

TEAMING

with ideas

TIM SHAW

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This book is dedicated to all the loyal team members whose valuable contribution has been appreciated, yet to be acknowledged, or has been overlooked by the worlds infatuated stage of glitz and glamour, smoke and mirrors.

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Forewords/Endorsements

I have known Tim Shaw for about 30 years, and I have always had huge respect for him - a proper 'Team Man', a man who remains true to what is important to him - God, family, integrity, honesty, humility and respect.

Having played sport at the highest level and worked with Business Leaders in the leadership and personal development space, he is well aware of the impact that teamwork can have on businesses and on our lives. Success defined in broad terms, is dependent on how we interact as human beings, how we collaborate and co-operate and how we pool our collective resources towards a common goal.

As we currently negotiate our way through the Coronavirus period, never has there been a greater need for Teamwork; never has there been a greater need for people of different spheres and backgrounds to pull together, all for a greater cause.

This book is easy to read, easy to understand and is in Tim's style of speak! You will extract the insights and learnings for what you need to make your Team more effective and how you and your teammates can derive real benefit and fulfillment through being part of Your Team.

In Tim's own words: "May God bless you and may your light shine in those who are in your team - that's about as complete as you can ever wish to be!"

Brett Botten - Divisional Managing Director, The SPAR Group Ltd

We long distance runners are supposed to be the epitome of the lone achievers. We are the lonely breed running hundreds of kilometres alone in preparation for our endurance races. Indeed, Alan Sillitoe's novel "The Loneliness of the Long Distance Runner" is supposed to be the guide and handbook of our sport.

In fact, our sport is anything but the sport of the lonely. Long distance runners are social beings. We are gregarious and we love being part of a community. As a result of this love of socializing, marathon runners rely very heavily on teams and teamwork. Our sport is deeply team driven and for that reason, Tim's book resonates with me and reminds me of this fact.

Yes, we do train on our own and I really enjoyed running for an hour on my own this morning watching the season busy changing from Winter to Spring and spending some time alone with my thoughts. However, by far the bulk of my running is done with others. I have learnt that shared discipline is a lot easier than individual discipline and that I would never have achieved anything in my sport if it weren't for the help, companionship, and guidance of my running companions.

Tim's book underlined the fact that it is impossible to achieve anything great entirely on your own.

At my peak, I was running between 160 and 200 kilometres a week and each training week included speed sessions, hill sessions, tempo runs, long endurance runs and races. Sharing the discipline helped to get this work completed and working with my running companions, we all became outstanding coaches and were excellent sources of advice, constructive criticism and encouragement.

On race day itself, I was “armed” with the best team possible. I had a team of seconds who brought me my special race drinks and vital equipment but most importantly they supplied me with vital information. They told me how the race was unfolding ahead of me and behind me. Without this special group of friends and family, I would not have won a single race.

Tim’s book teaches so many of the lessons we applied to the developing of parkrun in Southern Africa. Taking Paul Sinton-Hewitt’s brilliant parkrun concept we built parkrun from very humble beginnings to a movement of 1.2 million members and over 220 different parkrun events. I know I will be referring to *Teaming with ideas* for guidance and reassurance many times in the future as we continue to strive to build parkrun into a household name throughout Africa.

Bruce Fordyce - Comrades marathon runner and President of parkrun South Africa

I have known Tim for a lifetime. He is a solid and steadfast friend. We first met on the cricket fields of Maritzburg College where he was the captain of the 1st XI. He went on to captain many more teams and achieved at the highest level by representing his country. Tim was always, and still is, a highly respected and humble person.

We’ve travelled the road together for many years. Over more than a decade, I’ve noticed his passion for assisting people and organisations in their understanding of leadership and teamwork. I am so looking forward to this, his second book, on teams. It comes at a time when the world is desperate for true teamwork.

There are abundant situations in life where our team skills can make a positive difference - at home, in school, on the sports field, at church, in the workplace, in a crisis, in a pandemic, or in politics and governance.

The skills and principles mentioned should be taught and practiced from an early age as they are enduring, and they work! Tim brings these principles to life as he incorporates them in parkrun, a fun activity.

He brings hope to our future by making this world a better place.

