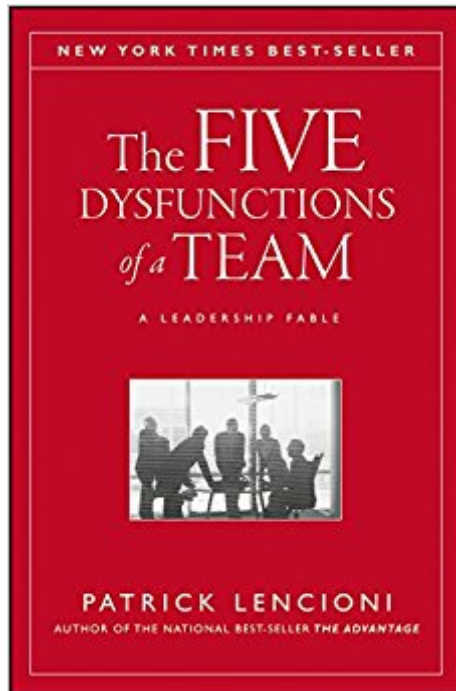




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# The Five Dysfunctions Of A Team: A Leadership Fable



## Synopsis

In *The Five Dysfunctions of a Team* Patrick Lencioni once again offers a leadership fable that is as enthralling and instructive as his first two best-selling books, *The Five Temptations of a CEO* and *The Four Obsessions of an Extraordinary Executive*. This time, he turns his keen intellect and storytelling power to the fascinating, complex world of teams. Kathryn Petersen, Decision Tech's CEO, faces the ultimate leadership crisis: Uniting a team in such disarray that it threatens to bring down the entire company. Will she succeed? Will she be fired? Will the company fail? Lencioni's utterly gripping tale serves as a timeless reminder that leadership requires as much courage as it does insight. Throughout the story, Lencioni reveals the five dysfunctions which go to the very heart of why teams even the best ones-often struggle. He outlines a powerful model and actionable steps that can be used to overcome these common hurdles and build a cohesive, effective team. Just as with his other books, Lencioni has written a compelling fable with a powerful yet deceptively simple message for all those who strive to be exceptional team leaders.

## Book Information

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## Customer Reviews

Once again using an astutely written fictional tale to unambiguously but painlessly deliver some hard truths about critical business procedures, Patrick Lencioni targets group behavior in the final entry of his trilogy of corporate fables. And like those preceding it, *The Five Dysfunctions of a Team* is an entertaining, quick read filled with useful information that will prove easy to digest and implement. This time, Lencioni weaves his lessons around the story of a troubled Silicon Valley firm

and its unexpected choice for a new CEO: an old-school manager who had retired from a traditional manufacturing company two years earlier at age 55. Showing exactly how existing personnel failed to function as a unit, and precisely how the new boss worked to reestablish that essential conduct, the book's first part colorfully illustrates the ways that teamwork can elude even the most dedicated individuals--and be restored by an insightful leader. A second part offers details on Lencioni's "five dysfunctions" (absence of trust, fear of conflict, lack of commitment, avoidance of accountability, and inattention to results), along with a questionnaire for readers to use in evaluating their own teams and specifics to help them understand and overcome these common shortcomings. Like the author's previous books, *The Five Temptations of a CEO* and *Obsessions of an Extraordinary Executive*, this is highly recommended. --Howard Rothman

In keeping with the parable style, Lencioni (*The Five Temptations of a CEO*) begins by telling the fable of a woman who, as CEO of a struggling Silicon Valley firm, took control of a dysfunctional executive committee and helped its members succeed as a team. Story time over, Lencioni offers explicit instructions for overcoming the human behavioral tendencies that he says corrupt teams (absence of trust, fear of conflict, lack of commitment, avoidance of accountability and inattention to results). Succinct yet sympathetic, this guide will be a boon for those struggling with the inherent difficulties of leading a group. 100,000 first printing.

