

# Why Good Leaders Create their own Problems



*And How they Solve those Problems Quickly with their Teams*



“The coaching of Good Leadership was transformational in how we grew the Minnesota Vikings organization. With their help, we reorganized our top leaders and learned to work together in ways that allowed us to build U.S. Bank Stadium, host a Super Bowl, and develop the world’s finest training and office complex. Our revenues jumped from near the bottom to near the top of the NFL.”

*—Kevin Warren, former COO of the Minnesota Vikings and current Commissioner of the Big Ten*



## Snapshot: What can be learned

**CEOs never stop thinking about what it takes to get the business to “the next level.”** The constant pressure to grow and transform creates problems because most employees and even some executives, feel threatened by transformation. Instead of jumping on board, many hunker down and resist.

The best leaders know how to deploy executive coaching to accelerate through the disruption. Unlike most coaching that’s only started when leaders are in trouble, Good Leadership has proven the concept and demonstrated tangible ROI for Executive Team Coaching. When teams learn how **Alignment**, **Commitment**, and **Open Accountability** work together in a system, the team and company create better results, faster, and easier.

Insights from executives at Cargill, HealthPartners - Regions Hospital, Johnson Controls International, Kansas University Medical Center, Merck, Old National Bank, Testek, Transport Express, Twin Cities Orthopedics, and U.S. Bank are discussed in this paper. Included also is compelling research from the Association for Corporate Growth, Good Leadership, McKinsey, and Russell Reynolds.

“**We didn’t know how much we didn’t know,**” recalls **Troy Simonson, CEO of Twin Cities Orthopedics** in 2018. His firm was riding a meteoric growth to becoming the dominant brand in their marketplace, but something was clearly missing. Simonson thought his business was functioning well, but knew they could achieve much more. His gut told him running the business was getting harder and he wondered, “could this be easier if we were working better as a team?”

## THE BIG PROBLEM OF MID-SIZE COMPANIES

Good leaders create their own problems. This is especially true in mid-sized companies, which are inherently dynamic, continually evolving, and hyper-focused on delivering financial results for owners and shareholders. While good leaders find ways to manage this tension, their own big dreams inevitably throw their organizations out of balance.

Problems begin when executives rise into a transformational mindset. Thoughts like “**We can do so much better**” or “**This situation is no longer acceptable**” ignite a negative chain reaction. For most executives, business transformation is exciting. For most employees, transformation is profoundly disruptive. This means that for the majority of companies, their bold plans falter or fail.

**The Association for Corporate Growth reports that 76% of mid-sized companies** have a business transformation strategy currently in place to get to the next level of performance. Yet even pre-pandemic, McKinsey data reveals that **only 26% of those strategies deliver the expected results on time.** This leaves investors and executive teams baffled and frustrated, wondering “Why?”

Troy Simonson had the vision to start a National Managed Services Organization to spread the success of TCO into multiple specialties across the nation. In order to make this vision a reality, he knew something had to change. He decided to act on the advice of **Kevin Warren, COO of the Minnesota Vikings**, and discovered a game-changing sequence of words from Paul Batz, CEO of Good Leadership:

“I knew we were talented, hard-working, and patient-focused, but we definitely weren’t aligned with the same picture of how we needed to take the business into the future,” Troy recalled. So the **TCO team committed to a single Leadership Alignment Retreat hosted and facilitated by Good Leadership.** It would be a trial run for himself and his leadership team.

At that retreat, the TCO team worked their way through the aspirational thinking required to succeed at the next level and came face-to-face with many barriers that had been holding them back. Most importantly, they were able to identify their central problem: this team of senior leaders didn’t actually see themselves as a team. Yes, they all reported to Simonson. But they weren’t aligned around a compelling vision for the future, with goals, priorities, and accountability. They were lacking the ability to build plans and solve difficult problems together. The team was a collection of talented individuals, who didn’t realize they could get better results faster, and easier as a team.

### What is a Mid-Sized Company?

A mid-sized company is less about strict boundaries of revenue or employees, but more the exciting space between small businesses and the big players that rank first or second in any given industry. Mid-sized companies often have strong leaders at the top with very little bench strength below. Most of these companies have a complex ownership structure and a voracious need for both growth and cash. This constant tension creates an imbalance in the culture. It’s where Good Leadership steps in to help.

