



The GFV EDGE

Educate, Develop, Guide, Empower

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Building Winning Teams; The Ultimate Guide



What does it take to build a winning team? First, it takes at least one other person. And let's be clear, it only takes one other person to make a team. So, when asked whether team building is important for small companies with only a few employees, my answer is it is just as important, if not more so, for small companies to employ team building techniques into their business approach as it is for larger organizations. So, let's explore the steps to building a successful team.

I. TRUST

The next time you watch a football game look at the quarterback. When the quarterback is under center and takes the snap what is the first thing he does? If it is a running play or a play fake and pass, he turns his back to the line of scrimmage, either hands the ball off or fakes the handoff and then turns to face the line again. Now, I don't know about you, but if there are four linemen across from me that weigh an average of 300 lbs., and three linebackers averaging 240 lbs. that can bench press my house, I am going to be nervous that when I turn around, I may be planted two feet deep into the turf. What allows a quarterback to consistently operate at a high level under these conditions? Trust. The quarterback must trust that his offensive line can handle the defense and give him the time he needs to execute the play.

It is no different in business. **For a business team to be successful everyone must trust that the other team members will do their job.** If one team member fails, there will be pain. Not

the physical kind that our friendly quarterback will experience, but some pain, nonetheless. No team is perfect, but by building trust over time, knowing others will deliver on their promises, perform during challenging times, and continue to communicate, the team bond will be strengthened.

II. UNDERSTANDING YOURSELF AND YOUR TEAMMATES

When I pitched in college, we were facing a team with a few good hitters. One gave me more trouble than the others. The first time he was up I threw him a good fastball. He promptly lined it to left center for a double. The next time I threw him a nasty curveball. He hit it long and far over our center fielder's head for another double.

The first two times this guy got up there were no runners on base. The third time he was coming up was late in the game and we were up by one run. There were two men on. I had tried my number one pitch and he hit it. I had tried my number two pitch and he hit it. Now it was time for my number three pitch. My coach walked out to the mound and held out his hand for the ball. I was out of the game. Why? Because he knew, my catcher knew, and I knew, that I did not have a number three pitch. We all understood what was best for the team at that point in time. We needed another approach to this hitter; one that my teammate was in a better position to execute than I was.

We come across the same situations in business. By understanding your own strengths, limitations, and tendencies, and understanding the personal work styles of everyone on your team you can attain shared goals and reduce unproductive conflict. **As a leader your job is to identify the person who can contribute most effectively to the task at hand.** Instead of expecting everyone to operate according to your work style, building a team with diverse skills and styles will allow you to reduce the tendency to approach things the same way time after time and expect different outcomes. By employing your own insights, interviews, assessments, and some people analytics, identifying the skills and styles that each team member brings to the table will increase your chances for success exponentially.

III. THE BENEFITS OF BUILDING YOUR TEAM WITH PEOPLE ANALYTICS

When you are building a team, there are certain key positions that are critical. In baseball, coaches build their teams around the players that are referred to as "the middle." Very rarely has a baseball team been able to win consistently without being "strong up the middle." But, depending on the situation, different players can improve the strength of the middle.

When a baseball team is in the field the middle is made up of the pitcher, catcher, short-stop, second baseman, and the center fielder. When the team is at bat, the middle is typically the 3, 4, and 5 hitters. How these players perform is critical to the team's success. But the players that make up the middle when the team is at bat may be vastly different from the team that makes up the middle in the field. The situation dictates who will be the key players during each game. And, depending on the team they are playing against, and the

strengths of their opponent, the coach decides which of his players have the best chances for success during the game.

In business we put a team out on the field every day. But unless one of the players leaves, we typically are reluctant to make changes. **We ignore situations where changing the line-up could yield significantly better results.**

How do athletic coaches determine who their best players will be in each situation? The answer lies in analytics. Not only do coaches know their players' strengths and weaknesses, but they also have a good understanding of how each player will perform in each situation. Wouldn't it be great if you could do that? **What if you could predict how one of your managers or salespeople would respond to the critical challenges most businesses face on a regular basis? WELL...YOU CAN!**

The same player analytics that coaches use have been adapted to business and the companies that have embraced the concept seem to be consistently outperforming their competitors. As of 2017, 40% of Fortune 100 companies were using some form of people analytics. The concept is not new, but as with all technology, some embrace it a lot sooner than others. And even when you do embrace it, you need to be prepared for the company naysayers.

