

#TEAMWORK

TWEET

CAROLINE G. NICHOLL
FOREWORD BY RAFAEL PASTOR

140 Powerful Bite-Sized Insights on Lessons for
Leading Teams to Success

BOOK 01

A THINKaha BOOK

#TEAMWORK **tweet**

140 Powerful Bite-Sized Insights on Lessons for Leading
Teams to Success

Book Excerpt

By Caroline G. Nicholl

Foreword by Rafael Pastor

BOOK EXCERPT Table of Contents (included here)

Foreword

Introduction

Section I: Why Teamwork Matters Now More Than Ever

Section II: What, Exactly, Is an Effective Team?

Section III: Effective Teamwork Does Not Come out of Thin Air

About the Author

Contents

This is the Table of Contents (TOC) from the book for your reference. The eBook TOC (below) differs in page count from the tradebook TOC.

Foreword by Rafael Pastor	13
Introduction	15
Section I	
Why Teamwork Matters Now More Than Ever	19
Section II	
What, Exactly, Is an Effective Team?	29
Section III	
Effective Teamwork Does Not Come out of Thin Air	53

Section IV	
Leading Teams	69
Section V	
Team Conflict, Camaraderie and Personality	95
About the Author	125

Foreword by Rafael Pastor

“TEAMWORK tweet’
reminds leaders to unite
high-performing teams with
idea generation and rapid
collaboration, afforded more
so by social media.”

**Rafael Pastor, CEO and
Chairman of the Board,
Vistage International**

140 Powerful Bite-Sized Insights on Lessons for Leading Teams to Success

Introduction

Too many teams struggle with underperformance, tension and trauma. Some achieve nothing at all except cynicism and fatigue.

We read a lot about ‘gutsy’ leaders: dominant characters pulling off some event or overcoming a challenge. This is only half the story.

Even POTUS, the most powerful man in the world, can’t pull off change without nimble teamwork.

We need a new model of working: leaders of high-performing teams to effect change without wasting time, money and other resources.

Global and local challenges require us to pool ideas and efforts efficiently and effectively: good teamwork is now a *necessity*.

Organizations and leaders need reminding of the raison d'être for teams: teams have the capacity to think and act better than individuals.

Teams can deal with complexity and produce faster results. Teams can multiply the courage of a single leader in making change happen—and making the change stick.

Too many leaders are ambivalent toward teams. They either avoid their team-building responsibilities or collude with poor teamwork.

Some leaders struggle with teamwork because teams require a *compelling* purpose, *effective* communication and *healthy* conflict.

Most of us are familiar with teams, having experienced them in some shape or form. 75% of organizational life is organized around teams.

Familiarity is perhaps our No. 1 enemy. Be it complacency, denial or clumsy kumbaya efforts at “teambuilding,” many teams are failing.

Twenty-one centuries after the birth of a team leader with 12 disciples you might expect the human race to conduct teamwork with adroitness.

What the next twenty-one centuries bring will be shaped for better or worse by teamwork.

I hope this book will spread awareness about team leadership and teams, helping to drive teamwork in the right direction.

If this sounds ambitious, I make no apologies: ambition and teamwork are compatible concepts.



The puzzle pieces to build hot teamwork!

Section I

Why Teamwork Matters Now More Than Ever

The complexity of challenges in our global economy means that we need leaders who can support innovation, collaboration and adaptability. Leaders must be able to harness the real power of teamwork. Today, teamwork, and leadership that can support it, matter more than ever before.

1

The world is changing fast; resources are finite. Traditional sources of leadership have yet to grasp that the way ahead is teamwork.

2

We are global with a capital G. The world is no longer responsive to old systems of power: we need *shared* power and responsibility.

3

The 21st century
needs well-led, highly
disciplined teamwork
focused on current (not
old) realities, with the
future reality in sight.



Amplify performance through top notch teamwork

Section II

What, Exactly, Is an Effective Team?

The factors that make a team successful are complex and diverse. Mutual trust, good communication, effective conflict management and clear decision-making each have a role to play. In a successful team, members take away learning and develop skills to combat future challenges.

