

How to Identify and Become a Team Player

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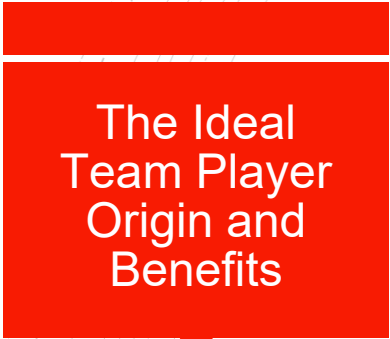


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Objectives

- List the Characteristics of a Team Player
- List the Steps to Becoming a Team Player
- Describe how to Identify a Team Player
- Explain how to speak with Leadership about Team Player Selection

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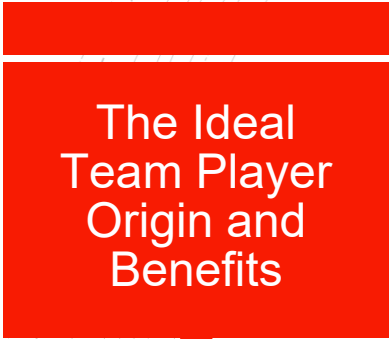


The Ideal
Team Player
Origin and
Benefits

*The Ideal Team Player: How To
Recognize & Cultivate The
Three Essential Virtues*

-Written by Patrick M. Lencioni

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The Ideal
Team Player
Origin and
Benefits

Benefits

- Understanding oneself and the people around you
- Increase the work environment and relationships
- Improve hiring people with a good cultural fit
- Respect from peers and supervisors

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Qualities and Characteristics of an Ideal Team player

- **Humble, Hungry,** and people **Smart**
 - Terms were coined by Frank Lencioni's book: "The Ideal Team Player"



Lencioni, P. The ideal team player: How to recognize and cultivate the three essential virtues : a leadership fable.

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Team Player Quality - Humble

Characteristics:

- Confident without the ego
 - Confidence vs Conceited
 - Not thinking less of yourself; It's thinking of yourself less
- Quick to give other people credit

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Team Player
Quality -
Humble

Example questions to ask:

What was the most embarrassing moment in your career?

- How did you handle that embarrassment or failure?
- Can you tell me about someone who is better than you in an area that really matters to you?

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Team Player
Quality -
Hungry

Characteristics:

- Be self-motivated and always look for more to learn
- Their hunger is infectious to others
- Not driven by personal ambition but thinking about the future and bringing your fullest/best effort forward.

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Team Player
Quality -
Hungry

Example questions to ask:

- What was your work ethic like as a teenager?
- What kinds of hours do you generally work?
- What is the hardest you've ever worked on something in your life?

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Team Player
Quality –
Smart
(People)

Characteristics:

- Not intellectually smart but knowing what to say to others, and how it impacts them
- Use good judgement and common sense
- Can work effectively with all kinds of people with different backgrounds and perspectives

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Team Player
Quality –
Smart
(People)

Questions to ask

- What do you do that others in your personal life might find annoying?
- What kind of people annoy you the most, and how do you deal with them?
- Can you give an example of how you've demonstrated empathy to a teammate?

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Test
Question #1

Which is **NOT** one of the 3 qualities of an ideal team player?

- A) Humble
- B) Thirsty
- C) Hungry
- D) People Smarts

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Steps to
Becoming a
Team Player -
FAIL

- KNOWLEDGE + **EXPERIENCE** = SKILL
- Failing = Experience
- Be open-minded
- Be accountable



John C. Maxwell

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Steps to
Becoming a
Team Player –
LEARN

- **KNOWLEDGE** + EXPERIENCE = SKILL

LEARN

- From learning from “failures”
- At listening to who have you best interest at heart
- At listening to people who have fruit on the tree
- At being ok with change

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KNOWLEDGE + EXPERIENCE = SKILL

Steps to
Becoming a
Team Player –
LEARN

BECOME A PRO

- Understand other roles
 - Fundamentally understanding what people do will give you more tools in your bag

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GROWTH

Steps to
Becoming a
Team Player -
GROW

- Celebrate your peers' successes
- Find new challenges
- Earning your teammates trust
- "The Compound Effect" by Darren Hardy, and "SLIGHT EDGE" by Jeff Olson
 - **CONSISTENCY!!!!**

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Selecting Your Team Players

- Integrate into the hiring process
- Ask management
 - To learn
 - To help provide input
- Managing Up Concept
- Understanding interviewing is the first step

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History of Hiring - Apprenticeship

Apprenticeship: The beginning

- Master Craftsmen in the Middle Ages entitled to employ young people as an inexpensive form of labor in exchange for providing food, lodging and formal training in the craft.
- To carry on work of predecessor
- But no formal interview process recorded

"Apprenticeship indentures 1604–1697". Cambridge St Edward Parish Church archives (KP28/14/2).
"Benjamin Franklin, the Printer." Benjamin Franklin Historical Society, www.benjamin-franklin-history.org/benjamin-franklin-printer/.