Clive Wulfsohn - Business Owner, Fishtales

I have been fortunate to have known Tim for many years, initially from afar (observing him playing first team cricket while I was a junior at school level) and thereafter following his cricketing career and more recently working with my TEAM, with his assisting my company’s management team to excel in a very volatile, changing and complex world.

In his first book *“Leading Self and Others”* Tim reminds us that everything rises and falls on leadership. History and current affairs has shown us many examples of the importance of leadership; either sowing the seeds of destruction or taking people to people and organizations or nations to new heights.

We understand too that leadership ability is effectively a series of learned behaviors and not dependent solely on genetic or inherent God-given talents.

In this book Tim focuses on teams. Arguably the most important leadership skill being the ability to put together and maintain a highly functioning team to achieve a specific purpose. All human progress and development is achieved by people working synergistically together in teams, even if they are not specifically

designated as such. The 2nd half of the book involves his experiences and insights he has gained from his involvement in the park run phenomenon.

Drawing from a lifetime of experiences, particularly playing at the highest level of international sport, Tim was able to observe what it means to be part of a team and what is needed to build a winning team. He learned the importance of the head-space of team members and their inter-personal relationships being equally important to their prowess on the field due to their natural gifting and skills acquired from many years of training.

It was great pleasure that I read Tim Shaw's book. This is a South African who understands the challenge of leadership to build effective teams and gives some answers how to do this within the difficult socio-economic environment in which we find ourselves.

This book resonated with me as one of the most exceptional portrayals of TEAM dynamics that I have read. It should be on every South African leader's bookshelf as the trajectories of organizations, SOE's and this country would be different - for the better.

Dave Wilson - Director, Euro Steel

The success of a company is built upon fundamentals. Reading through, I discovered that my business interests had been conducted through many of them, and I could see why they were vital to a company's success. An important point raised is the value that everyone should bring to the team by contributing his or her unique Thumbprint.

For a team to flourish the most important part is ensuring that you create a nurturing environment and allow people to participate in the strategic build of the company. With that said, the role of the team leader does not imply having to provide all the ideas, but to create a culture where everyone participates with their ideas. When this happens people feel valued, take responsibility, and commit to the strategy whilst being guided by the implemented standards and measurements.

The blend of chapters will be of much interest to 'team builders' as together they ensure a vibrant company team dynamic. One of the main learnings that I extracted was the need for the Mental, Emotional, Physical, Spiritual and Social components, as a reminder of the holistic needs for individuals and teams.

Karl Bauermeister - Chief Executive Officer, Finance Africa

Tim Shaw's book on Teams could not have come at a more critical time. Tim has been involved in teams - first as a player, since the tender age of eight. Later as an accomplished administrator in team sports, both nationally and internationally. A classic case of Field to Boardroom. The experience gained throughout his career has clearly given him a vantage point - and stands him in good stead to share his knowledge, experience and expertise.

Whilst the timing of this book is undeniably affected by the prevailing Covid-19 pandemic conditions, Tim has made the point that the lessons therein will prevail even beyond the fifth and sixth industrial revolutions. The concepts will indeed stand the test of time.

He makes it abundantly clear that even the most brilliant people need effective teams to achieve their goals. I appreciate the fact that the book takes a more pragmatic learning approach - using the role of neuroscience as an anchor in experiential learning. I like the concept of self-examination first, in leading towards examining your own role in teams. This resonates with my beliefs on self-leadership and self-mastery.

Tim suggests that the Teamwork Quotient (TQ) is one of the imperatives in the art of Teamwork. He unpacks a number of interesting concepts, including the "SCARF" model, thumb printing, and many others, which will keep you enthralled.

The book references the passionate curiosity of Albert Einstein's, Carl Jung's 'make the unconscious conscious' approach, as well as my all-time favourite; Peter Senge's learning organisation concept - among other eminent thinkers. A lot of research has gone into the preparation of the book.

In essence, this book offers you tools for life, not only in your career, but also in your personal, family and social life - all the teams in which you play a part.

Tim Shaw's book on Teams is indeed a resource for life.

Nomkhita Mona - CEO, NMB Business Chamber

I've known from an early age that I had limitations. At first, I refused to believe them. I figured that if I just worked harder then I would be better. However, no matter how hard I worked I could never achieve the esteemed results in some subjects that some of my schoolmates did. So too on the sports field. I loved the outdoors and playing rugby and cricket was all about teamwork. However, I discovered that I was better at individual sports and took up running, swimming and gymnastics excelling to a greater degree than I could in the team games. I was able to offer other attributes that brought the team together.

