



NAPOLEON HILL

Principle 12: Inspire Teamwork

Teamwork as a Model for Business

Cooperation, like love and friendship, is something you get by giving. There are many travelers on the road that leads to happiness. You will need cooperation, and they will need yours.

And there will be other generations after ours. Their lot in life will depend largely on the inheritance we leave them. We all must become bridge builders, not only for the present generation but for generations yet unborn. The spirit of unselfish teamwork will provide greater benefits for both you and your generation as well as help those to come. In building a better world for your children, you will be preparing yourself for the better things in life that come as a result of friendly cooperation.

This kind of cooperation has been a major part of the growth of the United States into the most powerful and economically advantaged nation in the world. As Americans we are bound in a common cause, and no matter what misfortunes overtake us, we must shoulder those burdens equally in the spirit of unselfish teamwork if we are to retain our preeminence. Until we become inspired with the spirit of teamwork and recognize the oneness of all people and the fellowship of all humanity, we will not truly benefit from the principle of cooperative effort. Greed and selfishness have no part in this spirit.

In this chapter you will see examples of the power of cooperation at work and learn how to inspire it in the people you work with.

What Is Teamwork?

In your mastermind alliance you build a small group of individuals committed to the same definite purpose. You all share the same burning obsession, you each benefit from the increased enthusiasm, imagination, and knowledge, and you are in agreement on the division of the rewards of your labor. Teamwork establishes much the same relationship, but since it involves working with people who probably don't have the same burning obsession you do, it requires more effort on your part to maintain a commitment to the work you seek from others and for them to discover their own desires.

Management guru Peter Drucker says that all employees "have to see themselves as executives," so that they see the work they do in the context of an entire operation.

Managers must learn to subordinate themselves to the work they are doing and not become concerned with promoting their own positions at the expense of their employees. Drucker recalls the example of General Douglas MacArthur, who started every staff meeting with a presentation from the most junior officer present. MacArthur allowed no one to interrupt because he knew it was important to build the confidence of his officers. He wanted and needed that confidence. Your habit of going the extra mile must extend to your associates. Even if your benefits are generous and your salaries good, people can come to take these things for granted. You should anticipate your associates' needs and act before they even recognize them.

Teamwork sometimes appears among people who are forced by necessity to work together, but it is undependable and never lasts. The United States and the Soviet Union were allies against Hitler, but the alliance evaporated as soon as he was vanquished. True teamwork depends on relating yourself to others in such a way that they work with you willingly. It is up to you to supply the motives for that willingness and to be alert to any changes in it. Teamwork is a never-ending process, and even though it depends on everyone involved, the responsibility for it lies with you.

Teamwork Turns a Company Around

During its early years National Cash Register found itself in financial difficulty because a negative attitude had set in among its sales representatives. Hugh Chalmers, the company's sales manager, called his reps together to address this problem.

Chalmers realized that the sales reps were the company's greatest asset, which could be preserved only by restoring the fullest measure of teamwork. When the reps were assembled, Chalmers stood up in front of them and said, "Some of our competitors have started a whispering campaign that this company is in such financial difficulty that we will not be able to pull through; there are rumors that we intend to cut our sales force and lay many of you off. This simply is not true.

"Some of you have been influenced by these reports until your sales have dropped off alarmingly. I've brought you here to give you an opportunity to speak for yourselves. I hope you will speak frankly, no matter how you feel. "The meeting is now open to you. Will each of you please tell what has happened to curtail your sales and what you think we should do to restore that old team spirit which existed before these rumors were spread?"

One of the reps stood up. "My sales have been dropping off because I have a territory that has been hit hard by drought. Nobody is buying cash registers because their business has suffered. Worse, our competitors are cutting prices and offering deals which make it impossible for me to compete with them. "And," the rep continued, "this is a presidential election year and everyone in my territory is worried about the outcome. No one seems to be interested in buying anything until they know what will be happening in Washington next year." A second rep stood up. His story was even more negative than the first one, full of woe and an evident conviction that the company was doomed. He announced boldly that he was looking for another job. Before he finished, Chalmers jumped up and held out his hand for silence, then exclaimed, "This meeting will take a fifteen-minute recess while I get my shoes shined.

Please remain seated." And to the astonishment of the sales force Chalmers sent for the young boy who shined shoes in the company's factory, a common service in those days. Paying no attention to his audience, Chalmers chatted with the boy.

At the end of the conversation Chalmers handed the boy a dime and then announced that the youngster was going to make a speech. No one could have been more surprised than the shoeshine boy. "I don't know how to make a speech," he protested.

"Yes, you do," Chalmers replied. "And you can make a better one than the last two we heard. I'll help you.

