



## Legacy Leadership Development Group

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**From the Desk of  
Ed Hager:**



**This month's newsletter highlights the single most important thing any organization will do, communicate.** Some of our most rewarding times during our first year of business has been when we see our client's teams begin to understand individual communication styles and how they mold together to strengthen the teams inside their organization. In every case we have witnessed where this communication connection is made; we see a higher level of success inside their organization.

It is critical that organizations understand the four primary communication styles that may exist, which includes Dominance, Influence, Steady, Compliant. This importance is highlighted based on the fact that the worldwide population is divided almost equally into these four styles.

We so strongly believe in this process that if you are on our mailing list and have received this monthly newsletter, we are offering you the opportunity to take both our DISC (the how of communication styles) and PIAV (the why of communication styles) assessment for free. We are confident that when you review the results of these tools, you will be amazed on the insight it provides around your personal communication style.

**\*Assessment are limited to a total of 50 free assessments on a first come, first service basis.**

**Please contact us via email and we will set up your free assessment.**

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Our feature article this month focuses on communication and how it impacts teamwork. Throughout my career I found when working with teams whether direct reports or across individual departments, the entire organization built a significantly higher level of camaraderie, commitment and dedication to achieving the company's goals and objectives when everyone understood and adopted the differences in communication styles that exists.

**"Effective teamwork begins and ends with communication."**

*~Mike Krzyzewski*

### The Impact of Effective Teamwork



By Thomas M. Crea

Effective teamwork is critical for every successful organization. In order to reap the benefits of teamwork, leaders must not only lead, they must be able to work well with upper management and their colleagues while setting the example for their team.

- Why would others feel the need to cooperate if management cannot get along?

Once the vision, values, and corporate mission are defined, leadership must speak with a common voice to promote consistency, maintain standards, and achieve corporate goals with the greatest efficiency.

## Supporting Senior Leaders

Effective workplace communication involves cooperation at every level: within and across divisions, and, in support of senior leadership.

Supporting senior leadership implies challenging questionable decisions in the appropriate forum when you do not agree or understand, or, your **full support** when final decisions are made.

Every junior leader eventually faces this challenge sooner or later. They may not agree with a decision, but neither do they challenge that decision nor do they provide a better alternative.

Then, when the time comes to support senior management, it seems easier to give it half-hearted effort or claim it was not your choice.

- Is this a question of loyalty for junior leaders?
- How can you expect senior leadership to support you if we are not willing to do the same?

An example of a young, junior military officer who learned this lesson the hard way went as follows:

Major: "Captain, what is the first thing you do when you receive an order?"

Captain: "Execute that order, sir."

Major: "Wrong! You execute that order as if it were your own."

This brief exchange highlighted the need for junior leaders to either question the instructions given or apply that directive with the same spirit as if they had made the decision themselves.

When you give a half-hearted effort or attribute less popular decisions to your seniors, people see through your actions and they become a basis for their response when they do not agree with the decisions made.

## Supporting Colleagues

Effective teamwork also requires support and trust between peers.

When supervisors do not get along or never seem to be able to present a united front, they become easy targets for a disruptive employee to manipulate in order to achieve other aims.

Supervisors should communicate and instill cooperation to meet corporate objectives.

If we cannot work well with our colleagues, it usually means we haven't taken the time to communicate. When we start to communicate and work together, we find that we have more in common than we realized.

Leaders need to collaborate closely so that they work together and present a united front.

## Effective Workplace Communication

If the management team is not committed to the corporate values, there will be a breakdown in teamwork and communication.

- Leadership means learning to work together and keeping everyone focused on the corporate objectives.
- Leading includes supporting senior leadership and your peers while setting the example for your team in every way.

Good leaders look beyond their immediate team in order to promote effective teamwork to exist throughout the organization.

*"Coming together is a beginning.  
Keeping together is progress.  
Working together is success."*

*~Henry Ford*