13

A common definition
of a team is ‘two or
more people working
together to achieve
a common purpose
no single person can
achieve alone.’

14

Teams exist to produce **results**. Not to sing Kumbaya or play tiddlywinks. Their rationale is not togetherness for togetherness' sake.

15

No need for a team without goals to achieve. Teams are about **performance**: the sum of the collective efforts of the members.



Section III

Effective Teamwork Does Not Come out of Thin Air

Effective teamwork does not just happen. Team members must be carefully selected for their diverse skills and knowledge and be given a chance to understand their mission and build a sense of common purpose. When leadership creates the right environment, the team learns how to operate to its full potential, in some cases exceeding all expectations.

48

The key ingredients—people, mission, diversity—of an effective team are one thing: actually pulling them together is another.

49

You can't make a glorious cake simply throwing ingredients together: there has to be intentionality. It's the same with a team.

50

An effective team
emerges from paying
attention to both
task and *process*.

Stick with me here
and you'll prevent an
awful lot of trouble.

140 Powerful Bite-Sized Insights on Lessons for Leading Teams to Success

About the Author



Caroline G. Nicholl is Founder and CEO of Blue Apricot Solutions Corporation, offering individual and team coaching, group facilitation, organizational assessment and change management. Caroline was born in London, U.K., and studied law at Bristol University. She joined London's Metropolitan Police (where she worked on changing the force to a service) and served as Chief of Police for the city of Milton Keynes where her pioneering work in restorative justice led to national legislation. Caroline won a year-long Harkness Fellowship that brought her to the United States in 1995. She worked for the Metropolitan Police in Washington D.C. for three years before establishing her consulting practice in 2002. In addition to her consulting work, Caroline is a Chair of two chief executive groups for Vistage International Inc. and an adjunct faculty member for the University of Georgetown's Organizational Development Program. She lives in Alexandria, Virginia.

Caroline can be reached at cnicholl@blueapricotsolutions.com. She can also be found on twitter and via her blog as follows:

 [@CarolineNicholl](https://twitter.com/CarolineNicholl)

 www.blueapricotsolutions.com/blog

Getting “#TEAMWORK tweet”

(<http://www.happyabout.com/thinkaha/teamworktweet01.php>)

“#TEAMWORK tweet” can be purchased as an eBook for \$14.95 or tradebook for \$19.95 at

<http://www.happyabout.com/thinkaha/teamworktweet01.php> or at other online and physical book stores.

Please contact us for quantity discounts sales@happyabout.info or to be informed about upcoming titles bookupdate@happyabout.info or phone (408-257-3000).

#TEAMWORK TWEET

140 Bite-Sized Pointers for Building and Sustaining a High Performing Team

"TEAMWORK tweet Book01' is a clear guide for anyone who works in or with teams: Caroline's emphasis on leadership and team process is not for the timid. Her timely book reminds us why teams are important and the critical role a leader plays to tap into a team's power. Teamwork is a common phenomenon but Caroline's work on teams is a rare gift."
Ken Crerar, President, Council of Insurance Agents and Brokers

"Caroline Nicholl's provocative book on teams guides us to be change-ready and to reinvent ourselves on an ongoing basis. Recognizing that teams achieve more than any individual can and are vital to business success, Nicholl explains the one golden rule: It takes an effective leader to realize the full potential of each team and marshal it to successful outcomes."
Rafael Pastor, CEO and Chairman of the Board, Vistage International

"Caroline Nicholl has tackled a familiar topic with an unusual twist: her tweets on teams are thought-provoking and will help any team build awareness of its strengths and performance gaps. Her work with Anybill catapulted my team to a different level of action. Her acumen and business sense are spot on."
Matt Voorhees, President & CEO, Anybill Inc.

Caroline G. Nicholl is the Founder & CEO of Blue Apricot Solutions Corporation, offering individual and team coaching, group facilitation, organizational assessment and change management.



BUSINESS & INVESTING :
MANAGEMENT & LEADERSHIP : TEAMS
\$19.95 US

THiNKaha

<http://thinkaha.com>

