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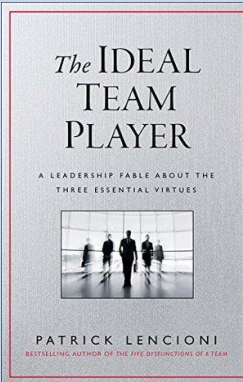
Ideal Team Player Patrick Lencioni

Why read this book?

“Patrick Lencioni turns his focus to the individual, revealing the three indispensable virtues of an ideal team player.

In *The Ideal Team Player*, Lencioni tells the story of Jeff Shanley, a leader desperate to save his uncle’s company by restoring its cultural commitment to teamwork. Jeff must crack the code on the virtues that real team players possess, and then build a culture of hiring and development around those virtues.

Beyond the fable, Lencioni presents a practical framework and actionable tools for identifying, hiring, and developing ideal team players.” (Goodreads.com))



Key Quotes

“The ability to work effectively with others, to add value within the dynamics of a group endeavor, is more critical in today’s fluid world than it has ever been. Few people succeed at work, in the family, or in any social context without it.” (P. ix)

“We could get more work done with fewer people if we had real team players.” (P59)

“Oh crap. We let the jackasses hire more jackasses.” (P. 60)

“The most unhappy people in a company are the ones who don’t fit the culture and are allowed to stay. They know they don’t belong. Deep down inside they don’t want to be there. They’re miserable.” (P. 61)

“No matter what happens, and what challenge we might face, give me a roomful of people who aren’t jackasses, and I’ll be happy to take it on.” (P. 151)

“I’ve found that, in most cases, managers greatly underestimate the impact that a comment or quick gesture of approval has on employees.” (P. 210)

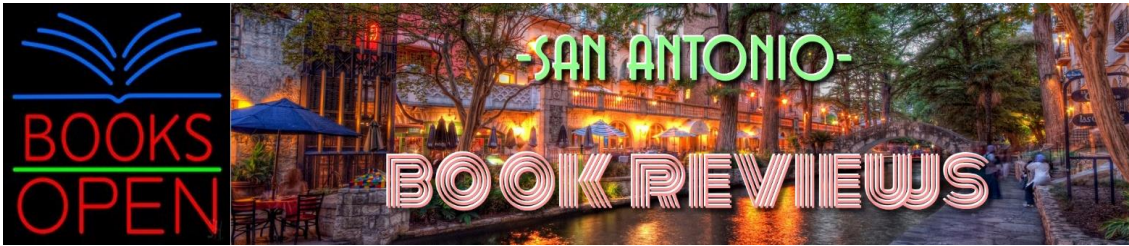
“Great cultures tend to be appropriately intolerant of certain behaviors, and great teams should be quick and tactful in addressing any lack of humility, hunger, and people smarts.” (P.211)

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Blue Sky Leadership Consulting works with organizations to leverage Strategic Thinking and Execution Planning and we encompass many of the principles in these books into our Four Decisions™ methodology and development of company’s One Page Strategic Plans. Whatever system you decide to use, understand them fully, implement them slowly and completely and maintain the discipline and rhythm necessary to see concrete results. Employees tire of “Flavor of the Month” and thrive on organizational alignment, execution of plans and achievements that garner a sense of accomplishment.



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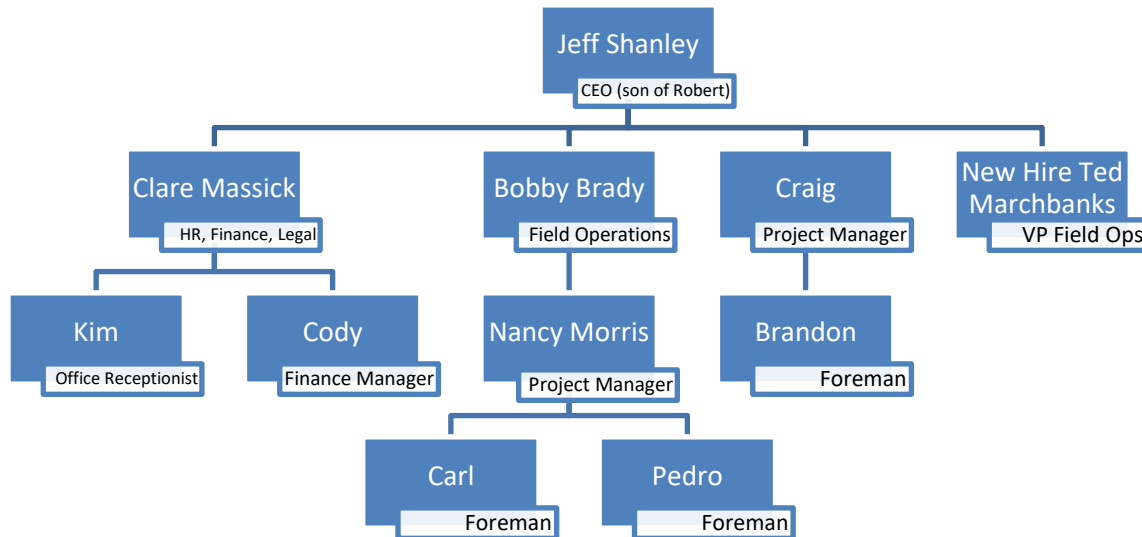
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Ideal Team Player