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History of Hiring - Apprenticeship

- Benjamin Franklin was a by-product of an Apprenticeship gone right
 - Worked with his brother as an apprentice at 12 years old

"Apprenticeship indentures 1604–1697". Cambridge St Edward Parish Church archives (KP28/14/2).
"Benjamin Franklin, the Printer." Benjamin Franklin Historical Society, www.benjamin-franklin-history.org/benjamin-franklin-printer/.

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Woodworth's Personal Data Sheet (WPDS)

- A 116-question personality test developed by Robert S. Woodworth in 1917
- Used to screen World War I recruits for shell shock risk for the US Army
- Referred to the as the ancestor of all subsequent personality inventories, schedules, and questionnaires

1) Goldberg, Lewis R. "A broad-bandwidth, public domain, personality inventory measuring the lower-level facets of several five-factor models." Personality psychology
2) Kaplan, R., & Saccuzzo, D. (2012). Psychological testing: Principles, applications, and issues. Cengage Learning.

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Woodworth's Personal Data Sheet

Questions from (WPDS)

- 4. Are you troubled with dreams about your work?
- 25. Have you ever fainted away?
- 110. Has any of your family committed suicide?
- 116. Do you like outdoor life? (reverse scored)

1) Goldberg, Lewis R. "A broad-bandwidth, public domain, personality inventory measuring the lower-level facets of several five-factor models." *Personality psychology*
2) Kaplan, R., & Saccuzzo, D. (2012). *Psychological testing: Principles, applications, and issues*. Cengage Learning.

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History of Hiring – Father of Applicant Testing

- Created by Thomas Edison
 - The Father of Applicant Testing
 - A written test to evaluate job candidate's knowledge
 - Needed 90% to get a job with him

Dennis, Paul M. "The Edison Questionnaire." *Journal of the History of the Behavioral Sciences*, vol. 20, no. 1, 1984, pp. 23–37.

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History of Hiring – Father of Applicant Testing

Some of the questions on his 140-question exam

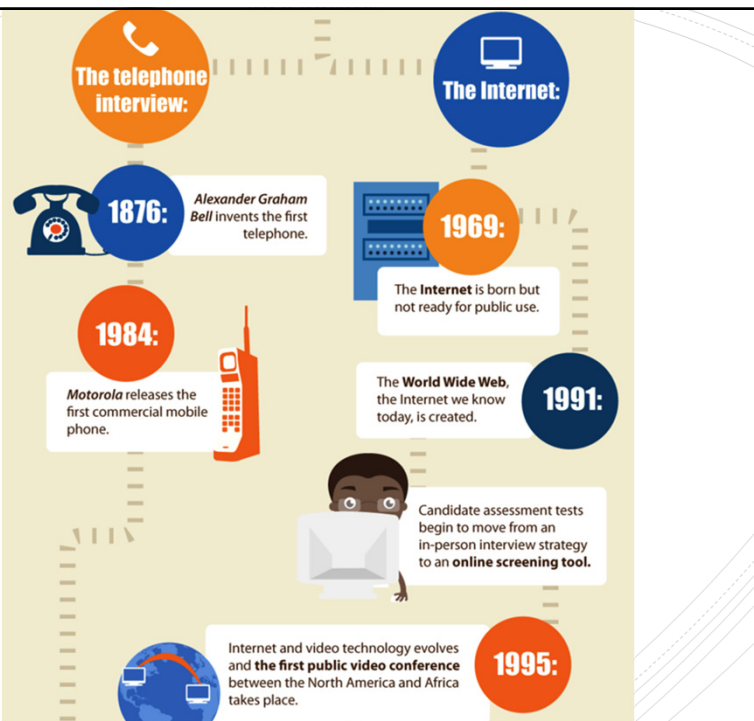
- Where is the River Volga?
- Who was Solon?
- Of what is brass made?
- Who discovered the x-ray?

Dennis, Paul M. "The Edison Questionnaire." Journal of the History of the Behavioral Sciences, vol. 20, no. 1, 1984, pp. 23–37.

