

5-26-20-Episode 2--Team Introductions

Sun, 7/19 9:41AM 12:42

SUMMARY KEYWORDS

introductions, share, introduce, team, games, matters, talk, sharing, trust, personal, question, play, school, focused, leader, stand, notes, building, respectful, feel



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Hi, everyone, welcome to another episode of legendary leaders. We're currently in the middle of a series, focusing on taking over or creating a new team. Okay. And yesterday was episode number one in this mini series, focusing on introductions, okay. And this was specifically focused on introducing yourself to the team. All right. Now today's episode is focused on you getting to know the team. So essentially your team introducing themselves to you. Right? So what does that look like? You've already you know, you've already lead by example. you've stepped forward, you've shared, you've, you know, given out some personal information, things that you felt comfortable sharing, okay, you don't have to share your whole life. No one expects you to do that. But you've shared things that that you're comfortable sharing that you know, that you can bond over with other people, you know, and so I'll tap on that really quickly. And then then I'm going to jump in This one so, you know, we talked a lot about sharing personal things about yourself. You know, the one thing that I always talk about is where I went to school night so I went to school at UNC Chapel Hill, I'm a tar heel, super proud of that. And so I did undergrad there and got an undergrad degree. And then I did pharmacy school there and so I got a pharmacy degree. So I got, you know, two degrees from from Chapel Hill. So not only do I love the school when I grew up loving the school because my dad is a huge Carolina fan, and so is my mom. And so inherently that was obviously where I was going to go to school, right. But I love to cheer for the team. Okay, did it before, you know before I went to school there and then after I went to school there and they got some, you know, pretty decent money in exchange for these great degrees that I received. I'm a huge fan and so I tell people that as part of my introduction, so they will either love UNC or they hate UNC right? There's usually very little in between and so We always have a good time. It doesn't matter who it is I'm talking to, in some capacity, we can connect about basketball, or not really football, maybe football starting to take off there with Matt Brown being back. But,

you know, whatever it is, that is a safe zone for everyone to connect on. Okay? It's not political. It's not religious. It's not too personal. You can pick and play a little bit, right? Oh, gosh, you know, my team lost last night and what the heck are they doing? You can pick and play and have fun with that. And it's a safe topic to discuss. Okay. So this is what I want you to be thinking about, not only when you do your introductions, like we talked about yesterday, but whenever you are asking your team to do introductions, so let's go ahead and jump into that perspective. What are you asking your team to talk about relative to their introductions? Now, please, please hear me on this. Do not ask him to play games. I can tell you that every single person that I've ever worked with him My career. And I'm telling you at this point, it's been 14 years. No one likes to play those games. Okay, maybe one or two. But those are different people. Maybe you like to play those games? I am so sorry. If you do, I'm not trying to offend you. But most of us don't want to play those games. Because most of us know that we're there to build a relationship and get on the same page and build some connection. And so playing a game sort of goes against the overall perspective of I'm supposed to trust you, right? Because if I'm trusting you, I'm not really playing a game with you. Okay? And so just just think about that the fact that people associate games, sometimes with a lack of trust, could be a barrier. It's not for everybody, but for some people, so acknowledge that. So please, just don't play games. Most the time people play games, because they're not quite sure what to do next. But here's the thing, we're going to figure out what you're gonna do. You don't need the game. Now, you You can do this in any capacity or, or go down any path you really



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choose,



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okay? It needs to be your style and your way. That's what matters most. Don't do something that's not your style, or your brand. Okay? We all have a brand. Don't step out of your brand, to either Introduce yourself, or ask for introductions from your team. Because, again, this is building trust, and they've got to start trusting your brand. So, not gonna play play games. We're gonna sit down and we're gonna have conversations and again, try to make the environment as informal as possible. Okay? Because it's about building trust and building relationships. And therefore you don't need it to be so stuffy and people will be stoic, or very professional, and therefore they don't let their guard down and allow themselves to be human and personable. Okay, so it starts with you. You set the tone So be personable and human. Now you did that already with your introduction. So how do you help your team do that? If you did your introduction in a very

relaxed way, they should already be feeling relaxed and comfortable. So now what you're going to do is you're going to ask them to share what they want to share about themselves. And that's what I do. I say something like, okay, now I would love to get to know each of you. I know all of you probably know each other. Or if I'm creating a brand new team, I'll say, I know that you probably don't know each other. And so this will be a great chance for us to get to know each other and just understand what's going on in each other's lives and what matters to us on a personal level. Because what matters to you on a personal level is going to matter to me as your leader and I need you to know that, okay, you've got to say something like that. You've got to tell them right out of the gate, what matters to them is going to matter to you. All right. Okay.



