



Pro Football Hall of Fame Coach Tony Dungy has written *The Soul of a Team* book to transform teams within any organization to become a winning team.

***The Soul of a Team* is a modern-day fable to teach leaders how to put S.O.U.L. in their teams. This book is available wherever books are sold. A **perfect** read for your team – whether it is a business, sports team, or non-profit. Visit www.coachdungy.com**

The Soul of a Team Discussion Questions

Find your SOUL:

Selflessness

Definition: Putting individual needs aside for the good of the team

1. When was the last time you put a team member's needs ahead of your own? Or when one or more of your team members put another's needs before their own? How did that impact you? The other person? Your team?
2. Do your actions reflect a greater desire to get ahead personally or to advance your team's interests? Explain.
3. How easy is it for you to overlook a real or perceived slight by a fellow team member?
4. Does your team make it easy or difficult to put another person's needs above your own? Why?
5. Does *sacrifice* always mean meeting a team member's desires? Why or why not?
6. How does your age, seniority, or position on a team affect the way you serve others?
7. If you lead a team, how do you model selflessness? What might you do to encourage this virtue in others?

How you can become a more selfless team player

1. To be selfless, you must first recognize your own value. Summarize the skills, experience, and character traits that you contribute to your team. If you've never identified your strengths, consider using StrengthsFinder or another personality-assessment tool to identify those areas where you can most contribute to others.
2. To be selfless, you must also be humble, desiring to put the needs of others above your own. To put this into practice, look for an opportunity to encourage or help someone on your team, even if it inconveniences you.
3. As Sir Isaac Newton said, "If I have seen further it is by standing on the shoulders of giants." Make a list of the "giants" in your life (not the ones in New York!), those whose sacrifices helped you get where you are now. Take a few minutes to call or write to let them know what their selflessness has meant for you.
4. Remember the impact that basic courtesies—saying thank you, acknowledging a compliment, or letting someone go ahead of you—can make on your own attitude as well the other person's.

Ownership

Definition: Fulfilling your role by learning it thoroughly and by consistently giving 100 percent

1. How invested are you in your position on a typical day? On a scale of 1 (very low) to 5 (very high), rate yourself according to how present, prepared, positive, and proactive you are.
2. Recognizing that every player is important, how would you describe the contribution you make to your team?
3. Are there any areas where you are coasting in your current position? Why?
 - a. If you are bored, how might you challenge yourself?
 - b. If you feel stuck, how might you get the help you need or prepare yourself for more responsibility?
 - c. If you are overwhelmed, how might you get the support you need to ensure all parts of your role are covered well?
4. Do you consider any parts of your role “beneath you”? How might embracing all aspects of your role benefit you and your organization?
5. What bad habits, distractions, or excuses may be keeping you from working with all your heart?

How you can strengthen your team by more fully owning your role

1. Learn to be present on the job each day, always on the lookout for new things to learn and new ways to contribute to your team.
2. We are urged to “be thankful in all circumstances” (1 Thessalonians 5:18), just as James Robertson was. Are there ways in which you need to be more positive? It may take some creative thinking.
3. Be honest about any barriers within yourself that are keeping you from giving your best each day.
4. Study your job description (or create one if it doesn’t exist in your setting). Determine one area where you might focus on improving.
5. Seek a mentor—someone you look up to who may be ahead of you in your role and whose work, character, and positivity you admire.
6. Don’t be afraid to admit those areas where you need help or direction.
7. Own up to your mistakes; view them as opportunities to grow rather than as blunders to hide.
8. If you are a team leader, help your team own their roles by looking for ways to acknowledge their contributions and encourage their continued growth.

Unity

Definition: Understanding and rallying around your team’s mission, philosophy, and culture through open communication and positive conflict resolution

1. How open are your team members to giving and receiving input from one another?
2. How do you promote and support your organization’s vision to others?
3. How comfortable are you in engaging in conflict when you believe the team’s mission is at stake?

4. In your position, what are some ways you can hold others accountable in a respectful way?
5. Are you involved in any harmful practices—such as backstabbing, complaining, or holding on to grudges—that might be affecting your team’s unity? What steps might you take to correct these counterproductive reactions?
6. Do you agree that diversity does not preclude unity within an organization? Why or why not?
7. As a team member, how readily do you accept the decisions of your superiors?
8. If you are a leader, what steps are you taking to promote unity among your teammates?

How you can become a team player who promotes unity

1. Commit your team mission statement to memory.
2. Look for ways to communicate that mission statement to others—both through words and actions.
3. Encourage those you see contributing to the unity of the team.
4. Be willing to give input when you’re asked to do so.
5. If that input is willingly received, don’t hold a grudge if team leaders ultimately decide to go in a different direction.
6. Learn to engage in constructive conflict. Communicate in a manner that’s helpful.
7. Look for ways to celebrate the successes of your team.

Larger Purpose

Definition: Contributing to the wider community in a lasting and significant way

1. Can you define your team’s larger purpose? If so, how would you explain it to others?
2. If you can’t articulate it, ask your team’s leaders for help in defining it.
3. What attracts people to work for your team? What does that reveal about its deeper purpose?
4. How does your larger purpose fit into the legacy you hope to leave someday?
5. In what ways does your team honor and support others?
6. If your organization were to cease to exist tomorrow, what impact, if any, would that have on your community?
7. Does your life have a larger purpose that gives it meaning? Explain.

How you can find meaning and significance through a larger purpose

1. Take a few minutes to consider the needs of the wider community that your organization is a part of.
2. Decide as a team the unique contribution you can make to your community.
3. As a team, strategize on the first steps needed to impact those you have decided to help.
4. Seek your community’s input on how you can provide even more value to those around you.