If you ever saw the movie MONEYBALL, you probably remember the scene where Billy Bean explains the new analytics concept to a room full of his scouts and they think he is nuts. It even gets to a point where Billy must tell them "either you are on board, or you are gone." Hopefully, given the success of people analytics in sports and business you will not face this type of opposition when building your teams.

Why shouldn't businesses employ the same rigor and performance expectations to employee leaders, salespeople, and staff as those used in sports? When I ask this question the most common answer is: we don't have the depth. We don't have someone who can step in when the situation calls for a different type of performer.

But, in truth, the reason is because we do not know how another individual would perform in that situation. **We may have the perfect person sitting right in our office for a project and we do not know it because we do not have the right information on our employee's strengths, weaknesses, and competencies.** Assessments and people analytics change all that. With the information in hand we can approach the team members involved and sit them down and explain why Sally is taking the lead on this project or sales proposal instead of Jim. We can show how making better use of each person's skills can contribute to the success of the team and the company.

The reason this works in sports is that managers spend the time explaining the roles each team member will play and all benefit from the success of the team. There are many positive outcomes from building a team using assessments and analytics. Besides the performance

improvement you will see, the team dynamics and employee satisfaction will improve dramatically. This will not only contribute to better corporate performance; it will contribute to a better work environment and improved employee retention.

“It is not the team with the most talent that wins....it is the most talented team”

We all strive to hire the best individuals for positions in our company, and we evaluate these individuals on an annual basis. But how often do we evaluate them as a team? **How often do we really sit back and look at the talent gaps that are keeping us from reaching maximum performance as a company?** We can learn a lot from professional sports teams that evaluate talent gaps all the time.

Sports teams recognize that to succeed they need players that complement each other’s strengths. Done correctly, this is powerful and gives the team a slight edge that can mean the difference between a win or a loss or getting into post season tournaments versus watching from home.

Unfortunately for businesses, we do not have the luxury of observing or “scouting” candidates in game situations like professional sports teams. However, we do have powerful tools like interviews, references, and professional assessments. When these tools are used correctly, it can give you a decisive edge over the competition. To gain the maximum benefits from these tools requires the use of all three.

- **Interviews represent the present.** Used correctly and asking the right questions, interviews give you strong insights into the current or present state of the employee or candidate.
- **References represent the past.** Conversations or letters from references will give you some indication of the skills that have propelled the individual to this point.
- **Professional Assessments represent the future.** They help you predict how the candidate will perform in the future and assist in defining future expectations.

The best way to give the company and the team that slight edge over the competition is to know their strengths and expectations. The first step is to learn all you can about yourself and your team using interviews and professional assessments. **You will be surprised to see how much easier it is to manage through crises and challenges when you understand the strengths and expectations of yourself and your team members and can match them to address specific situations.**

Building a successful team is a process that takes time. Hiring individuals without a team building roadmap, and an analytical evaluation program, will only make the task more difficult and cost you time and money. Building a team is much more than putting individuals together and identifying a common cause. To be successful, there are several steps necessary to ensure team members understand what they are going to be doing and the importance of the task or challenge they are addressing. We explored **Trust and**

Understanding Yourself and Your Teammates and The Important Role of Analytics in Team Selection; now we get to the part where you are building your team.

IV. WHAT COMPONENTS MAKE UP HIGH PERFORMING TEAMS?

- **Roles and Rules**

For teams to operate efficiently and be successful, each member of the team must understand their role and be willing to perform at the highest level to continue to be on the team. Sports teams have plenty of role players. They are called on to perform specific functions and are expected to be ready and willing to fill their role whenever necessary. Business teams need to have the same diversity of talent to be successful. Without this diversity, one or more competencies necessary for the team to excel will be missing and present challenges to the overall success of the company.

For a team to function successfully, four types of individuals should be participating. We can give them names, but the primary indicator of whether you have all four necessary components can be determined by the questions they ask.

- Type I asks: Why are we doing this?
- Type II asks: How are we going to do it?
- Type III asks: Who will be involved?
- Type IV asks: What do you want me to do and how do you want me to do it?

Type I people are the **Visionaries**. They are the champions who can function as politicians, communicators, and persuaders. They want to know who they need to get this thing moving.

Type II people are **Strategic Thinkers**. They are creators who can take the information available, assess risk, and put together the action plan to move the project forward.

Type III people are the **Peacekeepers**. They are the facilitators who take the plan, identify the best individuals to perform the tasks, and build consensus for the group. They also try to promote a harmonious team atmosphere.