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So, I typically say so,



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understanding that, please take a second to think about what you feel comfortable. Sharing. Now that's really important. You have to say that tell me what you feel comfortable sharing. Don't put all these demands that they share all these different things you know about who they dated in middle school or the first time they got in trouble for sneaking out I mean, crazy stuff. Don't take it that far. Okay? You don't want them to feel like they have to damage their brand in what they share. Okay, so it's a fine line. So ask them to share some, you know, their, their personal information, things about themselves, you know, about maybe where they went to school, or you know something about their family or what matters to them something that they enjoy doing on the weekends? What do they like to do outside of work? Or how do they decompress? Think about the questions that you can throw out there to prompt them with not again, but prompting questions that get them thinking, because we all know that if you're not prepared to introduce yourself on a personal level, you don't know what To say, okay, and think about the words that you're going to put into or may have already put into introducing yourself to that team, you didn't just walk in and just say, boom, here's who I am, you thought through it, and came up with the pieces that you wanted to share. So give them that time to now, you can introduce yourself the first day, and then let them know, hey, tomorrow, I want us to come together and have a quick coffee break. And I want you to introduce yourselves. And so I want to give you some time to think about what you feel comfortable sharing, and what you'd like the team to know about you. Because we are all going to care about what matters to you. And so be ready to share that information. So you can do it on two separate days or you can do it all together, but

you got to decide that in advance. Either way, give them time to think about what they feel comfortable sharing. And then have them share the personal information that they that they are bringing to the table, whatever it is. Okay. Now, the next thing that I would tell you is as they're sharing, don't interrupt them. Okay. Ask They're sharing. Listen, if you're doing it on camera, and you're not in person or even if you are in person, and you can do it, you know, in a non obvious way, take notes, please. The things that they're sharing with you are very important. Again, it's personal. So what's their spouse's name? Do they have kids? Yes or no? What are their names? How old are they? They have animals. What's the animal's name? You know, what do they do for fun? Whatever they share, you're going to have to keep up with it. And if you've got more than two people on your team, you may have to write it down so you don't confuse it. And so that you can talk about it later. It's a way for you to get to know your people, that's the point. Okay, so whatever it is, they share, try to make some notes. It'll serve you well later. And then the other thing I'm gonna encourage you to ask them as part of their introduction is ask them to share something that they stand for. The you're gonna see in their work. That was really important. Okay. Because you've already introduced yourself and said, Here are the three to five things that I stand for, relative to the leader that you're going to see me focus on when we work together. Awesome, okay. So now have them tell you, what they stand for, and therefore what you are going to see in their work. And the reason why that's critically important is it already gives you something to look for. To then praise when you see it. Everyone likes praise, I don't care who you are. Okay. And if you can go ahead and start appreciating them for the things that they stand for. They're going to again, trust you that much more. Because I told you something, you look for it, and you appreciated that in them. Trust right out of the gate. Okay. So think about that. This is what I want you to think about. Can you go and ask other questions? Of course you can.



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All right, after they introduce themselves, can you ask questions? Yes, you can. While you're doing that you're taking notes. Okay? when they finish talking, you need to ask, Hey, that's so awesome. Sally, thank you for sharing that. I really appreciate you doing that. I've got a question for you. Is it okay? If I ask it? ask permission, ask the question. Because it's all about you being respectful of them. Be respectful. Now, if you already know these people and you have good rapport, they just haven't worked with you as a leader. You don't have to necessarily be as respectful. But always err on the side of respect. I will consistently say things like, hey, do you mind me asking and you don't have to answer if you don't feel comfortable, but and then I'll ask the question that already prepares them to say no, I don't feel comfortable answering that. I give them an out before they even get into the question. And that's what we should all do, especially if we're in a position of authority. Okay, because many times people will interpret our

authority level as a demand or an expectation that they can't say no to. And you always want your people to feel like they have a choice. If you empower them to feel like they have a choice, then they're going to trust you that much more. And again, we're talking about building trust right now. That's what you're doing. Alright, so let me recap it really quickly. Team introductions, no games, please give them time to think through what they want to share on a personal level. Okay, prompt them with some questions or some things that get their brain flowing. So they have some key things to talk about. Right? Then you're gonna try to take notes through everyone sharing as much as you can. So you can refer back to it later. You're not going to interrupt what they're presenting to you, you're going to stay silent and then you're going to ask at the end of it if you can ask a question, if you have a question. Okay. And then you're going to ask them also not just to share something personal but you want to understand what they stand for. So ask them to share something that they stand for their personal brand. What do they stand for that you are going to be able to see in their work around? Write that, minimally will get you off on the right path. You don't necessarily have to do anything more than that. Additional conversations are going to happen from this point forward for you're going to learn even more about the people that you're working with. But this is going to get you started. And that's the entire point of just getting you started as you take over a new team, or you create a brand new team. Alright, so think through this one. How do you put these things together? What are some tools that you could create to use this over and over and over again, you know, maybe each time you add a new team member, you need to do this. So think through it, create your plan, be ready to apply it. And then of course, right go and be legendary.