"How old are you?" Chalmers asked.

"Eleven," the boy replied.

"How long have you been shining shoes in this plant?"

"Six months."

"Good! How much do you get for shining shoes?"

"I get a nickel," the boy replied, "but sometimes I get another for tips, like you gave me."

"Who had your job before you did?"

"It was a boy named Ted."

"And how old was he?" Chalmers queried.

"Seventeen."

"Do you know why he left?"

"I heard he thought he couldn't make a living."

"Can you make a living at a nickel a shine?" Chalmers asked.

"Oh, yes, sir. I give my mother ten dollars on Friday, and I put five dollars in the bank, and I have two dollars left for spending money. Some weeks I make more than that. I'm saving on the side to buy a bicycle, but my mother doesn't know anything about that."

"Thank you," Chalmers said. "You have made a very fine speech."

Turning to his audience, Chalmers said, "You have heard this boy's story. Now let me tell you what it means. "In the first place, I want to call your attention to the fact that this boy is doing a job that used to be held by someone six years older than he, doing the same work, charging the same price, and serving the same people who work in this plant. "The older boy quit this job because he couldn't make a living from it, but this boy not only has money for himself and his dreams but helps support his family. He is working the same territory the older boy worked, but he is working it in a different mental attitude. "He is cooperative; he goes about his work with a smile on his face; he expects success, and he is finding it. The older boy was indifferent, moody, and never took the trouble to say 'thank you' when his patrons handed him a nickel. Therefore, that was all they did hand him; no tips, no great amount of repeat orders for his services. Of course, he couldn't make a living. Furthermore--" At this point Chalmers was interrupted by a rep. "I get the point! Those of us who have been failing in the field have been buying other people's hard-luck stories instead of selling them cash registers. I know that is what I've been doing. I've been trying to do my job with a negative mind, and that's why my sales have fallen off. I don't know how anyone else feels about it, but I'm going back to my territory and start working it as I never worked it before. I can promise you that in the future you will get orders for cash registers from me instead of hard luck stories." Another rep jumped up and cried, "That goes for me, too!" Then another. Soon pandemonium broke out with everyone talking at the same time. The conference wound up that night with a banquet at which every sales rep promised to return to the field with a new spirit of faith. The year that followed was one of the most profitable in the history of NCR. What happened? A leader had seen what it was his workers needed. In this case it was a kick in the pants that showed them that success is something you create for yourself, not something others steal from you. Chalmers re-fired their dedication to their tasks with a vivid example of the success that was available to anyone committed to its pursuit.

Although he strongly suspected what ailed his reps, he was wise enough to give them the opportunity to express their concerns; Chalmers knew he needed a frank working relationship with his force. He didn't punish those who had the courage to speak up. He offered every one of them, complainer or not, the same thing: a vision of what he could accomplish. And he started his speech with the reassurance that the company was standing behind its sales force. Chalmers maintained a positive attitude in his relations with his reps, and he influenced them to respond in kind. Teamwork costs so little in time and effort, and it pays huge dividends. One wonders why so many people go out of their way to make life miserable for themselves and others by failing to realize this.

Teamwork as a Model for Business

Years ago article by Robert Littell in *Reader's Digest* described a management system in use by the McCormick spice company in Baltimore. This system was revolutionary in its time, though more and more companies have now adopted something similar. McCormick called it "the multiple management plan, "which is just another way of saying "teamwork." When Charles P. McCormick succeeded his uncle as head of the company, he decided to share the responsibilities of running the show with those who could be taught to take it.

He picked seventeen young people from the company's front office and made them the Junior Board of Directors. They were charged with examining and discussing everything the company did, then presenting their findings to the regular board--as long as they were unanimous in their decision. As Littell wrote, "A flood of energy and new ideas was released. Men who had felt themselves to be merely glorified clerks tasted responsibility and clamored for more. Even in the first year and a half practically all of the Juniors' recommendations were adopted." The same policy was applied to the assembly line, where a Factory Board was formed with the same charge. The three boards met together weekly in a spirit of harmony, everyone seeking ways to improve business and efficiency, to raise McCormick another notch higher.

McCormick's personnel policy was truly forward-thinking. Dismissing a worker required the signatures of four superiors who thought the action was necessary, and anyone threatened with dismissal was allowed to plead his or her case. As Littell noted, "McCormick & Company charges itself with an error if it lets a man go until he has been helped to see that his going is just and necessary. . . ."

