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The Dream Team Blueprint

Research shows when people are highly engaged in the work they do, their **productivity and profit increases by 20%**. That means the happier people are, the better they perform. But, did you really need research to tell you that? It's obvious. Unfortunately, leaders consistently overlook this fact. Gallup's research shows that only **30%** of the workforce reports high levels of engagement at work. This is a huge missed opportunity.

One of the biggest drivers of engagement is how the direct leader shows up.

This book is for you if...

...You've ever known the **frustration** or **stress** of leading people who aren't bought-in or pulling in the same direction.

...You're **spending too much time** and **energy** dealing with personality differences, competing agendas, power struggles, or misunderstandings between the people you lead.

... You want to master the art of attracting and leveraging the best talent for big impact

... Or maybe you have had the experience of training and investing in a great team member only to have them leave, and you want to avoid that happening again.

Your staff is often your biggest investment, which means you want to be sure you get the absolute best return on your investment.

If this sounds like you... Welcome to The Dream Team Blueprint.

I help mission driven leaders attract, motivate, and align top talent for maximize profit and impact. I have the unique privilege of coaching some very high-performing, creative, and brilliant leaders, people like Ije Nwokorie, a senior director at Apple, Sairah Ashman, the CEO of Wolff Olins, a global creative consulting firm for some of the world's biggest and most innovative companies (Google, Microsoft, GE, Mercedes Benz, and more).



"Shane is the best leadership coach I know. He's made a huge difference in the way I show up and interact with the people I work with."



Ije Nwokorie Senior Director, Apple

And Greg Henry, winner of the Ernst & Young Entrepreneur of the Year Award and CEO of Aspen Heights Partners, a national real estate development company.

I'm also a speaker and best-selling author of four books, most recently Cats Don't Bark: A Guide To Knowing Who You Are, Accepting Who You Are Not, and Living Your Unique Purpose (Hachette, 2015).

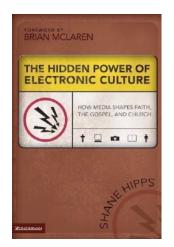
In this book, I'm going to reveal the blueprint for building the Dream Team that will take you beyond your current goals and growth aspirations. I've helped my clients double, triple and in some cases 10x the productivity of their team.

I'm eager to show you how to ignite the power of your people to maximize profit with greater ease. If you want to get right to the blueprint, skip to page 10. But first how I came to this work is important to understand.



3 Lessons that Taught Me the Most About Leading People

I started my career as a strategic planner in advertising, working on brands like Porsche cars, among others. I loved the creative aspect of the work, but on a deeper level it wasn't a fit for me. I lacked fulfillment in the work.



After 5 years, I left my career to attend seminary. Not long after graduating, I became the lead pastor of a 300-person church. At the same time, I released my first book, *The Hidden Power of Electronic Culture* in which I integrated my study of culture and technology to help church leaders understand the radical changes disrupting the way religion functions.

The church grew rapidly over the next 5 years and after my second book, I was invited to become the pastor of an influential mega-church. There I served a community of 6,000 people plus a an online community of about 25,000 people from around the world. Through these experiences I learned some invaluable lessons about leadership.

LESSON #1

What Got Me Here Won't Take Me There

The move to the mega-church was an important moment. While from the outside it appeared I was having a lot of

success, I made a critical mistake. I assumed that because I had been effective in my smaller church, I could simply step in and do the same thing and get similar results here. That's not what happened.

Within a few months of my arrival, 500 people left the church, due in large part to my leadership and communication mistakes. That was a wake up call.



It turns out, I had completely misunderstood the subtleties of entering this new leadership context. The emotional, cultural, and power dynamics of the staff were totally different. Plus, speaking to a global audience 100 times bigger than I was used to was fraught with pitfalls I never anticipated. The sheer scale was beyond my capacities at the time.

This was a vastly different order of complexity and required a complete reinvention of myself as

a leader and communicator. Fortunately, with the help of several mentors I managed to learn the lessons before it was too late.

I learned that the skills that got me to this point weren't the same ones that would make me successful at my new position or take me to the next level.



