

Review of Patrick Lencioni

Sept 26, 2019

Mississauga ON

The Global CEO Network



A Peer Squared Benefit

- I attended an event hosted by P2 member John Wilson and his CEO Global Network group in Mississauga. He offered free (\$800) ticket to me and my members if we could get there.
- There were over 800 people in the room
- Patrick was amazing, speaking to the main tenets of each of his 7 books.



The Five Dysfunctions of a Team



The Five Dysfunctions

#1: Absence of Trust

The fear of being vulnerable with team members prevents the building of trust within the team.

#2: Fear of Conflict

The desire to preserve artificial harmony stifles the occurrence of productive, ideological conflict.

#3: Lack of Commitment

The lack of clarity or buy-in prevents team members from making decisions they will stick to.

#4: Avoidance of Accountability

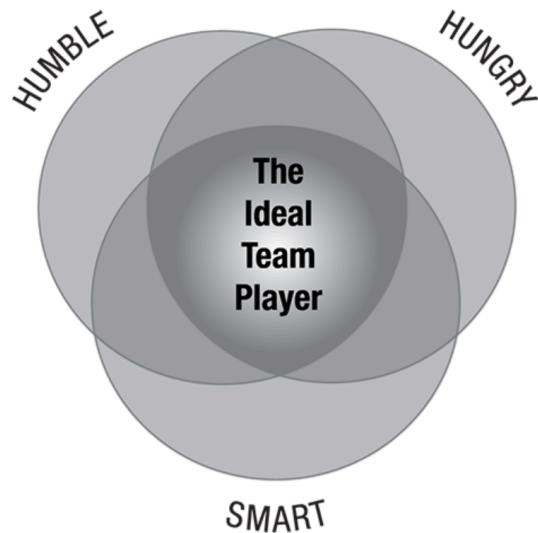
The need to avoid interpersonal discomfort prevents team members from holding one another accountable for their behaviors and performance.

#5: Inattention to Results

The pursuit of individual goals and personal status erodes the focus on collective success.

The Ideal Team Player

The Model



Humble

Ideal team players are humble. They lack excessive ego or concerns about status. Humble people are quick to point out the contributions of others and slow to seek attention for their own. They share credit, emphasize team over self and define success collectively rather than individually.

Hungry

Ideal team players are hungry. They are always looking for more. More things to do. More to learn. More responsibility to take on. Hungry people almost never have to be pushed by a manager to work harder because they are self-motivated and diligent. They are constantly thinking about the next step and the next opportunity.

Smart

Ideal team players are smart. They have common sense about people. Smart people tend to know what is happening in a group situation and how to deal with others in the most effective way. They have good judgment and intuition around the subtleties of group dynamics and the impact of their words and actions.

Employee Engagement



Employee Engagement

Anonymity

People cannot be fulfilled or engaged in their work if they are not known. All human beings need to be understood and appreciated for their unique qualities by someone in a position of authority. People who see themselves as invisible, generic or anonymous cannot love their jobs, no matter what they are doing.

Irrelevance

Everyone needs to know that their job matters, to someone. Anyone. Without seeing a connection between the work and the satisfaction of another person or group of people, an employee simply will not find lasting fulfillment. Even the most cynical employees need to know that their work matters to someone, even if it's just the boss.

Immeasurement

Employees need to be able to gauge their progress and level of contribution for themselves. They cannot be fulfilled in their work if their success depends on the opinions or whims of another person, no matter how benevolent that person may be. Without tangible means of assessing success or failure, motivation eventually deteriorates as people see themselves as unable to control their own fate.

Disciplines of Organizational Health



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Discipline 1: Build a Cohesive Leadership Team

Cohesive teams build trust, eliminate politics, and increase efficiency by...

- Knowing one another's unique strengths and weaknesses
- Holding one another accountable for behaviors and actions
- Openly engaging in constructive ideological conflict
- Focusing on collective results
- Committing to group decisions

Discipline 2: Create Clarity

Healthy organizations minimize the potential for confusion by clarifying...

- Why do we exist?
- How will we succeed?
- How do we behave?
- What is the most important, right now?
- What do we do?
- Who must do what?

Discipline 3: Over-Communicate Clarity

Healthy organizations align their employees around organizational clarity by communicating key messages through...

- **Repetition:** Don't be afraid to repeat the same message, again and again
- **Multiple mediums:** People react to information in many ways; use a variety of mediums.
- **Simplicity:** The more complicated the message, the more potential for confusion and inconsistency.
- **Cascading messages:** Leaders communicate key messages to direct reports; the cycle repeats itself until the message is heard by all.

Discipline 4: Reinforce Clarity

Organizations sustain their health by ensuring consistency in...

- Hiring
- Employee dismissal
- Managing performance
- Meetings
- Rewards and recognition



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