## CONTINUOUS IMPROVEMENT

Throughout the 11-year history of Good Leadership, Batz sees lack of alignment as a recurring issue in Good Leadership’s client base. “We’ve surveyed hundreds of executive teams who are motivated to get their firms to the ‘next level.’ **When we survey those teams for the first time, only 54% are aligned around a Compelling Plan.** It’s commonplace in mid-sized, high-growth companies for the executive team to not be aligned.”

ALIGNMENT • COMMITMENT • OPEN ACCOUNTABILITY

The alignment challenge is baked into the culture of a social media where individual leadership is glamorized and celebrated. In 2018, the international search and development firm Russel Reynolds identified two trends that explain why half of teams are not aligned:

- **93% of C-suite executives believe they make a positive impact** on the Executive Team's ability to deliver the expected results
- **Only 55%** of those same executives think **their particular Executive Team can perform** to the shareholder's expectations

This underscores the challenge: the way leaders develop today is more individualistic, based on competition for the next big job, with a bigger title and more marketable responsibility. That's what's celebrated in the media, what's reported on LinkedIn profiles, and researched by recruiters. While those C-suite leaders are busy managing their own P&L and polishing their vitae, most are unconsciously separating themselves from their peers and distancing themselves from the CEO's objectives. In short, the team is neither aligned nor committed. That is why accountability suffers.

### **Misalignment: Does the 1.28 rule apply to you?**

For more than 10 years, Good Leadership coaches have been asking the same question through one-on-one Discovery Interviews:

**What do you think are the Top Three Can't-Miss Priorities for this team over the next 12 months?**

Coaches can predict how many different priorities they will collect: **1.28 x the number of people interviewed.**

10 interviews = 12.8 different priorities

This data reveals an inherent orientation toward the team's priorities through the lens of *my own priorities*. The 1.28 rule explains why Leadership Alignment Retreats are important to have at least twice a year to agree upon the Top Three Can't-Miss Priorities for everyone.

## **WHERE TRANSFORMATION GOES WRONG**

Transformational leaders set themselves up for failure when they underestimate the disruption of their vision to people and culture. They surprise their employees with bold new strategies before the executive team is really aligned. When the stress and trauma build up in individual executives, they often tell employees to **"Get on board and figure it out."** It's a **tone-deaf, unprofessional stress response** that's out of touch with what really works. And yet it's the method of most executive teams today.

McKinsey observes that today's leadership teams can dream up big strategies but don't know how to get managers aligned around the same goals, committed to doing new things, and accountable to getting to the next level.

## **WHERE TRANSFORMATION GOES RIGHT**

The best leaders recognize that disruption must be handled with a highly involved, and engaging leadership style based in goodness. Good Leadership, with the support of the **former CEO of U.S. Bank, Richard Davis, and the former CEO of Cargill, Greg Page**, extensively researched the power of leading with goodness on financial results. A five-year research study identified this definition for goodness in leadership and business:

***Goodness is when people thrive together in a culture of encouragement, accountability, and positive teamwork.***

Leading with goodness means managers and executives actively help people thrive together not only through disruption, but because of it.

## **GOOD LEADERSHIP IS A TEAM SPORT.**

**The highest performing athletes and teams always seek out the best coaching.** Successful leaders today have that same mindset. "Going it alone" is a strategy for staying in place – or moving backwards. The best leaders improve their probability of success by deploying coaching for their teams. The bigger the game, the more coaching they crave.

Making space for a new model of coaching requires leaders to drop their “go-it-alone” mindset, and develop a new strategy where the team:

- Admits their best qualities sometimes ignite problems in your organization
- Acknowledge they create problems they don't immediately know how to solve
- Allow themselves to seek help from experts with strengths different from their own

**“I had no idea how badly we needed the outside-in perspective from our coaches at Good Leadership,”** admits Bruce DeWitt, CEO of the private-equity-backed aerospace engineering and manufacturing firm Testek. “When we committed to transforming our business into a platform company that could proactively buy companies instead of waiting to be bought, there was excitement—but also fear—about how we could pull off this massive transformation. The way Good Leadership guided us through this situation was amazing. It works.”

