

# THE TEAM OF A LIFETIME™

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A Practical  
Guide for  
Building  
Exceptional  
Teams  
that  
Deliver  
Results

BY SALLY LOVE

The Team of a Lifetime™

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## **Every team is shaped by its leader.**

Exceptional leaders develop a vision for the team's future by seeking input from team members and other stakeholders, and then executing as a team.

These leaders know that getting the team off to a great start prevents a lot of problems down the road. They've also learned, sometimes the hard way, that adjusting and adapting as the team progresses, is essential to success.

When I'm asked to help a struggling team, I often find that its members - and its leader - are exhausted, discouraged and losing hope. Some are ready to throw in the towel.

## **My job is to help them get back on track.**

I've had a front row seat to many leadership approaches and successes in my three decades as a Consultant, Advisor and Coach to leaders.

## **And I want you to benefit from my experience, insight and analysis of working with these leaders.**

The Team of a Lifetime Method™ you're about to discover came about as a result of my work with hundreds of leaders on major capital projects and in manufacturing operations.

The Team of a Lifetime Method™ has been successfully implemented in a wide variety of industries and in diverse cultures around the world.

I'll wager a guess that you're reading this book because you want your team to be a high-performing team.

**And that's exactly why I wrote this book. This book is for YOU!**

Inside this book, you'll discover a cohesive framework, and replicable process, to use in building your own exceptional team.

While I wrote this book from the perspective of a capital project team, the Team of a Lifetime principles are applicable to virtually any team.

I'm often asked if a team must implement all of the principles in The Team of a Lifetime Model™ to get results. The short answer is no. You and your team will see results from implementing any of the principles, even if you choose not to apply them all.

**However, the more principles you implement, the greater the results you can expect.**

So I encourage you to embrace them all. Plus, the principles are interrelated, so improving one principle almost always leads to improvements in others.

My desire is that you will take The Team of Lifetime Model™ to heart and it as a roadmap in creating success for your team and for yourself.

**Today is a great day for you to get started building The Team of a Lifetime™!**

*Sally*

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**CAN  
JORDAN  
MAKE THE  
TEAM?**

**J**ordan was discouraged. He was a really smart guy who had been chosen by his CEO to lead a project that would make or break the company by delivering a product that would literally change lives.

## **But things had gone downhill fast.**

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The project was behind schedule, contractors were taking pot shots at each other, three key employees had quit to go work for a competitor, and the company's business unit was now quite vocal about their lack of confidence in Jordan and his team.

**This challenge called for a team with a clear purpose, and a project leader who could direct diverse stakeholders toward a common goal.**

Instead, 10 months in, Jordan spent all his time putting out fires. The issue was not whether he was smart enough or working hard enough. He had excelled in chemical engineering and was working nights and weekends, rarely spending any time with his wife and young boys - and he was exhausted.

While he had managed many projects, he had never managed a project this large or complex and didn't know how to turn the situation around, so his project appeared certain to join the long list of industry capital projects that fail.

He was struggling.

**And then he got a break.**



Luke, his old college roommate, was running a larger capital project for another company, with many of the same challenges Jordan faced. One day he called and said he wanted to take Jordan to lunch.

Jordan reluctantly agreed to take time away from the job site to meet Luke for lunch, and when he walked into the restaurant he could not believe his eyes.

**Luke looked relaxed and focused.**

Soon Luke was talking about the vacation he'd just taken with his young family.

**Clearly, his capital project was not failing.**

Luke saw in an instant that his buddy was flailing - and failing. He must be working all the time. Clearly, he doesn't even have time to get a haircut!

"I'm so busy I can't see straight," Jordan confided. "I thought this project was going to put my career on the fast track. But now I'm convinced it's going to end my career.

**"At first I really believed my team could pull it off. But there's just a steady stream of problems."**

"We're behind schedule, some of the contractors won't even talk to each other and I obviously chose the wrong people to be on the team because their productivity is abysmal. And don't even get me started on the pressure from our business unit!"

Luke sat back and took in what Jordan had said, and the feeling was pure déjà vu - been there, done that!

Then Luke spoke up, "Whoa, take a breath, Jordan. That's why I asked you to lunch. I hadn't heard from you in quite a while and had a hunch you were struggling.

"Look, I've been working with a group that has a proven method for helping leaders build high-performing teams," Luke continued. "It's called **The Team of a Lifetime™**.

"It isn't a check-the-box exercise, but rather a logical process of discovery and implementation you can use anytime you want to build a high-performing team.

*In fact:*

**"I am now confident in my ability to lead my team and certain that our team is going to deliver amazing results. In fact, I met with our CEO earlier this morning to review the project and she's extremely pleased with our team's performance."**

"Before I discovered The Team of a Lifetime Method™, my project was failing miserably and I was having a lot of migraines. I hardly ever had time for my family."

Luke continued to tell Jordan more of the details about his project, explaining how this time last year his project was a train wreck.

**"But, with the help of The Team of a Lifetime Method™ we got it back on track."**

- ✓ Our team now has very clear **Direction** on our purpose, results that are expected and how to get there.
- ✓ There's a **Synergy** among our team that we didn't have previously. People are proactively communicating and collaborating.
- ✓ And the **Connection** team members have with each other and with stakeholders makes being a part of this project a true pleasure.

"I'm telling you. It's incredible how far our team has come already."

Jordan was intrigued, but Luke could see the skepticism in his eyes. And he understood it because only a year earlier, he had felt the same way.

But he also saw some hope. Just a glimmer, but it was there.

Jordan said, "Really? Then maybe, just maybe, it's possible for me to turn my project around too."

Luke nodded. "Oh, for sure it is Jordan, and your project is only 30% complete. So there's plenty of time.

**"But you're going to need a different approach because doing what you've been doing isn't working."**

Jordan thought about it for a second and realized he wanted to know more details about The Team of a Lifetime Method™.

Luke talked some more about his project as they finished their lunch.

And as they headed for the parking lot, Jordan asked, "Would it be possible for us to get back together again so I can learn more about The Team of a Lifetime Method™ and how it might help my project?"

**"You bet. I'm happy to help out however I can," replied Luke. "After all, our friendship goes way back."**

"What about this Saturday morning, over coffee at that new coffee shop down on Main Street? I've heard they have great coffee."

Jordan knew that would be impossible. "I can't meet on Saturday because I'm always at the job site for at least six to eight hours every Saturday. Don't you work every Saturday?"

"Nope, I sure don't" said Luke. "And it's rare that anyone on my team has to work on Saturdays. Now, don't get me wrong, we used to."

**"But thankfully, those days are just a distant speck in our rear view mirror."**

Luke then offered up a provoking question, "Jordan, here's the thing."