Type IV people are the **Producers**. These are the implementers who act and focus on tasks and productivity.

The ideal team has all four of these types of people available but, as we all know, we sometimes do not get everything we hope for. This does not mean the team cannot function at a high level. If you know which component is missing, you can compensate by identifying the area where there is a deficiency and addressing it openly with the team.

This happens all the time in sports and the teams that understand their deficiencies and compensate for them typically are incredibly competitive and capable of beating teams that, on paper, should beat them. This was on display in the 2000 NCAA Basketball Tournament

when Wisconsin played Michigan State in the Final Four in Indianapolis. Michigan State was a much faster team and Wisconsin had to do something to slow them down. Wisconsin was a very physical team and felt if they could control the game's tempo and push Michigan State around, they could win. The score was 19-17 at the half. The strategy was working. Wisconsin eventually lost 53-41 but their strategy allowed them to compete with a team with far more talent.

The key is understanding what needs to be done and the talent you must allocate to the task. With all this information available, you can formulate a strategy that gives your team the best chance of success.

Once you have selected your team, and all four areas are covered, you can execute your plans with confidence, evaluate the results more easily, and make the necessary changes following the same process you developed when the challenge was identified, and the team was selected.

The last step is to create a set of rules that will govern the team's actions. Successful teams have some level of autonomy but there needs to be well defined lines that cannot be compromised. Types of reporting, frequency of reports, and overall accountability procedures must be in place. Your team members need to be part of this exercise and buy into the importance of reporting and accountability. **With the right team, the right culture and the right attitude, your teams will succeed and ensure the organization operates more efficiently and consistently adds value for you and all stakeholders.**

Building a successful team takes persistence and a commitment on the part of leadership to ensure the process is ongoing and not a one and done philosophy. The only way to make this happen is to set aside time for feedback and reflection and have a persistent and consistent approach to building a team culture in the organization.

- **Feedback and Reflection**

Successful teams set aside time for regular feedback and reflection. Why? Because it works and enables the team to continue to improve and perform at a high level. Sports teams have mastered the art of feedback and reflection. They have been generating performance improvement statistics for years. They keep charts on everything and review them after every game, during practice, and again before every game. Most businesses, however, use feedback and reflection on a sporadic basis. Feedback is more than reflection, but even then, many companies do not take full advantage of the information they receive. To understand why setting aside time for feedback and reflection is important, let's do a quick analysis of each.

The term "feedback" describes helpful information about a prior action used to adjust or improve future actions. Feedback occurs when an environment reacts to an action or behavior. We are all familiar with customer feedback and employee performance feedback.

These types of feedback measure performance expected versus performance exhibited. So then, who would dispute that feedback is a good thing?

Common sense and research make clear that feedback and opportunities to use that feedback helps to improve and enhance performance. Feedback, both positive and negative, is valuable information that should be used to make important decisions. **Top performing teams and companies are top performers because they consistently search for ways to make their best even better.** They are not only good at accepting feedback; they deliberately seek feedback that highlights the good and the bad. This has two benefits: first, it provides a foundation for decision making and second, it provides a platform to build and maintain communications with others.

Reflection is a simple but powerful task. It involves taking some time to calm down and reflect on your actions. When building teams, reflection should be practiced by each team member and then shared with the team. In the working paper *Learning by Thinking: How Reflection Aids Performance*, Professors Francesca Gino and Gary Pisano of Harvard Business School show how reflecting on what we have done teaches us to do it more effectively the next time around.

The researchers hypothesized that learning by doing would be more effective if deliberately coupled with learning by thinking. They also hypothesized that sharing information with others would improve the learning process. The experiment involved three groups. Each group received the same problem to solve. One group just learned by doing; one group learned by doing and then reflected and took notes on their strategies used to solve the problem; and one group learned by doing, reflected on their strategies and then shared their notes with future participants. Each group was then given a second round of problems to solve.

The results showed that the reflection group, and the reflection and sharing group performed almost 20% better on the second round of problems than the group that just learned by doing without reflecting on their strategies for solving the first problem. The two reflection groups also received less time to spend on solving the second problem. They had to stop 15 minutes prior to the learning by doing group to allow for reflection. Think about this, they worked less and performed better.

There are not a lot of companies that encourage their employees to reflect or give them time to do it. But in terms of working smarter, research suggests taking time for reflection can improve team and company performance.

