



Q&A with Competitive Solutions, Inc.

**TEAMS 2.0 - REBOOTING TEAM
ENGAGEMENT AND EXECUTION**





Competitive Solutions, Inc.

Competitive Solutions, Inc. (CSI) is an international training and consulting firm that specializes in assisting organizations achieve performance excellence. CSI is a GSA certified, small business and was formed in 1991. CSI specializes in assisting organizations with building effective leadership skills that enable employees to excel in rapidly changing environments. The consultants of CSI have authored four books, *Empowering Business Teams*; *Confessions of an UnManager*; *Buried Alive! Digging Out of a Management Dumpster*; and *Leaving Your Leadership Legacy*. These books share the knowledge, experience, and understanding CSI has gained through its years of service with the world's most powerful organizations.

Q1. What are the main issues you see businesses experiencing in team engagement and execution?

The main issues stem from a lack of clarity and direction around expectations, deliverables, and defined roles and responsibilities between each team member, as well as a collaborative approach to managing a team with common goals. Often leaders focus on the critical few employees who are the high performers that can be relied on to meet deliverables and deadlines; thereby excluding the rest of the team.

We call this Managing by Personality. This leader driven behavior creates pockets of excellence that are unsustainable and the rest of the team may feel isolated, ultimately resulting in poor execution. Often leaders forget the behavioral aspects of engagement. After all, we are all people at the end of the day and want to be truly valued and held accountable for results. Team leaders need to manage by process, not by personality. By developing non-negotiable processes that focus on communication, accountability, scorecards, and behavioral expectation employees will have direction and know what's expected of them. This will create a high performing engaged team.

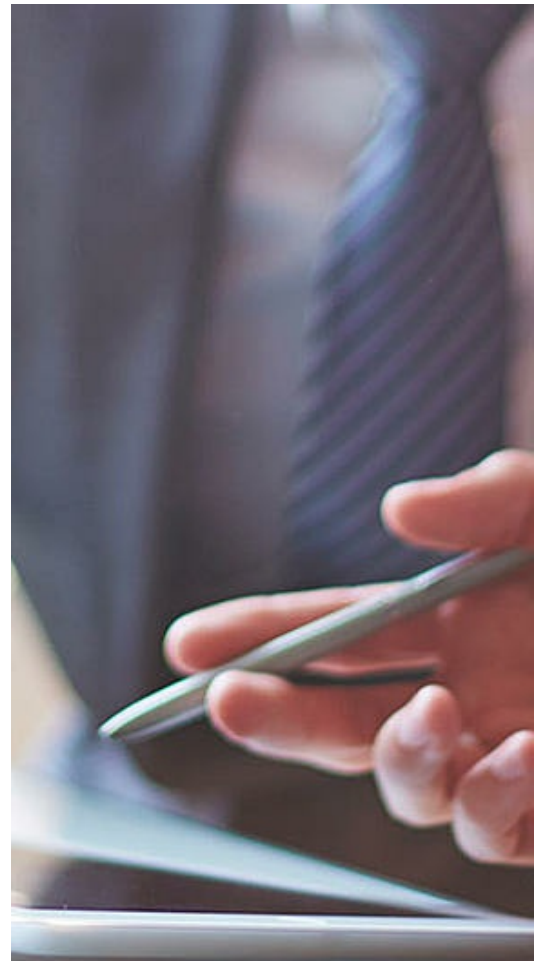


Q2. Why is team functionality working against overall business success and efficiency?

An organization has to have an inclusive work environment that fosters total team engagement. A common operating picture (goals) to ensure the team is maximizing its return.

We need to move away from the "stove pipe" mindset that teams are only functionally structured and aligned. Some of the most successful teams in place are cross-functional in nature.

The benefit is the most comprehensive work environment as you continue knocking down traditional silo's within organizations while increasing overall efficiency. If I know that quality, engineering, and production are all within the same product team, they are now set to achieve common goals, not self-serving to an individual department.



Q3. What are non-negotiable systems, and how can organizational leaders use these systems to ‘Transform the Business?’

Non-negotiable systems refer to the most basic expectations that all employees within an organization must follow. A predetermined and agreed upon fence the organization must follow to maximize employee engagement and drive overall efficiency. This truly becomes the foundation to operational excellence. As an example, if I have total confidence that everyone within the organization will be held accountable for results and action, then we truly can begin realizing high performance. Leaders can use these organizational non-negotiable's to drive accountability and create a culture of trust within the organization, transforming the business to a new level of efficiency.

With the implementation of organizational non-negotiable processes, leaders are no longer leading by personality, but by an agreed upon process. This takes the pressure out of holding team members accountable, when the process for managing the business is clearly communicated, agreed upon, and seen as a cultural norm. This typically requires a change in culture and must be supported and reinforced by all leaders at all levels within an organization.



Q4. When are continuous improvement tools no longer effective?

Continuous Improvement tools lose their overall effectiveness when they are not deployed holistically within an organization. When organizations deploy these type of tools, they typically train a select few employees to go through training, while missing the rest of the organization.

This creates confusion on the intent of what problem is being addressed. Often these tools lack full leadership team support and fade away quickly.

I believe the tools must be a part of the organizational DNA to drive true sustainability.



Q5. In your experience, what has the outcome been like when team engagement and execution are rebooted?

It has been our experience that once an organization is truly committed to change, the sky is the limit. It all starts with a solid foundation. With this in place, employees can truly feel connected to true business results and begin to execute flawlessly. They rally around a deep desire to want to win and it shows up through actual increased performance. It is remarkable to see an organization increase its overall efficiency when everyone is truly engaged.





Investing in Your Future



In many organizations today, team functionality is actually working against overall business success and efficiency. Organizations have become a slave to team models that are inefficient, unproductive, and bureaucratic.

Competitive Solutions, Inc. will be giving a workshop at Generis' 2018 **American Manufacturing Summit** taking place on March 27th-28th in Chicago, IL. In this workshop, attendees will be challenged to examine their current operating system and team functionality, while providing proven and practical solutions for improvement.

Join us there!