*You have to decide.*



**"Do you want to keep doing what you've always done and continue being miserable and heading for project failure? Or are you ready to change your approach and get your team on the road to success?"**

## **"Can you commit to changing the way you're doing things?"**

Jordan thought about it and said, "The answer to your question is yes, but I need more details on The Team of a Lifetime Method™."

Luke gave his friend a broad smile and said, "You'll get the details when we meet on Saturday, and there won't be any going back. Oh, and, dude, get yourself a haircut."

This brought a laugh from Jordan, who said, "It's been a long time since I laughed. You drive a hard bargain. I'll see you on Saturday."

Jordan had taken the first step toward adopting The Team of a Lifetime Method™.

**He was ready to make the team.**

# THE TEAM OF A LIFETIME METHOD™

*The Team of a Lifetime Method™ is  
designed for you and your team to thrive.*

You might see yourself in Jordan if the team you're leading is struggling too. Perhaps the excitement and energy you had when you first started your project has been replaced by frustration, anxiety and overwhelm.

And you've already figured out that working harder isn't the solution. In fact, driving yourself and your team even harder could lead to health and serious family problems.

**Deep down you know there has to be a better way.**

That's what Jordan's friend Luke discovered. And the better way is The Team of a Lifetime Method™.

## **Why “Lifetime”?**

The word “lifetime” in The Team of a Lifetime Method™ is referring to a great event of some kind. In this case, the greatest team you'll experience during your lifetime. And after you experience it, you'll remember it, recall it and reminisce about it for the rest of your life.

But, unless we intentionally set out to create the greatest team we'll experience in our lifetime, then the chances of it happening are virtually nil.

**You don't just wander into building The Team of a Lifetime™. You set your sights on it. You commit to it. And you make it happen.**

Perhaps until now you thought those once-in-a-lifetime opportunities to lead an amazing team were out of your reach. Or that the winning teams you've heard or read about just got lucky.

**But, here's the thing. Those opportunities are not out of your reach. Teams that have shattered previous records and set new benchmarks didn't just get lucky. And delivering results that no one thought possible are possible!**

The Team of a Lifetime Method™ has been developed over thirty years of working with hundreds of teams just like yours. It has produced amazing results in North America, South America, Europe and Asia.

The Team of a Lifetime Method™ is built on three essential principles.

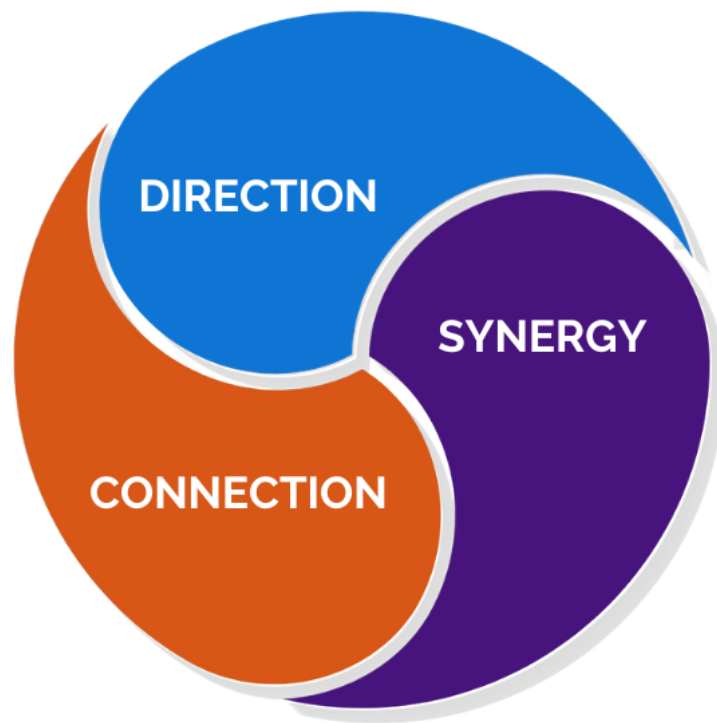
- 1. You are a person of integrity.**
- 2. You genuinely care about your team.**
- 3. You are committed to pursuing excellence.**

If that describes you and members of your team then you're ready to discover the Team of a Lifetime Method™ and put it to work.

Creating The Team of a Lifetime™, will require thinking and leading in a different way. Make no mistake; just working harder isn't the answer. The good news is that you'll discover that this new way of thinking and leading is gratifying and impactful. You'll truly be making a difference in the lives of others.