## WHAT IS GOOD LEADERSHIP?

Good Leadership is changing the game of business transformation with a sophisticated, yet simple team approach to executive coaching. **The firm is ushering in the golden era of team coaching focusing on the entire executive team as the client.** They rally around the idea that good leadership is a team sport and believe that executive coaching is all about learning the art and science of how people work together to create great results. Based in Minneapolis, Minnesota, Good Leadership has helped clients across industries advance their businesses faster and easier than their competitors.

What DeWitt observed was a deliberate, sophisticated, and coordinated coaching strategy that expanded on the notion that creating great results was both an art and science. He saw how the coaching expanded the capacity of the individuals and the organization.

***Good Leadership deploys team-to-team coaching to create next-level performance.***

## BETTER RESULTS. FASTER (AND EASIER).

Clients with aspirational ideas learn to embrace the sophisticated, yet simple, Good Leadership approach that really works. The evidence is substantiated here by specific clients whose businesses:

- Jumped from the bottom quartile to the top 10% in industry profitability
- Leaped from middle of the pack to the top 50 out of 5,500 in quality, safety, and outcomes
- Grew 300% faster than industry average over 7 years
- Rose from near bankruptcy to the leading platform company in a critical, but chaotic industry

### Where Traditional Coaching Fails to Deliver

Most business leaders only know the worn-out model of executive coaching where leaders view coaching either as a “fix-it” they deploy for others, or a perk they enjoy for themselves. The vast majority of coaching only happens when team members are struggling.

Traditional Coaching:

- **Focuses on problems** - When individuals are “sent to a coach for help,” the work is designed to fix a problem so they don't need coaching any more
- **Labels people as “needing coaching”** - HR leaders often recommend coaching for people who are behind where they should be in talent reviews. While that frequently works, the individual struggles to overcome the stigma that they needed coaching, while others did not
- **Ignores the plural context of leadership** - nothing significant ever happens alone. Measuring the ROI of coaching is much more effective when measured by how well the team performs with a more effective leader

Good leaders today recognize the limited benefits of having a host of individual coaches working with several individuals within their company. The quest for better results stretches beyond the “fix-it” and “perk” coaching - it requires a coordinated, accountability-driven coaching approach.

## HARMONY IS THE ENEMY OF HIGH PERFORMANCE

**Effective coaching is anything but soft.** It's intense, direct, and accountable to a tangible business return on the investment. With those expectations in mind, Good Leadership coaches role model the idea: harmony is the enemy of high performance. Healthy tension is the condition where team members speak freely about disagreements – criticizing decisions and outcomes without attacking the individuals involved. Without healthy tension, teams devolve into a false sense of harmony, where executives sweep certain things under the rug, look the other way to protect their own people, and cut corners on quality to keep the peace.

The goal of the coaching is to create a **continuous state of healthy tension** within executive teams where everyone is paying attention and actively helping one another to a higher standard of performance than they could ever accomplish alone.

## ALIGNMENT COMES FROM HEALTHY TENSION

“**What I most appreciate about Good Leadership is their substantial investment of time getting to know us,**” says Megan Remark, president and CEO of Regions Hospital – a top 50 Level One Trauma Hospital in America. “They grasp our unique levers of success and see each team member as a whole person, not just as employees. Their insistence on healthy tension and aspirational thinking makes us better both professionally and personally.”

Remark met Good Leadership through a colleague who believed their **innovative team-based coaching** would help Regions **achieve breakthrough results**. Within weeks of starting with Good Leadership's coaching team, Remark saw her personal leadership in an entirely new light. No prior coach had ever challenged her to improve her team's collective

leadership. “Through Good Leadership's tools and coaching, our team began to understand one another better. We've aligned around our highest priorities—even as we confront constant massive change in healthcare. And we're achieving significantly higher levels of patient and employee satisfaction.”

