



# Bank Manager School

2020

Manage Others Effectively



# Would You Buy from You?

One of the most effective ways to assess your effectiveness in handling customers is via the question: "If you were the customer, would you buy from yourself?" Please perform a self-analysis by placing an X at the appropriate indicator on the scale after each question. The key to the scale is: 5 (completely); 3 (sometimes); 1 (not at all). You are welcome to place an X anywhere along the scale.

		5	4	3	2	1
1	Is your image one of honest and straightforward sincerity?					
2	Based on your experience with customers over the past year or so, from the buyer's point of view, would you be classified as reliable?					
3	Would you say your customers obtained special benefits dealing with you they wouldn't have obtained from others?					
4	Do you think you come off as an expert in the eyes of your customers?					
5	Have you been effective helping to solve customer problems?					
6	Whenever possible, would you say you handled problems and complaints to the buyer's satisfaction?					
7	Is INTEGRITY one of the most important words in your vocabulary?					
8	Apart from your business dealings, do you think customers believe you have their personal welfare and well-being at heart?					
9	Does your selling style/approach add significantly to the VALUE your customers are seeking?					
10	Do customers look upon you as a good reliable source of product and industry information?					
11	Has doing business with you contributed positively to most of your customers' profit performance?					
12	Would most of your company's customers continue dealing with you even if a competitor approached them with a price that's a little bit lower?					

# Identifying Needs

One of the most critical parts in the managing process is discovering needs. You need to become a very good listener to achieve success. The goal is to become proficient in the art of listening and asking the right questions and to be genuine as you go about this.

## ARE YOU A GOOD LISTENER?

ATTITUDES	ALWAYS				NEVER
Do you like to listen to other people talk?	5	4	3	2	1
Do you encourage other people to talk?	5	4	3	2	1
Do you listen even if you do not like the person who is talking?	5	4	3	2	1
Do you listen equally well whatever the person talking is a man or woman, young or old?	5	4	3	2	1
Do you listen equally well to a friend, acquaintance or stranger?	5	4	3	2	1
ACTIONS	ALWAYS				NEVER
Do you put what you have been doing out of sight and out of mind?	5	4	3	2	1
Do you look at him/her?	5	4	3	2	1
Do you ignore the distractions around you?	5	4	3	2	1
Do you smile, nod your head, and otherwise encourage him/her to talk?	5	4	3	2	1
Do you think about what he/she is saying?	5	4	3	2	1
Do you try to figure out what he/she means?	5	4	3	2	1
Do you try to figure out why he/she is saying it?	5	4	3	2	1
Do you let him/her finish what he/she is trying to say?	5	4	3	2	1
If he/she hesitates; do you encourage him/her to go on?	5	4	3	2	1
Do you restate what he/she has said and ask him/her if you got it right?	5	4	3	2	1
Do you withhold judgment about his/her idea until he/she has finished?	5	4	3	2	1
Do you listen regardless of his/her manner of speaking and choice of words?	5	4	3	2	1
Do you listen even though you anticipate what he/she is going to say?	5	4	3	2	1
Do you question him/her in order to get him/her to explain his/her idea more fully?	5	4	3	2	1
Do you ask him/her what the words mean as he/she uses them?	5	4	3	2	1

Excellent Listener: 87 and above

Average Listener: 78 to 86

Needs Improvement: 77 and below

TOTAL SCORE: \_\_\_\_\_

# What Do You Want?

**I want to be perceived at work** (by customers, management and peers) **as:**

(Check six)

- |  |  |
|--|--|
| <input type="checkbox"/> A leader          | <input type="checkbox"/> Independent             |
| <input type="checkbox"/> Problem collector | <input type="checkbox"/> Successful              |
| <input type="checkbox"/> Average           | <input type="checkbox"/> Unaware                 |
| <input type="checkbox"/> Reluctant         | <input type="checkbox"/> Responsible             |
| <input type="checkbox"/> Unsure            | <input type="checkbox"/> Dull                    |
| <input type="checkbox"/> Bright            | <input type="checkbox"/> Perceptive              |
| <input type="checkbox"/> Team player       | <input type="checkbox"/> Problem solver          |
| <input type="checkbox"/> Uncaring          | <input type="checkbox"/> Unreliable              |
| <input type="checkbox"/> A follower        | <input type="checkbox"/> Adaptable               |
| <input type="checkbox"/> Confident         | <input type="checkbox"/> Sensitive               |
| <input type="checkbox"/> Mediocre          | <input type="checkbox"/> Dependable              |
| <input type="checkbox"/> Reliable          | <input type="checkbox"/> Knowledgeable           |
| <input type="checkbox"/> Serious           | <input type="checkbox"/> Exceptional             |
| <input type="checkbox"/> Approachable      | <input type="checkbox"/> Skilled                 |
| <input type="checkbox"/> Qualified         | <input type="checkbox"/> Proficient              |
| <input type="checkbox"/> Trained           | <input type="checkbox"/> Amateur                 |
| <input type="checkbox"/> Dedicated         | <input type="checkbox"/> Empathetic              |
| <input type="checkbox"/> Concerned         | <input type="checkbox"/> Too busy to be bothered |