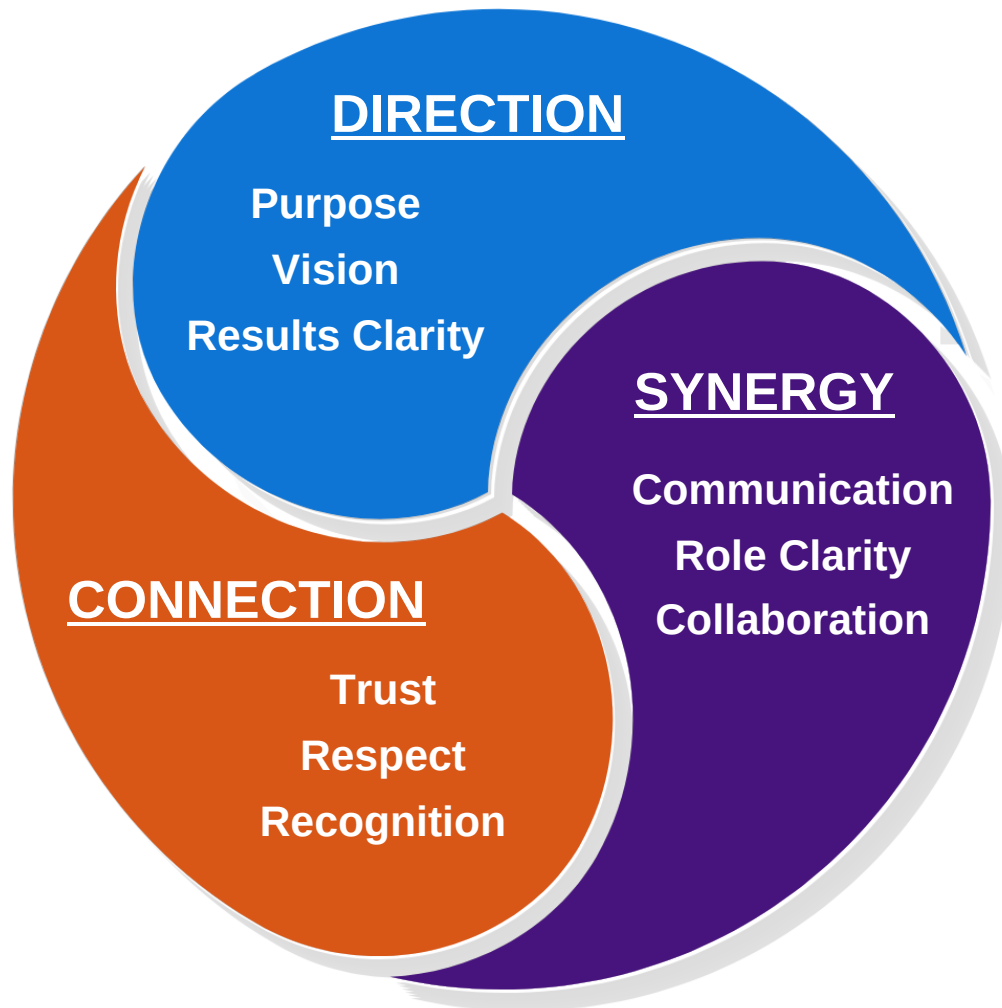


# THE TEAM OF A LIFETIME METHOD™



*Sally*  
LOVE

# THE TEAM OF A LIFETIME™ FRAMEWORK



*Sally*  
**LOVE**

**DIRECTION**



# PURPOSE

On Saturday, Jordan was up early as always. And for the first time in more than eight months, he didn't go to the job site. Instead, he drove to the coffee shop to meet Luke.

Luke smiled as Jordan walked in. Hey man, "Was it hard not going into the office this morning? "Yes, it sure was" replied Jordan. "But I'm eager to learn how to turn my team around."

**"Well, let's do it. And we'll start right at the beginning. What is the purpose of your project?"**



When Luke asked Jordan that question, he didn't even need to think about it.

"Well, that's pretty simple," Jordan replied. "When our CEO first talked to me about the project, she explained that the company needed a high-tech facility to produce a new, innovative product. This new product will become the company's biggest profit producer. So the purpose is to increase profitability for the company."

Luke shook his head: "For sure the company needs to be profitable to stay in business, but your team needs a more compelling purpose than just producing a profit."

**"To be engaged and perform at a high level, your team members will need to know they're making a positive difference in the lives of other people."**

Jordan seemed intrigued. "I guess I never really thought about the purpose of the project being anything other than increasing profitability."

"Luke nodded. "I was the same way, before I began implementing The Team of a Lifetime Method™.

But then I discovered that without a compelling purpose, my team members had nothing to energize them, nothing to throw their hearts into, nothing to look forward to other than a paycheck."

Jordan said, "So, Luke, what do you think the purpose of my project is?"

Luke replied: "As tempting as it is to weigh in on your team's purpose, what I think is not important. What matters is that you and your team identify the purpose.

"And together you will need to write a purpose statement. That purpose statement will be very valuable in guiding the team in the future."

"I'll give you the key question you must answer in shaping your purpose:

*Key Question:*



"How will people's lives and/or the world be enhanced by the results of our work?"

"If you and your team focus on answering that simple but extremely important question, there's no doubt in my mind you'll have a compelling purpose."

**"Remember, it's important that you don't come up with the purpose yourself and simply tell your team. You and your team have to do this together."**

"Oh yeah, and don't get hung up trying to figure out a purpose that's unique to your team. Many teams are formed for the same purpose."



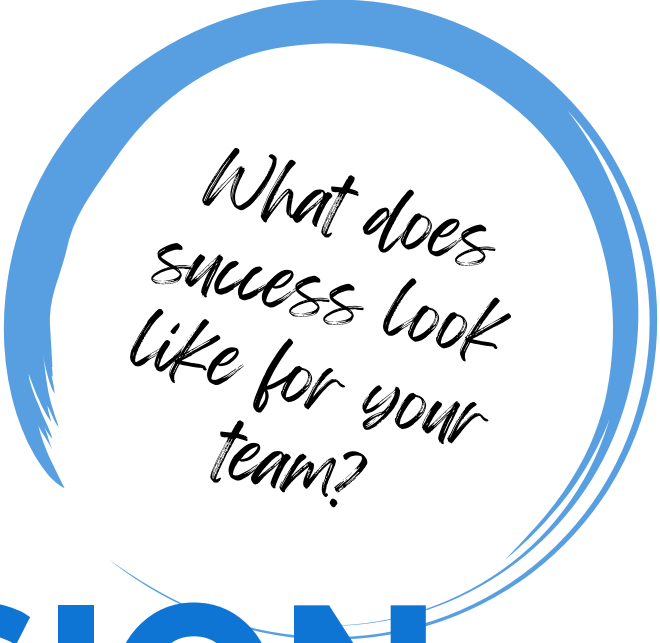
**"What's important is that your team's purpose is authentic, meaningful and inspiring to your team.**

**Nobody outside your project has to relate to it or even understand it. Just you and your team."**

Luke then offered a little more essential advice. "One more thing about identifying your purpose: Obviously you need to do that to get your project off to a good start, but having your team identify the purpose will also help them address the many problems and unexpected potholes that every project faces."

**"When your team members believe in the purpose, they stay focused on the desired end result."**

Jordan nodded. He could see how identifying the purpose for his project could be extremely important. But what about the other components of Direction?



*What does  
success look  
like for your  
team?*

**VISION**



Luke could tell that Jordan was taking it all in.

**“The next component of The Team of a Lifetime Method™ is vision. As a leader, it’s essential that you set a clear vision for your team.”**

Jordan was startled.

“Whoa, wait a minute, Luke, I don’t think I’m qualified to do that. I’m not a visionary!”

Luke laughed. “Well, I’ve got good news for you. I’m not talking about being clairvoyant or transforming yourself into some futurist mastermind who can see things before the rest of us even think of them.”

“Well, what is it then?”

**“Vision is simply the team’s desired final destination. In other words, where does your team need to end up for the project and the team to be successful?”**

“Once your team has a clear vision of its final destination, then it can work backwards and re-engineer the strategies for getting there.

"What I've learned from implementing The Team of a Lifetime Method™ is that vision gives your team energy, provides direction and inspires it to strive for excellence."

“Without a vision of the desired future destination, all the thousands of issues that develop on your project will leave your team thrashing around until they’re exhausted, and they will fail.

**“The word vision comes from the Latin word videre, which means “to see.” So, our role as leaders is to help our teams “to see” their desired future destination, and Jordan, what you’re going to discover is that the more detailed your vision, the more clear and inspiring it will be for your team.”**

Luke felt very passionate about this subject and continued on. “And something else you need to know is that setting a vision isn’t a one-and-done exercise. You’ll want to review the vision frequently.”

Jordan looked puzzled. “Why is that important? It seems like once the final destination, the vision is set, it wouldn't change.”

So Luke explained, “I can only speak to what I’m experiencing with my team. Once we started making progress and moving toward our vision, possibilities became clearer and new strategies for achieving the vision emerged.