On entering the workforce, I found that I excelled at writing computer programs to solve problems. The more complex the problem or system that I was working on, the more the need for assistance from others. Again, this did not deter me from aspiring to greater adventures driving me forwards to an international career in IT. It taught me that you are as strong as the strongest members of your team.

Then in 2004 parkrun became a reality. At first, I thought I could do it all alone and I staged the first event on my own. I knew my wife Joanne would be there but I didn't specifically hand her any responsibilities. As it turned out I had four other helpers on that day and without planning for it, a team was established. It worked well. The people helping me identified with my purpose. They understood my values and they walked away feeling good that they had made a difference to the lives of those who attended. This was the beginning of a new chapter in my life.

It took a while for me to realise that the only way I could advance parkrun was if I embraced the team. In the ten years that followed, I built a team of co-workers, surrounding myself with individuals whose attributes complemented my limitations. In 2015 I stepped down as CEO as we had a person better suited to make parkrun flourish.

Together, our team has grown the number of helpers or as we call them, "volunteers", to over half a million across 22 countries and attending to over 2,000 weekly events. We empowered over 200 of these folks to do

the more essential and complex tasks like negotiation with landowners and councils, course mapping, social media and brand protection.

We are a team. We are a family. We consider parkrun a family. This is only possible because of the values that we all hold dear. We live by these values and are held accountable to them. Our values drive our purpose, which as Tim clearly states in this book is to “make the world healthier and happier.”

Tim’s book allowed me to reflect on the development of parkrun, to review the things I did in growing the movement. I know that many of the principles, tools and techniques that he covered in this book are essential for any team, group, company or organisation and that they are especially relevant now that the World has changed with the advent of Covid 19.

If you are involved in any kind of teamwork then this is an essential tool for helping you through the fog, which inevitably descends from time to time.

Paul Sinton-Hewitt - parkrun Founder ,Ashoka Fellow, FRSA

Tim, who has worked with my teams over the past 8 years, has come up with a little gem. The book is informative and practical, a must read for all leaders and team players. Examples and associations mentioned throughout can be applied in a business and personal capacity within a team environment.

The book gives clear insight how to harness talents, question challenges, and draw people towards a common purpose as they up their game to optimize performance.

Throughout the book there are illustrations relating to principles and techniques with real-life examples. I am convinced that his fresh approach will transform passive groups of disparate people into vibrant teams within an OPTIMISED workplace.

In the end, the book leaves one with a true and realistic impression of the new norm that now prevails. In addition, not to take anything for granted.

Philip Herselman - Regional General Manager, Atlas Copco Power Technique South East Asia

The teamwork side of work, sport, and life, is Massive!

In my experience of working with teams all over the world, I have come to realize it is not necessarily the best team or the team with the most talented players that wins world cups etc., but the team that knows how to perform correctly under pressure and make effective decisions.

Tim went through the learning-school of sport during his playing career. Not only in the International arena but also during isolation. There is no better way of learning these skills - you need to be under pressure to be challenged - here Tim has firsthand experience.

Participating on the international arena for South Africa, Tim developed an awareness of importance of relationships and team dynamics. His exposure to international sport gave him deep insight and understanding into the inside working of teams and their power of influence and the significance of the behavior of people, especially within a team context.

This experience has made him the perfect person to guide people where, when, and how to perform as an individual, and within their teams.

Sherylle Calder (Dr)- EyeGym

I first became aware of Tim Shaw in the late 80's when he played cricket for both the Eastern Province and later as a Protea. Whilst at St Andrew's Preparatory in 1989, we participated in a program known as "Baker's Cricket." Little did I know I would grow, get to know and interact with Tim at various life junctures. My early memories of him left a good impression about him as an individual, sports professional and frankly, about cricket itself. The fact that he came from Port Elizabeth drew me closer to the game.

Tim is a very grounded, focused, humble and a man of strong faith. Our paths crossed later in 2004 when I was in the employ of WesBank (a division of FirstRand Bank Ltd). He was practicing as a business leadership coach and rolled out Dr John Maxwell's 21 Irrefutable Laws of Leadership whose principles still stand today (in my humble view). I had to remind him of where I had met him before when I was only 12 years old. Tim has remained a good friend, confidante and a business associate where we share various experiences. He is well positioned to share his personal, sporting, business and life experiences.

