TEAMwork Trifecta

January 12, 2023

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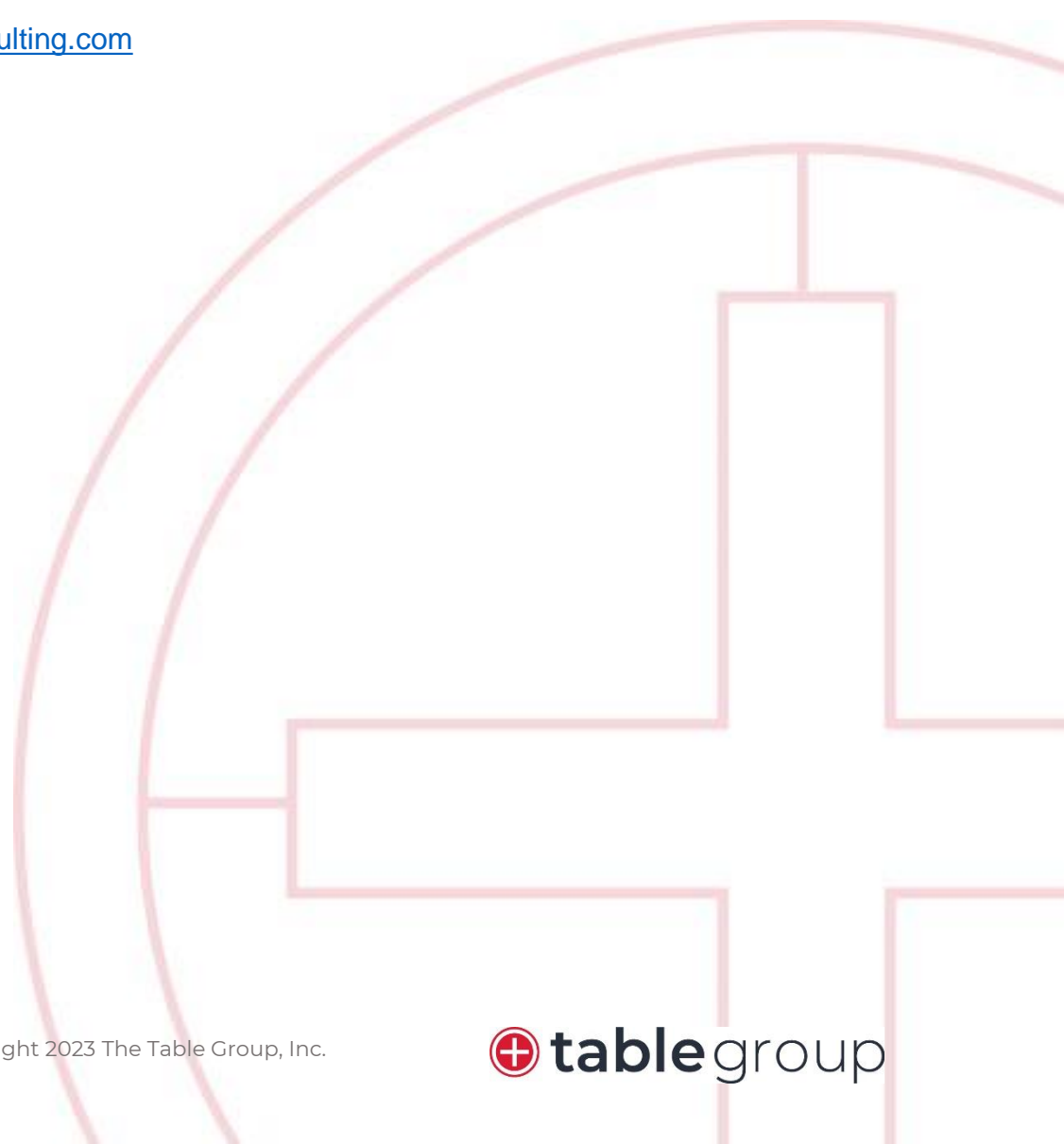
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Two Requirements for Success:

SMART

- Strategy
- Marketing
- Finance
- Technology

HEALTHY

- Minimal Politics
- Minimal Confusion
- High Morale
- High Productivity
- Low Turnover

Health receives disproportionately little

**attention from leaders in most organizations.**

THE
TEAMWORK TRIFECTA

Based on three decades of working with teams, Patrick Lencioni has recently developed a revolutionary and practical framework for teams to emerge stronger into the new world of work. In so doing, you discover how to get the right people on the bus, put them in the right seat and, ultimately, get the team to become high-performing. Never before has teamwork been contextualized in such a practical and transformative way.
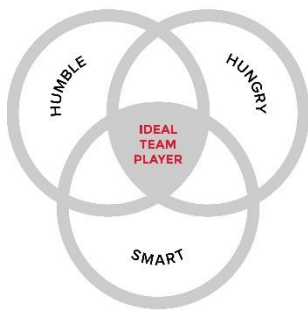
IDEAL TEAM PLAYER

