THE COMPLETE LEADER

COACHING GUIDE

TEAMWORK

A group of individuals working together cooperatively to achieve a common objective.

LEADERS LEAD OTHERS

One of the 25 leadership competencies

SECTION 01

WHY TEAMWORK MATTERS

Teamwork is one of the 25 core competencies that define a complete leader. As you grow this capability, you'll notice real shifts in how you lead yourself and influence others.

This guide is built for a 90-day journey. You'll explore the foundations, assess where you stand today, practice new behaviors, sidestep common traps, and track your progress, at your own pace or alongside a coach.

WHAT STRONG TEAMWORK LOOKS LIKE

- You form relationships of mutual respect across diverse types of people
- You accomplish larger, more ambitious goals than anyone could alone
- You see how each member’s strengths and weaknesses can work well together

> **REFLECT**
>
> *Why does Teamwork matter to you personally? How might developing it change your effectiveness as a leader?*

SECTION 02

FOUNDATIONS OF TEAMWORK

THE DEFINITION

A group of individuals working together cooperatively to achieve a common objective.

Like any skill worth mastering, Teamwork rests on a few core building blocks. Understanding them gives you a vocabulary for your own growth.

THE CORE ELEMENTS

1 **Shared responsibility**

Supporting team decisions and sharing credit and blame with team members for successes and failures alike. The team's mission becomes a genuine priority.

2 **Seeing strengths as assets**

Instead of being threatened by team members who are stronger in certain areas, recognizing how everyone's strengths and weaknesses fit together.

3 **Honest engagement**

Raising and confronting issues that limit team effectiveness, providing constructive feedback, and responding positively to feedback in return.

REFLECT

Which element feels most familiar? Which one feels like a stretch right now?

SECTION 03

YOUR STARTING POINT

Before you move forward, take an honest look at where you are today. Read each statement and mark how often it's true of your leadership.

I enjoy working as part of a team of individuals with diverse talents, backgrounds, and interests.

☐ Never ☐ Sometimes ☐ Often ☐ Always

I make it a priority to be accountable to the other members of the teams I am part of.

☐ Never ☐ Sometimes ☐ Often ☐ Always

I actively participate in the debate about team decisions; once decisions are made, I fully support their implementation.

☐ Never ☐ Sometimes ☐ Often ☐ Always

I do not talk about my team members differently or disparagingly when they are not present.

☐ Never ☐ Sometimes ☐ Often ☐ Always

I treat a teammate who is stronger than me in an area as an asset rather than a threat.

☐ Never ☐ Sometimes ☐ Often ☐ Always

I carry my share of the team's work, including the parts nobody wants.

☐ Never ☐ Sometimes ☐ Often ☐ Always

> **REFLECT**
>
> *Looking at your answers, where is your greatest opportunity for growth? What patterns do you notice?*

SECTION 04

TEAMWORK IN PRACTICE

Competencies grow through deliberate practice. Work through the activities below in order, or choose the ones most relevant to your context.

ACTIVITY 01 45 min

Improving Teamwork Skills

Rate the working relationships you depend on, then set concrete improvement goals.

TRY IT

1. List the people you work with regularly and rate each relationship from 1 (best) to 5 (worst).
2. For each, note the problems or areas for improvement.
3. Set a goal and due date for improving each one.

ACTIVITY 02 30 min

Self-Observation

Ask someone to help you see how you actually come across on a team. Gather their observations over a month.

TRY IT

1. Ask someone you trust to flag when you seem overbearing, domineering, or intolerant, or withdrawn and unengaged.
2. Keep a log of your behavior for a month, noting whether you interrupt, multi-task in meetings, or dominate certain topics.
3. Review for patterns, and ask how your behavior makes those people feel and react.

ACTIVITY 03 45 min

Learning From Other People

Team experience looks different depending on where you sit. Plan on four conversations.

TRY IT

1. Name four people with backgrounds or experiences different from yours, each for a different reason.
2. Make an appointment with each to learn about their experience of being on a team.
3. Identify one or two organizations or community activities involving people different from you, and make a plan to participate.

ACTIVITY 04 20 min

Daily Affirmations

Trusting and empowering others is a practice you can prompt yourself into.

TRY IT

1. Write at least five affirmations about trusting and empowering others, e.g. “I will trust other people to do their jobs.”
2. Include one about communicating effectively and repeatedly about team progress.
3. Keep the list in your planner or posted in your workspace.

ACTIVITY 05 30 min

Use What You Know

Take advantage of your teammates’ unique skills and interests deliberately.

TRY IT

1. List your team members’ particular skills, expertise, and interests.

2. Assign at least one person to a project that uses their expertise or develops a new skill.
3. Ask for assistance from someone with subject-matter expertise you lack.

ACTIVITY 06 15 min

Recognize Contributions

Appreciation is what keeps shared responsibility feeling fair. Set the time aside weekly.

TRY IT

1. Each week, name one team member’s specific contribution out loud in front of the team.
2. Keep team members informed about the projects that affect them.
3. Never use humor at someone else’s expense.

SECTION 05

COMMON TEAMWORK TRAPS

As you practice, watch for these common pitfalls. Naming them now makes them easier to catch in the moment.

01 **Seeing others' strengths as a threat**

Resisting collaboration because a teammate is stronger in an area ultimately hinders the organization, and you.

02 **Holding onto your own methods**

Independent opinions and methods are valuable until they prevent you from setting aside personal aspirations to work toward a common goal.

03 **Withdrawing instead of dominating**

Poor teamwork isn't only overbearing behavior. Not participating, or multi-tasking through meetings, withholds what the team needed from you.

04 **Disparaging teammates in their absence**

Talking about people differently when they aren't present corrodes trust faster than any disagreement.

REFLECT

Which trap feels most familiar? How will you stay aware of it as you practice?

SECTION 06

YOUR 90-DAY PRACTICE

Lasting change comes from a few focused habits, practiced consistently and tracked honestly. Build your plan below, on your own or with your coach.

CHOOSE YOUR THREE HABITS

Based on everything above, which three habits will make the biggest difference in growing your Teamwork over the next 90 days?

1

2

3

BUILD IN WEEKLY ACCOUNTABILITY

Write questions you can answer each week to measure progress and surface obstacles. The best ones are answered with “yes,” “no,” or a number.

Q1

Q2

Q3

Accountability partner: who will you share these with?

Completion date: when will you evaluate & celebrate?

Measurements of success

How will you celebrate?

SECTION 07

GO DEEPER

Keep building your Teamwork with these resources. Explore them, then capture what stands out to you.

BOOK	**The Complete Leader, Ch. 3.10: Teamwork**	The full framework and examples behind teamwork.
PODCAST	**The Complete Leader Podcast**	Episodes 4, 17, 37, 49, 77, 123 & 127 explore teamwork.
ONLINE	**Teamwork competency library**	Videos, articles, and podcasts at TheCompleteLeader.org.

> **CAPTURE YOUR INSIGHTS**
>
> *As you work through these resources, which ideas most apply to your own growth in Teamwork?*

KEEP GOING

YOU'VE GOT THIS

Developing Teamwork is an investment in yourself and everyone you lead. Return to this guide often: revisit the activities, reread the traps, and celebrate small wins along the way.

Every complete leader started exactly where you are now.