

# Alaska SHRM State Council 2017 State Conference

## The Magic Behind High Performing Teams

May 18, 2017

Al Bolea

---

---

---

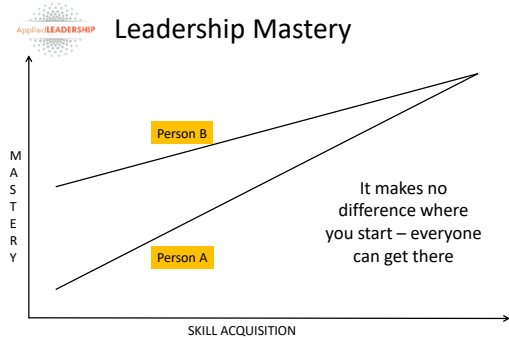
---

---

---

---

---



Copyright © Al Bolea albolea@appliedleadership.co Phone: 907-529-5020

---

---

---

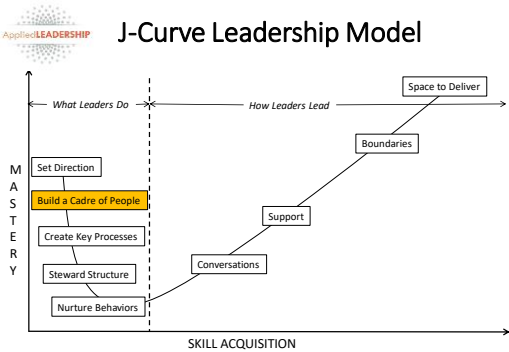
---

---

---

---

---



Copyright © Al Bolea albolea@appliedleadership.co Phone: 907-529-5020

---

---

---

---

---

---

---

---



## "I Built a Great Team"

29 years later



Jim Sinegal and Jeff Brotman at the First Costco, 1983

**Costco 2016**

- \$116 Billion Sales
- \$69 Billion MV
- 723 Warehouses
- 87 Million Members
- 9 Countries
- 2<sup>nd</sup> Largest Global Retailer
- 15<sup>th</sup> Largest in Fortune 500



Sinegal's retirement statement, *"...the thing I'm most proud of is the fact that Jeff Brotman and I built a team capable of running a business this size."*

Copyright © Al Bolea albolea@appliedleadership.co Phone: 907-529-5020

---

---

---

---

---

---

---

---

---

---

---

---



## My Best Team Ever

A call from the Governor on a sunny Sunday at Big Lake

1<sup>st</sup> board meeting in a theater

A uniquely different group of people:

- Former Attorney General – "blue sky guy"
- BP Retiree (me) – "sixth sense"
- ExxonMobil Retiree – "data junky"
- AK Construction Company CEO – "take charge guy"
- Former DC Pipeline Coordinator – "truth and principle"
- Commissioner of Commerce – "warm and caring"
- Commissioner of Labor – "value-driven"
- AGDC CEO – "a charmer"



Copyright © Al Bolea albolea@appliedleadership.co Phone: 907-529-5020

---

---

---

---

---

---

---

---

---

---

---

---



## Great Team Don't Just Happen Someone Built Team

Team diversity is critical

- Actually need a diversity of observations
- A few or like-minded people will observe only a very few of the potentialities in any situation
  - All other potentials disappear from view and are lost
  - Multiple observers elicit multiple interpretations
- An organization rich with many interpretations develops a wiser sense of what's going on and what needs to be done
- Miracles occurs when the diversity of the team coalesces into a complex and unified vision of what they want to create together

Copyright © Al Bolea albolea@appliedleadership.co Phone: 907-529-5020

---

---

---

---

---

---

---

---

---

---

---

---



### Problem : We Love Ourselves

It's called Implicit Egotism: An unconscious manifestation of memory that shapes conscious choice selection:

- We tend to love reflections of ourselves in others – unconscious self-love or comfort with familiar things
- We welcome people who share our world views
- People more often marry others with same first letter in their last name
- Tend to like people more who share our birthday
- Tend to buy brands that share letter in our names
- People named Denise or Dennis are more likely to become dentist
- People named Laura or Lawrence are more likely to become lawyers

Copyright © Al Bolea albolea@appliedleadership.co Phone: 907-529-5020

---

---

---

---

---

---

---

---

---

---

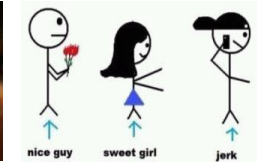


### Solution 1: Distinctions in People

52 Distinctions In Beer



Appreciate Distinctions in People



Copyright © Al Bolea albolea@appliedleadership.co Phone: 907-529-5020

---

---

---

---

---

---

---

---

---

---

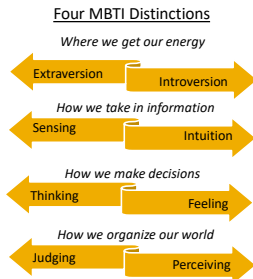


### Solution 2: Know Yourself

Great leaders constantly seek to understand themselves as a way to understand others ...