This is a book about

1. The three virtues of an Ideal Team Player
2. How to apply the model to your organization
3. Connecting the Ideal Team Player with the Five Dysfunctions of a Team Model

Part One: The Fable



The fable lends some practical application thoughts and ideas to the model and brings to life the concepts presented in the model. However, if you just want to get the facts and nothing but the facts ☺ turn to the second half of the book for the details.



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The Model

The Three Virtues of an Ideal Team Player

Virtue – a synonym for the nouns quality and asset which connotes the idea of integrity and morality. (P. 155)

Humble	Hungry	Smart
<ul style="list-style-type: none"> •Lacks excessive ego or concerns about status •Shares credit •Defines success collectively rather than individually •The single greatest and most indispensable attribute of being a team player 	<ul style="list-style-type: none"> •Always looking for more. more things to do. More to learn. More responsibility •A manageable and sustainable commitment to doing the job well and going above and beyond when it is truly required. •Hungry people almost never have to be pushed by a manager to work harder because they are self-motivated and diligent. 	<ul style="list-style-type: none"> •Refers to a person's common sense about people. It has everything to do with the ability to be interpersonally appropriate and aware. •They have good judgment and intuition around the subtleties of group dynamics and the impact of their words and actions. •Smart simply refers to a person's common sense about people.

What makes HUMBLE, HUNGRY, and SMART powerful and unique is not the individual attributes themselves, but rather the required combination of all three.
(P.161)



The History

Lencioni provides some interesting insights about when he and his partners founded the Table Group. These were, and still are, their core values but were always used internally only. It was later that they realized that these were the missing links for their customers in being able to apply the concepts in the Five Dysfunctions Model more effectively.



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The Categories

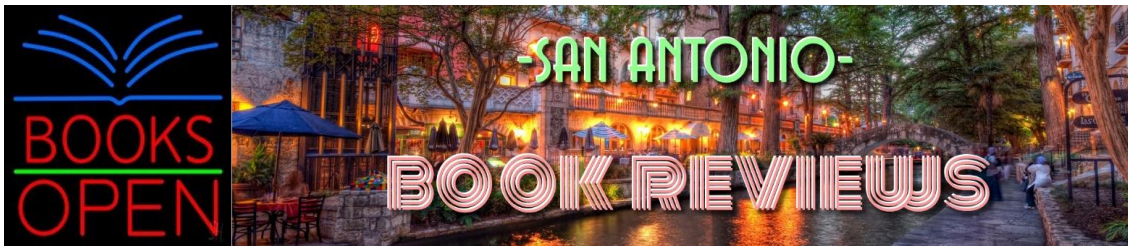
What you get when someone has none, some or all the characteristics of an Ideal Team Player

<i>0 for 3</i>	<i>1 for 3</i>	<i>2 for 3</i>	<i>3 for 3</i>
<i>Little chance of being team members. Generally easy to identify</i>	<i>An uphill battle but not impossible.</i>	<i>Harder to identify Easier to become ideal team players</i>	<i>They have little ego, share accolades; work with energy, passion, and personal responsibility; they say and do the right things</i>
	HUMBLE: The Pawn <i>Pleasant, kind-hearted; don't make waves, little impact on performance</i>	HUMBLE and HUNGRY: The Accidental Mess-Maker <i>Want to serve team Lack interpersonal skills Others have to clean up mess Least dangerous</i>	
	HUNGRY: The Bulldozer <i>Get it done; focus on self; team destroyers; easily identified</i>	HUMBLE and SMART: The Lovable Slacker <i>Adept at working with others Do only what is asked and rarely seek work or volunteer Limited passion but charming and positive; Need significant oversight</i>	
	SMART: The Charmer <i>Entertaining/likeable Negligible contributions</i>	HUNGRY and SMART: The Skillful Politician <i>Cleverly ambitious and hard workers if it benefits them. Can PORTRAY humbleness; Create trail of destruction; Created where rewards are for individuals over teamwork</i>	

