

# Teamwork — The Ultimate Competitive Advantage



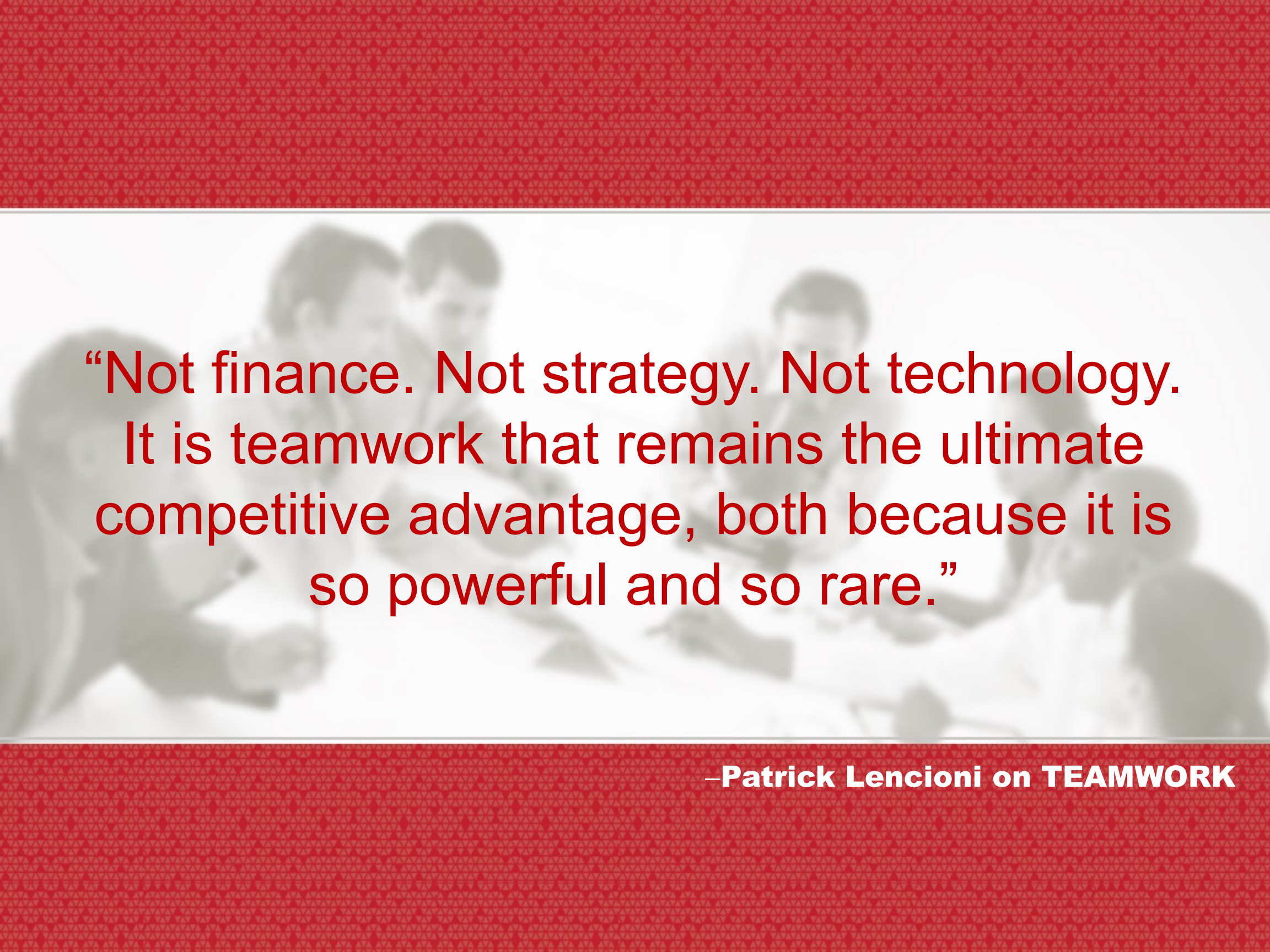
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# Agenda

- ▲ Introducing The Five Behaviors of a Cohesive Team
- ▲ Creating Cohesive Teams in Your Organization
- ▲ Summary
- ▲ Q&A



“Not finance. Not strategy. Not technology.  
It is teamwork that remains the ultimate  
competitive advantage, both because it is  
so powerful and so rare.”

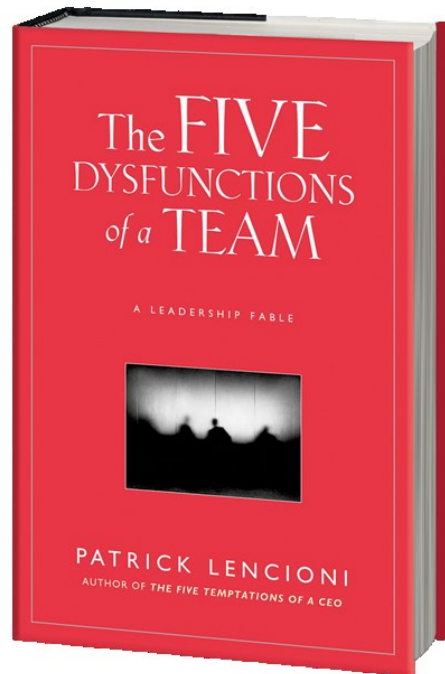
–Patrick Lencioni on **TEAMWORK**

# The Making of a Blockbuster Book

Best Seller  
WALL STREET  
JOURNAL

Best Seller  
The New York Times

Best Seller  
amazon.com



## Amazon Best Sellers Rank:

#191 in Books

#1 in Books > Business & Money > Management & Leadership  
in Books > Textbooks > Business & Finance > Human Resources  
in Books > Business & Money > Industries & Professions

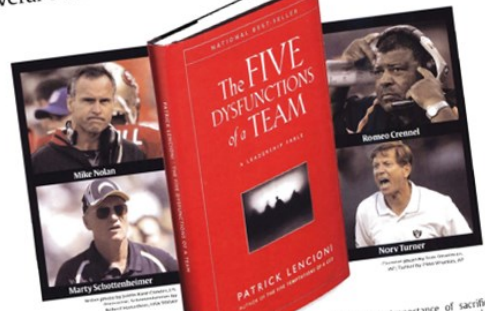
# The Making of a Blockbuster Book



Special Reprint Edition

THE NATION'S NEWSPAPER  
**USA TODAY**  
NO. 1 IN THE USA  
As seen in  
**USA TODAY**  
**Money**  
November 28, 2005

**Business leadership book wins fans in NFL**  
Several coaches apply 'Five Dysfunctions' to game play



By Del Jones  
USA TODAY

When the Arizona Cardinals NFL team signed two-time most-valuable-player Kurt Warner in the off-season, Josh McCown was relegated to second-string quarterback. McCown isn't the kind of person to

there hasn't been much research done on such gridiron behavior, surveys show it to be rampant in offices worldwide. Corporate leaders have traditionally borrowed from successful sports strategies to run their companies. But lately McCown and others in the NFL are learning a thing

the importance of sacrificing personal ambition for the larger goal. "What I had to do was be the best No. 2," says McCown, who became the starting quarterback throughout October and led the Cardinals to two of their three wins so far this 3-8 season while Warner recovered from a groin injury. This month, Warner has been back on the field and McCown

## THE WALL STREET JOURNAL

MONDAY, OCTOBER 23, 2006

**Reluctant Guru' Pens Best Sellers For Readers Bored by Business Books**

By Paolo Donkai

PATRICK LENCIONI is an unlikely management guru. The author and former Bain & Co. consultant never went to business school and grewly shuns management jargon. He derives inspiration from Pop-Tarts and preaches common-sense truths like "teams need trust."

As for his business books, they read more like fiction—because they are. Mr. Lencioni expounds theories of teamwork and leadership through easy-to-read novellas like "Death by Meeting," where a struggling CEO is saved by a temp who hears his advice on movies and TV shows. (The moral: Meetings need drama.) The first chapter, "The Man," is 72 words.