# Bank Culture

Please circle 5 words that best describe ABC BANK from your perspective.

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Career Opportunities

High Morale

Recognizes Staff

Caring

High Turnover

Respectful

Challenging

Inconsistent

Secretive

Change-Oriented

Innovative

Shared Values

Competitive Compensation

Shares Information

Learning Organization

Empowerment

Listens

Slow Decision Making

Fair

Out of Touch

Slow to Change

Flexible

Pride

Stressful

Fun

Professional

Teamwork

Hierarchical

Progressive

Trusting

# Employee Attitude Survey

	Yes	No
1. I know exactly what is expected of me on my job.		
2. I have a very clear understanding of the results I am expected to achieve.		
3. I have a definite idea of just what authority I can exercise.		
4. I'm supervised appropriately. I get direction but have leeway to do my job.		
5. I'm supervised too closely.		
6. I'm supervised too loosely.		
7. I know very definitely what my manager thinks of my work.		
8. My manager is frank and complete in telling me what he/she thinks of my performance.		
9. Within the last 6 months my manager has made suggestions regarding responsibilities on which I need to improve.		
10. My manager frequently observes me doing my work.		
11. I have had a formal interview with my supervisor on my overall performance within the last year.		
12. My manager freely communicates and reinforces the mission of our department.		
13. I like the idea of a regular interview on my overall performance.		
14. My manager goes out of his/her way to help me in doing an even better job.		
15. I get the recognition and encouragement I desire.		
16. My supervisor uses appropriate ways to motivate me.		

# Recognition Survey

How do you want to be recognized in our department? Each of us prefers to be recognized in different ways (i.e., some of us like to be recognized in a public celebration; others prefer quiet, personal recognition; etc.) Please complete this survey and let me know how to recognize your above and beyond performance!

Your Name \_\_\_\_\_ Date \_\_\_\_\_

1. What preferred name would you like used in a recognition ceremony?

\_\_\_\_\_

2. What type of celebration do you prefer?

\_\_\_\_\_

3. What type of award would you appreciate? (You can check more than one choice)

- |   |   |
|---|---|
| <input type="checkbox"/> Handwritten thank-you note/card      | <input type="checkbox"/> Personalized plaque              |
| <input type="checkbox"/> Typed letter for your personnel file | <input type="checkbox"/> Engraved trophy or other memento |
| <input type="checkbox"/> Framed certificate of achievement    | <input type="checkbox"/> Something with the company logo  |

4. What recognition gifts do you like? (You can check more than one choice)

- |   |   |
|---|---|
| <input type="checkbox"/> Shopping gift certificate          | <input type="checkbox"/> Time with senior management              |
| <input type="checkbox"/> Dinner for two                     | <input type="checkbox"/> Tickets to the theatre, ballet, symphony |
| <input type="checkbox"/> Attend a training class or seminar | <input type="checkbox"/> Opportunity to work on a special project |
| <input type="checkbox"/> CD's or DVDs                       | <input type="checkbox"/> Movie passes                             |
| <input type="checkbox"/> Tickets to a ball game             | <input type="checkbox"/> Merchandise                              |
|   | <input type="checkbox"/> Other _____                              |

5. Who would you prefer present the award to you?

- Your manager
- The person who nominated you for the award
- Senior management

6. May I publicize your accomplishment in the company newsletter?

- Yes  No

7. If you had a day to spend as you choose, describe what you would do and where you would go:

\_\_\_\_\_

*Adapted from The Carrot Principle*

# Employee Needs Chart

Name			
Career Aspiration			
What is most important to this person			
Strengths to develop			
What forms of recognition & awards does this person most value			
Recognition ideas for...			