Who should be on the bus
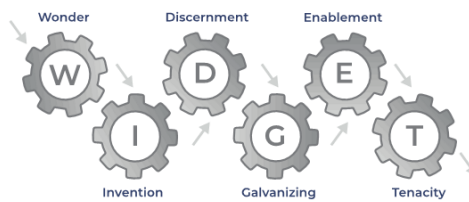
6 TYPES OF WORKING GENIUS
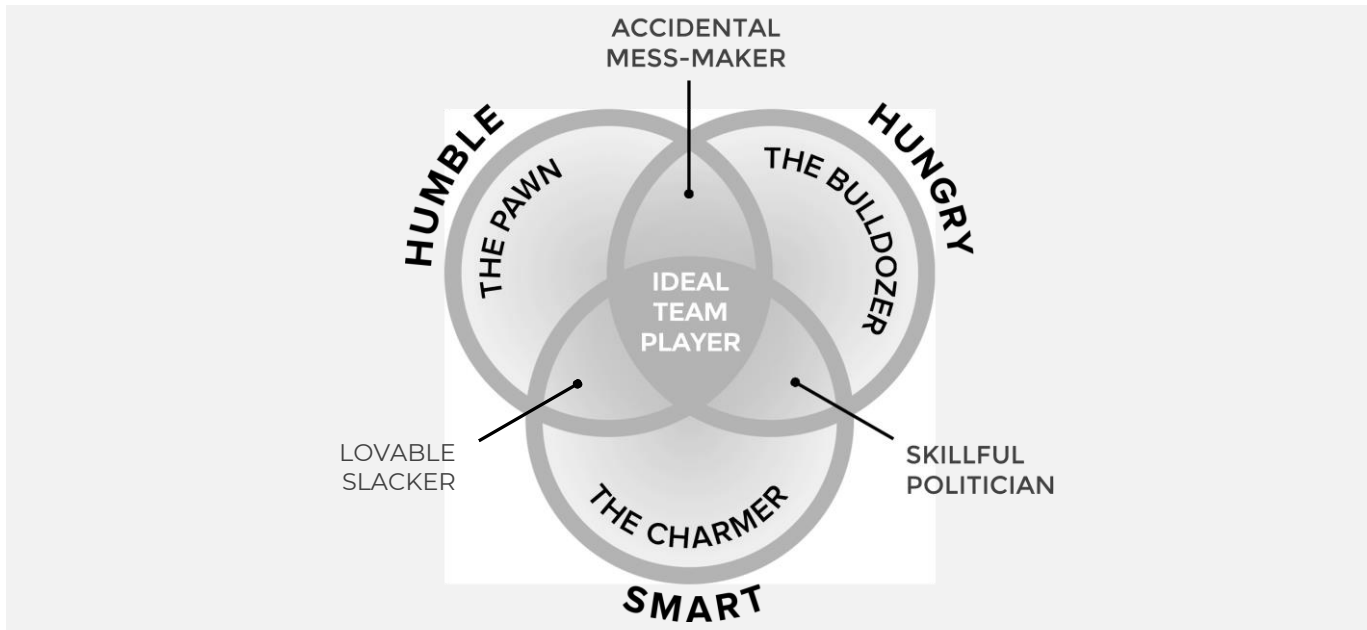
Who should sit in which seat

FIVE DYSFUNCTIONS OF A TEAM

How to get the bus moving

The Ideal Team Player

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 subtleties of group dynamics and the impact of their words and actions.

Humble, Hungry and Smart—The Three Virtues Combined

What makes humble, hungry and smart powerful and unique is not the individual attributes themselves, but rather the required combination of all three. If even one is missing in a team member, teamwork becomes significantly more difficult, and sometimes not possible.

The Ideal Team Player Self-Assessment

Instructions

Take this assessment to evaluate yourself relative to the three virtues of an ideal team player. Respond as honestly as possible, as this will allow you to most accurately identify any areas of development you may have. Use the scale below to indicate how each statement applies to how you think your teammates may see you and your actions on the team. Choose the rating response number that best applies to each statement and record it on the left.

3 = Usually   2 = Sometimes   1 = Rarely

My teammates would say:

_____ 1.   I easily admit to my mistakes.

_____ 2.   I do more than what is required in my own job.

_____ 3.   I generally understand what others are feeling during meetings and conversations.

_____ 4.   I readily acknowledge my weaknesses.

_____ 5.   I demonstrate an interest in the lives of my teammates.

_____ 6.   I am willing to contribute to and think about work outside of office hours.

_____ 7.   I am willing to take on lower-level work for the good of the team.

_____ 8.   I am aware of how my words and actions impact others on the team.

_____ 9.   I adjust my behavior and style to fit the nature of a conversation or relationship.

_____ 10.   I look for opportunities to contribute outside of my area of responsibility.

_____ 11.   I offer and accept apologies graciously.

_____ 12.   I am an attentive listener.

_____ 13.   I gladly share credit for team accomplishments.

_____ 14.   I feel a sense of personal responsibility for the overall success of the team.

_____ 15.   I show empathy to others on the team.

_____ 16.   I am willing to take on tedious or challenging tasks whenever necessary.

_____ 17.   I compliment or praise them without hesitation.

_____ 18.   I have passion for the "mission" of the team.

The Ideal Team Player Self-Assessment

Scoring
Insert the scores from the previous questions to the items listed below.