*Key Result:*



**“We’ve been able to set higher goals and achieve greater results than we first set out to achieve.”**

“Our executive team and Board of Directors sure did like that when we told them!”

Jordan said: "I want to make sure I really understand this. Can you give me an example of a higher goal your team has been able to accomplish?"

It took a minute for Luke to sort through all of the examples going through his mind. "Sure, there are many, but the one that's had the biggest impact for us is the schedule. As we made progress we really started to challenge our thinking about some of the durations.

"The durations we used for the activities in our schedule were based on historical data, durations that other projects in our company had achieved. But we challenged ourselves to improve on those durations. We reevaluated our work sequencing, bringing in some construction experts to challenge our thinking and offer different options.

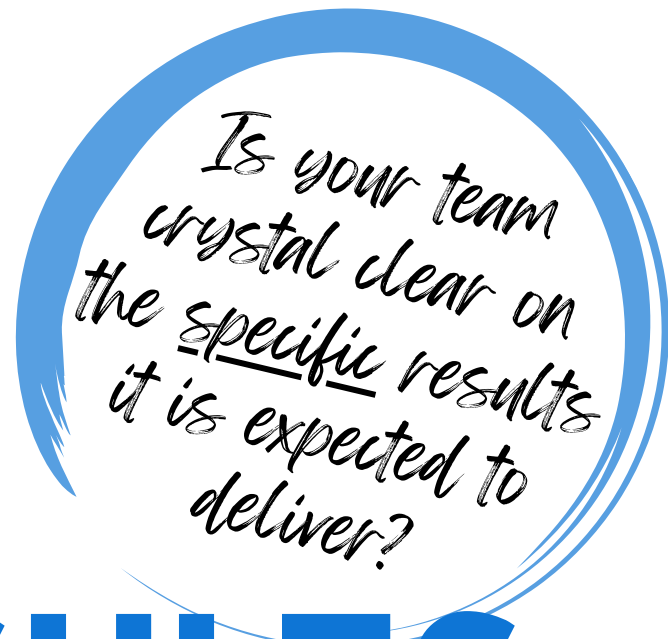
**"We were able to shorten the duration of several crucial activities on the critical path."**

*Key Result:*  


"Does that example help?"

"Oh yes, it sure does. I'd feel like I hit the jackpot if our team was able to shorten some of the durations on our critical path! I'm also going to make a note to talk to you later about the construction experts that helped you."

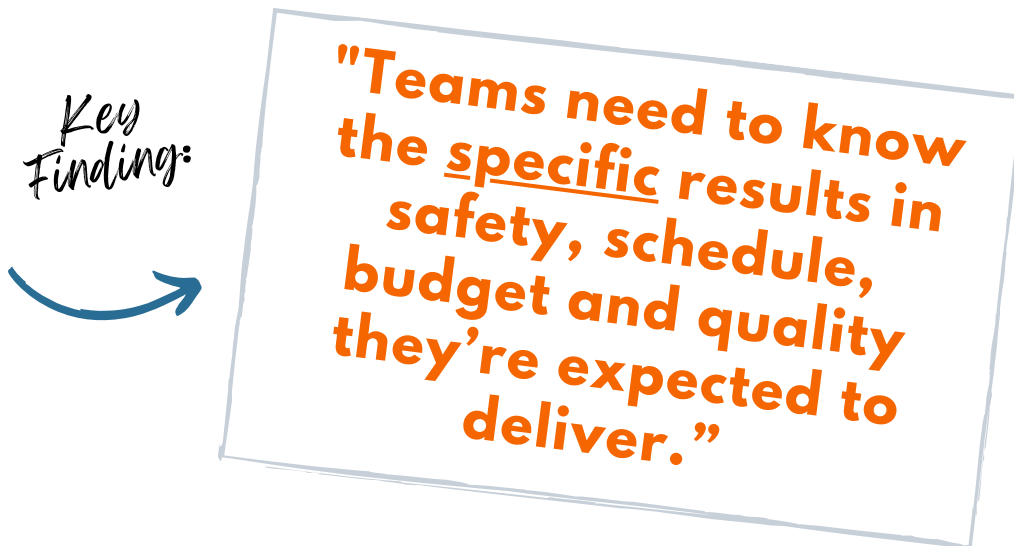
**Jordan was starting to get excited about the possibilities for his team.**



# RESULTS CLARITY

“Okay, Jordan, I’m going to share the final piece of Direction - Results Clarity. You and I are both very aware that every team is expected to deliver results. But what results exactly? This piece, like purpose and vision, is so often assumed. And that’s a huge mistake.

“I bet if I asked anybody on your team what results the company is expecting them to deliver with your project, they would tell me something like, ‘Deliver the project safely, on time, within budget and at a high quality.’ And while technically that’s a true statement, it’s so vague that it’s virtually worthless.”



Jordan gave Luke a little smirk. “You must be a mind reader. That’s exactly what my team members would tell you. We say that all the time.”

“I’m certainly not a mind reader. The reason I knew that’s what your team would say is that’s what virtually all teams on every major capital project say!”

Luke spent the next few minutes talking about the importance of safety.

**“You already know that keeping people safe is the highest priority and most important result expected of a leader. So let’s agree that safety is paramount.”**

"And if safety isn't a leader's highest priority, he or she better make it their highest priority! Nothing is more important than keeping our people safe!

"Beyond safety though, what results does your team believe are expected and what are the relative priorities? Saying a project is fast track, or cost-driven, or that quality is essential isn't very helpful. What your team needs are specifics."

- ✓ **How will each result be measured?**
- ✓ **What specific metric will be used?**
- ✓ **How is each metric calculated?**
- ✓ **What is an acceptable range for each?**
- ✓ **What is considered success vs. failure?**

Grabbing his pen, Jordan hurried to write down all of these notes. "Slow down a minute and let me write this all down in my journal. We've done a good job of clarifying results but we can probably be better at it. This is good stuff!"

Still, Luke had more to say. "And that's not all. Once the specific results are identified, team members need to be equipped with a 'roadmap' for achieving the results. Your team needs strategies they buy into, have confidence in and will follow through on.

"Just like if you were going to take your family on a cross-country road trip, you would map out your route before you left. You wouldn't just jump in the car and start driving."

**"Likewise, you can't expect your team to deliver outstanding results unless they know where they're going and they have a roadmap for getting there."**

Jordan was already thinking through this new information that would help his team immensely. "My head is spinning thinking about how much my team needs that I'm not providing them. I've never managed a project this large or complex. I realize now there's a lot more moving parts that must be woven together."

"Well, just take it one step at a time, starting with the Direction. Don't skip this foundational step. Otherwise, your team will be lacking in clarity, focus and direction. They'll be like skilled rowers in a canoe all rowing like crazy in different directions and only going around in circles."


