

## Patrick Lencioni On Executive Teams...

- If you have one person on a team who can't demonstrate vulnerability, then the basis for trust has gone and your dynamic is screwed.
- Most CEOs are teddy bears because they won't hold people accountable. They won't actually say what they think about their behaviour. Behavioural accountability comes first, not the numbers. Behaviours precede results.
- Conflict is a good thing. Passionate debate on issues. You need to know that people on your team are not holding back. Conflict with the truth is the pursuit of the right answer.

Great relationships are based on the ability to passionately disagree. It's almost always lacking in executive teams. People don't want to get their feelings hurt. If we don't have conflict on the idea, it will ferment into a conflict around people and that destroys teams. It's always the right thing to do. It creates clarity.

Make sure everyone weighs in hard. Your job is to mine for conflict. When you've heard what they've said, step in and acknowledge that and say what you're choosing to do. If you do that, 19 out of 20 will go with it. Input is the key; not getting your own way.

- When I talk about focusing on results, I'm talking about everyone adopting a set of common goals and measurements, and then actually using them to make collective decisions on a daily basis.

How often (do) you all talk about moving resources from one department to another in the middle of a quarter in order to make sure that you could achieve a goal that was in jeopardy?

Sources:

1. *Our own conference notes (World Business Forum 2009)*
2. *'The Five Dysfunctions of a Team', Jossey-Bass, 2002*