The combination of honey management truths and simple prose has struck a chord with business readers tired of jargon and complicated strategic models. In eight years, Mr. Lencioni has evolved from part-time consultant to best-selling author, commanding up to \$20,000 for speaking gigs and \$60,000 for two-day consulting sessions. His books have won fans among the National Football League, performance artists Blue Man Group at venues in Albuquerque,

social subjects like supply-chain management.

Mr. Lencioni, who specializes in executive behavior, is wary of the "soft" label he contends that he gives concrete, practical advice. "I hate touchy-feely things," he says. "It's not about being a group hug."

Still, Mr. Lencioni's idea clients that their behavior is more important than their consulting sessions by asking executives to relate stories from their childhood, then discuss their personal life. And he criticizes executive life. Meetings need drama. The first chapter, "The Man," is 72 words.

## FORTUNE

# TEN NEW GURUS YOU SHOULD KNOW

By Jennifer Reingold  
The Wall Street Journal

ASK A CEO TO NAME A BUSINESS GURU, and you're likely to hear a name you haven't heard for decades: Peter Drucker, Jack Welch, and so on. But one name that's been missing from the list is Patrick Lencioni, the author of the best-selling business book "The Five Dysfunctions of a Team." Lencioni's work is a blend of common sense and practical advice that's resonating with a new generation of business leaders.



**PATRICK LENCIONI**  
Founder of the Table Group, Lencioni, 47, is a management consultant and author of the book "The Five Dysfunctions of a Team."

Lencioni's books, which feature fictional characters but are based on real-world business practices, are a hit with people who are looking for practical advice. His books have been translated into 15 languages and are being read by millions of people. Lencioni's work is a blend of common sense and practical advice that's resonating with a new generation of business leaders.

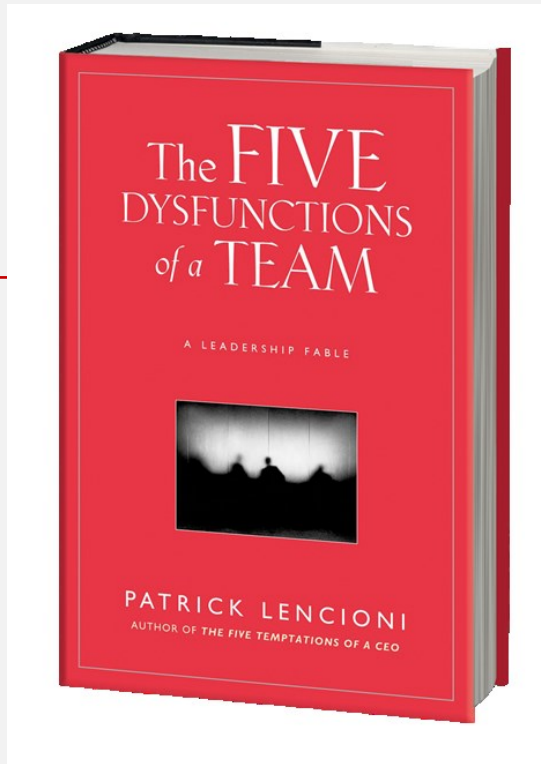
## Harvard Business Review



**HOW TO KEEP YOUR CUSTOMERS THESE HARD TIMES**  
PAGE 52

- How to Market in a Recession
- Five Rules for Marketing in a Recession
- What's Your Single Strategy?
- When Internal Communication Is Bad for Your Company
- Predicting Your Competitor's Reaction
- Do Ahead: How to Prepare
- When Can You Hire?
- Leadership Lessons from Abraham Lincoln
- Developing Resilience to Change
- Setting Brand Communities Right

# Two POWERFUL Brands



Over 2.5 million copies  
sold worldwide



Used by over 1 million  
people every year

# What if There Was a Way to Measure if a Team...

- ▲ Trusts one another?
- ▲ Engages in healthy conflict around ideas?
- ▲ Commits to decisions?
- ▲ Holds one another accountable?
- ▲ Focuses on achieving collective results?

# The Five Dysfunctions of a Team Model





# Understand Each Team Member's Behavior



# Understand Each Team Member's Behavior



**Seeks  
Harmony**

**Seeks  
Acceptance**



**Seeks  
Action**



**Seeks  
Facts**

# The Five Behaviors of a Cohesive Team Model



# The Five Behaviors Model

- ▲ Focus on Collective Results
- ▲ Hold One Another Accountable
- ▲ Commit to Decisions
- ▲ Engage in Conflict Around Id
- ▲ Trust One Another