... and guard against Implicit Egotism

The best leaders suspend assumptions about themselves



Copyright © Al Bolea albolea@appliedleadership.co Phone: 907-529-5020

---

---

---

---

---

---

---

---

---

---



### Solution 3: Manage Yourself

Use the MBTI Distinctions

<u>You prefer to</u>	<u>From time to time</u>
Always talk in groups	Listen to others intensely
Focus on the facts	Look for possibilities
Think objectively	Focus on your values
Plan your life	Try to be spontaneous

You will perceive more in others when you manage yourself

Why?

Your preferences are blinding you to the potential in others

Copyright © Al Bolea albolea@appliedleadership.co Phone: 907-529-5020

---

---

---

---

---

---

---

---

---

---



### How to Nurture A Team

It starts with conversations

You don't manage people  
You have conversations that get things done

The "you" in your mind



The "you" in your conversations



"Al, you are not a bad person ... but you are having bad conversations."

Copyright © Al Bolea albolea@appliedleadership.co Phone: 907-529-5020

---

---

---

---

---

---

---

---

---

---



### Conversations to Nurture A Team

#### Four Conversation Types

Type 1: "Call" people on non-verbal acts

Type 2: Define direction quickly

Type 3: Confront the "competitor"

Type 4: Vulnerability



Copyright © Al Bolea albolea@appliedleadership.co Phone: 907-529-5020

---

---

---

---

---

---

---

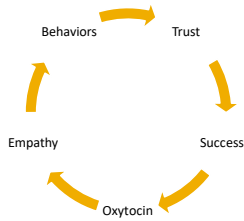
---

---

---



## Why Vulnerability Matters?



- It Creates Trust
- It Breeds Success
- It's Neurological

Oxytocin  
Prosperity  
Cycle

Copyright © Al Bolea albolea@appliedleadership.co Phone: 907-529-5020

---

---

---

---

---

---

---

---



## Grow the Potential in People



There are no dead-end jobs  
But there are dead-end managers

Put everyone in a learning loop  
*The "Usual Suspects"*  
Learning loops spiral upward  
with improving  
**Skills**  
**Knowledge**  
**Confidence**

Copyright © Al Bolea albolea@appliedleadership.co Phone: 907-529-5020

---

---

---

---

---

---

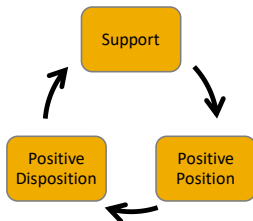
---

---



## Grow Great Attitudes

Great leaders  
use *Position*  
to engineer robust  
*Disposition*  
in their people



Copyright © Al Bolea albolea@appliedleadership.co Phone: 907-529-5020

---

---

---

---

---

---

---

---



## The Magic - Summary

1. Be intentional about team diversity
2. See the distinctions in people – takes practice
3. Suspend your assumptions about yourself
4. Manage your behavior
5. Manage your conversations
6. Be the first to be vulnerable
7. Use position to influence dispositions
8. Put everyone in a learning loop

Copyright © Al Bolea albolea@appliedleadership.co Phone: 907-529-5020

---

---

---

---

---

---

---

---

---

---



## Four Questions

1. What opportunities do you see to enhance the diversity of information observations and decision-making in your organization?
2. Name one action you could take to manage your behavior to meet the needs of the team?
3. What team nurturing conversation are you missing (i.e., not having but should be having) with your team?
4. Who's attitude in your team could be enhanced by putting them in a learning loop?

Copyright © Al Bolea albolea@appliedleadership.co Phone: 907-529-5020

---

---

---

---

---

---

---

---


---

---

Applied LEADERSHIP

**Published 2016**  
20% Discount Code AVA16

<https://www.routledge.com/products/9781138952065>



**Al Bolea**  
Applied Leadership Seminars  
907-529-5020 •  
albolea@appliedleadership.co  
Visit us online at: [albolea.com](http://albolea.com)

---

---

---

---

---

---

---

---

---

---