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*Student-Athlete Edition*

# TEAMWORK INTELLIGENCE

LEADERSHIP  
PRINCIPLES

**If you're leading, someone's following.**

Followers want to be:  
accepted  
connected  
trusted  
cared about  
supported

Followers don't want to be:  
rejected  
disconnected  
judged  
neglected  
not recognized

**The 5 Core Concerns of Every Teammate**

Appreciation  
Association  
Self-management  
Status / Role  
Achievement

**"We are what we repeatedly do. Excellence then, is not an act, but a habit." - Aristotle**

## So You Want to Change Somebody, Do You? Breaking Through the Status Quo

*"Habit is habit, and not to be flung out of the window by any man, but coaxed downstairs a step at a time." - Mark Twain*

To maintain the status quo is to keep the things the way they presently are. Excellence is never achieved by keeping things the way they are. Progress implies direction, moving forward. If you and your teammates aren't progressing then things aren't changing. And likewise, if you're not changing you're not progressing.

Parents want to change their kids. Kids want to change their parents. Teachers want to change students and students want to change teachers. Coaches want to change their players and politicians want to change our minds. Who do you want to change? Who is trying to change you?

At one time or another, we have all wanted to change someone other than ourselves. We were sincere. We wanted to help them. We were sure we knew what was good for them. We wanted to find some way to change them so that they could be happier, healthier or in some way better. Our motives were sincere and the change would probably have been very beneficial. It is true, we can often see things that others can't. However, it's likely we weren't very successful. In fact, we were amazed at the rigidity of the other person—who refused to change in the direction that was so blatantly obvious to us. What went wrong?

First, think about how difficult it is for you to change some aspect of your own life. How many parts of your life do you know (or at least suspect) you should change? Haven't you thought about changes, like eating more nutritious food, working harder in the off-season, being more selective in the quantity and quality of television you watch, overcoming procrastination, and finding the positives in life rather than focusing on the negatives? In all likelihood you probably found it difficult to change yourself. It is even more difficult to change someone else. In fact, you probably can't change someone else—at least not for long.

As a leader, your quest involves change. Change in yourself, your teammates, and your team. However, I just stated that it's not easy changing someone else. The primary challenge is to get them to want to change and to take the necessary steps to change. A tough task to be sure. Yet as a leader this is part of the leadership package. So what do you do?

A powerful influence on change is always available. Influence is possible through modeling behavior you want to see changed. Actions have more influence than words. For example, if you always find the positive in adverse situations and teammates can see the results you achieve by accepting the challenges embedded in adversity, you will have much more credibility as you encourage them to "weather the storm." In fact, when teammates see perseverance in your actions they too may want to lift their level of resiliency. On the other hand, if you become discouraged during adverse times you will not have much credibility as a spokesperson for change.

So then, what is the best way to go about change? The place to start is commitment. You need to gain and receive commitment from the teammate that you want to *help* change. You need to permission to be a part of their effort to make a change. After all, doesn't it make sense that the person who has to implement and live with a change should have the opportunity to make that choice?

**Small Wins Strategy**

A successful change strategy for use with your teammates is the small wins strategy. By “small wins,” I mean a small but significant change made in a desired direction. We begin by helping a teammate change something that is relatively easy to change. Then we work with them to change a second thing that is easy to change, and so on. Although each success may be quite modest when considered alone, the multiple small gains eventually mount up, generating a sense of confidence and momentum that creates the feeling of substantial movement toward a desired goal. The success of small wins helps convince the person of their ability to accomplish their objective and helps to build resiliency to handle the bumps in the road.

For example, in the case of procrastination you might help your teammate by having them provide you with their schedule for each day. You might pre-arrange a telephone call or drop by to encourage your teammate to do what it is they put off doing (homework, lifting weights, running). Each small win will override the tendency of the teammate to dwell on past failures or disappointments in making this or another change. Small wins help focus you and your teammate on the here and now.

Remember habits are hard to break. This is because our habits are a part of who we are. Changes take time to take root in identity, thought, intentions, and then actions. When helping a teammate make a change you will benefit by walking them through these steps.

1. Identifying something that is under your control;
2. Change it in a way that leads toward a desired goal;
3. Find another small thing to change and change it;
4. Keep track of the changes you are making; and
5. Maintain the small gains you have made.

A small-wins strategy helps to eliminate the human tendency to be consumed by past disappointments, obstacles and failures. The small win strategy is vital to moving forward—progressing toward individual and team goals. It’s a good bet that your teammates prefer you use change approaches that they are committed to and feel comfortable putting into action. If your teammates are convinced of the value of the change they’re going to be open to the possibilities for improving and are more likely to expend the effort to sustain that change.

**Leadership Exercise: Who Are You Leading?**

1. On the chart below write a list of teammates you are leading.
2. List others you are leading (friends, family, classmates).

Teammate	My Role	Description of my role	What they expect from me