The multiple management plan worked for McCormick & Company because of the spirit of human understanding and teamwork the individual workers put into it--a spirit which began with management and was readily embraced by the employees. And obviously this spirit of understanding and teamwork served to provide this spirit of understanding and teamwork served to provide sound economies in the management of the company because it recognized and appropriately awarded merit, down to the humblest employee, and at the same time eliminated the unwilling and unfit from the organization. People will work harder for personal recognition and a word of commendation where it is deserved than they will for money alone. No one wants to feel as if he or she is merely a cog in a wheel. Your job as a leader is to see that everyone has a role in your group or organization and that he or she recognizes the importance of that role.

Through the multiple management plan McCormick put the soul back into its firm and provided every worker with a very real desire and worthwhile motive to go the extra mile and to do it with a positive mental attitude. That is the essence of teamwork.

There is no record of anyone's ever having made a great contribution to civilization without the cooperation of others. Even great artists like Michelangelo depended upon assistants, craftsmen, and patrons to make their work possible. There is a state of mind that tends to make people akin, establishes rapport between minds, and provides the power of attraction that gains the friendly teamwork of others. This state of mind, like so many of the other priceless assets of life, is usually attained by the concentration of the mind on attaining a definite major purpose backed by an appropriate motive and self-discipline. That state is enthusiasm. It is contagious. Infect others with your enthusiasm, and teamwork will be the inevitable result.

Ten Tenets for Motivating Your Staff

Motivation is one of the most critical ingredients in work performance, as well as the most difficult to understand," states a report by Joseph A. Steger, senior vice president and provost at the University of Cincinnati, and George E. Manners, Jr. and Thomas W. Zimmer of Rensselaer Polytechnic Institute.

The three researchers define motivation as "an energizer that is reflected as excitement or arousal thus, performance is not motivation. Satisfaction is not motivation. Behaviors are not motivation. Results are not motivation. Too often these are in some confusing and ambiguous fashion encompassed in the concept of motivation when discussed by managers.

"Another point: Because people are excited about work and are exhibiting lots of activity does not mean they are productively active -- [they] could be highly motivated (but) running amok because they are not managed to optimize the motivational spirit.

"While the presence of motivation does not guarantee performance, the absence of motivation guarantees long-term performance problems," continues the report, which appears in Research Management Journal. It lists 10 basic tenets or ways of understanding motivation.

"Some of these tenets may be viewed as simple platitudes, some not. Taken as a whole, however, they [form] a common body of practical knowledge. "Noting that the study was done specifically for research-and-development departments, Steger made the following condensation of the tenets for PMA Adviser subscribers, to bring out the elements that apply to any work environment.

1. **Difficulty:** Generating excitement about work is very difficult, while destroying excitement is relatively easy. Yet the results are more than worth the effort. Many blame the corporation" for their motivational difficulties, but effective motivators do not expect help from the larger organization. "People to people is the key," Steger says, "not routinized systems."
2. **Fat, happy rats:** A caveat from experimental psychology states that fat, happy rats never run mazes; they just sit there. Keep a "positive tension," Steger says, by rewarding those who perform and at the same time asking, "How do we do it better?"
3. **Low intellectual content:** Emotion has almost no intellectual content; therefore, motivational problems cannot be intellectualized away. A wise manager doesn't ask why when something generates positive feelings. The positive emotionality becomes contagious.
4. **Hedonism:** All individuals seek pleasure and avoid pain, but what is pleasure to one may not be pleasure to another. Formal reward systems imply broad generalizations, so managers must effectively control informal rewards. Get to know your employees, then assign jobs, travel, equipment, and so forth to individuals in terms of specific performance and rewards.
5. **Protection of self:** People want protection from failure and its consequences. The manager must communicate that "you take some risks and I will protect you if you fail. "Protection also implies a desire to "save face," requiring managers to treat people with dignity and respect.
6. **Enhancement of self:** While you should encourage workers to take risks without fear of punishment, you must also communicate that rewards come only with success. A corollary is that everybody wants to solo, to be perceived as making an identifiable contribution to the group. Soloing is not incompatible with teamwork, Steger says; participation is the key, signaling how much you value your workers' contribution.
7. **Social relativity:** Job satisfaction depends on what other people are receiving. However, the worst mistake you can make is to try to minimize dissatisfaction and produce a satisfied, complacent work group. Satisfaction is not motivation; it is a result, not a cause. Social relativity also dictates how you allocate time spent on supervision and time spent on motivation. Low performers require is proportionate amounts of supervisory time, so invest motivational time on higher performers. This tenet additionally requires you to recognize performance as visibly as possible. Not only does this build on the previous enhancement tenet, but it also demonstrates your concept of performance to other group members.
8. **Satiation vs. variability:** Satiation on the job deters motivation; change is exciting. Ignore the time-honored principle that change for change's sake is wrong. Instead, create change, but not too fast. Small continuous change prevents the necessity of huge change that is too threatening. Also, vary the delivery of rewards, and encourage employees to provide others with growth support.