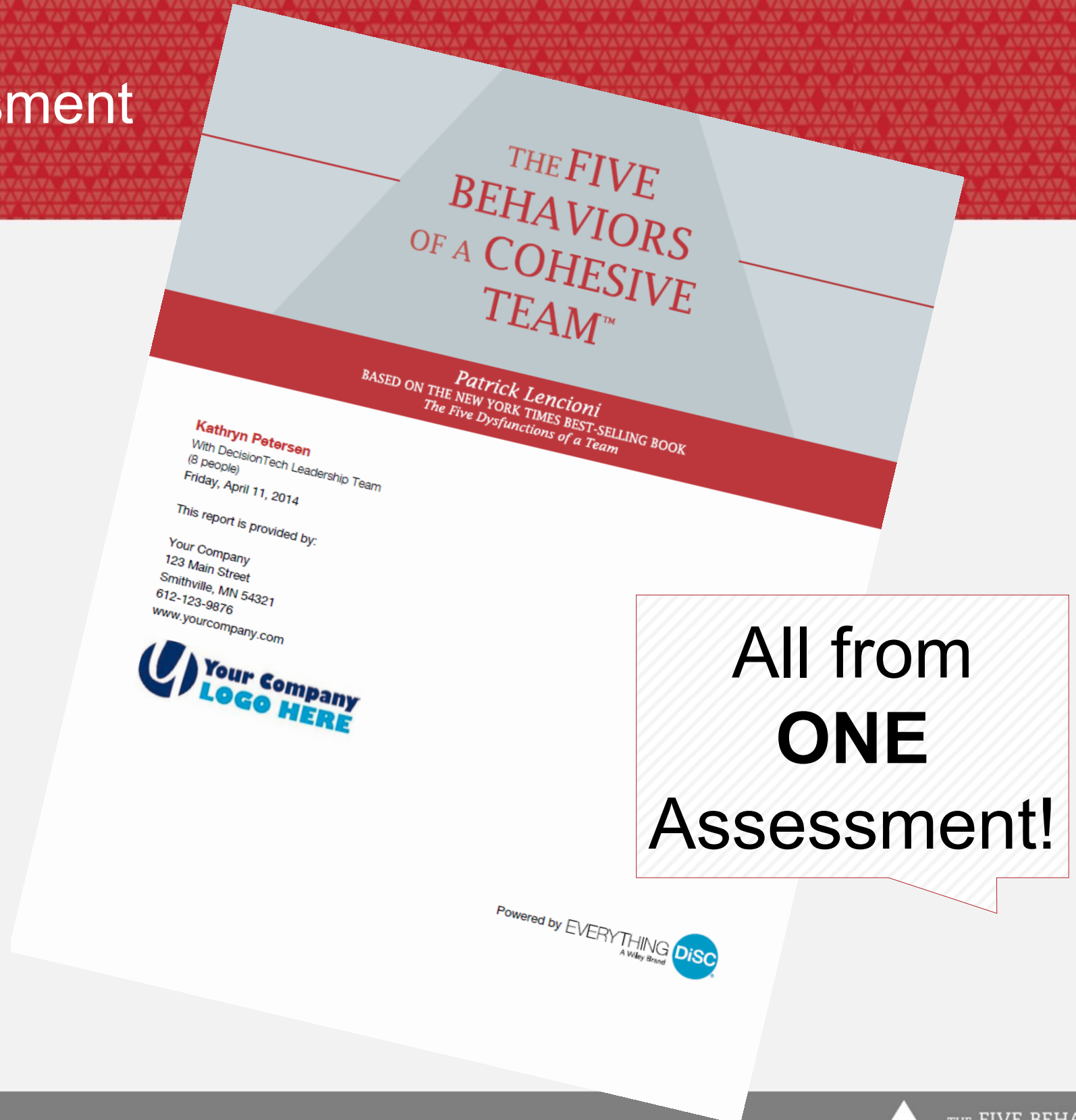
# One Assessment



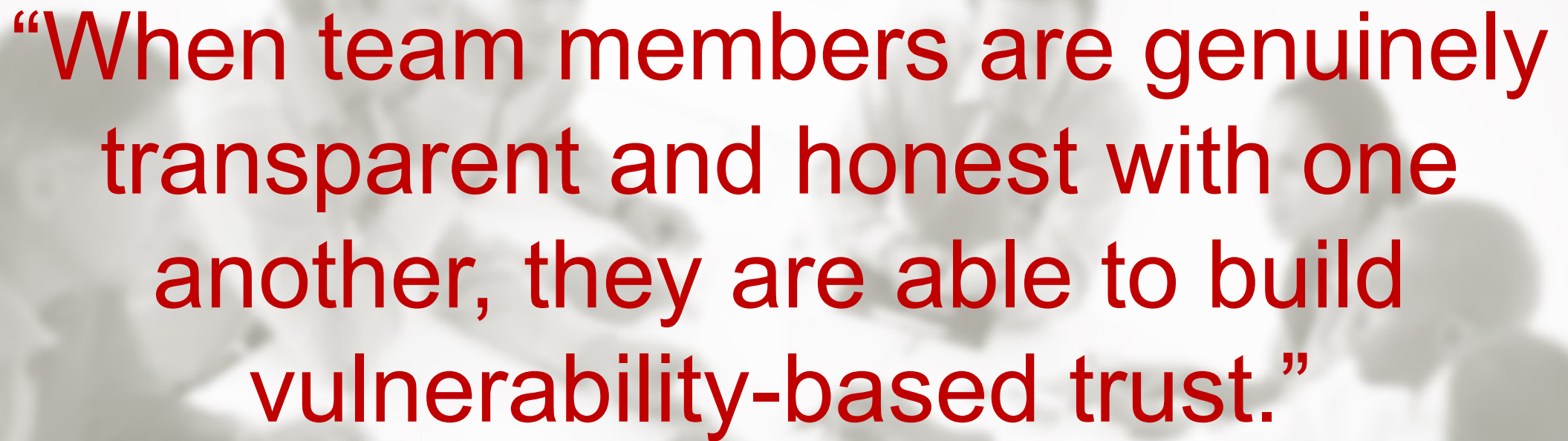
Individual  
DiSC Style



Team Data  
Report



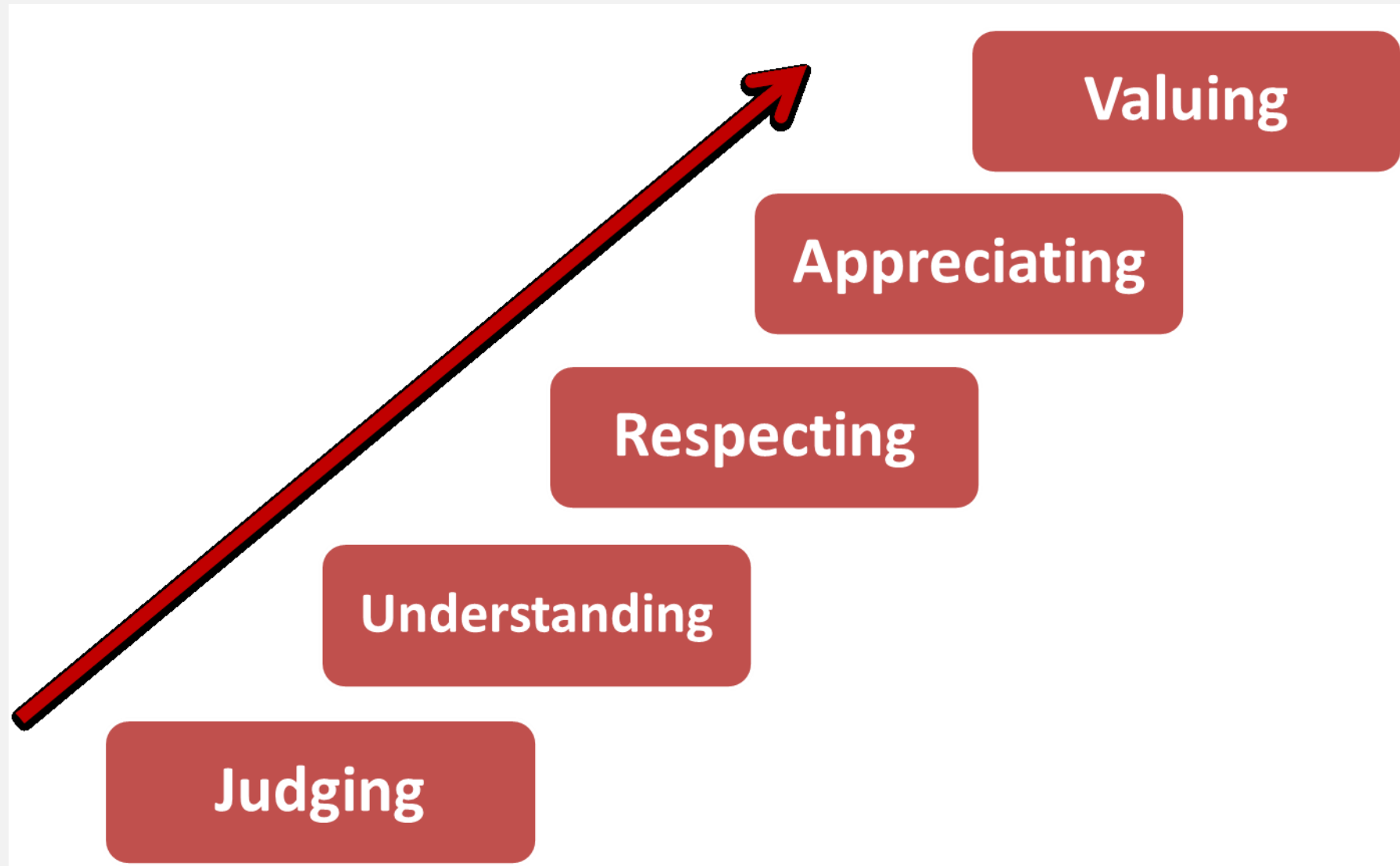
All from  
**ONE**  
Assessment!



“When team members are genuinely transparent and honest with one another, they are able to build vulnerability-based trust.”

–Patrick Lencioni on TRUST

# Trust and Interpersonal Differences



# Profile: Trust



See how your team scores on each behavior.



# Profile: Trust



See team averages for specific behaviors.

# Profile: Trust

Team members are unguarded and genuine with one another.

Almost Never	Rarely	Sometimes	Usually	Almost Always
1	4	3	0	0

Clear insight into how the team sees itself.

Part of vulnerability lies the willingness of people to abandon their fears and simply be themselves. While this can be a little scary and uncomfortable at first, ultimately it becomes liberating for those who are tired of overthinking their actions and managing interpersonal politics at work.

For this type of vulnerability is tough for a lot of teams. As it stands now, Kathryn, the people on your team may have trouble letting down their guards and showing their true colors. This lack of transparency may hinder the team's ability to have a free exchange of ideas, which, in turn, may challenge the team's ability to build trust.



# DiSC<sup>®</sup> & Trust

See how your DiSC style influences behaviors.