*Adapted from The Carrot Principle*



# Factors Important in Building Employee Morale

Rank what is important to you related to your job and your work environment

*(1, 2, 3... with 1 being the most important)*

- \_\_\_ Interesting work
  
- \_\_\_ Working Conditions
  
- \_\_\_ Security
  
- \_\_\_ Appreciation of Work Done
  
- \_\_\_ Wages and Benefits
  
- \_\_\_ Opportunity for Advancement
  
- \_\_\_ Feeling of being in on things/communication
  
- \_\_\_ Personal Loyalty to Employees
  
- \_\_\_ Supervision/Tactful Discipline
  
- \_\_\_ Sympathetic Help with Personal Problems
  
- \_\_\_ \_\_\_\_\_
  
- \_\_\_ \_\_\_\_\_

# Setting Behavior Expectations

Starters...



<p><b>ONE TEAM</b> People working together as a lean, global enterprise for automotive leadership, as measured by: <i>Customer, Employee, Dealer, Investor, Supplier, Union/Council, and Community Satisfaction</i></p> <p><b>ONE PLAN</b></p> <ul style="list-style-type: none"> <li>Aggressively restructure to operate profitably at the current demand and changing model mix</li> <li>Accelerate development of new products our customers want and value</li> <li>Finance our plan and improve our balance sheet</li> <li>Work together effectively as one team</li> </ul> <p><b>ONE GOAL</b> An exciting viable Ford delivering profitable growth for all</p>	<p style="text-align: center;"><b>Expected Behaviors</b></p> <p><b>F</b>oster Functional and Technical Excellence</p> <ul style="list-style-type: none"> <li>Know and have a passion for our business and our customers</li> <li>Demonstrate and build functional and technical excellence</li> <li>Ensure process discipline</li> <li>Have a continuous improvement philosophy and practice</li> </ul> <p><b>O</b>wn Working Together</p> <ul style="list-style-type: none"> <li>Believe in skilled and motivated people working together</li> <li>Include everyone; respect, listen to, help and appreciate others</li> <li>Build strong relationships; be a team player; develop ourselves and others</li> <li>Communicate clearly, concisely and candidly</li> </ul> <p><b>R</b>ole Model Ford Values</p> <ul style="list-style-type: none"> <li>Show initiative, courage, integrity and good corporate citizenship</li> <li>Improve quality, safety and sustainability</li> <li>Have a can do, find a way attitude and emotional resilience</li> <li>Enjoy the journey and each other; have fun - never at others' expense</li> </ul> <p><b>D</b>eliver Results</p> <ul style="list-style-type: none"> <li>Deal positively with our business realities; develop compelling and comprehensive plans, while keeping an enterprise view</li> <li>Set high expectations and inspire others</li> <li>Make sound decisions using facts and data</li> <li>Hold ourselves and others responsible and accountable for delivering results and satisfying our customers</li> </ul>
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Here is our Code of Excellence:

- I act with integrity and the highest ethical standards at all times.
- I consistently surpass the expectations of our customers and provide excellent service.
- I build strong relationships that create West Gate Bank customers for life.
- I lead by example and will innovate and improve the West Gate Bank experience.
- I own and immediately resolve problems without blame or excuses.
- I create a work environment of teamwork and respect so that the needs of our customers and each other are met.
- I have the opportunity to plan my work and learn, grow and do what I do best every day.
- I regularly give recognition and praise to those who do good work and make it fun to work at West Gate Bank.
- I am proud of my professional appearance, behavior and positive attitude.

## Setting Expectations and Performance Standards

**Behavior expectations (Non-negotiables on my team) - example**

- Treat everyone with respect
- Ready to go in your teller window at 8am
- Professional maturity – see everything through the lens of the person you are serving
- No Gossiping
- Help others on the team when in need
- Do your part in creating a great place to work!
- Protect the privacy and confidentiality of the member

# Professional Maturity

Source: *Interaction-training.com*

We've all heard the saying, "Clothes make the man." Certainly, one look at someone goes a long way in helping us determine our perception of that person. So, while appearance is a critical component of being professional, it is by far not the only consideration. Other important components of being perceived as professional are a positive attitude, body language, good work habits and communication skills.