**"You know what, Luke? You just described my team! We're thrashing around and going in circles when what we need to be doing is rowing in the same direction toward success."**

"Ok, let's move to the next part of The Team of a Lifetime Method™."

# SYNERGY

*The Team of a Lifetime Method™ is designed for you and your team to thrive.*





*Is your team's  
communication  
effective?*

# COMMUNICATION

Luke was ready to share more with Jordan. “Let's talk about the next component, communication. If I asked your team members about communication on your project, would they say that it is:

- ✓ **Proactive?**
- ✓ **Candid?**
- ✓ **Honest?**
- ✓ **Timely?**
- ✓ **Respectful?**

“I’m asking you this because you might be surprised how different your perception of communication is versus your team's perception.

**“When my team members completed the Team Insight Assessment™, our communications score was abysmal!”**

Luke continued on. “One of the biggest frustrations I heard from my team members is that all too often, they felt like they were in the dark. They didn’t know how well their functional team was stacking up to the results they were expected to deliver or what the status of other groups’ work was.”

*Important Adage*



**“When little is known, much is imagined.”  
And the thing about it is, people imagine the worst!”**

“And the problem with this is that when our team members imagine the worst, then doubt and mistrust quickly set in, rumors start circulating and in what seems like the blink of an eye, as leaders we’re spending almost all of our time doing damage control.”

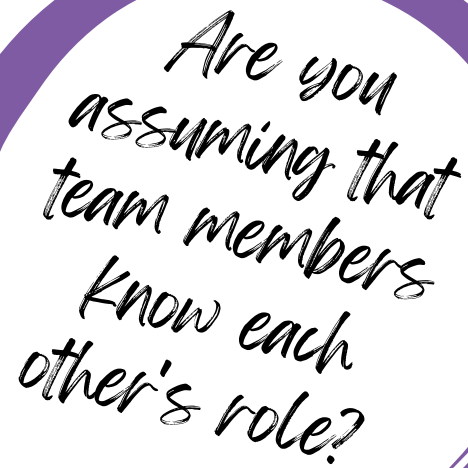
**“I don’t know about you Jordan, but I don’t enjoy doing damage control. It’s exhausting! So I’d rather prevent poor communication and rumors rather than trying to fix them.”**

Jordan started venting his frustration to Luke. “I get really frustrated with communication. It seems like I have to communicate the same message over and over again. I wish they would all get it the first time. And then when I do communicate multiple times to my leadership team, the message doesn’t always get to the people they are leading, even when the message is positive.”

“Welcome to leadership, Jordan!” Luke gave his buddy a big pat on the back. “Nobody ever told us it was going to be easy.”

**“Let me put it this way, Jordan. Effective communication requires intentionality, consistency, a lot of repetition and a little creativity.”**

“But make no mistake, to build The Team of a Lifetime™, you’ll need effective communication throughout the team. And not just the Owner’s team but with every stakeholder involved in your project.”



*Are you  
assuming that  
team members  
know each  
other's role?*

# **ROLE CLARITY**

Luke and Jordan finished their coffee and decided to get a refill. Luke knew the third component in Synergy, Role Clarity, would take a lot of focus and some extra caffeine.

Luke began, "Jordan, remember all the great times we had on the football team in college?"

"Oh yeah, those times were the best! Often I wish I was back in college with no worries in the world except how we were going to pass Physics," joked Jordan.

Luke had a look of angst on his face. "Yeah, that class was brutal, and don't even get me started on that professor!"

**"Let's get back to football instead! To explain this next component of high performing teams, I'm going to use a football game, okay?"**

Jordan nodded. "Anything having to do with football is good with me."

"Here's the deal, Jordan. For every play there are 11 players on offense and 11 players on defense, right?"

"Right." Jordan agreed.

**"In a bit of a sarcastic manner, Luke asked, "Did you ever take the field and wonder, 'What position am I playing?' or 'Wow, here I am on the field, now what am I supposed to do?'"**

Jordan just about spit out his coffee. "Are you kidding me? You know I never did that! Coach would have ripped me up one side and then the other and then he would have benched me for the rest of the season!"

"No kidding," Luke laughed and continued on. "When you took the field, you knew exactly what your role was. As a wide receiver, you knew what you were supposed to do and you knew without a doubt what excellence looked like in that position."

"It was the same with me playing quarterback. Coach made sure every one of us on the team knew how the positions we were playing interfaced with the other players on the team."

"That's for sure! And he certainly let us know what his expectations were. I can still remember that! He talked a lot about expectations."

**Jordan thought back to how much he respected his coach for always letting him know exactly what was expected of him.**

*Important:*



Returning to the subject of role clarity on projects, Luke said, "When we got The Team Excellence Scorecard on our project, our score for role clarity was very low. I was stunned."

**"Then I started to realize that there's a ton of potential in business and project teams wasted because of a lack of role clarity."**

"This is because, when team member roles aren't clear, duplication of effort occurs as multiple people work on the same task without knowing it. Other tasks fall through the cracks because one team member, or functional group, assumed another person or group was working on the task when actually no one was.

"I can't count the number of times that happened on our project until we started implementing The Team of a Lifetime Method™."

**"Jordan, it's as simple as this, role clarity makes sure the right people are working on the right things at the right time and that team members understand who is doing what and why they're doing it."**

"But, you have to be careful because if you, as a leader, neglect to clearly specify team member roles, you are asking for big problems!"

**"Because unclear roles cause conflict, confusion, and low morale, not to mention budget overruns and schedule delays. Sound familiar Jordan?"**

"Luke, something just occurred to me. I don't know if I'm on base here so bear with me."

"Let's hear it," encouraged Luke.

"You know how I told you that three of my leadership team members resigned last week?"

Luke nodded. "Yeah, I remember you saying that."

"Well, listening to you talk about the importance of role clarity reminded me of something two of my team members said when they resigned. They used almost the exact words you just used. They said they were tired of working so hard at their jobs while so many things that they expected from others on the team were falling through the cracks."

**Luke nodded and replied: "Jordan, do your team members know their roles like we knew our positions back when we were playing football?"**

"When you put it like that, no," Jordan responded. "Not even close."

"We do have the job descriptions written by our Human Resources group. But come to think of it, I haven't looked at my job description in several years. And I'll bet that no one on my team has looked at their job description in a long time either."

**Luke explained that job descriptions and role clarity are not the same thing.**

*Important:* 



"Job descriptions are useful in hiring team members, but once they're hired, they need to know a lot more about their role, especially the expectations of their team leader and how their role interfaces with other team members' roles."

**“Oh, and you’ll need to revisit role clarity as conditions change, as your project moves through various phases, and as team members transition off the team and new team members come aboard.”**

Jordan acknowledged: “Well, I can tell you that keeping an eye on role clarity as it evolves for each member of the team is something we have *not* been doing. But we certainly will be doing that now.”