Leadership Requires an Awareness of the "Emotional System"

At this time, I also began getting requests from business leaders, both nationally and internationally, for coaching sessions. The requests came as a surprise; however, as I talked to them, I became aware of two facts. Leading a business is operationally much more complex than running a church by a factor of a 1000.

Yet, leading a church is more *emotionally* complex than a business by the same factor. It turns out my training, experience, triumphs, and failures in leading a complex emotional system added a lot of value to business leaders.

Most CEOs are trained in their business craft rather than the subtle psychological nuances of how to lead, motivate, and align complex "emotional systems." That's where my unique background could be helpful.

I began deepening my study and training in culture change, team dynamics, psychology, and human potential with an eye to the challenges facing leaders of all stripes, not just the church. My career as a pastor and speaker lasted nearly a decade, during which time I published four books and spoke all across the country.

But in 2012, I made a decision to leave my career, my role at the church, and that entire industry to serve business leaders as a consultant and coach. Much like leaving advertising it required starting over.

LESSON #3

The Need for Engagement is Enormous (and it can be done)

I was drawn to serving the business world for two reasons. First, it was very responsive to the interventions I was using. Second, the statistic that **30%** of employees are engaged at work haunted me.

It indicated that **70%** of people don't connect with their work. And yet this is where they spend the vast majority of their life. My goal is to change that. I want people to be lit up by their work.

Over the years of working with business leaders, I've had time to learn key differences between church and business



leadership and develop an approach to unlocking the potential in individuals and businesses so they can serve greater purposes. My Dream Team Blueprint is a distillation of years of work into a simple, easy-tofollow plan.

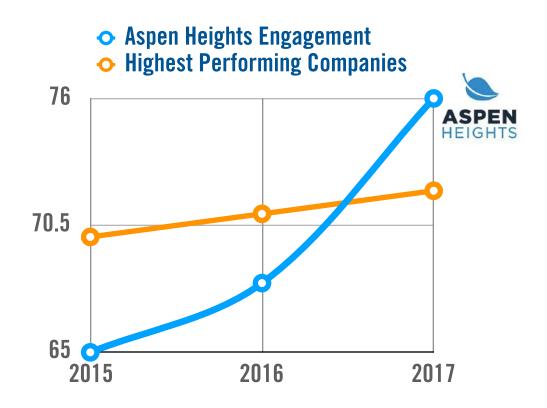
Clients who have utilized my methods experience more efficiency and productivity. They make better decisions faster. Team conflict decreases

and goodwill returns. People perform better. They attract better talent and retain it longer. Ultimately this translates to a better bottom line.

One of my best and longest client relationships has been with a company called Aspen Heights Partners, a billion-dollar real estate development company.

To measure the result of the work we did, they hired a global research company to perform employee engagement surveys over a two year period. The researchers informed us that, we should not expect any meaningful change before three years. Usually your scores will even drop before they get better. But what happened surprised us all.

Over the course of just two-years, their engagement score reached a phenomenal **76%**, which put them ahead of the highest performing companies in the world.





"Shane's had a huge impact on our profit and enjoyment. We've had tremendous success as a result."

Greg Henry, CEO SASPEN HEIGHTS

I want to help you achieve similar results. If part of your job includes motivating or managing other people to achieve goals, regardless of your role or organization, the blueprint applies to you.

In the pages that follow, I will detail the 4 elements of the Dream Team Blueprint.

THE 4 ELEMENTS OF A DREAM TEAM

Turn Your Team into a Talent Magnet

#1 A great team starts with attracting and selecting the best people for your team or organization. A team of high-octane individuals creates a powerful snowball effect of naturally attracting more talented people, which frees the leader to play a more strategic role.

Most of us have heard or experienced horror stories of a bad hire. The cost to the company, the loss of morale, and the emotional strain on the leader are always at stake when there's a miss.

Fortunately, there are a number of very simple techniques that take some of the guesswork out of talent attraction and selection. I teach these in my *Next Level Level Program*.

It all starts with learning how to tell your story. One of the most overlooked ways of creating a talent magnet organization is through the power of a big vision. A transformational, big vision must include a reason for being that is more than just making money. It can include making money, but has to go beyond it in a genuine way.