Good Leadership altered how Remark's team thinks about their collective future and helped an unusually large leadership team coalesce around top priorities. Applying an aspirational model moved them from “What do I need to get done today?” to a far more potent mindset of **“What is our plan for the future—and how do we build a path together to get there?”**

Changing how the Regions team thinks about the future changed how they run the company—from a day-to-day operational thinking to a goodness mindset where people thrive together in a future they create together.

## HOW DO TEAMS BEGIN TO THRIVE TOGETHER?

**Good Leadership coaches help clients set aside the natural, *problem-based thinking* most leaders unconsciously fall into daily.** It's the first step because most leaders rise to the executive team table because they are good at spotting and solving the problems. But that doesn't work for transformational leadership on the path to the next level of results.

Nick Schultheis, CEO of Transport Express, led his business to grow at three times the market average. He says, “The leadership alignment work we did with Good Leadership put our firm on a path of industry-leading annual growth on the top line, and an even better bottom line. They helped us **take control of the future we wanted to create together.**”

The aspirational process help the Transport Express team rise above individual service to their customers to **see how everyone could win together as a leadership team.** Schultheis explains: “As the



**Nothing Significant Ever Happens Alone.**

founder and CEO, I know that leading a business is hard work. But it's much harder if you don't have an engaged team, who are all inspired by the same aspirations."

Eventually, most CEOs get tired of working harder and harder with no end in sight. The best leaders learn to bring in outside consultants for advice on how to take things to the next level. "My team needed help seeing how finding a new owner for the company someday would be good for everyone, not just me. The process helped reveal the possibilities where everyone could win together. It was beautiful. I can't recommend the Good Leadership team coaching enough!"

## A PROVEN ASPIRATIONAL MODEL

What Schultheis at Transport Express and Simonson at Twin Cities Orthopedics realized, is that the **transformation begins when everyone aligns around the same picture of success**. The best leaders involve as many leaders as possible in developing the **biggest possibilities** for how the transformation will benefit customers, clients, or patients...determining how the work will benefit the communities where the enterprise lives and works...describing how the employees will benefit and, finally, how owners will profit from this success.

***Good Leadership has cracked the code on how to get high performing teams to work together better, faster, and easier***

The executive team needs to answer this essential question:

***How will this transformation help all of our stakeholders thrive together?***

The key to the aspirational process during a business transformation is to engage both the personal and professional thoughts and feelings of the people involved.

Everyone involved needs to see how they will benefit. Those who do not see the benefit often opt out, making way for new leaders to accelerate progress to the new vision.

As the Twin Cities Orthopedics team engaged in aggressive aspirational thinking, the leaders realized they had been operating on a hub-and-spoke leadership model—where the CEO holds everything together and the rest of the leaders operate individually. The team realized their culture was to defer important decisions to the CEO. This setup had worked well when TCO was smaller, but now, with more than 2,000 employees and more plans for aggressive growth, it was slowing them down.

"We realized our CEO was the bottleneck for our individual and collective success," recalled Aaron Johnson, then COO, who is now the CEO of Twin Cities Orthopedics. "Our first step forward in our business transformation was to create a strong leadership team that was motivated to work together and help each other. It helped that Good Leadership could show us their leadership system for how to make sure the leaders were aligned,

## Aspirational Framework

**20 Years Ahead**

The BHAG

Jim Collins articulates a twenty-year aspirational framework with his Big Hairy Audacious Goal, which is also called a BHAG. What is your Big Hairy Audacious Goal for how your organization will change the world 20 years from now?

**7 Years Ahead**

The Big Opportunity

Seven years is far enough into the future to dream big, and close enough for leaders to realistically achieve within their tenure in the organization. What is the Big Opportunity that will change your industry and your organization forever in a good way?

**3 Years Ahead**

Your Breakthrough Goals

Three year is an effective window for setting breakthrough goals that will be a game changer for both the organization, and your leadership. What Breakthrough Goals can you set that are so big you don't know how to do it...but if you do it, will change you forever for the better?

**1 Year Ahead**

Our Can't Miss Priority

Big opportunities and breakthrough goals require short term progress to build momentum toward longer term goals. What are the Can't Miss Priorities the team needs to measure with the Public Scorecard this year?

committed, and accountable to the business plan we were creating together.”