**The components necessary to be seen as professional are:**



Appearance



Positive Attitude



Communication Skills



Good Work Habits

# Appearance



## Appearance

Have you ever noticed that when you look good, you automatically feel better about yourself? There is a direct connection between how you look to yourself and your attitude. Taking good care of yourself improves your self-image and makes you ready to face whatever comes your way. When we dress nicely and are well-groomed, we tend to sit a little straighter, think more clearly, feel more confident, and project a positive self-image.

Let's look at our appearance through the lens of the customer...

- Do we look professional?
- Do we feel confident?
- Can we be trusted to take care of their money?
- What are some advantages to looking and dressing professionally for the people we serve?
- Clothing, hair, hands, nails, face, make-up, perfume...
- Too much skin, tattoos, unkept clothing...
- Behaving or acting inappropriately

Your work clothing should be viewed as an investment. Pieces of clothing that are traditional in style remain in style for many seasons. It is not how much money you spend on clothes that matters, but how wisely you invest in your clothing that counts.

**What are some advantages to looking and dressing professionally?**

## Hair

Well-cut, clean hair is essential.

For men, facial hair should be shaved daily unless a mustache or beard is worn. In that case, neat and trimmed close to the face sends the professional message.

## Hands, Nails

Clean, well-manicured and soft are the key to sending the appropriate message. Keep hand lotion at your work area. Don't forget cuticles; they should be smooth and soft. We seal deals, say welcome and goodbye with handshakes. Polish should not be chipped or missing from nails. If you get your nails manicured, consistency is the key. Keeping appointments on a regular basis will ensure your nails always look nice.

## Face, Makeup, Perfume

When you dress for work, project your intelligence first, your femininity second. This means you want the focus on your face, not elsewhere.

Evenly applied, natural-looking is the goal for makeup.

If unsure how to get the right look for the office, visit any makeup counter at the mall and tell the artist you'd like your look to appear professional. He or she will know the right touch to show you.

Avoid heavy, overpowering perfumes for the office. Just a dab will do for the office. Again, any perfume counter person can help you select a fragrance that's just right for the office.

## Guaranteed to Detract from a Professional Image

### √ **Showing**

- Too much skin
- Tattoos
- Undergarments
- Wrinkled, unclean or unkempt clothing

### √ **Behaving or Acting**

- Inappropriate
- Sharing confidential information
- Arguing
- Blaming
- Shouting
- Controlling
- Demeaning or demanding
- Unconcerned
- Gossiping
- Sharing too much personal information
- Flirting

### √ **Thinking**

- "I'm better than. . ."
- "They expect too much from me."
- "I'm not paid enough to put up with this."
- "I have too much to do to be taking time with these people in the office."

### √ **Saying**

- |      |            |
|------|------------|
| Nah  | Yeah       |
| Huh? | No problem |

# Communication



Communication Skills

## Verbal and Non-Verbal Communication

- Verbal communication – words are powerful – we need to train on this
- Non-verbal communication – can send an even stronger message

## Words Have Power

Here's a sample list of words that repel and those you can substitute:

### Some words repel.

#### Avoid

Contract  
Sign here  
Sell  
Cancellation  
Salesperson  
Commission  
Cost  
Credit card  
Problem  
Objections  
Expensive  
Cheaper  
Service charge  
Complaint  
Fault  
Mistake  
Reject  
Cannot  
Blame  
Failure

#### Try

Agreement/paperwork  
Ok the paperwork/autograph  
Get involved  
Right of rescission  
Business consultant  
Fee  
Investment  
Form of payment  
Challenge, situation, issue, concern  
Areas of concern  
Top of the line  
More economical  
Processing fee  
Experience  
Lapse  
Oversight  
Decline  
Can  
Accountable  
Breakdown, malfunction

# Word to Use, Words to Avoid

Using language appropriately can dramatically improve the effectiveness of our communication with others. Select the right words and others will be more receptive to your message. Select inappropriate words and you may find others confused, defensive, or angry.

## Trigger Phrases

“Our policy. . .”

“I’m sorry, we can’t.”

“Sorry, that’s the way it is.”

“No, I don’t know. . .”

“But. . .”

“You should have. . .”

“Why didn’t you. . .”

“The only thing we can do. . .”

“You need to. . .”

“No problem”

## Calming Phrases

“Here’s what we can do.”

“I can . . .”

“Thank you for . . .”

“I can find out. . .”

“And, . . .”

“I understand why you. . .”

“I can see why. . .”

