

# **Institute of Quarrying Australia & Cement Concrete & Aggregates Australia**

**‘Secrets of high performing organizations & the importance of  
leadership diversity, organizational culture & managing talent’  
21 Sept 2012**

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**The Successful Team: ‘Only when we all believe will we reach  
our North Pole together’**



**GRAEME JOY  
‘Leadership & Your High Performance Team’**

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## **GRAEME JOY'S**

### **10 KEYS TO SUCCESS FOR HIGH PERFORMANCE LEADERS**

Graeme Joy is the first and only Australian to ski to both the North Pole  
and the Magnetic North Pole.

#### **1. TEAM VISION *The Vision Thing***

Check your team vision statement, the real value lies in the understanding and commitment of all team members. A common mistake is to assume that all members understand and agree with the team vision simply because it exists.

#### **2. LEADERSHIP**

True greatness in leadership shows when you empower your team and they feel they have achieved the goal themselves. Real, ongoing & effective leadership is earned through respect, not demanded.

#### **3. MOTIVATED INDIVIDUALS**

They are the real powerhouses of your team, give them room to perform and do not be guilty of stifling their drive. Also increase their team skills so they can be productive team members where it gets the best results.

#### **4. FEAR CAN BE POSITIVE *The Polar Bears***

We all have Polar Bears in our lives. The fear of being eaten by one may not be pleasant but it can be a great motivator to pay attention to detail and go faster. Be careful, however, too much fear is paralysing.

#### **5. CONFLICT RESOLUTION**

Recognise the need for expressions of discontent, blaming and even anger. Success lies in moving to analysis of the problem and working together to solve it. Solve problems when they are one issue, don't let them compound.

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### **6. GOALS**

Goals are the stepping stones to success and achieving the vision. They make it possible for people to pace themselves. It can be tiring and difficult to focus on the "big picture" constantly.

### **7. NURTURE DIFFERENCES**

Nurture the differences in your team members. They are some of your valuable assets. Give them skills to understand their differences and how they strengthen the team. Avoid the "why can't you do it like me syndrome" - it weakens both team and individual performance.

### **8. TEAMWORK**

The informed High Performance Team accepts responsibility for success and failure equally. The team seeks out its strengths and maximises them. They do not look for scapegoats in whom to direct blame.

### **9. PLANNING AND PREPARATION**

Plan well, and communicate your plans across the team. Comprehensive plans are the building blocks for success and solving problems. Be prepared to review and modify your plans as you progress.

### **10. PROBLEM SOLVING**

Solve problems when they begin. Do not let them deteriorate into issues that develop negative perspectives. When problems remain unsolved, team members can begin to focus on the negative and reduce their participation.

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## **GRAEME JOY'S 10 KEYS TO SUCCESS FOR HIGH PERFORMANCE LEADERS**

**The action list - high performance leaders & teams  
who successfully create great culture do:**

1. Have a clear vision & an absolute 'buy in' by all team members.
2. Have all team members accept accountability & responsibility.
3. Require team members to remain focussed on achieving the agreed outcomes, no matter what the difficulties are or appear to be.
4. Regularly assess their progress in terms of key performance indicators, taking action(s) to remain on target for success.
5. Always seek the real truth, rather than the answers which appear to support their point of view.
6. Solve disagreements & conflicts immediately so they do not adversely affect professional & personal relationships of team members – avoid 'blame game'.
7. Check regularly on the emotional health of the team & its members, including the leader.
8. Understand the differences in preferred work styles & how they can influence team & individual performance – particularly under stress.
9. Embrace & nurture individuals as winners within the High Performance Team.
10. Understand that High Performance Leaders will, reasonably & with accountability, honesty & empathy focus on making the team great, no matter how hard or confronting the decisions are, or appear to be.

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## **Leadership – Level 5.**

Level 5 Leaders are:

1. Ambitious for the team & expedition/company not themselves – with trust & empathy.
2. Fanatically driven to produce sustained results.
3. The success lies in embracing the top 5% - we all must believe the vision.
4. When things go wrong they accept full responsibility – no scapegoats

Adapted from Jim Collins 'Good to Great'

## **Preferred Work Styles – adapted from Wilson Learning**

### **Amiables prefer:**

- Coach & Counsel
- Provide support
- Communicate trust & confidence

### **Analyticals prefer:**

- Focus on facts & logic
- Act when the payoff is clear
- Careful not to commit to quickly

### **Drivers prefer:**

- Like to take charge
- Make quick decisions
- Like challenges & focus on results

### **Expressives prefer:**

- Create excitement & involvement
- Share ideas dreams & enthusiasm
- Likes to see the big picture

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### **Habit 2 – Begin with the end in mind.**

1. Our challenge was to envision that it was POSSIBLE to get to the N.P. like this.
  2. We then had to put in place the physical creation with research, analysis, processes & actions.
  3. It would not be good enough to 'just believe'
- Adapted from Stephen R. Covey '7 Habits'

### **Habit 3 – Put first things first.**

1. This can be a big challenge as almost everything can seem important depending on whom you are dealing with.
  2. We settle on the process of vision, perspective, discipline, control & prevention.
  3. Then we rely on great teamwork & trust.
- Adapted from Stephen R. Covey '7 Habits'

### **Deliberate Practice – Anders Ericsson**

What it takes to make someone expert – very very good at what they do  
.....10,000 hours.

1. It's about focused repetitive practice, evaluating your performance, listening to feedback & always pushing beyond what you have already achieved.
  2. For expert performers there's always effort, improvement is never effortless.
  3. It's about striving for the best, not about working harder – not the grinders.
- Adapted from Anders Ericsson 'Deliberate Practice'

### **Habit 4 – Win Win.**

1. By now we have firmly implanted the Win Win into our decision making, actions & support for each other.
  2. We must elevate to the position where we always seek the best solutions for the team & yet still nurture individuality – quite a challenge.
  3. If we don't have this fundamental commitment then eventually dissatisfaction & mistrust will develop – death to teamwork!
- Adapted from Stephen R. Covey '7 Habits'

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## **Confront the Brutal Facts.**

1. Always seek the real truth & communicate it.
2. Go step by step when the going is tough.
3. Confront the real situation & plan for the ‘what if’s’
4. Don’t let motivation or reaction to fear cloud your judgement.

Adapted from Jim Collins ‘Good to Great’

## **What Great Bosses Believe**

1. The big test – what happens after people make a mistake
2. Innovation is crucial to every team & organisation
3. Bad is stronger than good – so eliminate the negative
4. How I do things is as important as what I do
5. I must be a good listener

Adapted from Professor Bob Sutton

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Suggested references and further information which can be accessed via books and or websites.

1. Jim Collins – 'Good to Great' – '[www.jimcollins.com](http://www.jimcollins.com)'
2. Professor Robert Sutton – Professor of Organisational Behaviour – Stanford Graduate School of Management. [www.bobsutton.typepad.com](http://www.bobsutton.typepad.com)'  
Look up his 'No A--holes rule' & '12 things great bosses believe'
3. Anders Ericsson – 'Diligent Practice' Look on the web for Anders research & then follow articles about Anders work by Geoff Colvin of Fortune Magazine.
4. Wilson Learning – 'Preferred Work Styles'
5. Stephen R. Covey 'The 7 Habits of Highly Effective People' – '[www.stephencovey.com](http://www.stephencovey.com)'
6. Laurence Gonzales – 'Deep Survival, Who Lives, Who Dies and Why'.  
(reversion to imprinting when under stress)

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