HUMBLE:	
1. _____	11. _____
4. _____	13. _____
7. _____	17. _____

Total: (Add Scores)

_____

HUNGRY:	
2. _____	14. _____
6. _____	16. _____
10. _____	18. _____

Total: (Add Scores)

_____

SMART:	
3. _____	9. _____
5. _____	12. _____
8. _____	15. _____

Total: (Add Scores)

_____

Remember, the purpose of this tool is to help you explore and assess how you embody the three virtues of an ideal team player. The standards for "ideal" are high. An ideal team player will have few of these statements answered with anything lower than a '3' (usually) response.

A total score of 18 or 17 (in any virtue) is an indication that the virtue is a potential strength.

A total score of 16 to 14 (in any virtue) is an indication that you most likely have some work to do around that virtue to become an ideal team player.

A total score of 13 or lower (in any virtue) is an indication that you need improvement around that virtue to become an ideal team player.

Finally, keep in mind that while this tool is quantitative, the real value will be found in the qualitative, developmental conversations among team members and their managers. Don't focus on the numbers, but rather the concepts and the individual statements where you may have scored low.

The Ideal Team Player Self-ranking Exercise

Step 1

Review the definitions of the three essential virtues of an ideal team player. *For a more comprehensive description of the model, please reference pages 155-173 of the book.*

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 subtleties of group dynamics and the impact of their words and actions.

Step 2

Assess yourself according to the three virtues, ranking them in order of your strongest, next strongest, and weakest.

High (strongest) _____

Medium _____

Low (weakest) _____

The Ideal Team Player Self-ranking Exercise

Step 3

Share your ranking with the team and explain why you evaluated yourself the way you did. Then, split into pairs or groups according to your weakest virtue to brainstorm opportunities for improving in that area.

Developmental Plan

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Step 4

Report your simple development plan to the rest of the team.

The Ideal Team Player Manager's Assessment

Instructions

Take this assessment to evaluate your direct report relative to the three virtues of an ideal team player. Use the scale below to indicate how each statement applies to your direct report. Choose the rating response number that best applies to each statement and record it on the left.

3 = Usually   2 = Sometimes   1 = Rarely

My direct report:

_____ 1.   Adjusts his/her behavior and style to fit the nature of a conversation or relationship.

_____ 2.   Looks for opportunities to contribute outside of his/her area of responsibility.

_____ 3.   Generally understands what others are feeling during meetings and conversations.

_____ 4.   Compliments or praises teammates without hesitation.

_____ 5.   Demonstrates an interest in the lives of his/her teammates.

_____ 6.   Has passion for the "mission" of the team.

_____ 7.   Is willing to take on lower-level work for the good of the team.

_____ 8.   Is aware of how his/her words and actions impact others on the team.

_____ 9.   Is willing to contribute to and think about work outside of office hours.

_____ 10.   Easily admits to mistakes.

_____ 11.   Does more than what is required in his/her own job.

_____ 12.   Readily acknowledges his/her weaknesses.

_____ 13.   Shows empathy to others on the team.

_____ 14.   Feels a sense of personal responsibility for the overall success of the team.

_____ 15.   Offers and accepts apologies graciously.

_____ 16.   Is willing to take on tedious or challenging tasks whenever necessary.

_____ 17.   Is an attentive listener.

_____ 18.   Gladly shares credit for team accomplishments.

The Ideal Team Player Manager's Assessment

Scoring
Insert the scores from the previous questions to the items listed below.

| HUMBLE:			HUNGRY:			SMART:	
4. _____	12. _____		2. _____	11. _____		1. _____	8. _____
7. _____	15. _____		6. _____	14. _____		3. _____	13. _____
10. _____	18. _____		9. _____	16. _____		5. _____	17. _____
:Total (Add Scores)			Total: (Add Scores)			Total: (Add Scores)	

Remember, the purpose of this tool is to help you explore and assess how your direct report embodies the three virtues of an ideal team player. The standards for "ideal" are high. An ideal team player will have few of these statements answered with anything lower than a '3' (usually) response.