“The best option, I think is. . .”

“Might I suggest that you. . .”

“It would be my pleasure”



## Positive Attitude

It's the difference between seeing the glass half full vs. half empty

*Life is 10% what happens to me and 90% how I react to it – Excerpt from Chuck Swindoll*



## Good Work Habits

### Confidence

Without confidence in yourself and your abilities, you will be inclined to avoid challenges and struggle with decision making

Best practices in building confidence

- ✓ Set personal and professional goals
- ✓ Be a sponge – always willing to learn
- ✓ Seek out additional responsibilities to help others
- ✓ Take charge of a work project or volunteer
- ✓ List – What strengths do I bring to the team?

### Reputation

A good reputation will serve you well all through life.

Best practices in managing your reputation

- ✓ Social networking sites – build or destroy?
- ✓ Trustworthiness

*Nothing can tarnish a person's reputation more than being perceived as untrustworthy or dishonest.*

***Social media challenge: How do you want to be perceived?***



# Corrective Feedback Scenario:

## 1. Tell WHAT needs correcting & WHY

- “I have a concern I’d like to share with you” When “I” hear you criticize other employees. . . it distracts them from their work, and makes them hesitant to work with you and to serve customers.”

## 2. Tell WHAT you want instead & WHY

- “I’d appreciate it if (or “Would you please”) you’d come to me with concerns about your coworkers . . . so that I can help resolve them, and we all focus on excellent customer service.”

“Any concerns about what I’m asking”

No – “Confirm”, “Thank you”, Move-on

Yes – *You’re just singling me out, How come you don’t talk to others about this? Sally is constantly picking on others – are you going to talk to her?”*

- “What I hear you saying is you think I’m singling you out and giving others a pass?”
- “It’s important to me that we all work together respectfully.” It’s important that we serve customers effectively as a team. I promise you that I’ll quickly talk to anyone else who criticizes others.”
- “I’d appreciate it if (or “Would you please”) you’d come to me with concerns about your coworkers . . . so that I can help resolve them, and we all focus on excellent customer service.”
- Okay – do I have your agreement going forward?

## Talent Assessment – Interview Questions

- Describe your current team - What do you like and dislike?
  - What are the most important accomplishments of your career?
  - What is your greatest weakness?
  - How do you handle apologies, either giving or accepting them?
  - How do you handle conflict?
  - Can you tell me about someone who is better than you in an area that really matters to you?
  
  - What is the hardest you've ever worked on something in your life?
  - What do you like to do when you're not working?
  
  - Give me an example of a situation where your level of motivation led you to initiate something without being told to do so.
  
  - What is the last thing you had to teach yourself on the fly? How and why did you do it?
  
  - Have you ever worked with a difficult colleague or boss? How did you handle the situation?
  
  - What two things do you do to build credibility and rapport with colleagues?
  
  - How would your colleagues/team members describe you? What would they say your shortcomings are?
  
  - Tell me about a team project or effort that did not go as well as planned. Why?
  
  - How do you handle fluctuations in workload and/or constant interruptions?
  
  - Would you be a good fit for leading and managing people and why?
- 
- Mission Statement: *Integrity. Strength. Trust. ABC Bank is committed to providing a strong foundation to build relationships that empower our customers and employees to achieve their dreams.*
- How do you fulfill or feel you contribute to this mission statement?

Self-evaluation is a skill used by those who want to elevate their personal and professional skills. It takes courage and vulnerability to be honest with yourself. The results help you create a plan to close the gap between where you are now and where you want to be.

On a scale of 1-10 with 1 being low and 10 being high, rate yourself on the following.

<b>Name</b>	
<b>Question</b>	<b>Rating</b>
How successful do you want to be as a _____?	
Where do you rate yourself now?	
What do you think needs to happen for you to close the gap?	
What is your greatest challenge?	
And what else?	
What resources or skills do you need to address your challenges?	
How would things be different if you solved your challenges?	
What do you wish you had from your supervisor that you don't have now?	
If you had the best day you've ever had as a _____ what would have happened?	

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# THE EISENHOWER BOX

	URGENT	NOT URGENT
IMPORTANT	<b>DO</b> <i>Do it now.</i> Write article for today.	<b>DECIDE</b> <i>Schedule a time to do it.</i> Exercising. Calling family and friends. Researching articles. Long-term biz strategy.
NOT IMPORTANT	<b>DELEGATE</b> <i>Who can do it for you?</i> Scheduling interviews. Booking flights. Approving comments. Answering certain emails. Sharing articles.	<b>DELETE</b> <i>Eliminate it.</i> Watching television. Checking social media. Sorting through junk mail.