9. **Juxtaposition:** Most formal systems of rewards are not really motivational because the reward arrives too long after the deed. Rather than worry about your lack of control over formal rewards, employ a continual stream of informal rewards which can be tied directly to a particular achievement, in a timely manner. The best managers keep coming up with new types of reward schemes because higher management will see a certain approach working, take control of it, standardize it, and destroy it.
10. **Expectations:** Expectations are the essence of motivation, but you must evince managerial credibility (if the subordinate does not believe in you, you cannot motivate him) and a balance between information and emotion. Be somewhat subjective in the goals you set (set very high goals, then provide the motivational environment to achieve them), but be very objective in your evaluation of people's performance. Understand that rewards are vastly superior to punishments as a motivational device, and you'll be an effective motivator -- one who tells subordinates what is expected and makes them feel great doing it.

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Teamwork and Cooperation

Off the coast of Norway is one of the most famous and irresistible tidal falls in the world [Moskenstraumen]. This great torrent of ceaseless motion has never been known to give up any victim who was caught in its rushing embrace of foaming water.

No less sure of destruction are those unfortunate souls caught in the great maelstrom of life toward which all who do not understand the principle of organized, cooperative effort are traveling. We live in a world in which the law of survival is evidenced everywhere. Those who are "fit" are those who have power, and power is organized effort.

Unfortunate indeed is the person who either through ignorance or because of egotism imagines that he can sail the sea of life in the frail bark of independence, of life in the frail bark of independence. Such a person will discover that there are maelstroms more dangerous than any mere whirlpool of unfriendly waters. All natural laws are based on harmonious, cooperative effort, as all who have attained high places in the world have discovered.

Success in life cannot be attained except through peaceful, harmonious, cooperative effort; nor can success be attained single-handedly or independently. Even though you can live as a hermit in the wilderness, far from all signs of civilization, you are dependent on outside forces for your existence. The more you are a part of civilization, the more independent you are on cooperative effort.

Whether you earn your living as a manual laborer or from the interest earned on inherited wealth, you will earn it with less opposition through friendly cooperation with others. Moreover, the person whose philosophy is based on cooperation rather than confrontation will acquire the luxuries of life more readily, and enjoy an extra reward in happiness that others will never know.

Fortunes acquired through cooperative effort and teamwork inflict no scars on the hearts of their owners. The same cannot be said of fortunes acquired through conflict and unfair competition.

There are two types of teamwork: willing and unwilling. The difference in the results produced by these two types of teamwork determines whether any form of cooperation will be permanent and constructive or temporary and destructive.

Willing teamwork lead to constructive ends. It insures permanency of power through coordination of effort. But when people are forced to cooperate -- through economic necessity, fear, or some other cause -- they do not continue their cooperative effort any longer than it takes them to eliminate the motive that brought them together.

The American Revolution is an outstanding example of what willing teamwork can accomplish. George Washington's little band of soldiers was far outnumbered by adversaries who were not only better equipped, but better trained. Yet these men had one tremendous advantage that ultimately brought victory.

Theirs was an army of volunteers, each inspired by a burning desire for personal freedom and the necessity for self-preservation. Their opponents were paid fighters whose primary interest in the matter was as a means of livelihood.

The most prominent quality of man is his innate desire for personal freedom and the and the privilege of exercising his personal initiative in any manner he chooses. Anything that restricts this desire sets some form of counter resistance on the part of those who are so restricted.

Our American way of life is founded on individual freedom and initiative and built on friendly teamwork. It is a philosophy that rewards each person according to his or her individual talents and contributions. It's not a perfect system, but it is the most practical system of coordinated effort the world has ever known.

Teamwork and cooperation work well in the military and politics, and they also work well in business and sports. Whenever you find a sports team that is out in front, or a business that is setting new records, you find a coach or a manger who inspires members of the group to subordinates personal glory for the success of the team.

Work well with your team -- and your team will carry you to success.

Points to Ponder

1. There is no record of any great contribution to civilization without the cooperation of others.
2. You receive cooperation by giving it.
3. Enthusiasm is contagious, and teamwork is the inevitable result.
4. A good football team relies more on harmonious coordination of effort than individual skill.
5. Willing cooperation produces enduring power, while forced cooperation ends in failure.
6. No one can succeed and remain successful without the friendly cooperation of others.
7. Most people will respond more freely to a request than they will to an order.
8. Cooperation is indispensable in your home, your job, and in your social life.
9. Work well with your team, and your team will carry you to success!
10. The surest way to achieve your own success is by helping others to attain theirs.
11. Helping others solve their problems will help you solve your own.