Pages 8-9

## The Impact of Your DiSC<sup>®</sup> Style

Your DiSC<sup>®</sup> style: D

Kathryn, you're probably a very driven person with a high need for variety and forward momentum. So, you may get easily bored or restless if forced to slow down for too long. In fact, sitting still may be agonizing for you. Therefore, when you reach your goals, instead of celebrating, you quickly shift your attention to the next objective.

Since you probably like to get things out the door quickly, you may emphasize results over how you get there. Consequently, you're willing to question the rules if you think they don't make sense. And if something goes wrong, you'll do whatever it takes to save the situation.

People with the D style may have little patience for small talk, and you may grow restless listening for long periods without the opportunity to speak. You're also quick to dismiss people whom you see as incompetent, and it may be hard for you to hide your annoyance. When you're irritated, people know it. And when you get really upset, you may let nonverbal signals do the talking.

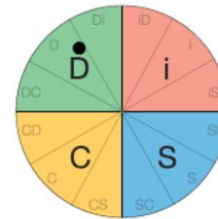
You have a strong competitive side and may actually be energized by antagonism or conflict. In fact, the idea of losing is probably more upsetting to you than it is to most people. You may suspect that people are driven by self-interest and will take advantage of you if you let them. Consequently, you're unlikely to take kind words at face value, but rather you may look for underlying intentions.

You tend to speak up when you see a problem, even when no one else will. And although you may realize that others can be taken aback by your directness, you're unwilling to compromise what you see as honesty. It is this intensity that may cause others to worry that you're irritated with them. However, making an effort to meet people's emotional needs may require more energy than you're often willing to expend.

Although everyone questions their decisions from time to time, you probably do it less often than most people. Those with the D style usually exude self-confidence. This can be infectious, and others may wind up feeling good about your bold plans. However, your strong belief in your opinions, coupled with your tendency to dismiss the opinions of others, may give some people the impression that you are arrogant. It may be difficult for you to admit that you sometimes need to depend on others.

You probably like to be in charge. You may even take control over projects where authority was meant to be divided, alienating some people. This is particularly true when you feel that others are not competent to carry out your vision or don't see it as clearly as you do. You may encourage input when there is no question that you are in command, but quickly disregard those opinions that conflict with your ideas. Once you've had your say in the important decisions, however, you may be more than willing to delegate.

Kathryn, like others with the D style, your most valuable contributions to the workplace may include your drive to get results, your tendency toward bold action, and your willingness to challenge assumptions. In fact, these are probably some of the qualities that others admire most about you.



Your dot location is near the edge of the circle, so you probably relate well to the characteristics associated with the D style.



Breakthroughs happen among why this person might act people gain insight and

address (S), and the four DiSC styles.

### Influence (i)

Outgoing  
Enthusiastic  
Optimistic  
High-spirited  
Lively

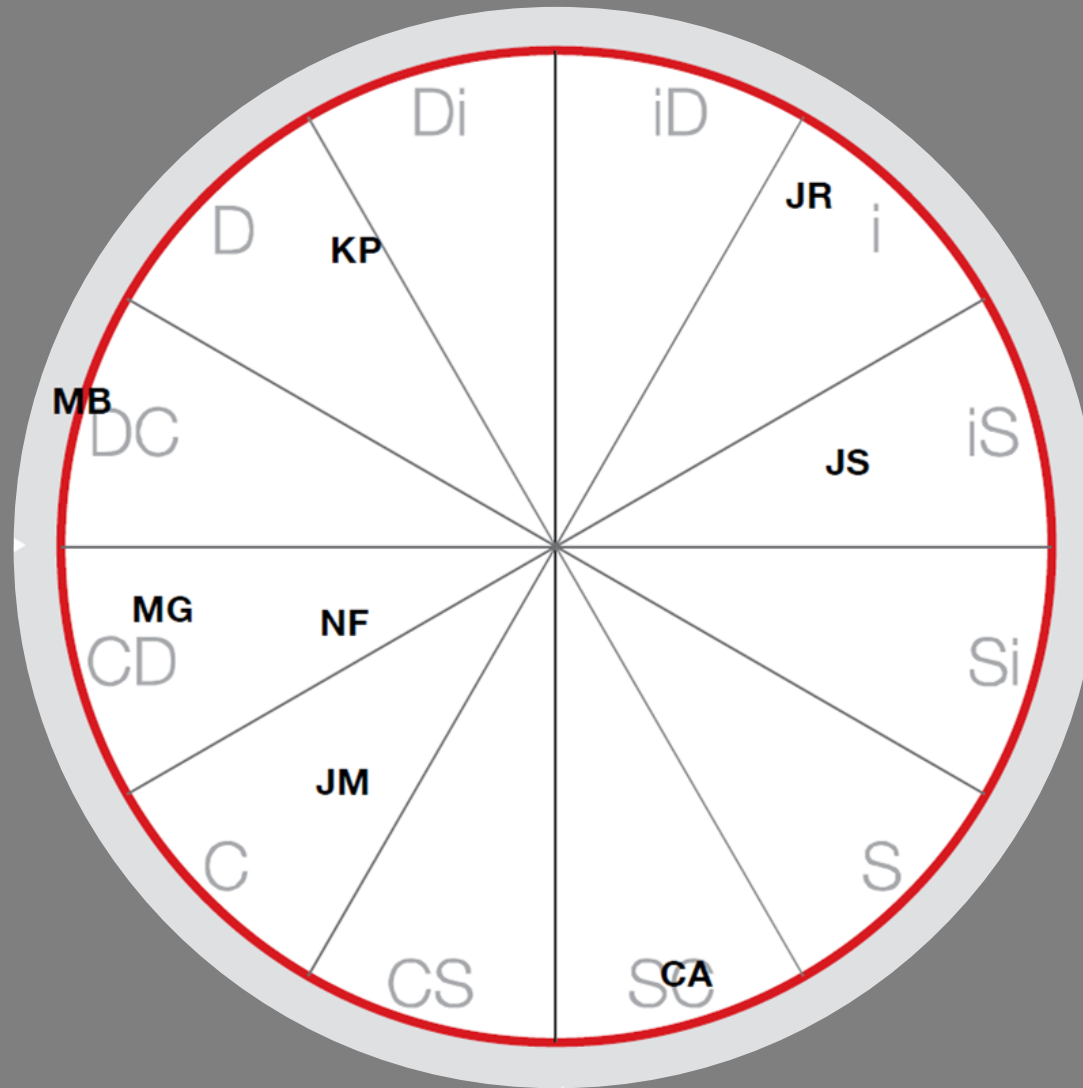
Even-tempered  
Accommodating  
Patient  
Humble  
Tactful

### Steadiness (S)

For two styles. All

aring, and

# DiSC<sup>®</sup> Team Map



See a DiSC map for the whole team.

# Trust: Culture

See the  
team's  
suggestions  
for change.