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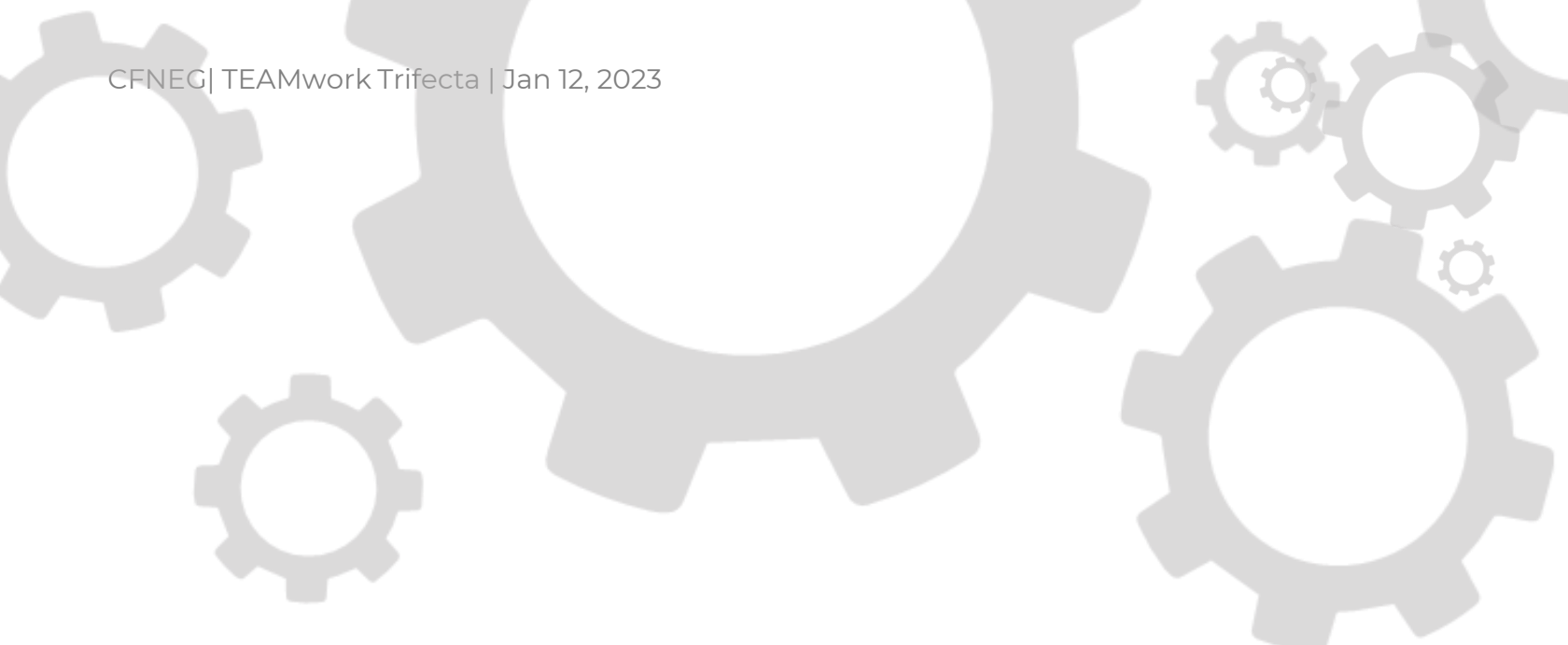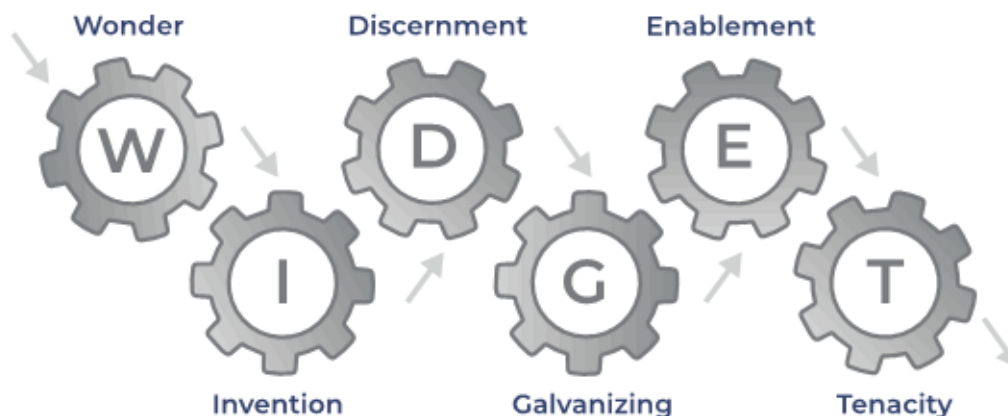
THE 6 TYPES OF

Working Genius

The 6 Types of Working Genius ®

Wonder   Discernment   Enablement

W   D   E

I   G   T

Invention   Galvanizing   Tenacity

WONDER

People with the Genius of Wonder love to speculate and question. They ask questions like, "Why are things the way they are? Is there a better way?" They love to sit in the ambiguity and imagine the possibilities. People with the Genius of Wonder help create the conditions for Invention.

INVENTION

People with the Genius of Invention get joy from taking challenges and generating solutions. They enjoy innovating from scratch and love a blank whiteboard or piece of paper on which they can brainstorm. Invention is the most commonly recognized Genius but all six Geniuses are needed to get work done.

DISCERNMENT

People with the Genius of Discernment have a natural ability to evaluate the workability of ideas. They are good curators of what's going on around them and can recognize patterns. They know how to connect the dots and give people good feedback across a broad range of topics.

GALVANIZING

People with the Genius of Galvanizing love to get things moving. They are great at pushing people out of their comfort zone and inspiring them to get started. They enjoy rallying people around an idea and getting them moving in the right direction.

ENABLEMENT

People with the Genius of Enablement make things happen. They know how to help, when to help, and can flex to whatever the situation calls for. People with the Genius of Enablement are people-oriented and want to help realize a vision. This Genius provides the support needed to move solutions into the first stages of Implementation.

TENACITY

People with the Genius of Tenacity are task-oriented and love to take things across the finish line. They ensure a project is going to have the impact it's supposed to have and lives up to agreed-upon standards. They don't respond to the emotional appeal of the Galvanizer, but to the need to see the work completed. They get joy and energy from checking off a box on the "to do" list.