The same is true for **Robert Winfield, MD, FACS, Associate Professor of Surgery and Division Chief for Trauma/Critical Care & Acute Surgery Division, at KU Medical Center.** When the Covid-19 pandemic shut down most of society, the surgery volume and corresponding research in his Kansas City hospital dropped to a fraction of what it had been. “Surgeons are not used to working from home,” he stated. “We spent 18 months building up a sense of teamwork, with people united around the same vision for our future. I was worried it was all falling away as we worked in isolation,” he recalls.

But the opposite was true. When the team began to reassemble in the hospital, Winfield discovered they had been working together in new and clever ways to keep the strategies moving forward. When they met to review their Public Scorecard for the first time in nine months, the team was delighted at how they moved the department forward during the pandemic. “I was both relieved and energized by the progress we saw. **I’m amazed at how well creating a system where people are openly accountable to a set of shared goals can be.** The facts are clear, we are actually ahead of our 3 and 7-year plans, and that happened during a pandemic.”

## WHAT IS A LEADERSHIP SYSTEM?

**Most leaders stop the alignment work when they run out of time at the annual planning retreat** – they just accept whatever degrees of alignment they accomplished in the moment. And then they hope people will increase their commitment when they get back to the office.

Everyone knows that is not what happens. At best people get distracted by the day-to-day and try to do and remember the promises they made at the retreat. At worst, disagreements fester into resentment, and then strong individuals sabotage the success of their colleagues.

The Goodness Pays Leadership System™ protects the team from both intentional and accidental backsliding on agreements and promises. **It works because A-players really want to be aligned, committed, and accountable.** Bruce DeWitt, CEO of Testek Solutions, credits the creation of his company’s leadership system as a fundamental factor for their continued success.

### Coaches Inspired by the Team Approach



How powerful and effective is the Goodness Pays Leadership System™? Rita Johnson-Mills, formerly the head of UnitedHealthcare Group’s largest health care plan in the nation was so impressed with Good Leadership as a client, she decided to join the coaching team. She loves how the processes and tools of Good Leadership bring teams together, and sometimes - just as critically - reveal team member outliers.

To Johnson-Mills, it’s crucial in the Goodness Pays Leadership System™ for client leaders to know who they can count on to help the team and its members thrive. As they strive to build a culture of encouragement, accountability, and positive teamwork, they know up front who is on board, and who will potentially impede the progress.

DeWitt notes, “I’m a process person, and I suddenly realized we need a leadership system built around getting operations, people, and metrics aligned. With the Goodness Pays Leadership System™, it was much easier to build leadership alignment within our other systems.”

DeWitt continues, “There’s so much literature on the traditional business systems like the financial system, the sales system, and an operations system. **But there’s nothing in business school about building your leadership team and holding them accountable for their performance.** Once we had our leadership system to support our aspirational thinking, we were rocking toward company-wide transformation.”

After creating and implementing their own Goodness Pays Leadership System™, DeWitt watched in awe at the transformation. “It made a night and day difference for our company,” he says. **“Productivity soared. Trust was elevated.** Everyone on that leadership team was on board with what we were now trying to do. Their new attitude was matched by new action.”

The Goodness Pays Leadership System™ involves Good Leadership coaches working with individual leaders and their teams to ensure they are growing as leaders in ways that deliver on promised results. The system builds assurance that clients are aligned, committed, and have the help they need from colleagues to be openly accountable.

Good Leadership CEO, Paul Batz, explains: “Employees at companies like Testek and TCO don’t want to be *held* accountable. They prefer to *seek* accountability because they believe in what they are building. Looking back on Good Leadership’s most impactful work, the coaches and clients both saw a simple yet powerful pattern that produces transformational results: **Alignment—before Commitment—before Accountability.**”

**ALIGNMENT** = Leaders will not align with the vision and strategy if they don’t agree – it’s a full-contact intellectual and emotional challenge that takes form in a 7-year Big Opportunity, 3-year Breakthrough Goals, and the Top Three Can’t-Miss Priorities for the next 12 months

**COMMITMENT** = Leaders show their commitment by the choices they make to grow and do things differently, because they love the plan and goals

**OPEN ACCOUNTABILITY** = When aligned and committed, leaders will seek accountability and transparent tracking systems – openly helping the team achieve shared goals

Megan Remark of Regions Hospital describes the commitment principle in action: “The Good Leadership definition of ‘commitment’ has inspired our team to get better: **‘Commitment’ is the changes we choose to make in our behaviors as leaders because we love where this company is going.** Commitment becomes a tangible, visible behavior change, which is so important to me.”