Simphiwe Nghona - Group Head Vehicle and Asset Finance, Standard Bank

Tim has used over 30 years of study and practical experience of participating, leading and advising high performance teams to create a highly informative and practical guide of self-discovery.

Teaming with Ideas covers the full gambit from a crash course in neuroscience to a deeper understanding of the human mind, how this impacts us as individuals, and how it can be used to turn us into higher performing people and teams.

It is an amazing, yet simple and readable journey into awareness and improvement by understanding the human mind, and how it regulates our physical and mental wellbeing.

I highly recommend this book not only from leaders or participants in high performance teams, in all walks of life, but also a personal guide on a journey on self-awareness, wholeness and improvement.

Werner Kapp - Chief Operating Officer: Dimension Data

Preamble

I am sure that when God (Grand Overall Designer) looked down on the planet, he said to himself, “The Earthlings **Are Members.**” **TEAM.**

We all belong to a team of sorts, whether we are dead (eternal) or alive (temporal). My focus is on those of us in the ‘still breathing’ team. Thankfully, we each belong to something bigger and greater than ourselves. I believe the TEAM concept and its association originated as a natural conduit, to allow for the contribution of our gifts and talents, while in communion with God and our fellow humans.

Peter Senge said that human beings have learnt how to thrive in localised niches for many millennia. However, today we have created one totally inter-connected global niche. We have created a world of such interconnectivity that we are very inter-dependent within one human community.

The evolution of the team concept and its transformation have rapidly accelerated through the advancement of technology and globalisation. We are all part of a system within a system, no matter how remote or disconnected we may feel. Those admiring the warm organic glow of a magnificent autumn African sunset in the Southern hemisphere could be subjected to the gentle repercussion of a butterfly which flapped its wings, alongside a beautiful fjord in Norway.

‘Global’ team thinking has no borders, will acknowledge the ripple effect of the butterfly and will look to embrace the potential released through its ‘flutter’. ‘National’ team thinking is protective, it does not see beyond its borders, and it will attempt to contain the ripple within its jurisdiction. This global-national or macro-micro tug-o-war thinking prevails throughout the modern world and is especially apparent in times of crises.

The flapping butterfly will have consequences for teams everywhere. Think global, act local, sage advice although easier said than done as people are involved. *Everything about our makeup, our biology and anthropology is designed to get us to look after each other, to help each other* (Simon Sinek). We have strayed from this with the word self now dominating our vocabulary. Self-preservation and selfies being the main antagonists.

As an Earthling you will always be a member of some team, or any given number of teams, wherever you reside, and you will know that making the transition from Me to We, and Us to Them, is not an easy one. In addition, this emphatically plays out through our partnerships, groups and teams, for better or for worse.

Over the years, I have worked with many diverse teams comprising amazingly talented, skilful individuals with impressive credentials and experience - the qualities themselves, however, are no guarantee for success although **one needs a heart to start.**

Introduction

The future isn't a place that you are going to; it's a place that you can get to create. (Jesse Duarte)

I have heard it said that **your purpose is to live your way into the truest, most alive version of yourself.** I really identify with this, yet people will often say that they do not have the resources. They are probably missing the point, as it is resourcefulness that counts. Do not sacrifice what you could be for what you are!

Life comes at us with full force, from both ends of the spectrum: its brilliance and blandness; its simplicity and complexity; its solitude and society. We are constantly examining and are examined by these extremes, as our 'perspective positioning' on the continuum is challenged through the revelation of new insights and truths.

Our life, for which we are the architects, is one massive perspective puzzle. Maintaining a 'balanced' perspective, however you define it, is difficult. There is no need to complicate it further by our making statements to others, or vice versa. For example, you must do this properly, or you must do this for the team.

What does 'do this properly' mean? This is where the confusion creeps in. In a similar vein what does 'do this for the team' entail? I mention these examples as they, together with a host of other conversational or instructional jargon, are a common cause of disappointment within teams.

Sometimes you have to take a hit for the team both on and off the 'field'. In the selection of virtually every team there will invariably be someone who misses the cut, rightfully or wrongfully. It's the law of selection; the difficult part is accepting the law when you are the one validating it.