Luke smiled knowingly.

The next component to building The Team of a Lifetime™ is one of my favorites. Let's talk about it now.



# COLLABORATION

"The most effective way to tap into your team's brain power is through collaboration," Luke emphasized. "Collaboration is when, instead of working independently or in isolation, your team members and stakeholders brainstorm, strategize to solve problems and create viable new options and opportunities."

**"You see, the value of collaboration is that one person's idea, when shared, sparks an idea in another team member and yet different ideas in other team members."**

"It's sort of like a snowball rolling down a hill that keeps getting bigger and bigger. Each person's ideas are multiplied and the team is able to produce greater results than if they had worked without collaborating."

Looking straight into Jordan's eyes, Luke continued:

**"Think of your team like a pit crew on a car racing team. Each team member contributes his or her best knowledge, skill and experience to accomplish amazing results with little, if any, wasted effort."**

"Can you imagine how effective that favorite racing team of yours would be if each person on the pit crew worked in isolation, keeping their knowledge, skill and experience to themselves?"

"They wouldn't be effective at all. They would fail miserably in helping their driver win the race. The same is true for your team."

"If your team hasn't been collaborating, Jordan, then you're in for a pleasant surprise."

### *Key Benefits*

**"Collaboration increases engagement, builds stronger working relationships and facilitates better decision making and problem solving. With all those benefits, it's a no brainer to ensure a high level of collaboration on your team"**

Luke, I would love to have more collaboration on our team. What are some ways to increase collaboration? Here are five really impactful ways, replied Luke.

- ✓ **Having a shared vision and goals**
- ✓ **Working with your TEAM's strengths**
- ✓ **Insisting on ONE team among stakeholders**
- ✓ **Consistently encouraging collaboration**
- ✓ **Leading by example**

"Jordan, let's talk about a really practical, and very important need for collaboration. I'm curious, do your team members ever complain about the processes they're using to get their work done?"

Jordan looked incredulous. "Are you kidding me? They complain all the time! So do I. Sometimes I wonder if the people who create these processes have any idea how difficult they are to actually use!"

"  
**Luke laughed. "I can relate. The bottom line is that every team needs robust processes to operate at a high level of performance."**

"Here's the problem with processes, Jordan. When processes aren't optimized, or when they're just downright broken, team members feel like they've been handcuffed, and at worst, that they've been set up to fail. It is bad for morale."

*Important:*



**"Their energy is sapped by frustration and that feeling of being overwhelmed. And when team members have to spend their time on workarounds, not only does their productivity plummet, but so does their engagement."**

"So, what do I do about processes if I want to build a high-performing team?" Jordan really wanted to know.

**Luke went on to explain. "Well, first let me tell you what you don't do. Don't look the other way and hope the problem goes away on its own. And don't place blame on other groups."**

"Yeah, but I don't have any control over the processes," Jordan exclaimed in a frustrated voice.

"You may have a lot more control than you think, Jordan. Remember how in Cohesive Interfaces we talked about collaboration? The solution to fixing the processes that are exasperating you and your team is collaboration."

**"When processes are streamlined and optimized, teams are positioned to produce extraordinary results because they quickly gain momentum and sustain it over the long haul."**

"Who do you suppose is best-positioned to streamline and optimize the processes on your project, Jordan?"

"The people who created the process in the first place?"

"Nope, wrong answer."

**"It's your team, because they are the closest to the problems with the processes. And because of that they're positioned better than anyone to know how to fix the problems."**



"Your job as their leader is to empower them to do it! And the way they'll do it is with collaboration—among themselves, with stakeholders and with the people who created the processes."

Luke knew it was time to share the final piece of the Team of a Lifetime Method™.

"Jordan, there's a distinguishing characteristic for all successful teams - Connection. I bet you've heard people say things like 'Just trying to survive.' People don't want to just survive. They want to thrive!

"Let's look at the kind of environment in which our team members can thrive."

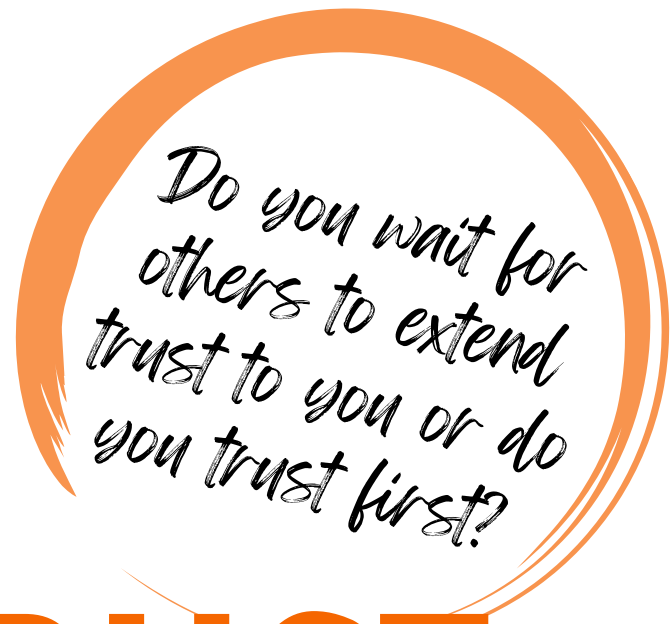
**Luke had one final thing to say about collaboration. If you've never been part of a high collaboration team, it's really hard to imagine. But the people who have been fortunate enough to participate or witness a high collaboration team, know it's like magic."**

"Just remember that it's up to you, as the leader, to create the environment in which the magic of high collaboration can take place."

# CONNECTION

*The Team of a Lifetime Method is designed  
for you and your team to thrive.*





# TRUST

“To create a rewarding culture, you must have a high level of trust among your team members and stakeholders. Without a high level of trust, your team is virtually guaranteed to fail.”

Luke explained to Jordan how trust is believing that another person has your best interest at heart and will not take advantage of you or intentionally cause you harm.

“So, Jordan, do you think your team members believe that? You don’t have to answer that right now, just be thinking about it.”

*Impact of trust on your Team:*



**Luke had seen with his own team the impact that trust has. “When people trust each other they’re more engaged and productive in their work, and they proactively collaborate and communicate.”**

“Jordan, think of a situation where you didn’t trust someone. Were you eager to share your ideas and proactively communicate with them? Probably not.

"Instead, you were likely suspicious of that person’s motives, and therefore cautious about interacting with them, right? You may have even avoided them. There’s nothing good about that kind of environment."