Given the information available on the benefits of feedback and reflection, and the positive impact they have on individual, team, and company performance, it is imperative that we try and develop a company culture where feedback and reflection are the norm. Making it part of your regular routine will allow your teams and the company to flourish.

V. DO YOU HAVE WHAT IT TAKES TO BUILD A WINNING TEAM?

“Do You Have What It Takes?” This question has survived for centuries and in many contexts. If good leaders have what it takes to build a winning team, why do so many leaders fail? The answer lies in the details of how extraordinary leaders prepare and the process they use to select, train, and build their teams. If you break down the components and drill down, you will see this is not a simple task.

First, extraordinary leaders go through a rigorous process to select their team members. They evaluate talent from many perspectives and use all the tools available. In business these tools consist of a resume, several interviews by people within the organization to determine job fit and talent, reference checking, and a professional assessment. Some leaders even go beyond this but at a minimum all the mentioned items should be part of the evaluation process to determine if an individual is a good fit for your team. How many of these tools do you use consistently? If you are falling short, you may be compromising your ability to select the right players for your team.

The second part of the process is on-boarding and training. Usually these are two separate steps. Even the best players will struggle if you do not take the time to give them a well-thought-out orientation period where they can meet and understand the functions other employees perform and see how everyone contributes to the success of the company. Just as important is a clear explanation of the new employee’s performance expectations and how he or she fits in with the plan. Without this step their only recourse is to learn by osmosis. **Top performers expect more from you and will see a lack of effort to train them as a red flag when deciding if they are a good fit for you.** That’s right, just as you are going through the process of deciding whether the prospect is a good fit, they are doing the same. Your job as a leader is to make them want to work for you and the company. If you slack off on the orientation and training after they are hired, things have a good probability of not working out as well as you or the candidate anticipated.

Training is an ongoing process that requires thought and time. And training should not be limited to product knowledge and job performance topics. Training should be well-rounded and include company culture, self-improvement, team building, and many other topics that will make employees feel they are valued and keep them interested. This is a broad topic and sometimes it takes a little outside help to implement correctly.

Finally, there is the evaluation stage. For new employees this should be done at a minimum every six months for the first year and a half. And it is extremely important that it be made clear that this is a two-way conversation. Just as you have expectations, so do the new team members. An honest, open conversation is essential to building trust, setting goals and future expectations, and addressing any areas of concern on both sides.

Extraordinary leaders view selecting, building, and retaining team members as an ongoing process. Too many leaders select a team member and leave it to others to make it work. Strong leaders make sure it works and they are part of the process.

So, do you have what it takes? Are you prepared to put in the time and effort to make it work? This is the difference between teams that win consistently and teams that win occasionally.

VI. THE IMPACT OF LEADERSHIP ON TEAM BUILDING

Though there are countless athletic coaches we can point to when looking at how leaders form teams, one of the earliest advocates of teamwork in business was Henry Ford. Prior to the Ford Motor Company implementing the assembly line, automobiles were built by highly skilled craftsmen in isolation from start to finish. Output was terribly slow. Ford realized that by individuals working on an individual task and then passing their product on to the next individual to build upon, and repeating the process over and over, the overall process could be improved dramatically. Through working as a team, Ford was able to reduce the time it took to build a car from weeks to just six hours.

Teamwork is critical if you want to efficiently achieve a vision. But putting the team together is only the beginning. As Henry Ford used to say, **“Coming together is a beginning. Keeping together is progress. Working together is success.”** Ford demonstrated the principle **Together Everyone Achieves More.**

The success of a team is dependent upon every person within that team achieving what is required of them. To do that, the leader needs to ensure that they come together, stay together, and work together. When teams gel cohesively, great things happen. The whole team needs to put in effort to achieve a vision. Good leaders take this task very seriously and follow a few simple rules.

1. They make sure team members get to know each other personally and professionally.
2. They combat silo mentality.
3. They work with the team to agree on the rules governing the team.
 - a. 100% of the team must commit to the rules.
 - b. The leader must retain the right to veto a team rule.
4. They make sure everyone is pulling their weight.

The leadership role is critical to the team working together. Putting the team together, assigning the task or project, defining the rules, and then walking away and hoping for success is a recipe for failure.

VII. YOU CAN'T LEAD IF PEOPLE DON'T UNDERSTAND YOU

What does it mean to lead? In simple terms, it means to set an example for others to follow.