I was not immune from to this 'law' having missed out on selection for a few high profile occasions and had to make peace with it. Often an internal CEO appointment will lead to an exodus of the unsuccessful candidates from that organisation. Sports people may move to another club. As the 'bad luck' tag will be a factor in everyone's lives at some stage, the best we can do is to ensure that it's not induced by character flaws.

This book/manual will help you to understand team dynamics, question perceptions through a framework, eradicate misconceptions and prevent misunderstanding. It will work for you, if you care. Would this make it worth your while?

Your team definition may be formally defined, as within an organisation's functional team, or informally defined, where you see yourself as a stakeholder, or voluntary 'team' member. Did you know that you qualify as a stakeholder/team member for whichever team in which you choose to take an interest?

IQ (intelligence quotient) and the EQ (emotional quotient) have been around for a while, and we continue to build upon them. Other quotients are increasing in popularity, such as the spiritual quotient SQ, conversational quotient CQ, adversity quotient AC, and the connectivity quotient CQ, which is about leveraging connections to cultivate your networks. Today, as a world figuratively contracts through greater connectivity, matrix organisations and cross - cultural integration, individuals are expected to do more, at a higher quality, with fewer resources. As a result, this places the teamwork quotient (TQ) at the forefront of

future progress. In addition, declining social skills, especially within the Millennial and Snowflake generations, makes the TQ an imperative.

Mastery of one's emotions is lifelong, and mastering the elements of the TQ should be no different. As individuals we are required to contribute our giftedness and abilities, as a collective, within our groups or teams. The mix of three nuances - it's **my** way, **their** way and **our** way will continuously influence your choices and decisions whether to do or not to do. Any chance of team nirvana will thus depend upon **knowing** what is required, **doing** what needs to be done, and then the challenging task of **'being'** that which is expected, through prudent morphing of these nuances whether this be in the business or the sporting world.

Pause for a moment and list the teams of which you are a member. Give yourself a rating from one to ten (10 is tops) for how committed you are towards each. Unless you are compelled to belong to a specific team, should you remain a member? Why would you wish to remain? What is driving you to, or preventing you from, fully engaging? It may be a time to distil.

Is it that you can only feel good about what you are not doing when you know what you are not doing?
(unknown)

Being a member comes with expectations. If you do not meet them, you will be failing yourself and the team. You may have to learn to become better skilled in the art of teamwork as you surely would not want for them to be better off without you.

Teams dominate every activity throughout our lives. As a bone fide member of your family and community team, you would have begun exploring and discovering other teams. You would have experienced the good and the bad.

Unfortunately no one is spared being a member of some dysfunctional team, which leads to a realization what not to do in future. It is guaranteed that these experiences, which are recorded in your brain, influence your decision-making and the lens through which you now view teams. Instinctively we want to do well and be part of a winning team; yet we may lack an appreciation for the value of teamwork and how it is achieved. Our concept of 'team' may have become jaded over time, and we somewhat sceptical or a little blasé towards it.

Stay with me as I am going to give you practical guidelines and tools, in the context of relationships and behavioural challenges within a team, so that you can move forward with confidence. As you progress, I hope you will decide to be a valuable team member. The team needs you at your best as a team is only as strong as its weakest link. Besides no one has your unique **'thumbprint'** ('thumbprinting' is the practice of accommodating the uniqueness of every person, team or situation) - what will you do with yours?

Do you liberally donate your thumbprint or is there something that may be holding you back?

Successful teamwork requires constant **tweaking** as your team skills evolve through new and different ways of doing things. Some changes will be minor; others may require radical adjustments. All require an open-mindedness and an appetite to learn, if only to remain abreast with technological changes, their impact and the opportunities they offer to advance. Make peace with **disruption and innovation**, as they are here to stay.

I hope that I will entice you to explore and discover how, through self-discovery, your team contribution can soar and put a 'ding' in the universe. Just get started. The Wright brothers were only interested in whether flying was possible. They had no idea of any precedent they would set in aviation, which would result in the mobility of people.

Adopt their adventurous spirit by utilising some of the thoughts, ideas and concepts in this book/manual by deciding to move from any inactivity to 'in-activity'. Enjoy a refreshing perspective enabling members to work productively together, within their dynamic environments, at higher altitudes!

