The Wisdom of Teams
Why Building a Strong Team Matters
Built on Five Dysfunctions of a Team
Patrick Lencioni

The Boys in the Boat
Nine Americans and Their Epic Quest for Gold at the 1936 Berlin Olympics
Daniel James Brown
Teamwork is . . .

“the one sustainable competitive advantage that has largely been untapped.”

Patrick Lencioni, The Five Dysfunctions of a Team

A Team Is . . .

- A small group of talented people
- Who create a climate of trust
- That enables them to . . .
  - Master conflict
  - In pursuit of common objectives
  - Holding one another accountable
  - To achieve exceptional results
Teamwork is . . .

✓ Often . . .
✓ Extremely . . .
✓ But . . .

Element One

Identify Your Team
The Formula

Knowledge/ Skill  Passion

Character  Talent

Strength

Great Leaders are

✓ Fascinated by and focused on . . .
✓ Deeply dissatisfied . . .
✓ Optimistic . . .
✓ Realistic . . .
✓ Curious . . .
✓ Willing to . . .
✓ Able to . . .
✓ Gardeners not . . .
Great Managers

- Challenge the conventional wisdom
- Answer 12 key questions
- Hire the right people
- Set legitimate expectations
- Continually motivate
- Cultivate exceptional performance
- Focus more on outcome than on process
- Learn to manage around weaknesses

Leaders/Managers

Painting with watercolors
Weigh In

- How should a leader be spending his/her day?
- How should a manager be spending his/her day?
- Describe a good manager/leader relationship.
- What behaviors would “wreck” that relationship?
- What expectations should faculty have of the leader?
- What expectations should faculty have of the manager?
- What about administrative staff?
- What about advancement staff?
- What about support staff?

Element Two

Create a Climate of Trust
“In uncharted territory …

trust is as essential as
the air we breathe. If
trust is lost, the
journey is over.”

Trust Is …

… all about vulnerability
It is also about . . .

- Competence
- Credibility
- Congruence
- Caring
- Constancy
- Co-Laborers

Vulnerability is hard to achieve because . . .

- We have few . . .
- The price is . . .
A Place to Start

✓ *Stories* – listen and learn
✓ *Profiles* – share and understand

Element Three

**Mastering Conflict**
Conflict Is . . .

- Inevitable
- Uncomfortable
- Necessary
- Healthy or Unhealthy

Is also . . .

A real impediment to the pursuit of common objectives
A Conflict Continuum

Articical Harmony  Ideal  Mean Sprited Attacks

Constructive Conflict Is . . .

Passionate, unfiltered debate around issues of importance to the team
Constructive Conflict Requires

A willingness to look for the “second right answer”

“If a man is in too big a hurry to give up an error, he is liable to give up some truth with it, and in accepting the arguments of the other man he is sure to get some errors with it. Honest argument is merely a process of mutually picking the beams and motes out of each other’s eyes so both can see more clearly.”

Wilbur Wright

Master Conflict By . . .

✓ Examining your own heart
✓ Identifying conflict norms
✓ Mining for conflict
Element Four

In Pursuit of Common Objectives

Not...

Consensus
But... Commitment

Commitment Requires...

✓ Clarity about...
✓ Clarity about...
✓ Clarity which must then...
Organizational Silos

Department A
- Staff
- Goals
- Resources

Department B
- Staff
- Goals
- Resources

Department C
- Staff
- Goals
- Resources

A Necessary Part of the Whole
Organizational Health Requires

Clarity  Alignment  Integrity

Element Five
EMBRACING ACCOUNTABILITY
Accountability Is . . .
The willingness of team members to remind one another when they are not living up to the performance standards of the group.

Achieve Accountability By . . .
✓ A willingness to “enter the danger”
✓ Enhancing peer-to-peer accountability
✓ Ensuring transparency
Element Six

Achieve Exceptional Results*

*“The relentless pursuit of perfection”

Why It’s Difficult

✓ Self-interest
✓ Self-preservation
✓ Ambiguity
✓ Distractions
Create a...

Scoreboard

Remember

“To be of championship caliber, a crew must have total confidence in each other, able to drive with abandon, confident that no man will get the full weight of the pull.”

George Yoeman Pocock