*There would be more trust on our team if people:*

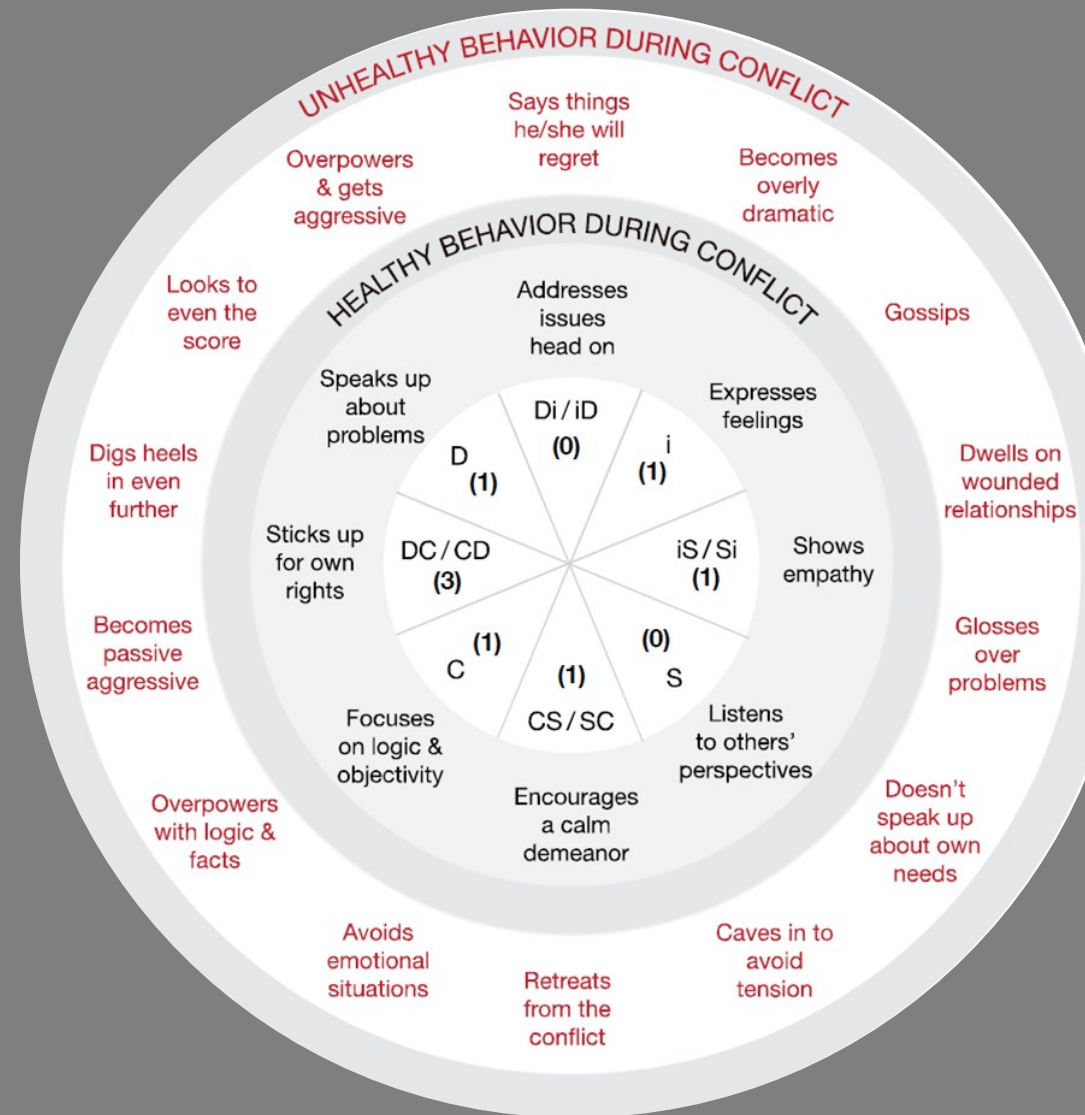
- |   |  |   |  |
|---|--|---|--|
| 7 | Reduced the amount of gossiping        | 2 | Got to know each other on a personal level |
| 6 | Admitted their mistakes                | 1 | Readily apologized                         |
| 5 | Let go of grudges                      | 1 | Spent more time together                   |
| 5 | Understood each other's working styles | 0 | Shared professional failures and successes |
| 4 | Were more forthright with information  | 0 | Would give credit where credit is due      |



“When there is trust, team members are able to engage in unfiltered, constructive debate of ideas.”

–Patrick Lencioni on **CONFLICT**

# Conflict Team Map



See a clear map of conflict "hot spots."



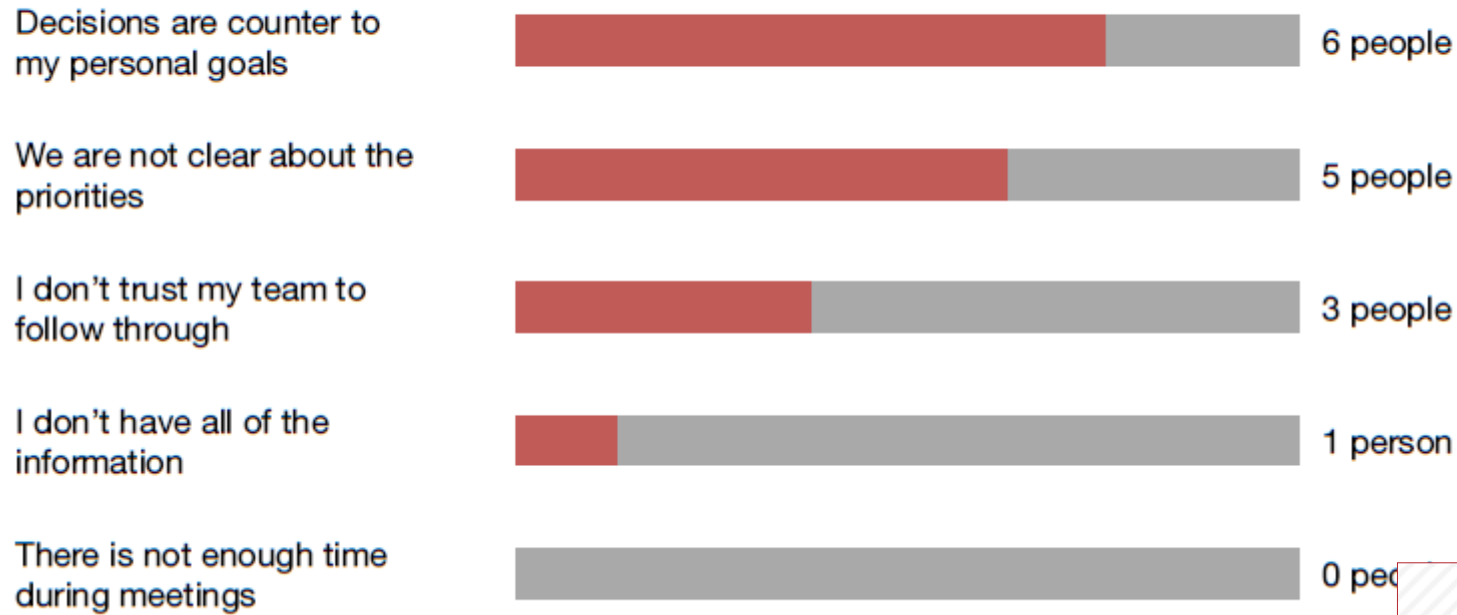
“When team members are able to offer opinions and debate ideas, they will be more likely to commit to decisions.”

