

# The Advantage: Organizational Health Model



## Discipline 1: Build a Cohesive Leadership Team

Cohesive teams build trust, eliminate politics, and increase efficiency by...

- Knowing one another's unique strengths and weaknesses
- Openly engaging in constructive ideological conflict
- Holding one another accountable for behaviors and actions
- Committing to group decisions

## Discipline 2: Create Clarity

Healthy organizations minimize the potential for confusion by clarifying...

- Why do we exist?
- How do we behave?
- What do we do?
- How will we succeed?
- What is most important – right now?
- Who must do what?

## Discipline 3: Over-Communicate Clarity

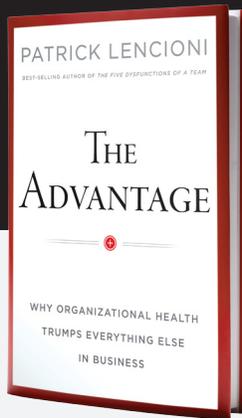
Healthy organizations align their employees around organizational clarity by communicating key messages through...

- **Repetition:** Don't be afraid to repeat the same message, again and again
- **Simplicity:** The more complicated the message, the more potential for confusion and inconsistency
- **Multiple mediums:** People react to information in many ways; use a variety of mediums
- **Cascading messages:** Leaders communicate key messages to direct reports; the cycle repeats itself until the message is heard by all

## Discipline 4: Reinforce Clarity

Organizations sustain their health by ensuring consistency in...

- Hiring
- Managing performance
- Rewards and recognition
- Employee dismissal



# The Advantage: Teamwork Model



## #1: Building Trust

Team members who trust one another are comfortable being open, even exposed, to one another about their failures, weaknesses, and fears.

## #2: Mastering Conflict

When trust is present, teams are able to engage in unfiltered ideological debate around ideas, issues and decisions that must be made.

## #3: Achieving Commitment

The ability to engage in conflict and provide input enables team members to buy-in or commit to decisions.

## #4: Embracing Accountability

After commitment is established, team members must be willing to hold one another accountable and remind each other when actions are counterproductive to the team.

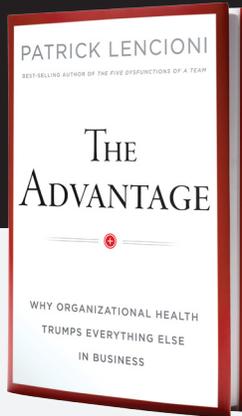
## #5: Focusing on Results

Collective team results must supersede any departmental or personal objectives or pursuits.

This model originated from Lencioni's national best-seller, *The Five Dysfunctions of a Team*.  
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# The Advantage: Silos Model

Thematic  
Goal

The single, temporary, and qualitative **rallying cry**  
shared by all members of the team

Defining  
Objective

Defining  
Objective

Defining  
Objective

Defining  
Objective

Defining  
Objective

The temporary, qualitative components of the thematic goal;  
shared by all members of the team

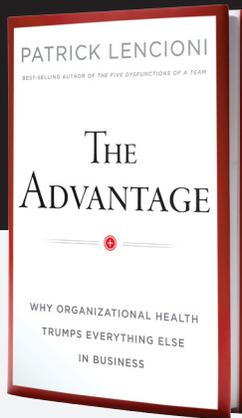
Standard  
Operating  
Objective

The ongoing priorities of the organization;  
shared by all members of the team

This model originated from Lencioni's best-seller, *Silos, Politics and Turf Wars*  
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# The Advantage: Meetings Model

## Content

## Timing

Administrative

Daily  
Check-in

5–10 minutes

Tactical

Weekly  
Staff

45–90 minutes

Strategic

Adhoc  
Topical

2–4 hours

Developmental

Quarterly  
Off-site Review

1–2 days

## Daily Check-in

Share daily schedules and activities

- don't sit down
- keep it administrative
- don't cancel even when some people can't be there

## Weekly Staff

Review weekly activities and metrics, and resolve tactical obstacles and issues

- don't set agenda until after initial reporting
- postpone strategic discussions

## Adhoc Topical

Discuss, analyze, brainstorm and decide upon critical issues affecting long term success

- limit to one or two topics
- prepare and do research
- engage in good conflict

## Quarterly Off-site Review

Review strategy, competitive landscape, industry trends, key personnel, team development

- get out of office
- focus on work; limit social activities
- don't over-structure or over-burden the schedule

This model originated from Lencioni's national best-seller, *Death by Meeting*.  
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