**Steve Gordon, from the Global Business Services group of the international pharma company Merck,** agrees with Remark. He manages a team of financial and technology leaders who live and work on five different continents, in nine different time zones. “We discovered we are good at building plans our people believe in, with roles and responsibilities that are clear and make sense,” Gordon shared while his team was helping Merck spin off their business into a new company. “In the chaos of the spinoff, we learned how to **negotiate shared commitments with one another on our teams that have stuck in our culture** – where everyone is getting better together, and helping each other lead at a higher level of effectiveness.”

### What is a Leadership Alignment Retreat?

High performance always begins when powerful people agree on vision, strategy, and how they will measure success. That’s the purpose of a Leadership Alignment Retreat. Whether it’s virtual, or face-to-face, Good Leadership coaches apply a proprietary alignment strategy that’s the starting place of the Goodness Pays Leadership System™. Clients appreciate:

- Noon-to-noon overnight format with intense personal focus
- Aspirational exercises to explore “What’s possible?”
- Discovery Interviews and Team Momentum Survey for data-driven discussions
- Tools and interactive processes for negotiating the Top 3 Can’t-Miss Priorities
- Commitment planning, and One Voice Communication for unified communication

#### ALIGNMENT

*Leaders will not align with the vision and strategy if they don’t agree—it’s an intellectual challenge*

#### COMMITMENT

*Leaders will not commit if they don’t believe—it’s an emotional challenge.*

#### OPEN ACCOUNTABILITY

*Leaders will not be accountable if they don’t believe in the benefits of shared goals and transparent tracking systems*

## SYSTEMS ENSURE EFFECTIVENESS

Applying a leadership system is fundamental to creating the commitment and accountability required for successful business transformation strategies.

**The Goodness Pays Leadership System™** is a well-coordinated set of processes and tools to help client teams achieve their designated next levels of success:

- **Leadership alignment retreats**, interactive facilitated, data-based full-day meetings
- **Individual executive coaching**, where leaders explore their own commitment and areas for development with Insights for Teams™ and Discovery Interviews with peers
- **Public Scorecard meetings**, quarterly review of milestones where the top three levels of leaders are involved in evaluating progress
- **Coaching pods for small groups**, key leaders working together focused on accelerating business goals in development teams, guided by a coach
- **Research-based surveys**, enhancing open accountability and development planning
- **Webinars, podcasts, and books**, created to promote continuous leadership growth
- **Regularly scheduled talent reviews**, anchored by a Leadership Expectation Model

## GLOBAL TRANSFORMATION: A CHANGING MINDSET

“We used to think about developing teams and people between big projects. Now we develop people during the projects,” explained Monte Nuckols, Vice President of Information Technology, Global Systems at Johnson Controls International (JCI). “We had to change our mindset because the pace of work all over the globe these days is so fast, there’s no time off to develop in ‘off time.’ Because there is no off time anymore.”

Nuckols engaged Good Leadership when he was charged with a singular challenge: leading a \$250 million IT project to support JCI’s divestiture of its \$40 billion automotive business in less than 13 months. It was the biggest initiative in the company’s history.

“*The best way to protect and grow any enterprise is by building a strong leadership team. That’s what Good Leadership does.*”

- Richard Davis, former CEO, U.S. Bank, November 2019

Within three months of this massive project, Nuckols and his team were already significantly behind schedule and severely stressed. Nuckols knew something needed to change—or his IT team wouldn’t succeed.

Nuckols sought the team’s approval to launch a series of leadership retreats and coaching from Good Leadership to improve their culture and get back on track with the transformation.

