

LEADING with HONOR

Leadership Lessons from the Hanoi Hilton



Coaching: BUILD COHESIVE TEAMS

Lesson 11

The expanded coaching materials are provided to help readers implement the lessons taught in the book.
Use them for individual or group development.

Having a cohesive team sounds great, but fostering that level of trust and commitment requires intentional effort. To be honest, building cohesive teamwork is not the kind of challenge that most results-oriented leaders enjoy, because it focuses more on the relationship skills that feel “soft and fluffy” to people who are less “emotional.” Moreover, developing teamwork may seem like a waste of time to a leader who doesn’t fully appreciate the power of cohesion.

Let me challenge you with a few questions:

1. How would you evaluate cohesion on your team?

- a. What are the evidences of understanding, acceptance, respect, trust, commitment, and unity?

- b. What actions and activities would increase cohesion?

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2. How would you evaluate the practice of “creative conflict” on your team?

Use the following questions to gain objective insights into the health of your team.

- a. Do you frequently engage in passionate debate to fight your way through diverse opinions to come up with the best decisions?

- b. Do your people leave your meetings with less than total buy-in to your decisions? Do they walk down the hall and tell their peers the reasons why an agreed-upon course of action is not going to work? (If so, this could indicate that they withheld their questions and objections in the meeting.)

- c. Do you discourage creative/constructive conflict, perhaps because you feel uncomfortable with expressed emotions and passionate debate? If so, what would it take for you to move beyond your discomfort?

- d. Do you squelch disagreement, perhaps because you feel less respected and less powerful when your ideas are challenged? If so, what does that say about your real confidence?

A “Yes” answer to question a. indicates you have the trust and cohesion needed for the group accountability that is necessary for a healthy team.

If your answers to questions b., c., and d. were “I’m not sure,” then you would do well to have a discussion around these questions with your people.

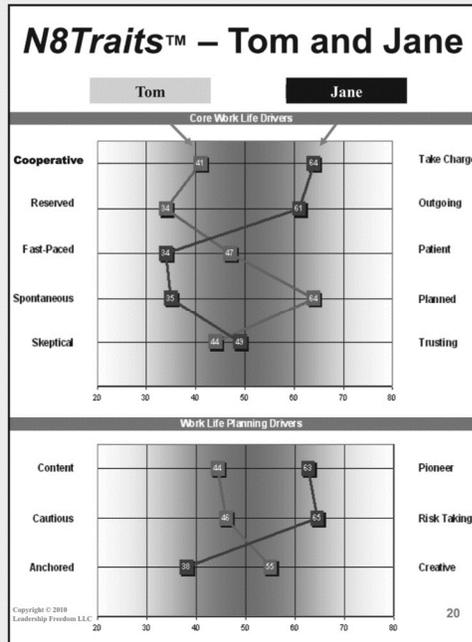
If you conclude that your team is not engaging in creative conflict, you are missing the benefits and fun of leading a cohesive, synergistic team. I encourage you to get a consultant or coach to help you with team development. Take a risk and lean into the pain of your discomfort. It takes hard work on the front end, but you’ll love the return on your investment!

TAKE THE NEXT STEP IN YOUR LEADERSHIP JOURNEY

LeadingWithHonor.com has tools and resources to help you and your team lead with honor –

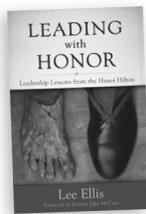
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You will discover your strongest behavioral talents and the key influencers you are most likely to use in making leadership and life decisions. The report includes your key strengths and struggles and your relationship essentials. Additionally, you'll receive beneficial suggestions on how to relate to others more effectively to improve your leadership, communications, and teamwork.



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