Let me give you an example. Southwest Airlines is notoriously rated one of the best places to work. One of the biggest reasons is that they have a unique vision. Their stated purpose is:

Element

To connect people to what's important in their lives through friendly, reliable, and low cost air travel. **Southwest**®

Notice how the focus of this statement is on the WHY, which is *"connecting people to what is important in life.*" This is so much bigger than air travel. It is about service to people. HOW they achieve this is through being "friendly, reliable, and low-cost." WHAT they do is last -- "air travel." This sequence of WHY, HOW, and WHAT is a model for telling your story about the work you do.

So what is your Why? Why does your company or team do what it does beyond making money? Most leaders start with the WHAT when trying to recruit people. Leaders who can answer the WHY have truly breakthrough results.

Use this question as a springboard into telling a bigger and better story. This inspires people and is the starting point for becoming a talent magnet.

Element #2

Have Better Conversations to Increase Productivity and Motivation

Conflict is inevitable when diverse people get together. When important conversations go wrong or are avoided in a team, productivity drops, the gears lock up, frustration ensues, and

performance suffers. But when it goes well, conflict can actually be a catalyst for greater creativity, productivity, and connection in a team.

Teams are driven by invisible dynamics-- such as unspoken power struggles, politics, and personality conflicts.

When these issues do not openly surface and clear up in the right way through well-structured conversations, it creates noise in the system that prevents the leader from getting accurate feedback and information on which to base decisions.



In essence, you think you're going one speed at a certain altitude, when in fact, you're dropping fast and don't realize it.

The only solution is creating the right conversations, which sometimes means having hard conversations.

It is your responsibility as the leader to set the emotional climate and create a culture where hard conversations are not just tolerated, but encouraged. You have to model this. So it's essential to create containers and structures to support these conversation, where information goes in both directions. If you avoid this and it kills motivation and productivity.

Here's a practical suggestion to get you started.

The next time you need to have a hard conversation with someone who is irritating you, has underperformed, or needs to be confronted follow this one simple rule:

Focus your feedback on what you can observe directly AND on what they can control.

This is subtle but important. It means you focus only on the impact of their words or behaviors on you or others.

It also means you avoid talking about their motives or character traits, for two reasons:

- 1. We can't observe these directly, we can only assume. Character traits are inferred based on behavior, but our assumptions are not always accurate. Even if we are right, which is not always the case, it usually leads to defensiveness in the other person.
- 2. People have more immediate control over changing behavior rather than character traits.

So a simple question to ask yourself before you confront an issue is, what specific words or actions has a person said or done that leads me to this conclusion about his motives or character? The answer to that question will help you figure out where to focus your feedback.

My *Next Level Leader Program* teaches these and many other techniques in greater depth to help you have the right conversations, in the right way, at the right time, in a lot less time.

Element #3

Reclaim Your Time with Simple Meeting Hacks

I often hear people at work talk about how they didn't get much work done today because they had back-to-back meetings. Most leaders struggle to find the time to get everything on their plate done. And meetings are often the culprit.

But believe it or not, they can also be the main solution. It's possible to use very simple techniques, rules, and protocols to make meetings highly efficient, effective, and even enjoyable experiences. A well-structured meeting protocol is one of the easiest and most overlooked ways to leverage time and increase impact.

Talking about meeting protocols may seem really mundane, but they have a huge impact on team performance. In my *Next Level Leader Program*, I share my high-impact meeting protocols that save time and increase enjoyment.

Let me offer one technique that can save you 100's of hours.

Avoid Meeting Mush

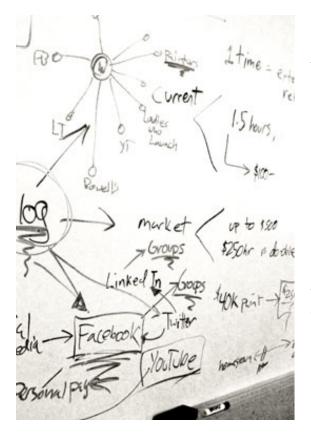
Meeting mush happens when someone raises an issue on an agenda item which triggers another person to point out how that issue points to a larger problem and so on. Soon you have surfaced a glut of issues that mush together, but surfacing all of them leaves no time to solve any of them.