**“Every team member must have responsibility for building trust. But, here’s the thing: you, as the leader of the team, are ultimately responsible for instilling trust on your team.”**

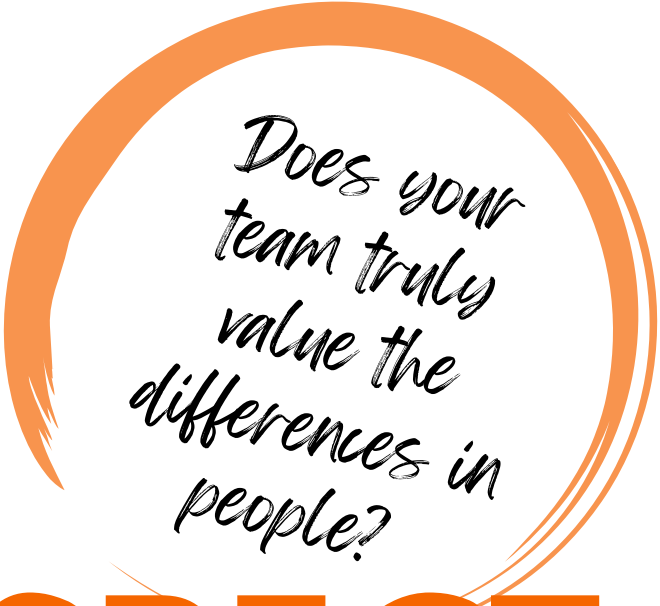
“And one of the most valuable things I learned from The Team of a Lifetime Method™ is that outstanding leaders do two things really well when it comes to trust.”

1

**“They build trust quickly because they know that the speed with which trust is established is crucial.”**

2

**“Outstanding leaders have a 'trust first' approach. They extend trust first, rather than waiting for someone else to extend trust to them.”**



*Does your  
team truly  
value the  
differences in  
people?*

**RESPECT**

They were almost out of time so Luke moved on to the next subject. "Let's talk about respect."

### **"Respect is about valuing someone."**

"Your team members have different expertise, experiences and perspectives. One way of showing respect for our team members is encouraging and allowing them to voice their opinions, give their input and share their ideas."

### **"Respect is also about valuing differences."**

"Different people have different ways of approaching situations, different communication styles and different problem-solving skills.

You don't have to necessarily agree with their approach or like their communication style, but respecting them and their differences is critical."

**When you let your team members know that their opinions and input are valued, and therefore respected, they are more dedicated, more productive and deliver better results."**

*Impact of Respect:*



"You've probably also noticed, Jordan, that when people don't feel respected by their leader and peers, their engagement and productivity plummet."

**"Think about a situation in your career where you felt disrespected."**

Did it make you want to pour yourself into your work and give it your all? Or did that lack of respect make you feel like looking for a different job instead?"

Jordan replied. "Oh, for sure. There have been a few times in my career where I had a different perspective to add to the team, particularly in problem solving. But those leaders didn't want to hear it. They already had their mind made up and just wanted everyone to rubber stamp their predetermined decision."

**"And when team members see another team member being disrespected, they too feel disrespected. So respect is a big deal in building successful teams!"**

Luke had one more essential thing to say about respect.

**"Establishing and sustaining respect can't be delegated. The leader is responsible for creating and ensuring respect is a cornerstone of the team culture."**

Always remember that Jordan. If we aren't pleased with the level of respect our team members are demonstrating, we must start by looking in the mirror and examining our own behavior."

*Do your team  
members and  
stakeholders feel  
appreciated?*

# RECOGNITION

“Well, Jordan we’ve come to the final component of Connection and that’s recognition.”

Luke didn't waste any time getting started on this topic. “Let’s face it, we all want to be appreciated. That’s basic human nature.”

**“Have you ever worked on something with all your might and made a valuable contribution to a team only to have it go unnoticed or unappreciated?”**

“You bet I have,” said Jordan. “There was this one time when my previous boss suggested that I cancel my vacation to help with a big initiative. So I did, and you know what? My boss never even said ‘thank you’! I mean, how hard is it to say ‘thank you’?”

*Important:*



**Luke saw the chance to make a key point: “When team members contribute their time, ideas, and expertise, they don’t want to be taken for granted or worse yet, ignored. They want sincere recognition and appreciation for it.”**

“There are times when recognition is best shown in a group setting, and other times when recognition is best expressed between two people. Just don't make the mistake of thinking that people don't want or don't need recognition. They most certainly do.”

**“In a rewarding culture, team members are consistently recognized for their good work by their leader and fellow team members.”**



"Plus, high performing teams celebrate accomplishments all along the way. Without recognition, people lose hope and confidence. And when that happens it's all downhill from there."

**"As we discussed earlier, The Team of a Lifetime Method™ recognizes that people want much more than a paycheck."**

"To illustrate this point, let me tell you about a guy on my project.

"He's a highly skilled and respected craftsman, but he's at an age when most people are retired already. When an additional phase of our project was announced, everybody thought for sure this guy would retire. But he didn't. In fact, team members remarked that he seemed more energized and more into his work than ever before.

"As part of implementing The Team of a Lifetime Method™, I've been spending more time walking the job site, and less time sitting at my desk in the office.

"So one day as I walked around, I asked this craftsman if he was sticking around for the next phase. And here's what he said:

'Luke, there's something I've been wanting to tell you. Most people my age hang it up and go fishing or play golf every day. That was my plan, too. But this is the first time in my career I've been recognized for doing good work, so no way am I retiring now!'

**"Think about it, Jordan. This guy is in his late sixties and this is the first time he's ever been recognized for his good work. Unbelievable."**

**PUTTING  
IT ALL  
TOGETHER**

“Well Jordan, that’s a big-picture view of The Team of a Lifetime Method™. Just remember, this is a roadmap for outperforming the competition, setting new industry benchmarks and delivering results that people didn’t even believe were possible.

“When your team is aligned on its Direction, you’ll have a solid foundation to get, and keep, your team on its path to success.

“Synergy will enable your team and stakeholders to work together like an orchestra, with each member working in concert with one another.

“And when your team has Connection you’ll have created an environment in which your team can thrive and and do their best work.”

**“The Team of a Lifetime Method™, proven to help leaders transform their team's performance, will help you lead and develop your team into one that is thriving, healthy, and exceptional.”**

Then Jordan asked, “How do you think I should go about getting started implementing The Team of a Lifetime Method™ on my project?”

“Start by getting The Team Insight Assessment™. “The Team Insight Scorecard™ will show you, without a doubt, the health of your team and the steps you need to take to improve, or transform your team's performance.”

“The assessment results in the Scorecard will also provide you the motivation to take intentional steps and keep striving toward the success you desire. You’ll be surprised at how much energy and momentum you create by taking action.”

**Luke could tell that Jordan realized how The Team of a Lifetime Method™ and The Team Insight Assessment™ could energize and engage his team members and transform their project into a rewarding, successful experience.**

*Important:*



And Jordan was also realizing how adopting The Team of a Lifetime Method™ could do something else: It would free him to spend more time with his wife and young boys.

