

## For Immediate Release

### Building and Leading High Performance Teams

**Washington, DC – May 7, 2007** – More than 100 AEC industry leaders participated in a highly interactive and entertaining workshop given by Mark Goodale of Morrissey Goodale LLC at the ACEC's 2007 Annual Convention and Legislative Summit. The workshop focused on what it takes to create and lead a high performance team, a topic of keen interest to the highly project-driven AEC industry. Attendees learned ways to deal with dysfunctional teams and how to identify and optimize the strengths of individual team members. As part of a wide-ranging advocacy and educational event, Goodale's workshop gave attendees the tools to build reliability into their team's operations.

Goodale began his presentation by defining the attributes of a successful team and helped attendees acknowledge the makeup of teams they have been involved with thus far. By using a typical industry leader as an example, he demonstrated how that leader evolved from a state of frustration and disappointment to one of satisfaction and empowerment by getting his mind in a different place and being willing to change his perspective daily. Goodale compared trends in team sports which have moved from a dominant star to a collective squad for measuring success and stressed that project leadership establish trust with each team member and build a high level of reliability into each conversation with that team member.

Goodale believes that projects are a network of commitments and if those commitments and promises can be reliably made and secured, it will result in a transformation of how work is done in that organization. By way of explanation, Goodale asserts that not everyone understands what a promise is. He described 5 elements of a promise as follows:

- **Clear Customer:** who is certain of the promise being made to them
- **Clear Performer:** who is certain of each promise he/she makes as a team member
- **Clear Conditions of Satisfaction:** when the ways that results will be delivered to the customer are understood and embraced by each of the team members
- **Finish Line:** when everyone involved is clear on timing and delivery of each promise
- **Focus on the Future:** when clarity exists on what has been done in the past and what will be done from now on to secure the promise

Goodale believes that consistent practice in observing the elements of a promise in every day conversations is the first step in mastering the skill of speaking with intention - the foundation of a high-performance team.

#### **About Morrissey Goodale LLC**

Morrissey Goodale LLC is a leading management consulting firm to the Architecture Engineering and Construction (AEC) industry. Headquarters are located at Riverside Center 275 Grove Street, Suite 2-400, Newton MA, 02466. The company can be reached at 508-650-0040 or on the web at [www.morrisseygoodale.com](http://www.morrisseygoodale.com)

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