Warning¹

1. It is difficult to accurately identify people
2. Labeling a person incorrectly can be damaging
3. DO NOT label Ideal players just because they are relatively stronger in one of the three areas
4. Labels apply ONLY for those significantly lacking in one of the three traits
5. The goal is to recognize then develop team members

¹ Lencioni, Patrick The Ideal Team Player, copyright 2016, page 172



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Using the Model

1. Hiring (pages 174 – 186)

- a. Don't be generic; develop specific questions that will reveal as much as possible
- b. Debrief after EACH interview so future interviews can focus on questionable areas
- c. Group interviews allow for even better debriefs
- d. Use nontraditional interviews e.g. business trip, run an errand together, etc.
- e. Ask questions more than once in slightly different ways.
- f. Ask what others WOULD say
- g. Have them do some real work
- h. Don't ignore hunches – keep digging
- i. Scare people with sincerity – tell them what will be expected and what accountable for.
- j. Use references

2. Assessing current employees

- a. Confirm that they are an ideal team player
- b. Help the employee to improve and become one
- c. Decide to move the employee out
- d. Have the employee do a self-assessment
- e. See the book for questions to ask for the manager assessment

3. Developing employees

- a. KEY: once started the manager MUST constantly remind employee when not doing what is needed. The result: a break THROUGH or a break DOWN
- b. Don't forget to help the Ideal Team Players develop even stronger attributes
- c. The book outlines some of the tools and resources for developing each of the traits

4. Embedding the model into your culture

- a. Teamwork is a choice and it is up the leaders to start by being clear of expectations
- b. Reinforce your culture by 'catching' people doing what you want them to do and calling attention to those behaviors.
- c. When you see behaviors violated, let them know – even the smaller offenses

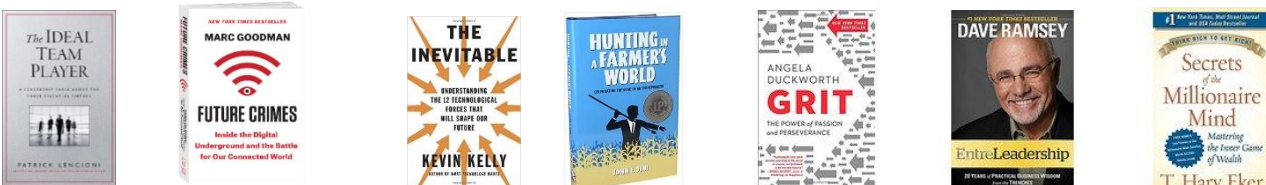
Connect your Ideal Team Player Model with Five Dysfunctions of a Team

Use the Team Player model to tune up your 5 Dysfunctions methodology. As team members step up their game they become better together as a team and can apply the team principles more effectively.



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<i>Calendar of Events</i>					
San Antonio – Wittigs 8:00 – 9:30 AM		UTSA EMBA Alumni 7:30 – 8:45		Houston – Wittigs 11:30 – 1:00	
Dec 16	Ideal Team Player	Jan 6	Future Crimes	Dec 22	Ideal Team Player
Jan 27	Future Crimes	Feb 3	The inevitable: 12 tech forces shape future	Jan 26	Future Crimes
Feb 24	The inevitable: 12 tech forces shape future	Mar 3	Hunting in a Farmers World	Feb 23	The inevitable: 12 tech forces shape future
Mar 24	Hunting in a Farmers World	Apr 7	Grit: The power of passion & perseverance	Mar 23	Hunting in a Farmers World
Apr 28	Grit: The power of passion & perseverance	May 5	EntreLeadership	Apr 27	Grit: The power of passion & perseverance
May 26	EntreLeadership	Jun 2	Secrets of the Millionaire Mind	May 25	EntreLeadership
Jun 23	Secrets of the Millionaire Mind	Jul 7	Procrastinate on Purpose	Jun 22	Secrets of the Millionaire Mind
Jul 28	Procrastinate on Purpose	Aug 4	Daring Greatly	Jul 27	Procrastinate on Purpose
Aug 25	Daring Greatly	Sep 8	Better than Before: what I learned about m/b habits	Aug 24	Daring Greatly
Sep 22	Better than Before: what I learned about m/b habits	Oct 6	Ego is the Enemy	Sep 21	Better than Before: what I learned about m/b habits
Oct 27	Ego is the Enemy	Nov 3	Leaders Eat Last	Oct 26	Ego is the Enemy
Nov 17	Leaders Eat Last	Dec 1	Winning	Nov 16	Leaders Eat Last
Dec 15	Winning			Dec 14	Winning



Our "Faculty"	Peter Braeuler	Mark Wittig	Malcolm Combs	Robert Schmidt	Judy Zimmerman	Andrew Wittig
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Our Supporters