Understanding and implementing the Goodness Pays Leadership System™ was the first step to getting the organization’s leadership team aligned and committed to the task. **Within weeks, Nuckols’ team began hitting their milestones**, and their JCI colleagues could feel the positive momentum. “There were parts of our organization where the stress kept rising and rising, and performance kept dropping. But not in IT. We had colleagues openly wishing they were on our team,” recalled Nuckols.

The results speak for themselves. Just 9 months after the company’s CFO gave the IT team a “vote of no confidence”, the IT team successfully **completed its massive project on time and \$30 million under budget**. “In the end, we were the only workstream to finish on time and under budget,” Nuckols said. “Looking back...giving back \$30 million to the corporation may have been our finest hour as leaders. What Good Leadership did was to interject human values into the equation to help us work better, together.”

## BETTER, FASTER, EASIER

Within six months, patient satisfaction scores reached a new high, as Twin Cities Orthopedics’ leaders were reporting better collaboration, better communication, and more shared decisions. They were **speaking up, creating more healthy tension, and taking individual accountability** for making changes faster. And they felt more effective and influential with physicians and managers in their leadership roles. Over the next two years, Good Leadership continued to work with Twin Cities Orthopedics’ leaders and the results grew exponentially:

- In their first year of team coaching, Twin Cities Orthopedics was able to recapture over \$600,000 worth of senior leadership hours through increased teamwork and strategic efficiencies. This alone resulted in nearly 200% ROI
- Troy Simonson, the CEO, gained back 30% of his time, which he was able to shift toward business development
- Patient satisfaction ratings went up even further, to a near-perfect 99%
- The organization achieved nearly double-digit growth on year-over-year revenue

## IS IT TALENT OR TEAMWORK THAT WINS THE DAY?

The notion of “working together” is what most fascinates Batz. The 2016 research that was completed on goodness identified three important concepts for teams and cultures striving for short and long term results: encouragement, accountability, and positive teamwork. “Since the original research, we’ve been asking leaders which of those three concepts has the most significant economic value,” Batz explains. “The answer is clearly positive teamwork.” So, it’s puzzling to see how most authors, scholars, and thought leaders in the leadership space speak to leaders as individuals. The business press is full of stories that lift up the heroics of individual leaders and entrepreneurs. “We just don’t see it that way,” Batz declared. **“We see ‘good leadership’ as a ‘team sport’ because everyone knows nothing significant ever happens alone.”**

Without a team of people who are aligned, committed, and accountable, leaders default to behaving like superheroes. They put everything on themselves.” For more than a decade, the coaches at Good Leadership have been mining the success habits from every client engagement to encourage new clients to hang up the superhero cape and build a high-performing team. **Not only do those leaders learn to create better results faster, but they get time and flexibility back in their lives.**

“Eventually all mid-sized growth companies realize they need A-players who are fully aligned around the same vision, motivated to make it come true – and who want to work together to create the change,” said **Chady AlAhmar, CEO of the Wealth Management business at Old National Bank.** “None of us needs to work harder or longer. The change for us meant being intellectually honest about people who preferred to focus on their own goals. We learned we can’t sacrifice the goals of the team for any one individual

– no matter who that individual is. That’s not goodness.”

What leaders like AlAhmar discover is simple and profound: **The best teams are made of people who care about each other both professionally and personally.** And because they care, they build bold plans and solve the most difficult plans together. It’s a recipe that has no place for superhero leaders who like to go it alone. Because when people really work together, the results come faster and easier, with less wasted effort.

So, what’s the answer to the question: **Is it talent or teamwork that wins the day? Both.** Good leaders create their own problems with bold aspirations. They solve those problems quickly by coaching their leaders to use healthy tension to create great results together as a team.

Good Leadership has been guiding clients to the next level for over a decade, constantly proving their approach works: team coaching and aspirational thinking, creating leadership systems that guide teams toward their goals, and basing everything on the fact that Goodness Pays. Good Leadership is changing the game in how teams work through business transformations and ushering in the “golden era of team coaching” through their revolutionary techniques.

***This isn’t coaching as you know it...***

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