Think about the people you follow. If you were an athlete, the first person that comes to mind is probably your coach. Successful coaches have a few things in common. First, they understand their players and have a vision of what the team can accomplish and how they are going to get there. Second, they communicate that vision in a way to get buy-in from the team. They get everyone to believe in the vision. Third, they create a culture of trust and an overall “Yes we can” attitude. And finally, they create a team atmosphere where everyone understands that a team playing together, fighting towards the same goal, can accomplish far more than any individual.

A great example of this was legendary coach John Wooden. Wooden won 10 NCAA Division I Basketball Tournament Championships and is a member of the College and National Basketball Halls of Fame. Back in the late 1960’s, Wooden was coaching then Lew Alcindor, now Kareem Abdul-Jabbar at UCLA. Lew was the most dominant player in college basketball. At 7’2” he was unstoppable. The press asked coach Wooden why he did not just run his offense by passing the ball to Lew every time. His answer was that if he did that Lew would score 100 points per game but, “we would not win a championship.” Coach Wooden knew that there were a few teams out there that could, if they only had to worry about Lew, defend him. Without a team around Alcindor, UCLA would win 20 games but not the championship. **Coach Wooden understood the exponential power of the team over the individual, no matter how dominant the individual was.**

Many do not realize the same formula works for business as well as sports. And, as we examine the differences in business and sports, you come to realize that in both, most cases of failure can be traced to a breakdown in communication.

Communication in business is important because without it you cannot maintain momentum. In multi-location businesses, the “team” does not meet and practice together every day. The team usually gets together once per quarter, discusses performance and concerns, comes up with a game plan to address the issues and then heads out to execute the plan out of sight of the manager. A few things that can happen:

1. You can never be sure the managers can communicate the plan or vision as well as the president.
2. You can never be sure communication is getting down to every level of the company.
3. You can never be sure there is consistency of the message and implementation plan from one location to the next.

The primary cause when these problems occur can usually be traced to poor communication somewhere along the line and a lack of understanding of the plan and the implementation process.

If things were not going well, how would you address them? What could you say? Do better? Without a clear, well communicated plan, how can you expect the team to execute? Without direction and goals how can you hold your team accountable? The longer this type of situation goes on, the harder it becomes to address. If this situation existed, the team (company) would never reach its potential. It would be every man for himself.

Ultimately, the company will need to go on the long Journey to Commitment. Whether it is an athletic team or a business, and whether you realize it or not, you all go on a Journey to Commitment. Here are the steps.

- Set a vision (what could be)
- Identify obstacles
- Eliminate obstacles with team participation
- Brainstorm possible solutions
- Develop a game plan
- Get the buy-in
- Set goals (with team)
- Set a timetable and review process
- Implement the game plan
- Follow-up – Feedback – Reflection – Review – Revisions
- Hold everyone accountable (team)

This is the process successful managers and coaches go through. And just like in sports, if players do not buy in to the vision, or do not perform to an acceptable level, they need to be replaced.

If you analyze the process and look closely at the steps, you begin to realize the importance of communication. More importantly, you realize the power of being understood. You can make a good presentation, be confident, speak well, look good, but in the end, if everyone is left looking at each other thinking, “what did I just hear?”, you have a problem.

Good coaches and good leaders speak in clear terms, don’t sugar coat information, back up what they say with concrete examples, and keep at it until everyone understands what is being said, what needs to be done, how they are going to do it, and what the end goal is. It takes practice and persistence but, if you can master the art of being understood, you have a leg up on the competition no matter what the challenge.

Why do many businesses covet employees with athletic backgrounds for potential leadership positions? Because athletes understand this process, they believe in the process, they recognize the benefits of operating as a team, and they are not satisfied until everyone on the field understands where they are going and how they are going to get there. And finally, they can communicate in such a way that instills confidence in their team, staff, and teammates.

Mastering the art of being understood is one of the more important skills you can pursue to help you succeed in business. If you look at any of the technical disciplines, the sciences, accounting, engineering, and look at the people leading those companies, they not only possess the technical knowledge, but they also can communicate in a way that everyone can understand. This is what sets them apart from their peers. Look at Steve Jobs. He was brilliant but what we remember was his ability to take a complex machine and explain why we should have it and how it would make our life better. He made us understand the value of the computer as a personal tool as opposed to just a business tool. That is the power of being understood.

VIII. BUILDING THE TEAM CULTURE

Why is it that some sports teams continue to win year after year? How do they always attract the top players? What do they have that separates them from the rest of the competition? The answer can be found in their culture.