Three Stages of Work
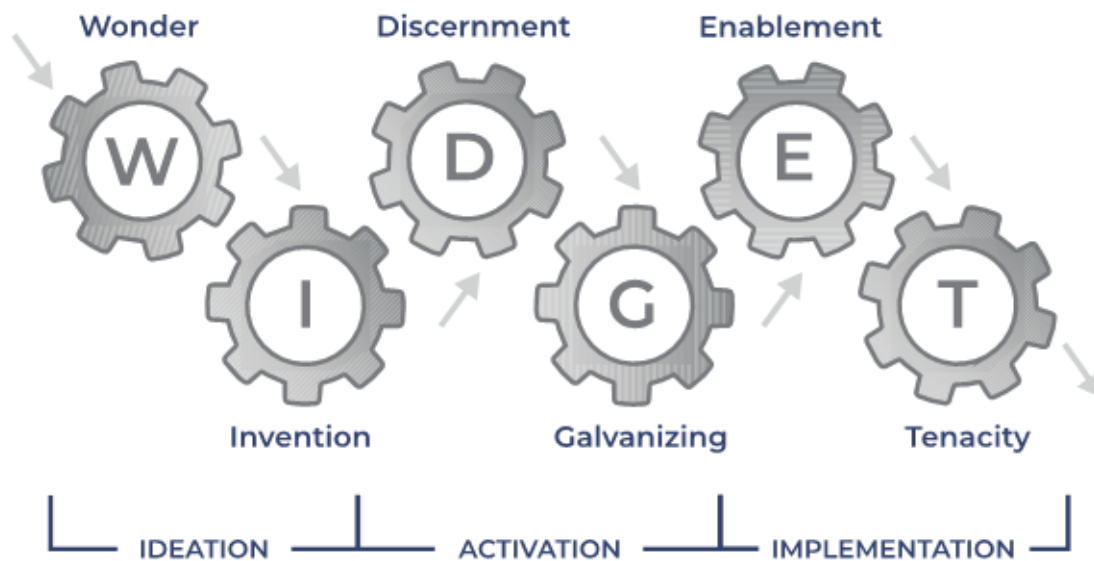
There are three basic stages of work that apply to any successful endeavor. Each involves two of the Working Geniuses, one responsive Genius, and one disruptive Genius.

IDEATION
This is about identifying a need and coming up with the idea of how to meet it. Ideation incorporates the first two Working Geniuses of **Wonder** and **Invention**. Wonder asks the questions, and the inventor says, "I have an idea."

ACTIVATION
This is the step that has previously been most often overlooked. Activation incorporates **Discernment** and **Galvanizing**. Discernment assesses the workability of the idea or solution. Galvanizing gets people excited about it and moving forward.

IMPLEMENTATION
Implementation incorporates the **Enablement** and **Tenacity** Geniuses. People with the Working Genius of Enablement are ready to support and assist in implementing the idea or solution. Tenacity will stay on top of a project or initiative until it is accomplished and meets the desired outcome.

Responsive VS Disruptive
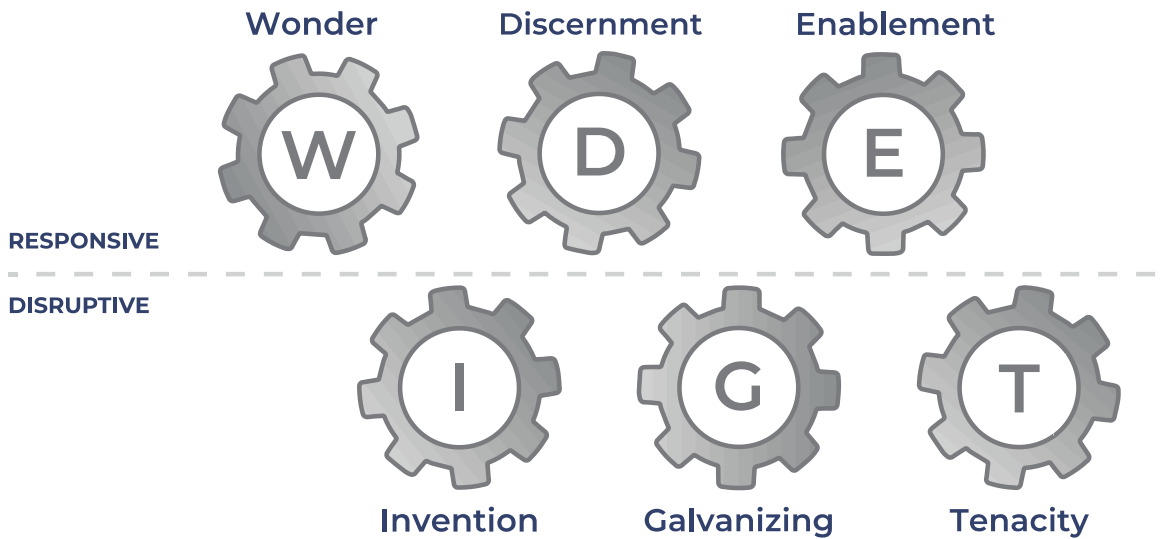
RESPONSIVE

Geniuses react to the world around them, the environment within an organization, or to the promptings and needs of colleagues.

- **Wonder** involves identifying inadequacies or opportunities in the world.

