

# LEAD WELL

## BOOK REVIEW

### 5 Dysfunctions of a Team

Patrick Lencioni

#### KEY PRINCIPLE

Are you a team or a collection of individuals?

#### APPLICATION

Patrick Lencioni has significant influence as a thought leader in business and leadership. He uses a story to unpack the 5 dysfunctions of the team and offers relevant ways to address those dysfunctions in actionable steps.

For teams in general, he mentions that if you could get all the people in an organization rowing in the same direction, you could dominate any industry, in any market, against any competition at any time. Building a strong team is both possible and remarkably simple. But it is painfully difficult. Team members and leaders must have a mindset to consider how to contribute to the organization's success as a whole and not focus only on an individual's success.

He also has an interesting section highlighting leaders on executive teams. He poses the question, "who is your first team? Is the executive team as important to you as the teams you lead?" Another candid question Lencioni poses, "Do you confide in direct reports about things that should be kept within the executive leadership team?" As strongly leaders feel about their own people and as wonderful as that is for them, it simply cannot come at the expense of loyalty and commitment the leader has to the executive team. Leaders don't abandon their loyalty and commitment to the team they lead, yet it is secondary to the executive team for overall organization success. This can be a huge challenge for leaders as they move into more executive level roles.

Lencioni also highlights the need for healthy conflict on teams to get to best outcomes and holding each other accountable.

Kathy Crockett

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