*"What is important is seldom urgent and what is urgent is seldom important."  
-Dwight Eisenhower, 34th President of the United States*

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## ATTITUDES

The longer I live, the more I realize the impact of attitude on life. Attitude, to me, is more important than facts. It is more important than the past, than education, than money, than what other people think or say or do. It is more important than appearance, giftedness or skill. It will make or break a company. . . a church. . . a home. . . (a classroom). The remarkable thing is we have a choice every day regarding the attitude we will embrace for that day. We cannot change our past. . . we cannot change the fact that people will act in a certain way. We cannot change the inevitable. The only thing we can do is play on the one string we have, and that is our attitude. . . I am convinced that life is 10% what happens to me and 90% how I react to it. And so it is with you. . . we are in charge of our ATTITUDES.

--Charles Swindol

# inspiration nook

## Books

- – *Good to Great* – Jim Collins
- – *It's your Ship* - Captain Michael Abrashoff
- – *Winning with People* – John Maxwell
- – *Great by Choice* – Jim Collins
- – *The Five Dysfunctions of a Team* – Patrick Lencioni
- – *The Motive* – Patrick Lencioni
- – *The Advantage* – Patrick Lencioni
- – *The Ideal Team Player* – Patrick Lencioni
- – *The Truth about Employee Engagement* – Patrick Lencioni
- – *Perfect Phrases* for Managers and Supervisors
- – *Perfect Phrases* for Performance reviews
- – *Crucial Conversations* – Patterson – Grenny – McMillan - Switzler
- – *Heart-Led Leadership* – Tommy Spaulding
- – *Nice Bike* – Mark Scharenbroich

## Podcasts

- – *At the Table* – Patrick Lencioni – the Table Group
- – *No Ego* – Cy Wakeman
- – *Super Soul Conversations* - Oprah
- – *Unlocking Us* – Brene' Brown
- – *Safe for work* – with Liz & Rico

## Websites

Cy Wakeman – YouTube videos (subscribe to her You Tube page)

[https://www.youtube.com/channel/UC5G\\_jUiSFkWiLIXB0mmTigg](https://www.youtube.com/channel/UC5G_jUiSFkWiLIXB0mmTigg)

interaction-training.com (Store – free stuff)

baudeville.com

tablegroup.com

inspireyourpeople.com

simpletruths.com

## *Lessons Learned*

- ▣ *Be a “Sponge” – never stop learning*
- ▣ *Admit when you need help*
- ▣ *Admit when you have made a mistake*
- ▣ *Laugh at yourself*
- ▣ *Don’t put yourself on a pedestal*
- ▣ *Celebrate successes at all levels*
- ▣ *Listen, ask questions, listen again and THEN respond*
- ▣ *Don’t just communicate – CONNECT*
- ▣ *Share your vulnerability*
- ▣ *Always be humble and Kind*



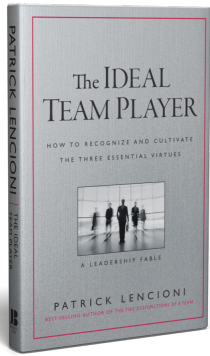
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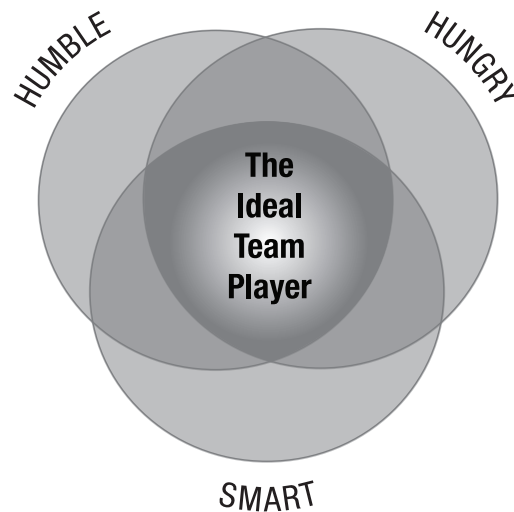
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# THE IDEAL TEAM PLAYER



## Humble

Ideal team players are humble. They lack excessive ego or concerns about status. Humble people are quick to point out the contributions of others and slow to seek attention for their own. They share credit, emphasize team over self and define success collectively rather than individually.