- **Discernment** involves responding to the ideas of someone who invents and giving thoughtful feedback.

- **Enablement** involves responding to the call of the Galvanizer, helping to shepherd and support initiatives into the first stages of Implementation.

DISRUPTIVE

Geniuses provoke change in the world, in an organization, and in the people around them.

- **Invention** involves coming up with a new way of doing things that will, by definition, require change.

- **Galvanizing** involves getting people to change what they are doing, adjusting their focus and attention to something new.

- **Tenacity** involves getting people to change their intensity and standards, ensuring completion and success.

The Altitude of Geniuses
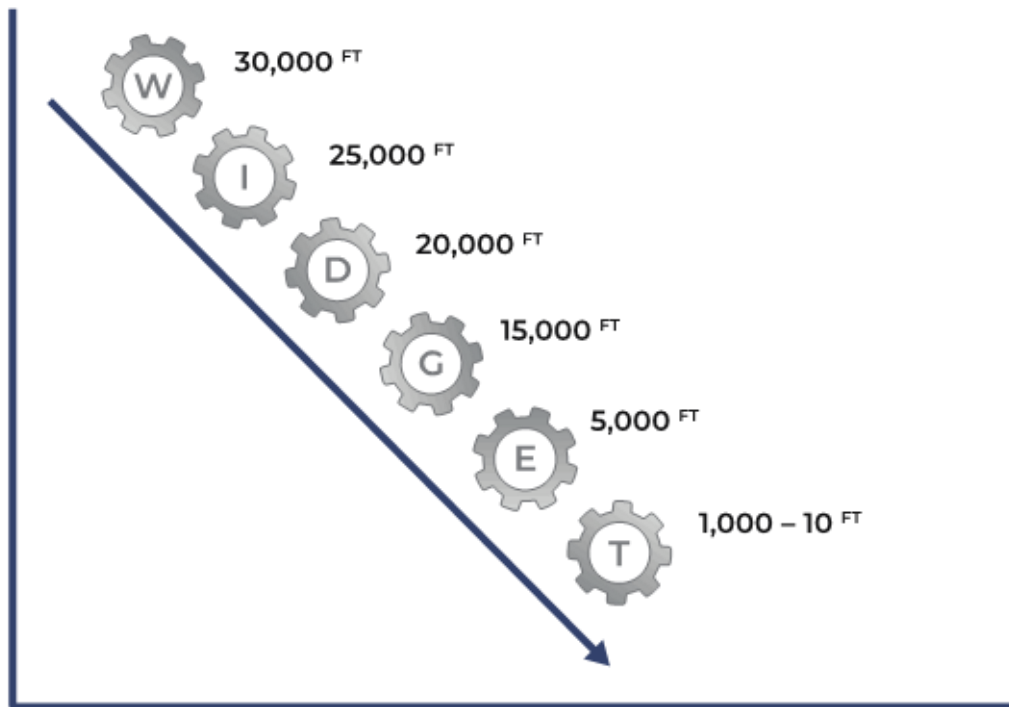
WONDER
Wonder takes place at the highest elevation, with our heads in the proverbial clouds. Pondering and questioning and speculating happens long before, and high above, the place and time where the rubber meets the road.

INVENTION
Invention comes a little lower in elevation but still quite high. Once a question is posed or a need is uncovered, Invention kicks in, but still long before and above Implementation.

DISCERNMENT
Discernment takes the idea just a bit lower than Invention, assessing the practicality and usefulness of the idea or proposal. After this vetting takes place, the idea or endeavor is getting closer to the ground.

GALVANIZING
Galvanizing comes next, marshaling the human capital needed for implementation and buy-in. People are inspired, recruited, enlisted, and organized for support. Things are getting close to the ground now.

ENABLEMENT
Enablement is where Implementation begins, with people pitching in and getting an initiative or endeavor rolling.

TENACITY
Tenacity is where the work gets completely finished and on the ground. This is where the rubber meets the road, if you will.

Productive Meetings

Meeting Types	Questions	Key Points
Brainstorm or Offsite Elevation: 25,000 - 30,000 ft.	Are we solving the right problems? Are we living up to our potential? Are we missing something? Could we serve our clients better?	Step back and look at the market/environment. This meeting should stay in the Ideation stage and not get dragged into tactics. This is a W/I meeting and "I" should lead.
Solutions Oriented or Ad Hoc Strategic Elevation: 20,000 - 30,000 ft.	What is our strategic focus? How can we tweak our strategy? How can we refine our solution?	We identified a problem and need to spend time tackling a strategic focus. We need to invent a solution to address the issue and take time refining/tweaking it. This is an I/D meeting (with some W). "I" should probably lead this meeting.
Rally & Tactical or Weekly Staff Elevation: 15,000 - 1,000 ft.	Are we moving the ball forward? How are we doing against goals? What do we need to get done so next week is better?	We've identified our strategic focus, and we are inspiring and pushing people to execute. This is a G/E/T meeting. We don't need to re-discern our primary objective. "G" should probably lead this meeting.
Task Oriented or Daily Standup Elevation: 1,000 - 10 ft.	What's everyone working on? What will we get done today? What can we check off the list?	Briefly ask what everyone is working on. "T" meeting. "D" should lead because it's about prioritizing and allocating resources.