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History of Hiring – Technology Breakthrough

Smith, Jacquelyn. "Thomas Edison Conducted the First Job Interview in 1921 - Here's How They've Evolved Since." www.businessinsider.com/evolution-of-the-job-interview-2015-5.



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History of Hiring – Technology Breakthrough

Telephone Interviewing

- Saved time

Internet/ Social Media

- Reach more people
- Increase data to provide more analytical statistics

Video Conferences

- Able to reduce cost and actually see a person's body language/personality

Artificial Intelligence

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Future of Hiring – More Technology

- Smart Watches
- Snapchat
- Voice analysis technology
- 3D projection prototype



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Test Question #2

- **Who was the Father of Applicant Testing?**
 - A) Thomas Jefferson
 - B) Benjamin Franklin
 - C) George Washington
 - D) Thomas Edison
- **Bonus Question:**
Who were Past Presidents?

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Selecting Your Team Players



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Different Interview Process

- **Structured Interview**
- **Unstructured Interview**
- **Stress Interview**
- **Behavioral Interview**
- **Problem Solving or Case Interview**
- **Panel Interview**

"Types of Interviews." Steinbright Career Development Center, drexel.edu/scdc/professional-pointers/interviewing/interview-types/.

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Structured Interview

- A set of questions asked to all candidates in same order that are connected to the job-related traits you're looking for and rated with a standardized system.
 - Role-specific – Candidate's ability to do the job
 - General – Company fit

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Structured Interview

- Pros
 - Greatest Objectivity
 - Easy to compare multiple job candidates
 - Can defend themselves better in court
 - Faster jobs interviews
- Cons
 - Present organization in cold manner
 - Decrease authentic responses due to preparation

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Unstructured Interview

- A conversational, unrehearsed interview style that does not have a specific list of questions meant to be asked in a particular order.
- Pros
 - Deeper dive discussions
 - Adapt to changing topics
 - Improvise relative questions
- Cons
 - Getting distracted during interview
 - Misjudging interviewee

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Stress Interview

- An interview to test a candidate's ability to stay focused under pressure and uncomfortable circumstances, more than anything else

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Stress Interview

- Pros
 - Evaluates the applicant's response and manner under stress
 - Eliminates candidates who are/have:
 - overly sensitive
 - cannot think critically in unexpected situations
 - low stress tolerance
- Cons
 - Desired candidate may reject offer due to interview experience
 - Displays organization's culture negatively

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Behavioral Interview

- A method of questioning that requires the respondent to answer with a story of how they handled a specific circumstance.

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Behavioral Interview

- Pros
 - Forces quick responses and decision-making capabilities.
 - Uses past experiences to predict future behavior
- Cons
 - Continual decrease in authentic responses due to preparation
 - Shortage of people with the skill set/experience for professional positions

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A red speech bubble graphic with the text "Panel Interview" inside. The bubble has a white outline and a small tail pointing downwards.

Panel Interview

- Interviewed by a panel of company members that includes the manager and anyone else deemed necessary for the interview process.

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A red speech bubble graphic with the text "Panel Interview" inside. The bubble has a white outline and a small tail pointing downwards.

Panel Interview

- Pros
 - Saves time
 - Give people an opportunity to discuss perspectives after finished
 - Get the candidate familiar with the team as well as company's work culture
- Cons
 - Intimidates the candidate
 - Great deal of planning & coordination
 - Chances of time delay

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Test Question #3

- Which method(s) decreases authentic responses due to preparation the least?
 - A) Behavioral Interviews
 - B) Structured Interviews
 - C) Unstructured Interviews
 - D) All the above decrease authentic responses equally

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Things to consider when preparing your interview plan



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Interview Preparations

- Things to consider when preparing your interview plan:
 - Obtain some empirical creativity on characteristics needed for optimal candidates

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Interview Preparations

- Use a combination of the interviewing methods to extract genuine core habits from candidates
 - Usually using behavioral interview along with some other method
- Do non-traditional interviews
 - Add spontaneity to disrupt and distract a prepared candidate
 - Goal is to find the candidate's first nature
- However, there are Qualities needed by every employee...

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Ideas to Uncover 1st Nature

- Spouse Dinner
 - To get a feel how they are at home
 - How they treat the person the love and care about
- Walk and Talk
 - The more distractions the better
- Regroup with interviewing team between interviews
 - Can assist other interviewers

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Things to Remember

- Don't be generic with the interview
- Figure out if the candidate are Humble, Hungry, and Smart
- Plan out your tactic for the position and use the right combination of methods
- Experience doesn't replace Talent and vice versa

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