

comes home and make a real fuss over him when he gets home on time.

I WAS IN A PROGRAM a number of years ago with Jesse Jackson. He told a story that is a beautiful summary to what I have been saying here about management really beginning after goal setting has been done.

Jackson said he went to a racetrack one time. He said, "You're probably wondering why a minister would go to a racetrack. I went because I was interested in watching the behavior of people there." He became fascinated by the difference in behavior of the people at the two dollar betting window and those at the hundred dollar window. He said the people at the two dollar window looked like they were having fun. They were eating hot dogs, drinking beer, and talking loud. They didn't seem to care who they bet on as long as they made a bet.

This was not the case at the hundred dollar window. At that window, no one was talking. They were all studying their programs very carefully. This silence and concentration continued until they placed their bets.

Not only was the behavior of the people in the two lines different before placing bets, but it was also different afterward. The people at the two dollar window continued to hang around eating hot dogs, drinking beer, and talking loud. Halfway through the race many of them couldn't remember whom they had bet on.

After they had placed their bets, the people at the hundred dollar window went straight to their seats. Jackson observed that every one of them had binoculars. They watched the horses entering the gate, and when the race began they watched the horses all the way around the track.

Jackson said he felt that too many parents in America were at the two dollar window when it came to educating and nurturing their children. They would send their kids off in the morning and then would hang around the house eating hot dogs, drinking beer, and talking loud. He suggested that what parents needed to do was get up to the hundred dollar window and watch what's happening with their kids in school and with their friends and pay attention. What I have been talking about in this article, and what Jackson was really saying is that parents need to manage consequences: to set goals and observe what's happening with their kids and follow up their behavior with the appropriate response. To me this is where management begins—after goal setting has been done. □

CHARLES A. GARFIELD

The Peak Performer as Team Player



Peak Performing companies like Apple, IBM, Ford, and Chrysler have their own "Apollo

Projects." They form teams of people who work together toward clearly defined goals. Individual peak performers, too, are team builders and players: no one gets to the moon alone.

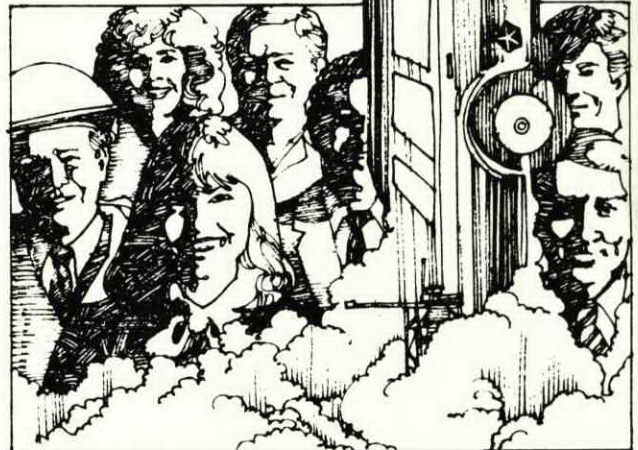
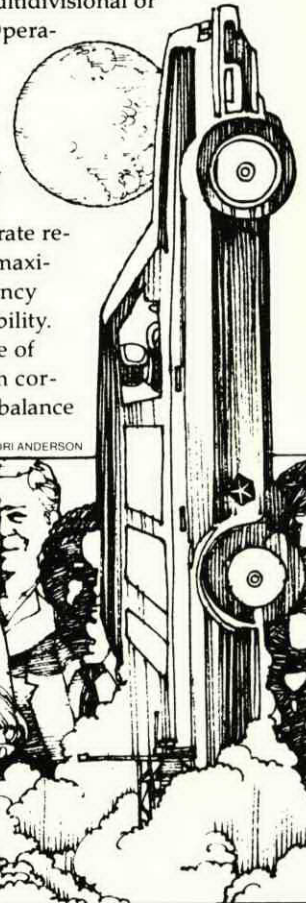
B EING A PEAK PERFORMER doesn't always mean going it alone, nor does it necessarily mean gaining complete control through the use of power or obtaining compliance through the use of fear.

The peak performer clearly distinguishes between the drive for achievement and the drive for dominance, knowing that the two yield extremely different results within organizations. Invariably, peak performers are team players, concerned mainly with achieving desired results, as outlined in the organization's mission and goals.

Peak performers redefine what it means to lead and motivate. They are not so much autocrats as mediators, positioning themselves between opposing forces and aiming at synthesis. Rather than being resident "experts," they are teammates or colleagues who facilitate access and participation in decision making and problem solving.

Effective collaboration or teamwork occurs when people engage in a "mission," be it one of choice or chance. Whether one is working in a large corporation or a small entrepreneurial venture, high productivity can be achieved by releasing the power and potential of co-workers and clients—aligning them with a mission and providing them with quality tools, products, and services.