Working Genius
All-in-One Model

| STAGES OF WORK | RESPONSIVE vs DISRUPTIVE | THE 6 TYPES | ELEVATION OF WORK |

IDEATION

W

I
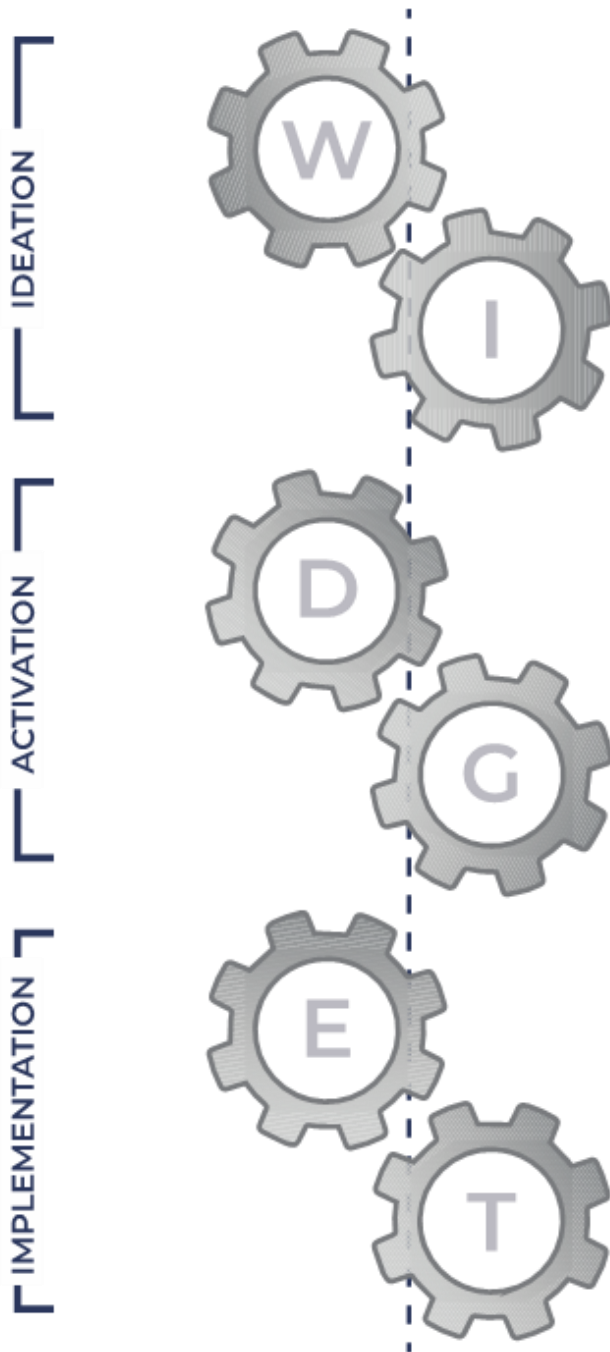
WONDER ▼ 30,000 FT
- Identifies the need for change
- Responds to the environment
- Steady energy

INVENTION ▼ 25,000 FT
- Generates ideas and solutions
- Disrupts the status quo
- Bursts of energy

ACTIVATION

D

G

DISCERNMENT ▼ 20,000 FT
- Assesses workability of ideas
- Responds to and refines ideas
- Steady energy

GALVANIZING ▼ 15,000 FT
- Inspires and pushes to action
- Disrupts comfort zones
- Bursts of energy

IMPLEMENTATION

E

T

ENABLEMENT ▼ 5,000 FT
- Helps move things forward
- Responds to need
- Steady energy

TENACITY ▼ 1,000-10 FT
- Ensures successful results
- Disrupts by imposing standards and plans
- Bursts of energy