–Patrick Lencioni on **COMMITMENT**

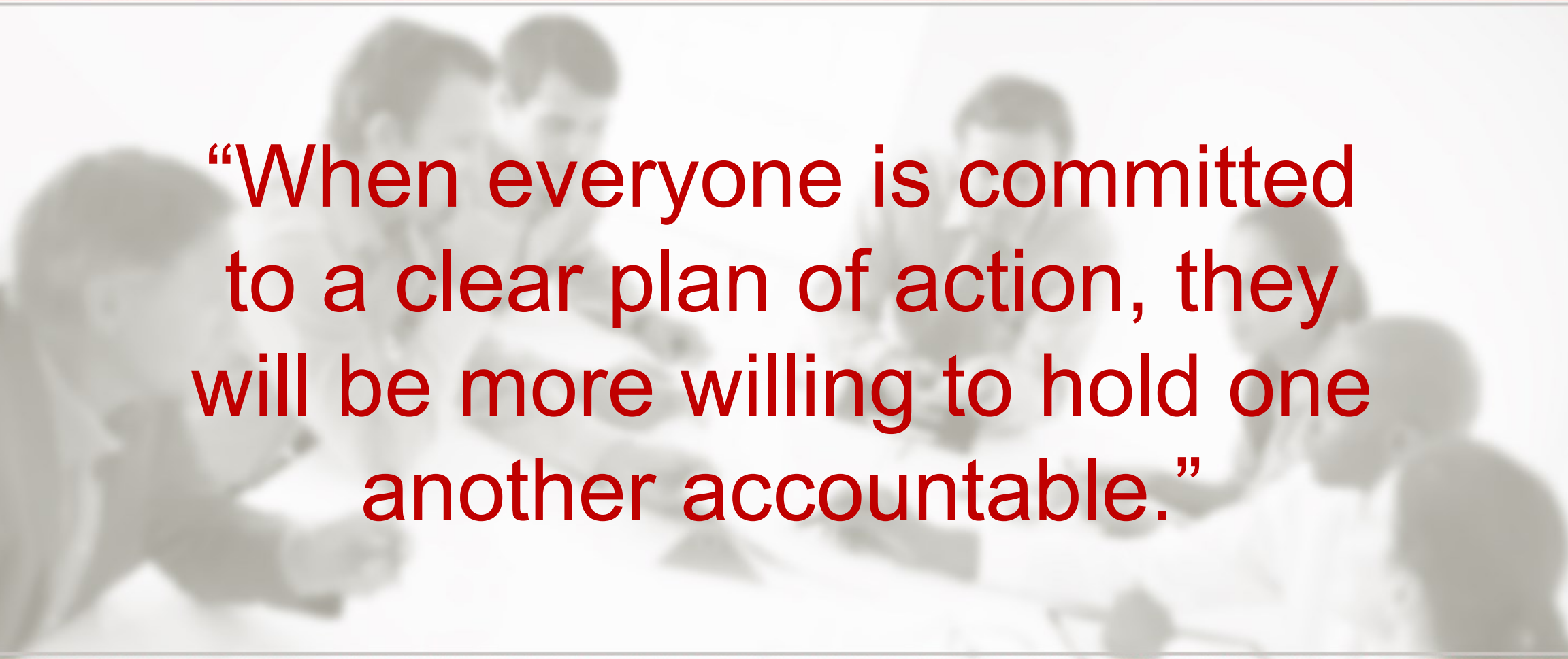


# Creating Commitment

*I sometimes don't buy in to the team's decisions because:*



See where you need to focus your efforts to get greater buy-in.



“When everyone is committed to a clear plan of action, they will be more willing to hold one another accountable.”

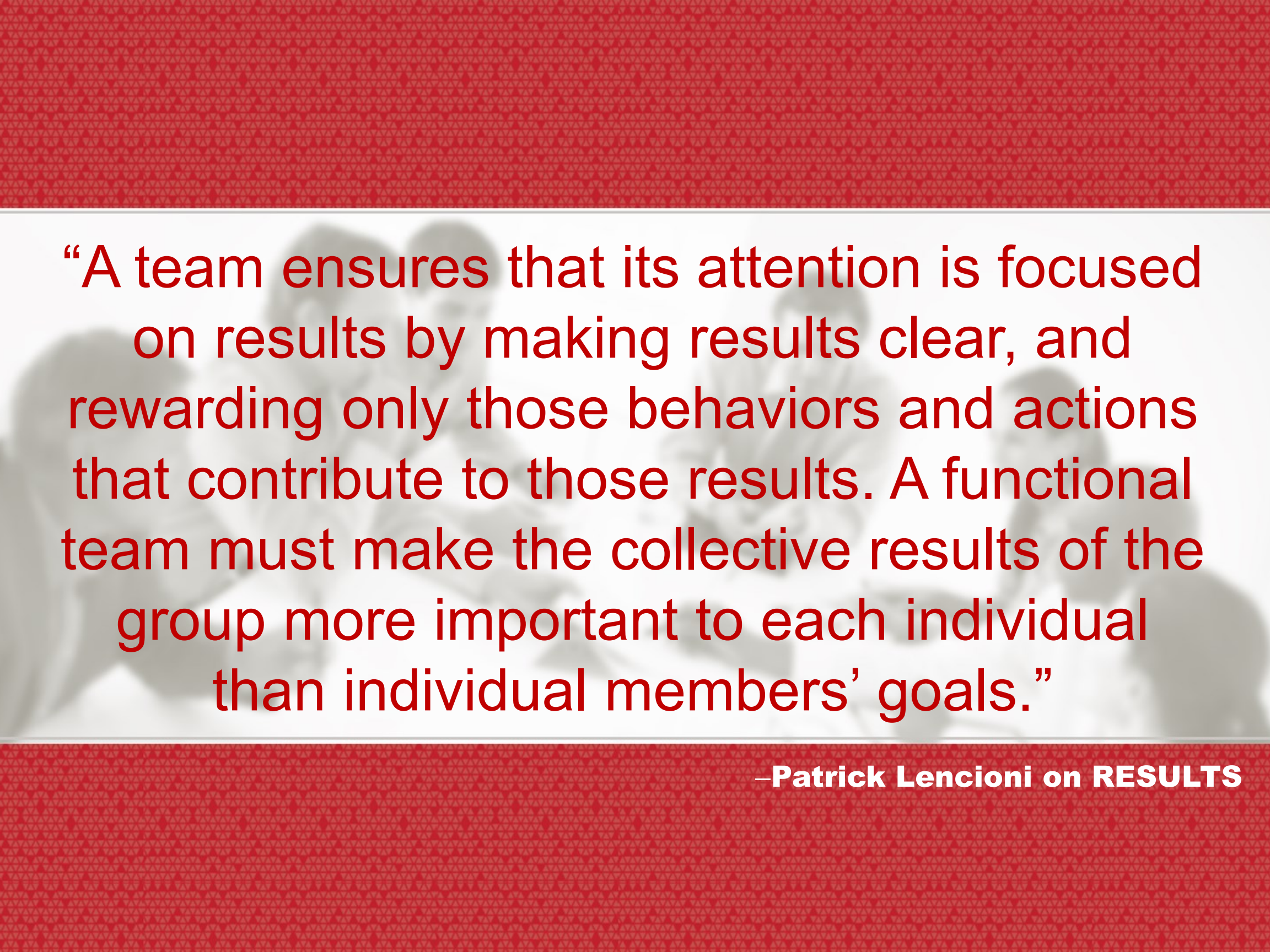
–Patrick Lencioni on **ACCOUNTABILITY**

# Embracing Accountability

*Our ability to hold one another accountable could improve if we challenged one another to:*

- |                            |  |                            |  |
|----------------------------|--|----------------------------|--|
| <input type="checkbox"/> 7 | Call one another on unproductive behaviors         | <input type="checkbox"/> 1 | Follow through on personal commitments |
| <input type="checkbox"/> 5 | Give one another feedback                          | <input type="checkbox"/> 0 | Address missed deadlines immediately   |
| <input type="checkbox"/> 4 | Have clearer priorities and goals                  | <input type="checkbox"/> 0 | Be more direct                         |
| <input type="checkbox"/> 3 | Review progress against goals during team meetings | <input type="checkbox"/> 0 | Publicly share goals                   |
| <input type="checkbox"/> 2 | Have more efficient and productive meetings        | <input type="checkbox"/> 0 | Spend more time together               |

Define actions to help the team hold each other accountable.