Speaking on the need for more collaboration between business and government, Bill Ouchi comments, "High performing American corporations are typically multidivisional or M-Form. Operating units are semi-autonomous, and yet all draw upon common corporate resources to maximize efficiency and profitability. The essence of the M-Form corporation is balance



"It was a leader and a team of 25 top officials who got together and said, 'We'll show them how to do it.'"

between competition and cooperation."

His call is for teamwork, and by "teamwork," he does not mean walking arm in arm. "It means trusting one another enough to confront one another directly and work out differences and then speak with one voice to the executive office" . . . or to customers, suppliers, distributors, investors, employees, or the general public.

Whenever we find peak performers delegating successfully, we know that they are aware of this need for empowerment to stretch the abilities

TEAM PLAYER

of co-workers and clients and to structure a more informed and high performing network.

In making his pitch for more team effort, W. Edwards Deming says, "Let's work together; let's help each other, even our competitors. Nobody can survive alone. American automobile manufacturers are beginning to work together. They're finding that unless they work together, people in different areas of the company will maximize profits for their own promotion at the expense of the company as a whole. We must work in teams, together."

When the only existing teamwork in an organization is the teamwork against the common enemy—the senior executive, "the old man"—people will not give their best efforts. There is no positive alignment of energies, except in the most narrow short-term sense. In other organizations, the middle manager may be seen as the common enemy—the poor guy who's caught between the top and the bottom and serves as the target of everyone's frustrations.

A company president or senior vice president who roams around and exchanges pleasantries with people, simply because he doesn't have to deal with the everyday problems of the middle manager, will be neither convincing nor motivating when he says in an annual report or company meeting that "we're all a family, a team," and that "our people are our greatest assets," because he lacks concrete awareness of everyday life on the job.

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Human resources can appreciate in value; that is, people can become "far more than they are" if their effectiveness is purposefully amplified through skills training and self-development. But in many organizations, people are not truly led—they are administered. They are treated as "personnel" rather than individuals. Peak performers understand that it is crucial to find effective ways to "grow" people. They understand this the way they understand the bottom line.

Tom Peters says that "too many managers treat their employees like children, and then they are surprised when they behave like children. Successful leaders share one thing in common at the end of the day: they each have a bone-deep belief in the intelligence, creativity, and ability of the people they employ. Too many executives have what I call TDC—thinly disguised contempt—for the customer and for their own employees."

Peak performers are committed to being effective builders of teams and

LORI ANDERSON



Emerging peak performers are entrepreneurs and executives who construct peak performing teams and align these to a mission.

networks, as well as effective members of teams and networks. They understand that releasing the power in others, co-workers and customers, will benefit them in the long run. They think of the "customer" as anyone to whom they provide a service. Peak performing senior executives often think of their subordinates as "customers," or as people they serve. The service ethic is really a commitment to releasing the power and potential in other people.

It's important to distinguish between a group of people who are assigned to work together and a group of people who form a cohesive unit. Generally, peak performers form cohesive teams and are team players; however, they discern when to work independently and when to work together on joint projects.

As our research continues, we're finding that the emerging peak performers are entrepreneurs and businessmen who construct peak performing teams and align these to a

mission. We see them in companies like People Express, Apple, and IBM. We also saw them in the Apollo 11 moon project and in the 1980 U.S. hockey team.

Frequently, the individual is too small to accomplish large or complex tasks. Even though a person is individually effective, he may be incapable of having much impact in an organization, unless he develops a peak performing team whose members possess the skills of collaboration. These can be acquired and enhanced through training and practice.

At Ford Motor Company, executives are forming teams and building mutual trust. "In an atmosphere of mutual trust, all employees will take initiative, identify problems, and contribute to solutions," says a corporate director of Quality. "On the other hand, in an atmosphere of fear,

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people do not feel free to make recommendations, and until that fear is eliminated, no other tool will help."

At Xerox, executives are building peak performing teams to regain their competitive edge in the marketplace. "It became evident to Xerox President David Kearns that employee enrichment programs were not enough," comments their corporate manager of Quality. That's when the executive team decided to launch a corporate-wide training program for every employee.

"Our executives feel that their open style of management must be based on mutual trust and respect."

Commenting on the impressive turnaround at Chrysler, Lee Iacocca says, "While many experts were saying that we couldn't make it in the car business, I saw that in three years we could make it. It wasn't defiance; it was a leader and a good team of twenty-five top officials who got together and said, 'We'll show them how to do it.'"

While many people perhaps will never work in a peak performing company, individually they may become peak performers by forming alliances, alignments, networks, or teams within their organizations to multiply and magnify their individual efforts. In any company, "a leader and a good team of top officials" can do just about anything. □