THE 6 TYPES OF
Working Genius

The Five Behaviors of a Cohesive Team

The Role of the Leader…

Focusing on… RESULTS → Focus on Collective Outcomes

Embracing… ACCOUNTABILITY → Confront Difficult Issues
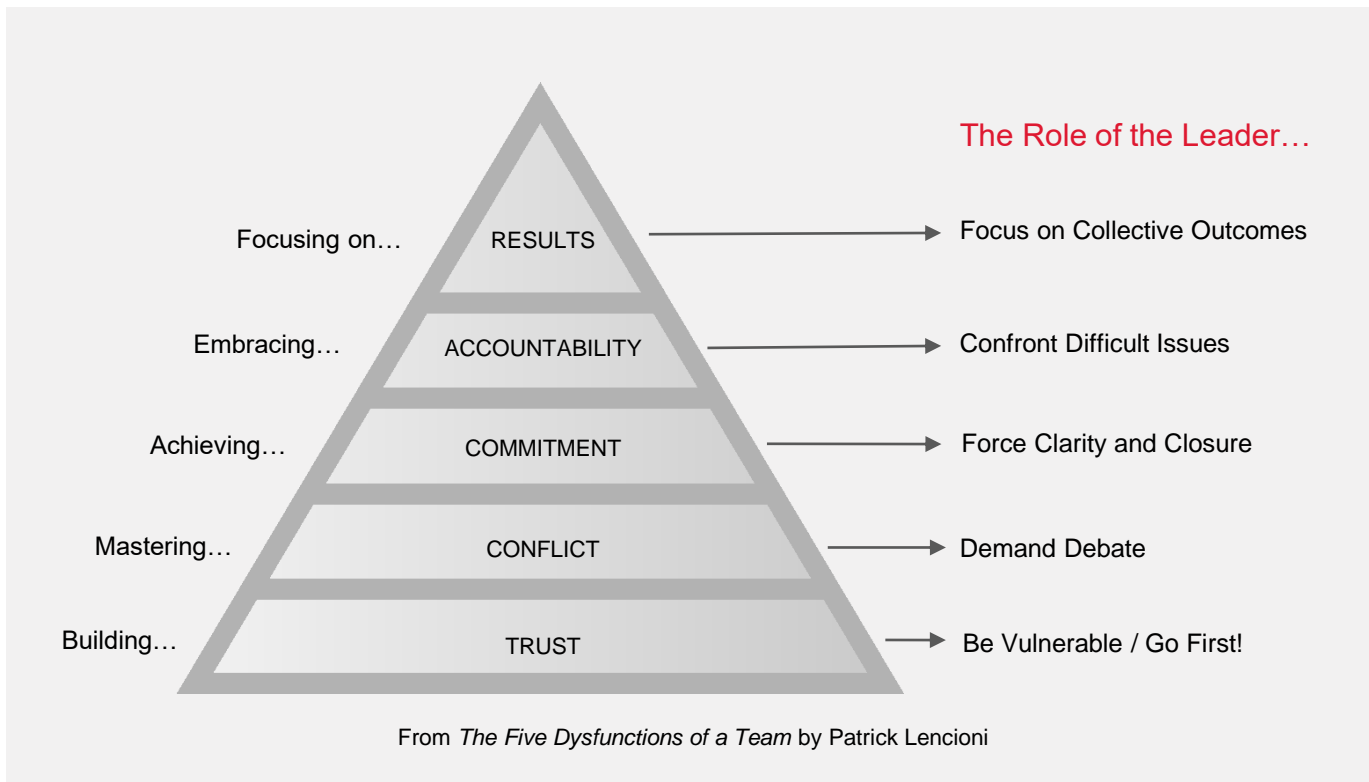
Achieving… COMMITMENT → Force Clarity and Closure

Mastering… CONFLICT → Demand Debate

Building… TRUST → Be Vulnerable / Go First!

From *The Five Dysfunctions of a Team* by Patrick Lencioni

1. **Building Trust**: Team members who trust one another are comfortable being open, even exposed, to one another about their failures, weaknesses and fears.

2. **Mastering Conflict**: When trust is present, teams are able to engage in unfiltered ideological debate around ideas, issues and decisions that must be made.

3. **Achieving Commitment**: The ability to engage in conflict and provide input enables team members to buy-in or commit to decisions.

4. **Embracing Accountability**: After commitment is established, team members must be willing to hold one another accountable for their behaviors and remind each other when actions are counterproductive to the team.

5. **Focusing on Results**: Collective team results must supersede any departmental or personal objectives or pursuits.

From *The Five Dysfunctions of a Team* and *The Advantage* by Patrick Lencioni.

Discipline 1: Build a Cohesive Leadership Team

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

- Being open and building trust
- Engaging in constructive ideological conflict
- Committing to clear decisions
- Holding one another accountable for behaviors
- Focusing on collective results

Discipline 2: Create Clarity

Healthy organizations minimize the potential for confusion by clarifying…

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

BUILD A COHESIVE LEADERSHIP TEAM — 1

CREATE CLARITY — 2

ORGANIZATIONAL HEALTH

REINFORCE CLARITY — 4

OVERCOMMUNICATE CLARITY — 3

Discipline 4: Reinforce Clarity

Organizations sustain their health by ensuring consistency in…

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

Discipline 3: Over-Communicate Clarity

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

- Repetition
- Simplicity
- Multiple Mediums
- Cascading messages

Connecting the Three Virtues to the Five Behaviors

IDEAL TEAM PLAYERS possess a combination of three essential virtues—humility, hunger and people smarts—that enable teamwork and make it more likely members can **overcome the five dysfunctions that derail teams.**

HUMBLE team members are able to be vulnerable, engage in honest conflict and hold others accountable. They define success collectively, commit to team goals and do not value status or ego.

HUNGRY team members are willing to engage in uncomfortable conflict and hold others accountable. They will go above and beyond to achieve results and are always contemplating the next step.

SMART team members understand group dynamics and can tactfully engage in productive conflict. They have good interpersonal skills and tend to understand how to deal with others in the most effective way.

HUMBLE   HUNGRY

The Ideal Team Player

SMART

THE FIVE DYSFUNCTIONS OF A TEAM

IDEAL TEAM PLAYERS...

Dysfunction	Ideal Team Players...
Inattention to Results	Share accomplishments with everyone and leave their egos at the door.
Avoidance of Accountability	Hold their colleagues accountable, always strive to learn and do more and constantly look toward the next opportunity.
Lack of Commitment	Commit to team goals and do whatever is necessary to accomplish objectives.
Fear of Conflict	Do and say the right things to help teammates feel appreciated and understood, even when difficult situations arise.
Absence of Trust	Build trusting relationships by being open and accessible.