## Hungry

Ideal team players are hungry. They are always looking for more. More things to do. More to learn. More responsibility to take on. Hungry people almost never have to be pushed by a manager to work harder because they are self-motivated and diligent. They are constantly thinking about the next step and the next opportunity.

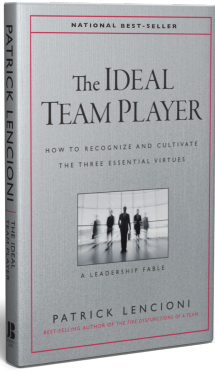
## Smart

Ideal team players are smart. They have common sense about people. Smart people tend to know what is happening in a group situation and how to deal with others in the most effective way. They have good judgment and intuition around the subtleties of group dynamics and the impact of their words and actions.

### **Humble, Hungry and Smart—The Three Virtues Combined**

What makes humble, hungry and smart powerful and unique is not the individual attributes themselves, but rather the required combination of all three. If even one is missing in a team member, teamwork becomes significantly more difficult, and sometimes not possible.



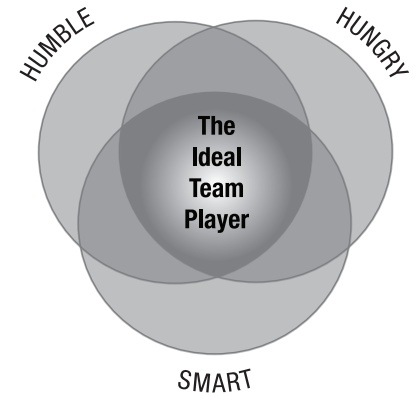


# SELF-ASSESSMENT

**Instructions:** Take this assessment to evaluate yourself relative to the three virtues of an ideal team player. Respond as honestly as possible, as this will allow you to most accurately identify any areas of development that you may have.

Use the scale below to indicate how each statement applies to how you think your teammates may see you and your actions on the team. Choose the rating response number that best applies to each statement and record it in the box to the right of the statement. Then total your scores for each of the three virtues.

**Rating Scale:** 3 = Usually 2 = Sometimes 1 = Rarely



Name _____		Score
<b>HUMBLE</b> MY TEAMMATES WOULD SAY:	1. I compliment or praise them without hesitation.	
	2. I easily admit to my mistakes.	
	3. I am willing to take on lower-level work for the good of the team.	
	4. I gladly share credit for team accomplishments.	
	5. I readily acknowledge my weaknesses.	
	6. I offer and accept apologies graciously.	
	<b>TOTAL HUMILITY SCORE</b>	
<b>HUNGRY</b> MY TEAMMATES WOULD SAY:	7. I do more than what is required in my own job.	
	8. I have passion for the "mission" of the team.	
	9. I feel a sense of personal responsibility for the overall success of the team.	
	10. I am willing to contribute to and think about work outside of office hours.	
	11. I am willing to take on tedious or challenging tasks whenever necessary.	
	12. I look for opportunities to contribute outside of my area of responsibility.	
<b>TOTAL HUNGER SCORE</b>		
<b>SMART</b> MY TEAMMATES WOULD SAY:	13. I generally understand what others are feeling during meetings and conversations.	
	14. I show empathy to others on the team.	
	15. I demonstrate an interest in the lives of my teammates.	
	16. I am an attentive listener.	
	17. I am aware of how my words and actions impact others on the team.	
	18. I adjust my behavior and style to fit the nature of a conversation or relationship.	
<b>TOTAL SMART SCORE</b>		

## SCORING

Remember, the purpose of this tool is to help you explore and assess how you embody the three virtues of an ideal team player. The standards for "ideal" are high. An ideal team player will have few of these statements answered with anything lower than a '3' (usually) response.

A total score of 18 or 17 (in any virtue) is an indication that the virtue is a potential strength.

A total score of 16 to 14 (in any virtue) is an indication that you most likely have some work to do around that virtue to become an ideal team player.

A total score of 13 or lower (in any virtue) is an indication that you need improvement around that virtue to become an ideal team player.

Finally, keep in mind that while this tool is quantitative, the real value will be found in the qualitative, developmental conversations among team members and their managers. Don't focus on the numbers, but rather the concepts and the individual statements where you may have scored low.