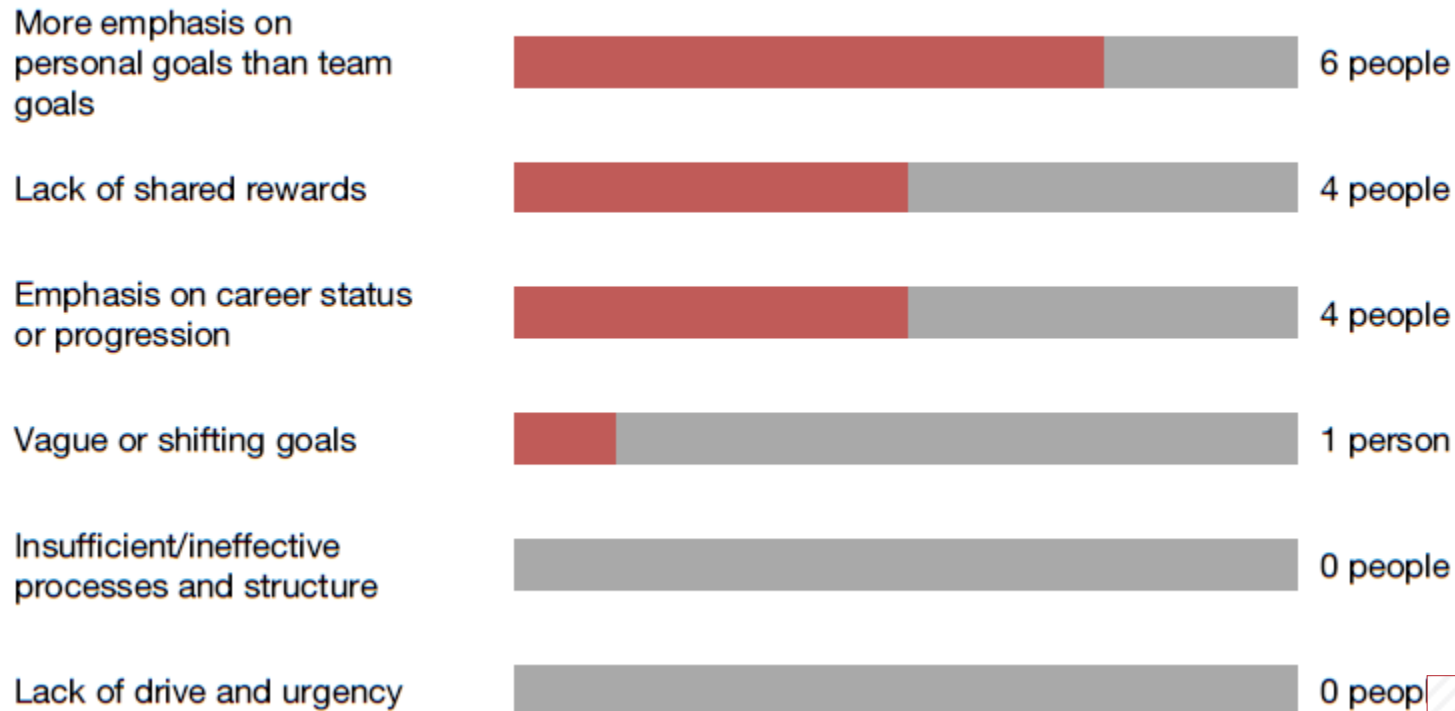


“A team ensures that its attention is focused on results by making results clear, and rewarding only those behaviors and actions that contribute to those results. A functional team must make the collective results of the group more important to each individual than individual members’ goals.”

–Patrick Lencioni on RESULTS

# Generating Results

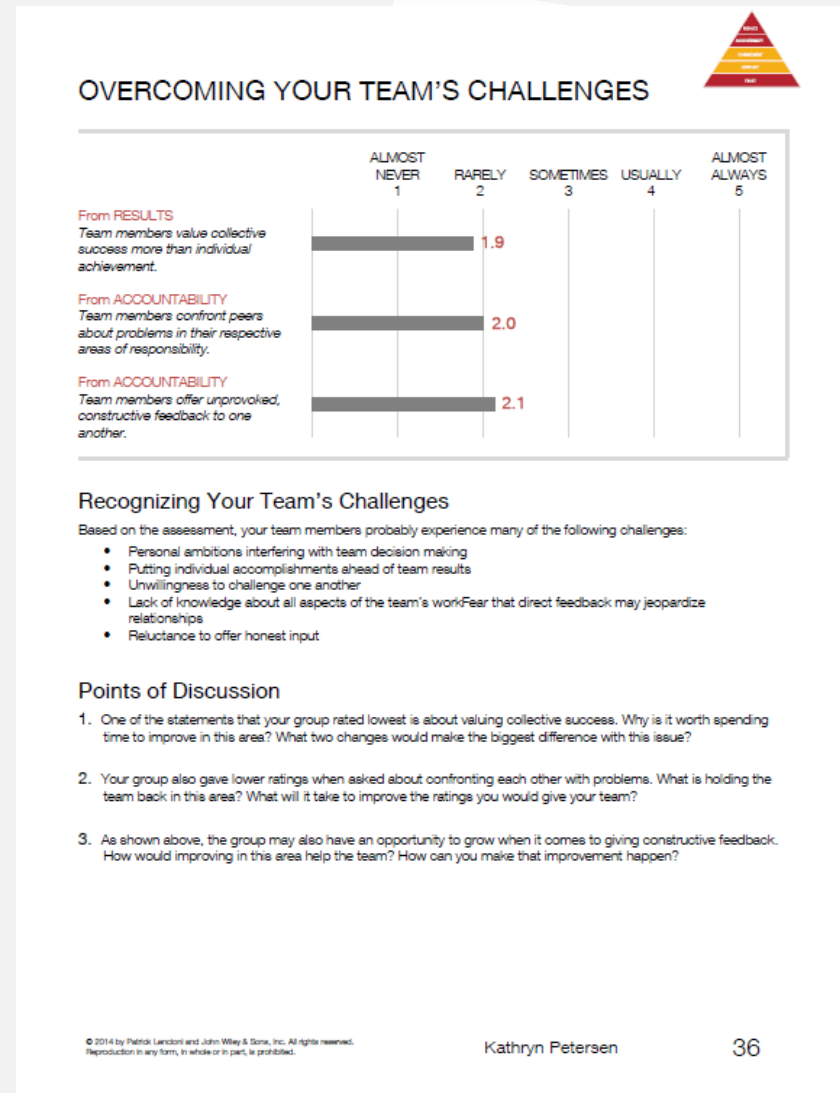
*Some distractions that keep us from focusing on results are:*



Understand the distractions that limit your team's ability to generate excellent results.

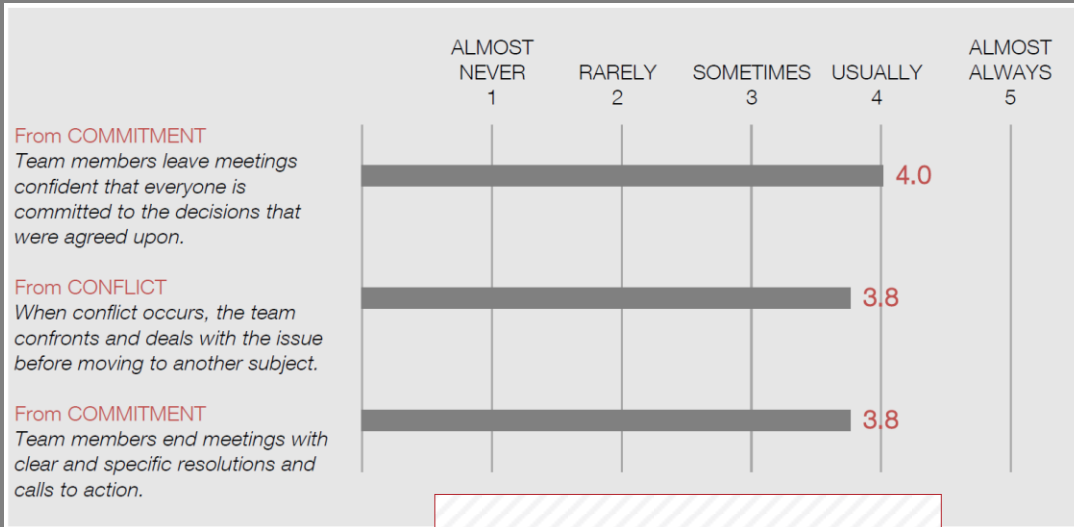
# Report Highlights: Summary

- ▲ At the end of the report prompts are dynamic based on team score



Pages  
35-36

# Report Highlights: Strengths and Challenges



See the team's strengths...

...and challenges.



