

The Power of Teamwork Intelligence

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Teamwork Intelligence. It's deceptively simple: in order to build a high-performing team you have to create the conditions for team members to commit and unify—to coalesce into a single organism. Such oneness is not inevitable; it is forged methodically and deliberately.

Google, one of the most influential companies in the world, recently concluded a deep research project into how to build high-performing teams. You see, Google, like all other 21st Century thinking organizations understands that future performance will be the domain of teams; the better the teams within an organization the better the organization. So Google created an intense project—Project Aristotle—and invested heavily in gathering data to figure out the best way to build better teams.

Their conclusion: it's not simply who is on the team, rather it's how the team's members interact with one another that determines its performance. This, as it turns out, is a deceptively simple idea, but a real world nightmare.

At the time I had no clue Google was studying the process of team building. But I too was deeply embedded in researching the same topic and produced a book on how to create better team conversation and member interaction. My book, *Release Your Team's Potential*, a book for corporate and organizational leaders, highlights five "practices" for team building. While the book has enjoyed great success it's the insights that emerged that apply to student-athletics that I want to share with you, your staff, and your student-athletes.

Team building, as any coach will acknowledge, is not a cookie-cutter process. Nor is it just a matter

of the coach's leadership style. What Google and great sports team validate is the power of unified teams. Team building practices often back-fire because too often too much emphasis is placed on task cohesion (the things players do) as the primary cause of team behavior at the expense of social cohesion (the "we-ness").

Every team is a combination of four dimensions—physical, intellectual, emotional, and social domains. This is clear, but what's seldom obvious is how to use these dimensions to build a cohesive and committed team. In my **TEAMWORK INTELLIGENCE** workshop I identify **20 Principles and Concepts** that any coach and team player can put in place to increase the likelihood of team success. I also reveal the **8 Roles of a Team Player**, the systematic dynamics that either make or break the "we-ness" of a team.

Teamwork Intelligence helps coaches and players cut through the complexities of team building and delivers proven, practical approaches that create a value-based culture that increases the performance of any team.

In the end, the goal of teamwork intelligence is to build a supportive learning environment and a motivating performance environment. How you go about it matters—tremendously. So do your outcomes.

*The **Teamwork Intelligence** workshop is based on a decade of research and practice performed by The Academy for Sport Leadership. The evidence strongly suggests that teams that organize and embed 20 principles and concepts are highly likely to build high-performing teams. By drawing on evidence from our research and social science we know we can help you release the potential of every student-athlete to be an intelligent part of the team building process.*