

~ Here is a corrected version of this month's newsletter ~



How to Lead Effective Teams



The reason that we wind up cooperating with others as part of a team at work, the reason Paleolithic cave dwellers hunted as a team, and the reason people rowing in a scull move as one entity is that we are better together.

Join forces. When we work toward a common goal, when we think and move and focus as one powerful body, we increase exponentially what we are able to accomplish.

Being part of a team allows us to do more.

For a team to be successful, every member on the team has to truly believe that by working together, we are able to achieve more. Not everyone believes this, especially highly talented individuals who are accustomed to working alone.

It falls to the leader to instill in the group the vision that working collaboratively is more effective and more powerful than working alone.

One of the questions leaders can ask is "What builds teamwork in the workplace?"

Answers range from being part of a goal that is larger than ourselves, work more effectively, learn new skills, get to know new people, get to learn from different people outside of our specific workplace, and the ability to see a project to fruition.

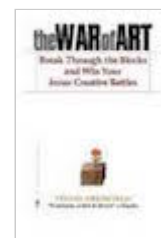
Mary's Updates

NSA Winter Conference



I just returned from Las Vegas, attending the National Speakers Association's Winter Conference where we focus on the latest technology and helping each other. Lots of learning, and loads of fun!

Mary's Book of the Month



[The War of Art](#)
by Steven Pressfield

In 2004 I was using Steven Pressfield's *Gates of Fire* (about the Battle of Thermopylae between the Spartans and the Persians, also the subject of the movie 300) at the Naval Academy while teaching World Civilization classes. My midshipmen really enjoyed the book and on a whim, I penned a note to the author, Steven Pressfield, to let him know how much my students were enjoying his book. He responded. The next day. I was stunned. Not only did Steven

We then asked employees, "What destroys teamwork in the workplace?"

Not surprisingly, the list was much longer and the answers were more rapid. Teamwork killers included gossip, people who acted out of self-interest, people who are mean, laziness, unwillingness to help others, rumors, bad communication, no communication, wrong information, absent leadership, no guidance, lack of vision, other people stealing our ideas and taking credit for them, leaders who don't care, people missing deadlines, and the failure of others to do what they say they are going to do.

There was more, but you get the idea.

In high functioning teams, people:

1. Do what they say they are going to do.
2. Have leaders with defined responsibilities at all levels of the project.
3. Use the strengths of everyone on the team.
4. Use people's differentiation and varying perspectives to see all angles.
5. Stay focused on the end result.
6. Plan for delays and contingencies.
7. Address problems as they occur instead of ignoring them.
8. Fix the problem, not the blame.
9. Understand that conflict can be helpful to team dynamics and can stimulate creativity when addressed properly.
10. Are aware of what other people are working on and are accountable when their actions have consequences on others.

Great leaders know that great teams take effort, energy, and attention to develop and build, and that it is worth every second.

Please share your feedback on this article on [my blog](#).

Twitter and Social Media

Did you know you can add video into your LinkedIn account? In your summary there is a little square next to the edit button and that opens up options for adding video, power points, and other documents.

Pet Tip

Bella ate a sock. She only weighs 30 pounds and she somehow found an adult sock and swallowed it. Thankfully, she also threw it back up (it looked like she was getting rid of part of an intestine). It was a good reminder to 1) watch what the dog throws up, 2) be more careful about keeping things away from the dogs. I think I watch my dogs pretty carefully, and no, I don't know why she would consume a sock, but it scared me enough to share my reminder that dogs can and do get

Pressfield write me back, he accepted an invitation to speak at the Naval Academy where he flew himself to Maryland to speak (he doesn't accept many speaking engagements) and enthrall current and future military leaders.

Unfortunate life events prevented me from being on the mainland of the US during that time, and I missed meeting Steven Pressfield. I was disappointed to miss this chance to meet this true life hero, a Vietnam War era Marine, and brilliant screen and book writer.

Fast forward 8 years. In a short few weeks, suddenly, the books of Steven Pressfield seemed to be all around me. *Last of the Amazons, The Profession, The Afghan Campaign, The Virtues of War, Tides of War, The Warrior Ethos, Killing Rommel, The War of Art, Do the Work, Turning Pro, The Swing, ...* and of course, *The Legend of Bagger Vance*.

On another whim, I found Steven Pressfield's email, and sent another note. He responded. The next day. Again.

I was so stunned that I had to think about what to say. His response was amazing and kind and smart.

Could I interview him for a national magazine? He said yes. He said "Yes!" I jumped out of my chair. (Not much makes me jump out of my chair, except to chase a dog who is eating something she should not. This was different and way better.)

"What do people want to know?" Steve (I get to call him Steve!!) asked.

"How do you do it?" I wondered. "How do you write and craft, really craft your writing?" "How do you get butt in chair and be so productive on so many topics?" "How do you get so much accomplished?" "What are the secrets of your success?"

Many of the answers are in his latest books, *The War of Art, Do the Work, Turning Pro*. In these three (easily read) books, starting with *The War of Art*, Steve describes why people procrastinate, and why Resistance, a force within us that prevents us from achieving our greatness, works so hard to defeat our true purpose. *The War of Art* tells us that overcoming Resistance is necessary to focus on accomplishing what we are born to do. It takes work, a lot of work, and a lot of disciplined, consistent work.

Resistance loves it when we decide that the work is too hard, too lengthy, and too inconvenient. After finishing *The War of Art*, readers are encouraged to start moving in the right direction. More than a self-help, motivation book, this delves deep into the human psyche and analyzes why we are

into things that we think are unappetizing and those things can create intestinal blockages and worse.



What Does Mary Do?

We don't assume, so here is a brief list of what Mary does:

1. Motivational leadership keynote and breakout speaking for conferences, convention, banquets and events
2. Women's leadership events, particularly in the real estate, insurance, medical, and financial sectors
3. Executive coaching
4. Strategic business planning

Call Mary at 719-357-7360 for a free initial consultation.

Thank You for Reading this Newsletter



Do you anyone planning a conference who needs a motivational leadership speaker, or a business that needs a push forward? Please [contact me](#). I sincerely appreciate your referrals!

Mary C. Kelly

hard-wired to make excuses. What do we do about that?

Do the Work is about how to get the person and the chair and the computer all in the same place and work. Really work. One of Steve's work accountability ideas in *The Swing* (the book he wrote about writing *The Legend of Bagger Vance*) is that he has a regular wall calendar, the kind with pictures of landscapes and trees, and every day he makes a note on the that day on the calendar of how long he worked on a project. If he wrote 4 hours on the book, *Turning Pro* he might write, "TP 4 hrs" on the calendar. I love tricks like that to help me stay on track and consistent. I started doing that right away.

Turning Pro is about taking yourself seriously so others will too. It is about professionalizing what you do.

So yes, I am a raving fan. Yes, I have a huge writer's crush on Steven Pressfield (that he is a former Marine makes me happy too). Yes, I highly recommend all of his books for all kinds of reasons.

If you are feeling a little stuck, in a mid, early, or late-life crisis, trying to write a book, in a job you don't like, transitioning out of the military, starting a career, finishing a career, or anyone on the planet who routinely breathes in and out, get *The War of Art*, *Do the Work*, and *Turning Pro*. They are life changing, irreverent, and profound.

What is your favorite Steven Pressfield book and why? Let me know!

P.S. When the interview comes out I'll put a link in this newsletter.

Connect with Mary



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