

LESSON 12

The Law of the BENCH

“Great Teams have Great Depth”

- Any team that wants to excel must have good substitutes as well as starters.
- In sports, it’s easy to define which people are starters and which make up for the bench. But what about in other fields?
- Starters are frontline people who directly add value to the organization or who directly influence its course.
- The bench is made up of people who indirectly add value to the organization or who support the starters.
- Every human being has value, and every player on a team add value to the team in some way.

Why is the BENCH essential?

- **Today’s Bench Players Maybe Tomorrow’s Stars.** Given the right encouragement, training and opportunities, nearly EVERYONE who has the DESIRE has the potential to emerge someday as an effective player.
- **The Success of a Supporting Player Can Multiply the Success of a Starter.** When every team member fulfills the role that best suits his talents, gifts and experience and excels in that role, then the team really HUMS. The main ingredient of starters is the rest of the team. Example: At times in companies salespeople can’t make many calls to potential clients because they are bogged down with much paperwork. Why not hire some administrative staffs who enjoy dealing with paperwork?
- **There are More Bench Players than Starters.** In most successful team, bench players outnumber starters. Nobody can neglect the majority of the team and hope to be successful.
- **A Bench Player Placed Correctly Will at Times Be More Valuable than a Starter.**
- **A Strong Bench Gives the Leader More Options.** When a team has no bench, the only option for the leader is moving the starters around to increase its effectiveness. If starters can’t perform, the team will fail. But a team with great bench has almost endless options.
- **The Bench is usually called Upon at Critical Times for the Team.** When army is in trouble, what does it do? It calls up the reserves.

Today’s Actions Build Tomorrow’s Team

1) Recruitment – Who is joining the team?

3 rules of sound administration: Pick good men; tell them not to cut corners and back them to the limit; and picking good men is the most important. In recruitment 2 things happen: Either you find player for position or you find position for player. The first is common; you screen through the qualifications of the person and decide whether he’s

suitable for the job. The second one, you find a good person and then you find a position that suits him best.

2) Training: Are you developing the team?

You can't solve tomorrow's problems with today's solutions. For team to succeed as it meets new challenges, you HAVE to PREPARE. This means: helping starters to maximize their potential and training the people on the bench to become starters when their time comes.

3) Losses: who is leaving the team?

The only place that never loses people is the cemetery. Losing team members is inevitable. But you need to choose the members to lose. If the nonproductive stays, the productive ones get frustrated and leave. If you remove the people who don't add value, the whole team gets better. It's like trimming the trees. If you don't cut deadwoods, eventually the whole tree falls. Cutting the deadwood makes the tree becomes healthier.

How to Place People at the Area that Suits them Best?

- ❑ **Personality.** Determine whether someone's personality is driving, influencing, supporting or calculating.
- ❑ **Passion.** What motivates the person?
- ❑ **Pattern.** Look for patterns in their success and failures. Work alone or in team?
- ❑ **Potential.** Gauge whether they are maintainers or builders. See what they can accomplish when given right direction, motivation and coaching.
- ❑ **Profile.** Gauge whether they fit into the culture of the group.
- ❑ **Placement.** Then determine where they fit best.

Team thought: Better players make you a better player.

Becoming better team member:

- Determine whether you are a starter or bench players.
- If you are bench, you can do 2 things; help the starters to shine and prepare yourself to be a starter in the future.
- Cultivate an attitude of service and teachability while doing whatever things to help you grow.
- If you are starters, perform the best for the team, honor those on the bench and elp them to be starters someday.

Becoming a better team leader:

- You are responsible for better players joining the team are more than those leaving.
- Place high value on the good people on the team.

- Your task: develop bench to be starters then starters to become inner circle members some day.
- Inner circle members are consisting of starters who are so important that the team will collapse if they are no longer in the team.