This book was pretty good as it reads like a story of a dysfunctional hi-tech Silicon Valley team that has to cope with egotistical team members. Though the book takes you through the struggles of the team members to adapt to the new leader's method of building trust first, then pursuing growth of the company, I wish there were more details on the results of building an effective team rather just on the difficult process of it. Though the book was good I want there to be a continuation of it because we don't know what happened once the team realized the new system of trust building the leader implemented wound up working to their surprise. This book is kind of a cliffhanger.

I have a teaching background, a coaching background from youth to adults in team sports of hockey and rugby, and I have been a member of many committees and a few boards. Team building has been so important in all of the above, but in my experience team building has been illusive, hit or miss. The modern myth is you must understand team because you are on a team. Well, not so. This book emphasizes clearly that your organization, business, board, committee or sporting team can accomplish so much more, if you purposefully work the elements of teamwork. All teams, even the

professionals, practice the fundamentals daily. KISS. This book begins with the simple premise that team work is founded on trust, but it must be practiced. So simple, but the case study that Lencioni uses demonstrates the workability of the premise. Make a plan to build a team and then consciously work your plan. Trust takes courage and determination. All my past team experiences where I have been a player or a leader could have benefited from this book.

Very easy reading and informative. Feels like the book ends a little too soon, but that's a plus on the author for keeping me interested. I read it in two evenings, it is not too deep and it is easy to pick up where you left off. There are some real zingers in the book, like the definition of politics, which should be a poster on the wall and have more coverage. A sequel would be nice.

The five dysfunctions of a team is a business novel about a small company in silicon valley. The company is not getting the results they expect, so therefore Katherine is hired as a new CEO. After two weeks of observation, she concludes the management does not work as a team and she starts to try to create a team out of the executive group. She introduces the five dysfunctions of a team to the group. These are:- Lack of trust- Lack of conflict- Lack of commitment- Lack of accountability- Lack of focus on results. Going over these one by one and using team building exercises, Katherine builds a team and gets the results she wants. At the end of the book, the five dysfunctions are summarized and the tools used by Katherine are clarified and explained. The five dysfunctions is a well written and useful book. The five dysfunctions are clearly visible in teams I worked with myself. Making the book a story makes it very easy to read. I considered the book to have two major drawbacks. The first one is that it has a strong focus on executive teams. I'd rather hear a story about an operational team. Especially considering that executive teams are rare. The second is the focus on tools for building teams. Several other excellent team literature has strong criticism on these tools. It gives the impression that if you just take the tools, they will solve the dysfunction and voila, a well working team. Of course, it's not that simple (nor does the author say that, but the book does seem to suggest it because of its focus on tools). Conclusion. A well written book on teams, fun to read, useful, though not the best.

I am a business book reader. I read virtually every leadership and management book that I find. Rarely do I find a book that conveys a memorable vision of leadership. Even rarer is a book that conveys real understanding of the complexities of real working teams. In The Five Dysfunctions, Patrick Lencioni shows that he knows both leadership and teamwork on a deep personal and

interpersonal level. You probably already know that Lencioni teaches through grown-up stories. This story is interesting and plausible. I willingly turned down my need for linear logic and just read the story in a couple hours. The story taught me a few things about teamwork that I was able to successfully implement with my team. And it gave me a clearer understanding of the functioning of my company, particularly in regard to trust. Lencioni provides a linear model of his ideas after the story. I skimmed this section and found it covered the same territory as the story in a much less engaging way. I learned from the story and consulted the model. This book conveys the personal side of work, that which gives work personal meaning. If you find talk about trust, jealousies, or disagreement hard to stomach, stay away. But if you are ready to face the real human issues that drive business, I recommend this book to you without reservation.

Good book to highlight how people work within a group (or rather, may NOT work together within a group.) It shows how styles of interaction can benefit or detract. The "story" makes it pretty easy to read. But don't expect it to apply to everything where teams are concerned, or to apply at every stage in life.

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