Endless opportunities abound with instant access to mobile, social, and web-based platforms, but at the same time one's vulnerability will be exposed because personal flaws and attacks come from known and unknown sources. In fact, anyone who wishes to 'diss' you, rightly or wrongly, can do so by merely stating their opinion. Who does not have an opinion? It can be difficult drawing a line in the sand, so you had better know your stuff.

Would it not be divine if there were a worldwide embodiment of core values for ethical living? *Nothing ultimately constructive comes out of mere art nor does it come out of mere logic or reason. There has to be a good moral soil from which great art and great reason sprouts and flourishes* (G.K Chesterton).

This book focusses on experiential learning (in many instances validated by neuroscience) which is when humans, who have a desire to learn, learn most prolifically. **Parkrun** is an ideal platform for venturing, tuning fine skills, and mastering the art of 'teaming'.

I have discovered that parkrun may be a jewel in providing masses of people with their greatest experiential learning opportunity yet. Why does the weekly global run attract hundreds of thousands of people? Because it satisfies a broad spectrum of human beings' physical and social needs, while also providing solace and comfort for those overcoming anxieties or feelings of alienation. There is **full autonomy**. Participants do not have to conform to others' expectations and are at liberty to explore the depth and breadth of their physical, cognitive and emotional attributes, within a broader team context.

The rationale behind our behaviours becomes apparent only when we are in the arena, living the experience, and when we reflect thereafter to qualify our actions with greater understanding and meaning.

Historically life was rural by nature and people were sparsely populated. Then industrialisation arrived presenting opportunities for mass production and the aggregation of people. Concentrations evolved into urban societies as the information age trended and the intellectual capital of individuals became highly sought after.

Computers and technology then opened the door for exponential change exceeding the linear capacity of the highly informed, capable individual. Consequently, the team, driven through stories and convictions, became the most important means of production, with social bonding a major predictor of its success.

The disruption of the Fourth Industrial Revolution, mainly through automation and artificial intelligence, is drastically changing the organic nature of a team's functionality. This book is not about forecasting team definitions of the future, nor about how they will function. It is a resource providing a **pragmatic learning**

approach for members to enhance their current contribution within their teams, through a sustainable framework, for life.

The foundational tools described are universal and can be entrenched within any team, as they will stand the test of time, including a fifth, six or seventh industrial revolution. It is for people and teams who have a **growth mind-set** with an appetite to learn, and who have a desire to contribute crucial essentials for survival and progression within a learning environment.

There are two underlying assumptions to the book:

- The **desire for relationship** - which nourishes the core of man/woman
- **Sustainability** of approach

We **all** have a deep innate **desire to belong**. This desire can be fulfilled through a relationship with God (He and I are a team) and with others; my spouse/partner and I; my family; my stakeholders; my community; my inner circle; my fellowship group; my colleagues; my friends; my work team; my sports team; my parkrun team; my social media or the global team which caters for crowdsourcing.

Relationships emanate from teams of all description, and we know that **supportive** relationships lie at the heart of happiness, longevity, good mental and physical health. *When one's desire for relationship is fully satisfied through teamwork, the gratitude for the team players' contribution is so immense that the euphoric memory of the team-working experience endures.*

If one's thinking is in order, one's words will flow directly from one's heart. One should be inclined to seek and cultivate healthy affiliations and partnerships throughout one's life - if only to feel the healthy, addictive surge of feel good hormones flowing through one's body, stirring further contribution.

The concept of **sustainability** refers to the approach adopted by the team and their ability to make the right decision. For example, should the decision be of a transactional or transformational nature? In other words, in spite of instantaneous demands, the need for productive relationships, reliable products and service, cannot be brushed aside. Microwaving relationships, and winning at all costs, comes at a price because other than an excessive exploitation of people and resources, they invariably expose the worst of man's greed, selfishness and lack of humility. Covid -19 says it all.

A **triple bottom line** approach underpins sustainability as it considers the combined impact of **social, environmental** and **financial** factors and this approach lies very much at the heart of systems thinking. These systems should be viewed as wholes. The concept of holism was coined by Jan Smuts in his book Holism and Evolution.