“I’ve really missed my family as I made the mistake of thinking that if I just put in more time on the job, I would have a better chance of succeeding. My life needs more balance, and I am convinced, Luke, that The Team of a Lifetime Method™ will make that possible.”

Luke was beaming.

“Well, Jordan, I am so pleased to hear that. And while there are a lot of things I could say, I am just gonna say this:

**“You made it. Welcome to the Team!”**

# FINAL THOUGHTS

I'll share a few final thoughts about building The Team of a Lifetime™

Having worked with leaders around the world for over 30 years, I've observed that some leaders naturally focus on building a team when they begin a new project or initiative or become the leader of an established team.

This is the ideal time to get started applying the Team of a Lifetime™ principles. Why?

**Because it's a lot easier to get a team off to the right start than it is to pull one out of the ditch.**

Yet, I've witnessed many more leaders who didn't invest in building an exceptional team at the start. These leaders were either so driven to make things happen, or so wrapped up in the technical details, that they appeared to not realize that it's their team who ultimately deliver results.

By the time these leaders realized they didn't actually have a "team", but rather a collection of individuals, a lot of damage had been done.

**Fixing damage isn't easy but it can be done!**

So don't throw in the towel. Instead get your team insight assessment so that you know where to start taking action toward getting your team back on track.

And when you do have the opportunity to apply The Team of a Lifetime™ principles right from the start with your team, please make that commitment to your team and to yourself.

**Successful leaders demonstrate remarkable consistency in sustaining team momentum for as long as their team is together.**

So that you can sustain team momentum once you've started applying the Team of a Lifetime Method™, be sure to revisit and realign to the Team of a Lifetime™ principles at these times.

- ✓ **At Transition or Handoff Points**
- ✓ **When Results are Not Meeting Expectations**
- ✓ **When You Observe Frustration**
- ✓ **When You Observe Conflict**
- ✓ **After Organizational Changes**
- ✓ **When You Detect Adversarial Relationships**
- ✓ **When You Observe Confusion**

It's always important to recognize what is going well, uncover the issues that could derail your team and take action to refocus and realign your team quickly.

If your team is struggling, be wise and ask for help in getting your team back on track.

**TEAM**  
**INSIGHT**  
**ASSESSMENT**



To deliver outstanding results, leaders need an accurate assessment of how their team is functioning.

The Team Insight Assessment™ measures your team's alignment in each of the 9 essential elements of The Team of a Lifetime Model™.

It provides the insight you need to answer these critical questions:

- ✓ **Does my team know where we're headed and the strategies we'll use to reach success?**
- ✓ **Are my team members clear on their roles and are they communicating and collaborating with one another?**
- ✓ **Is our team culture built on trust, respect and recognition so that we can not just survive, but thrive?**

The resulting Team Insight Scorecard™ enables you and your team to quickly identify the areas in which the team is excelling and where the team has untapped potential. You'll immediately know where to start transforming your team's performance.

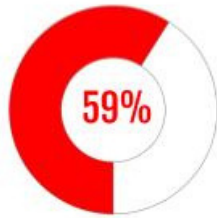
With this compelling visual analysis, your team will be equipped to evaluate and discuss the team's performance in a positive manner and implement a focused action plan to deliver team results.



# Team Insight SCORECARD

August 2022  
69% Participation

Your Team's Success Readiness Score



Response Distribution



- ▶ Positive: 59%
- ▶ Neutral: 28%
- ▶ Negative: 13%

## DRIVERS: 68%



- ▶ Positive: 68%
- ▶ Neutral: 24%
- ▶ Negative: 8%

## SYNERGY: 58%



- ▶ Positive: 58%
- ▶ Neutral: 26%
- ▶ Negative: 16%

## CONNECTIONS: 61%



- ▶ Positive: 61%
- ▶ Neutral: 25%
- ▶ Negative: 14%

● Exceptional Zone: 90% - 100%   ● Mediocre Zone: 70% - 89%   ● Danger Zone: 0% - 69%

**ABOUT  
SALLY  
LOVE**

I discovered, first as an engineer and then as a project manager on capital projects, that people have tremendous untapped potential.

**After seeing how frustrated and disillusioned team members became and how dismal business results were because of all that wasted potential, I knew I had to do something about it.**



For the past 30 years, I've devoted my career to helping business and project leaders build teams that deliver extraordinary results. I've advised and consulted with leaders and diverse teams and implemented the Team of a Lifetime™ method in some of the most recognized brands in North America, South America, Europe and Asia.

I earned an Electrical and Computer Engineering degree from Clemson University! Go TIGERS!! And later earned an MBA. I held leadership positions in engineering, construction and capital projects before becoming an entrepreneur.

I know first hand the challenges leaders experience as they lead their teams. My calling is helping leaders assess their situation, tackle those tough challenges and enjoy work again all while delivering results.

**I know that exceptional teams can be developed and extraordinary results achieved when a smart, dedicated leader like you has integrity, cares about team members and is committed to excellence.**

I created The Team of a Lifetime Method™ as a roadmap for helping you deliver extraordinary results. Now it's your turn to take action and create your Team of a Lifetime.

**Sally**

**WHAT  
OTHERS  
HAVE TO  
SAY**

“We were experiencing a lack of trust and credibility between various stakeholders on a project team. Sally’s Team of a Lifetime™ process proved to be very effective at identifying a variety of barriers within the project team. Her non-threatening yet tenacious probing into the team dynamics was just what we needed.”

“We achieved a step-change improvement in communication with employees. Through application of the Team Insight Scorecard, we received confirmation of issues that were hindering us from achieving our best potential. Equipped with this knowledge, we developed and implemented specific plans to improve our practices, improve morale and engagement and create consistent and sustainable business results.”

“There’s no group-hug stuff with Sally; but rather a laser-like focus on business needs. She deals with the things that are important to team effectiveness - goals, accountabilities, measurements and the moose on the table (big issues).”

“

“Direct benefits from our project team’s culture include both cost and schedule improvements. The Team Insight Scorecard helped us identify weaknesses and action plans for improvements.”

“

I have worked with Sally on numerous occasions, with different circumstances. In some cases, we brought Sally in to assist a project dealing with misaligned objectives and priorities. And in other cases, we brought Sally in when the project was on solid footing, and we believed we had an opportunity to build upon a strong foundation and further improve project dynamics.

“

Sally is remarkably consistent in how she approaches all project challenges. It always comes down to clear communications and making sure that stakeholders are heard and their input and needs are valued. So that solid understanding of project dynamics, but also human nature, make her an excellent facilitator to work through challenges and opportunities.

# **THE TEAM OF A LIFETIME™ podcast**

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**[sallyloveinspires.com/podcast](https://sallyloveinspires.com/podcast)**

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**sallyloveinspires.com**

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