One way to avoid that is to create boundary conditions around meeting types. This means learning to match the container with the content.

Different meetings deal with different time horizons, inputs, frequency, and rules of engagement to support the content of each meeting. Here are just two simple examples:

The Strategic Meeting: Reserved for addressing issues that have a time horizon of at least 6 months to a year. These meetings happen less often and require a lot more preparation to ensure productive output. Near term, tactical issues and problems are restricted during these meetings and set aside for the other type.

The Tactical Meeting: Reserved for repeating or immediate projects and issues. This meeting requires tighter time controls and focuses on addressing issues on a weekly basis.



Use a Strategic Parking Lot

As a leader your job is to know when the content of a meeting belongs in a different container. Most often a tactical meeting will surface larger strategic problems. To prevent conversation drift, the leader can make use of a "strategic parking lot." Literally just a space on a whiteboard where you capture issues that need to be addressed in the strategic meeting. Knowing you have another container designed for that discussion and capturing it ensures you don't lose the issue or the time spent trying to process it.

These simple techniques can make a big difference. My program offers deeper insights, structures, and techniques for running high-impact meetings, which drive productivity and higher engagement.



Find the Source of Team Performance Blocks

When a team isn't performing at the level you know it needs to or can, the source is easy to find. Simply look in your nearest mirror.

Leaders often come to me to help them fix a team dynamic or a team member. What few leaders seem to realize is it starts with them.

There's a great story of the Navy SEAL selection process where five different teams competed in various challenges that relied on teamwork to win. One group consistently came in last, another group consistently first. Soon the leader of the worst-performing group began privately complaining to the instructors about how the better group had much stronger team members than he had. So the instructors decided to try an experiment. They switched the leaders of the best and worst performing teams.

Interestingly, the worst-performing team, with a new leader, moved to the top of the ranks, even outperforming the former top team.



The only change was the leader. It's not that the team was irrelevant, but the leader was the definitive factor. This is a powerful lesson and one that cannot be overlooked.

It is essential for leaders to look in the mirror whenever they notice a decline in a team or individual's performance.

How do you look in the mirror? Most leaders rely on feedback from their team members. But because of the natural power dynamics, the information they receive is not necessarily accurate.

The best mirror is an outside coach or mentor who understands the dynamics. He or she can provide tools to provide you with greater clarity. If you don't have a coach and you're not getting the performance you want, ask yourself two questions:

 Have I made clear what I need or expect from this person or team? Too often leaders simply assume people know what they should do and how. It's critical that the leader defines clearly what 'winning' looks like. 2. Have I confirmed that they understand what I need and expect? It's one thing to convey it, but another to check if it's understood. I've seen a number of performance issues get corrected by this simple clarification. A sample question to ask is: "What's your sense of the best way to achieve this?" Asking the how question is a way to check understanding and also see where further coaching is needed.

No matter how experienced or skilled a team member, she still needs you, the leader, to define a clear target and coach her on what hitting it looks like.

These two questions alone will help you. And when you combine them with all of other elements and techniques I teach in my *Next Level Leader Program*, you will see a dramatic improvement in team performance.

I want people to experience the liberation, flow, and exhilaration of doing what they love, with people they like, making a big impact and more profit.

If you'd like to learn more, I encourage you to apply for a **free Next Level Leader Strategy Session** below...

Apply for a FREE... ...NEXT LEVEL LEADER STRATEGY SESSION



If you're looking for results like this, then I invite you to apply for a **free** Next Level Leader Strategy Session.

This is a private, 1-on-1 session with me where we discuss where you are now, get clear on what you want to accomplish, and I'll share my professional recommendations for how you can get there as fast as possible.



These sessions are complimentary, but my time is limited, and that's why you must apply. If your application is accepted, and I hope it is, you will get access to my calendar to schedule your **Next Level Leader Strategy Session.**



"Shane has been a game changer for us. His work has dramatically improved how we communicate and make decisions."

Will Strong, **CFO**