Sir David Attenborough says that *"the discovery of a fundamental truth is that our home is not limitless, there is an edge to our existence. We are ultimately bound by, and reliant upon, the finite natural world around us. For any living organism to thrive, including humans, everything around it needs to thrive."*

Man is so smart. Think of what he has created! He has invented everything from making a fire through to artificial intelligence; yet, his social conscience remains retarded by comparison. Despite his 'smartness' and abundance, three out of every five people live in poverty, and, although there is a world food surplus, over 21

000 people die from starvation and malnutrition daily (www.poverty.com). At local levels and on a grander scale, there is an immediate need to **close the gap** between intention (knowing) and execution (doing), through empowering teamwork. The latest global crisis is an acute reminder of this dire need.

This book is about the **heart within a team's work**, as a precursor to closing the gaps through positive sustainable behavioural change. You are the common denominator within any group or team to which you belong. Know your 'fit, and when you are at your best, for the sake of a more fulfilling life.

The Outline

The first chapter is about **The Powerhouse**, the brain. This is the control centre from where all decision-making emanates. Neuroscience is exciting in that it is at the forefront in validating the rationale behind behaviour. In this chapter, I provide a crude understanding of the science as it helps us to understand the importance of things that may be important to us, especially the social aspect of psychological safety. Neuroscience validations, dispersed throughout the book, give an understanding of certain thoughts, feelings and actions which you may experience.

In Chapter 2, I introduce the importance of a **Learning Organisation** and the necessity to foster one particularly in the midst of constant flux and change.

Chapter 3 is the **Behavioural Fit Matrix** - an attitudinal 'fit' model applicable to every organisation and team. It's about the subjective assessment of behaviour and attitude driven by feelings attached to an underlying root cause.

Chapter 4 outlines a **Strategic Organisational Alignment** model. This model comprises the following components required to nourish the team or organisational purpose: responsibilities, standards, measurements, abilities, relationships and communication.

Chapter 5 talks about **the essence of teams** and takes a closer look at the fundamental building blocks for any team wishing to perform with excellence. Desire and a nurturing environment are critical in replicating worthy outcomes for any field of endeavour.

Chapter 6 is to help prepare for the main team-learning event, namely parkrun. We have one body comprising our **mental, emotional, physical, social, and spiritual** attributes. View them holistically as each is interdependent.

The final chapter, Chapter 7, is the **parkrun** experience ... your window of opportunity to get out there, do something, and feel good for doing it! This chapter is a culmination of the science, information and tools presented in the previous six chapters, so that you can practically apply them to your personal adventure.

The parkrun phenomenon highlights principles and practices for anyone to learn about their teaming qualities, abilities and skills. My practical 'lessons' were acquired over 100 events, and I hope they will encourage you to draw deeper from your experiences and current team needs in living out your narrative.

You will discover that the 'out of the classroom' experiences are novel, fun and enriching, and you will learn from them, should that be your intention. They will rouse your curiosity - who knows where that may lead to? After all, was it not Einstein who said that *he had no special talents; it is just that he was passionately curious?*

Socrates said that an unexamined life is not worth living. It is prudent to introspect as our innate desires, such as self-worth and fulfilment, surface through contemplation. Furthermore, truthful examination and contemplation will uncover self-deception. Do you ever go through a smoke and mirrors test - seeing who you are rather than what you do? Alternatively, have you been seduced into complying with what others think you should be, and not what you think you should be - your true self?

In my previous book called *Leading Self and Others*, I mentioned that you could make a difference where you are with what you have. I strongly believe that and so encourage you once again, to exercise your influence within the team. It is not my intention to be repetitive; however, on occasion I may take the liberty of referencing the book, should you wish to gain greater clarity or understanding of specific terms and definitions.



When you see this ponder icon, spend a while on the thought or question. The idea is to work through the manual first with your personal hat on and then again with your team player's hat on. Once you have familiarized yourself with the content, you will see an array of possibilities for practical implementation.

There is a golden thread that weaves its way throughout the pages; it is the development of human skills and character, ahead of comfort zones and the attainment of status and power.

This is a resource for life; choose what is appropriate and most practical to build upon your contribution wherever that may be. It comprises practical tools and potentially interesting learnings for your involvement, which will help you to influence those around you, with greater impact, as you team your way through life.

So are you ready?

It's time to 'team' - triumphantly!