Patrick Lencioni on the need for TRUST within teams …

'*Trust lies at the heart of a functioning, cohesive team.* Without it, teamwork is all but impossible.

In the context of building a team, *trust is the confidence among team members that their peer's intentions are good, and that there is no reason to be protective or careful around the group.* In essence, teammates must get comfortable being vulnerable with one another.

As desirable as this may be, it is not enough to represent the kind of trust that is a characteristic of a great team. *It requires team members to make themselves vulnerable to one another, and be confident that their respective vulnerabilities will not be used against them.* The vulnerabilities I'm referring to include weaknesses, skill deficiencies, interpersonal shortcomings, mistakes and requests for help.

As 'soft' as this might sound, it is only when team members are truly comfortable being exposed to one another that they begin to act without concern for protecting themselves. *As a result, they can focus their energy and attention completely on the job at hand, rather than on being strategically disingenuous or political with each other.*

Achieving vulnerability-based trust is difficult because in the course of career advancement and education, most successful people learn to be competitive with their peers, and protective of their reputations. It is a challenge for them to turn those instincts off for the good of the team, but that is exactly what is required.'

Patrick Lencioni, The Five Dysfunctions of a Team p195-6, Jossey-Bass, 2002

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