# All in ONE Program

Individual Results



Team Results



Culture Analysis



Improvement Tips

## 7 Modules

**Introduction**

**Trust**

**Conflict**

**Commitment**

**Accountability**

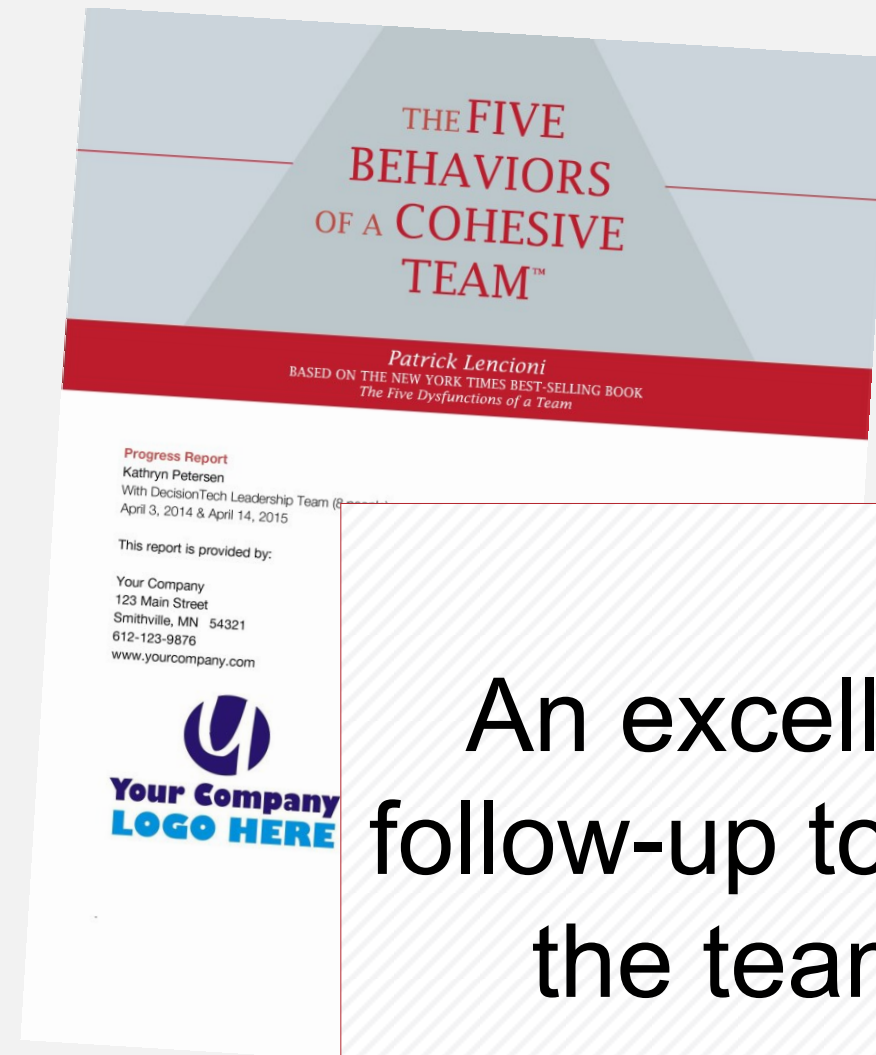
**Results**

**Summary**



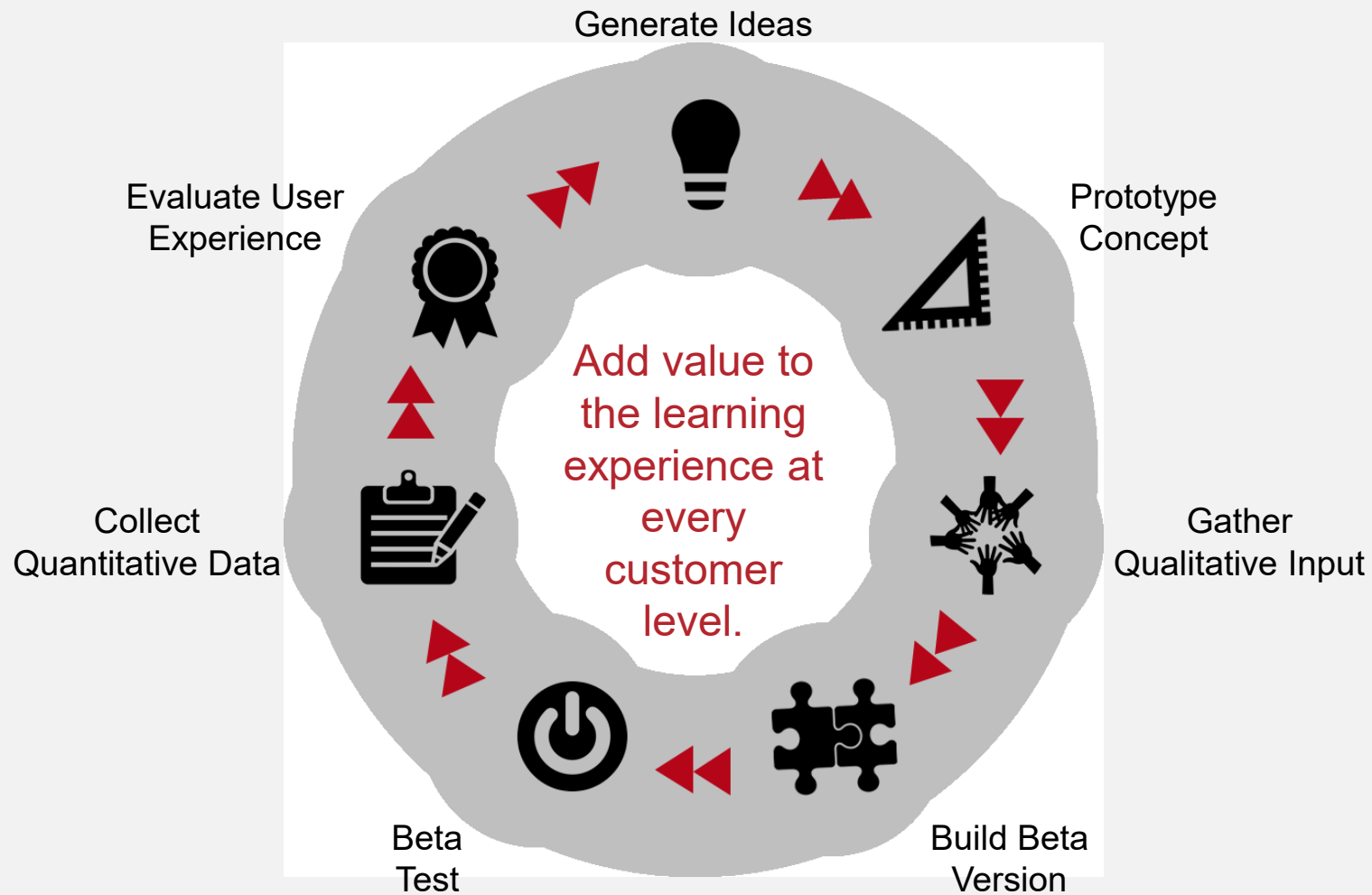
# Progress Report

- ▲ Graphical report details progress since last session
- ▲ Expanded explanations of areas of greatest improvement and decline
- ▲ Action Plans
- ▲ Appendix:
  - Narrative on the impact of your DiSC style
  - DiSC Team map and Conflict Team Map



An excellent follow-up tool for the team!

# Robust Development Process



# Depth of Validation – Beta Testing

3

Rounds of Testing

200

Organizations

125

Authorized Partners

300+

Teams

120

In-depth Interviews

3,380

Participants

# What We Heard

“Phenomenal product and phenomenal process to engage people... helped them talk about where they are and how they could be better.”

“[The program] allowed the team to uncover issues and have straightforward conversations.”

This [workshop] was really effective in getting the conversations going. The conversations generated were the best part of the program.”

# Outcomes

- ▲ Provides the emotional grounding for team members to establish strong bonds and commitment
- ▲ Creates a contract among team members about how the team will succeed
- ▲ Gives the team the information they need to follow through on a team development plan

# Questions



# Contact Me for More Information

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