The same philosophy that propels successful sports programs can be used to improve business performance and set your company on the road to continuous success. Are you prepared to implement the same rigorous and relentless pursuit of excellence that winning teams employ? If the answer is yes, you will need to begin by evaluating, redefining, and implementing a winning culture.

Your culture has three components:

1. What you say it is.
2. What your employees know it is.
3. What the outside world thinks it is.

If there is no consistency between these perspectives, you have work to do!

Evaluating Your Culture

The first component in any improvement process is to figure out where you are now. Only then can you map out a strategy to get where you want to go. Like any journey, if you do not know where you are starting from, the road to where you are going is impossible to figure out. Think about years ago before GPS. If you were lost and there was no one around to ask, or if you were a guy, and just refused to ask, you drove around until you found something familiar so you could figure out where you were. Once you knew where you were, the journey to where you were going became much easier. But how much time did you waste driving around? You have the same issue figuring out your culture. The longer you just drive around the longer it will take to get to the end of your journey. And the longer you will allow competitors to stay ahead of you.

Step One: write down what you think the culture of your company is. Not what you want it to be, but what you think it is now. There are plenty of examples of company culture statements but the most effective address three components:

1. Company Rules (Values)
2. Company Traditions (Ongoing and Recurring Practices)

3. Personalities (People)

Step Two: have someone interview your employees. If you have more than one location, you will need to make sure that each location is represented in the responses.

Step Three: interview several vendors and customers.

Finally: compare the results. There are three outcomes:

1. We are all on the same page and it is the culture we want to maintain.
2. We are all on the same page but it is not the culture we want to move forward with.
3. There is no consistency among our stakeholders when defining our culture.

You now know where you are starting from. Congratulations! The first step to building a winning culture is now done and you can begin the journey.

With the information gathered during the process above you can begin to formulate a plan for what you want the culture of your company to be. In some cases, the process begins with changes in your own thinking and approach to the business and your team members. Either way, you will need to look at the good and possibly bad results and make the necessary adjustments. Remember, you now know where you are. Next you need to clearly define and communicate where you want to go. How long it will take you to get there is dependent on your commitment and persistence and making sure your team buys into the plan.

When beginning to build or rebuild a company or team culture there are a few rules to keep in mind. The culture should exhibit the following traits.

1. It should be inclusive. All stakeholders should have input.
2. It should be positive. Everyone should feel good about working here.
3. It should be transparent. There should be no ambiguity regarding what is and is not acceptable.
4. It should be communicated constantly and consistently. Everyone needs to be on the same page.
5. It should be practiced every day. Everyone needs to walk the talk.
6. It should be reviewed and evaluated frequently. Any issues should be addressed immediately and head-on.

Once everyone understands the ground rules the work can begin on formulating the culture and putting it into practice. The following outline can be used as a guide to get the culture defined and put in practice.

1. Define success. What does it mean and what does it look like?
2. Set goals. Work together to identify individual, team, and company goals.
3. Discuss company values. Which ones do the employees think are most important?
4. Insist on a respectful, inclusive environment. Everyone needs to be treated equally.
5. Hold all employees accountable for their actions and their roles.
6. Commit to the process. (Everyone, top to bottom)

7. Maintain your level of commitment. Developing a company or team culture takes time.
8. Support, praise, and encourage employees and each other.
9. Pull together when things get tough.
10. Develop opportunities for team members to get to know each other better.
11. Lead by example. Make sure you have several role models.
12. Identify expectations and ask for the team member's expectations of you as a leader.
13. Be patient with the process.
14. Ask the right questions and make sure you communicate effectively and frequently with all team members.

Eventually, the culture will be firmly ingrained in the organization and only occasionally need tweaking. New employees will easily either fall in line or stand out and need to be counseled or removed. Company productivity and results will improve, employee job satisfaction will increase exponentially, turnover will be significantly reduced, and you and your teams will look forward to coming to work and contributing to a successful organization.

IX. Conclusion

There is a lot that goes into building winning teams. The process is not simple and should not be viewed as a short-term fix-it to improving corporate performance. However, for those who are willing to make the commitment, define and follow the process, stick to it, and make it a part of their corporate culture, the returns will be extraordinary and ongoing. Recruits will pursue your company. Employees will be your greatest assets outside the company in addition to inside the company, and the company will be better prepared to address all challenges that come with running a business. You will be better able to identify and address threats, better able to take advantage of opportunities, and be a more productive and profitable enterprise. After all, **"It's not the team with the most talent that wins...it's the most talented team"**!

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