked and this again comes back to team engineering, awareness and appreciation of peer stakeholder. This is not to be confused with concepts of teamwork or participative management. Rather, an engineered team must have complementary skills, be committed to a common purpose, have shared performance goals and an approach for which they are mutually accountable. Only then can shared leadership be realized. It is what separates groups from teams.

The way in which we are now able to engineer teams and support them in identifying their diverse innate strengths will dramatically change the way we consider approaching shared leadership from the inside out. Leaders who engineer teams given innate cognitive behaviors paired with evidence of emotional intelligence will be hard to refute when the reality of culture is, in fact, the “we.” Who we are when we come together is the beginning of culture and if we establish “we” without inherently understanding the way in which each of us come together, the culture becomes a culture by default vs. a culture by design. Many businesses operate with culture by default while others excel with a culture by design.



## **A Real Story: *Medinah Country Club***

GM/COO Mr. Robert Sereci

Medinah Country Club is a private country club in Medinah, Illinois, with nearly 900 members and 640 acres (260 ha) containing three golf courses, Lake Kadajah, swimming facilities and a Byzantine-style clubhouse with Oriental, Louis XIV and Italian architectural aspects. Medinah is widely known for its Course 3, now at 7,657 yards (7,002 m),<sup>[9]</sup> which has hosted five major championships, three U.S. Opens (1949, 1975, 1990) and two PGA Championships (1999, 2006), as well as the Ryder Cup in 2012.

Contributed by Tammy J. Napoli, Director of Human Resources

*All successful companies have leaders that excel at their jobs and bring outstanding skills to their organizations. That does not mean, however, that they have great leadership teams. The level of success and the ability of an organization to rise to the top of their industry depend on the cohesiveness of the team. It is that cohesiveness that drives the culture and sets the stage for greatness.*

*So how is team engineering different than what we already know about teamwork and the value it has to an organization? Let's take an example from Medinah Country Club, one of the most prestigious private country clubs in the US and in the world for that matter. In March 2015, the Club hired General Manager and COO, Mr. Robert Sereci to lead the Club through a renewal of*

*service excellence and development of a winning culture. Mr. Sereci had a clear understanding of the importance of building a cohesive, aligned, motivated and hard- working group of leaders and the solid foundation for future growth and excellence they could provide.*

*After only nine months and through the leadership's participation in a team engineering workshop, led by CEO Nicole Martin of HRBoost, the Club leadership team is realizing a new energy and a true culture transformation. "The team engineering workshop took us to a new level of excellence," states Tammy Napoli, HR Director. "The leaders learned to work together in a way that leverages not only each other's strengths but individual styles, tendencies and preferences. The workshop taught us how to identify our key stakeholders and to create an action plan to influence them. It gave us the tools to see each other through a clearer lens and to move forward as a truly great leadership team. As a result, the services and manner in which we provide them to our members is truly exceeding expectations and reinforcing the tradition of excellence that is Medinah Country Club."*



In part two, we will explore the ways businesses can align their business strategy to their strategy on building human capital. There is only one input that can threaten, restrain or drain a business as easily as it can maximize profitability. That input is that people and individual culture, group culture and organizational culture all depend on a business's investment in culture by design vs. default.



It must all begin with an invitation. Something I express as  
the **Culture Invitation!**