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by Patrick Lencioni (Author)

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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.

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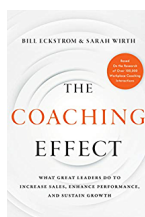
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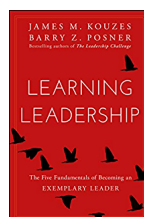


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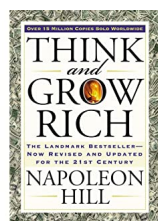
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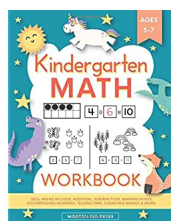


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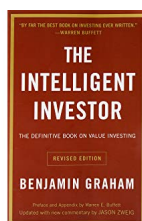


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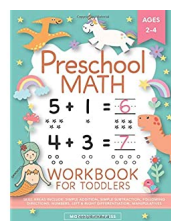


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Editorial Reviews

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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

From Publishers Weekly

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.

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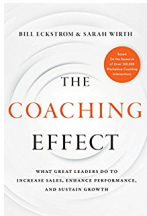
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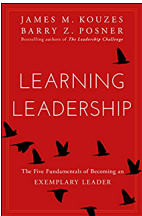
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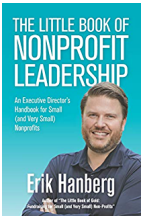
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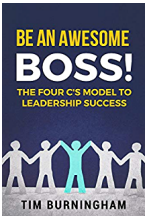
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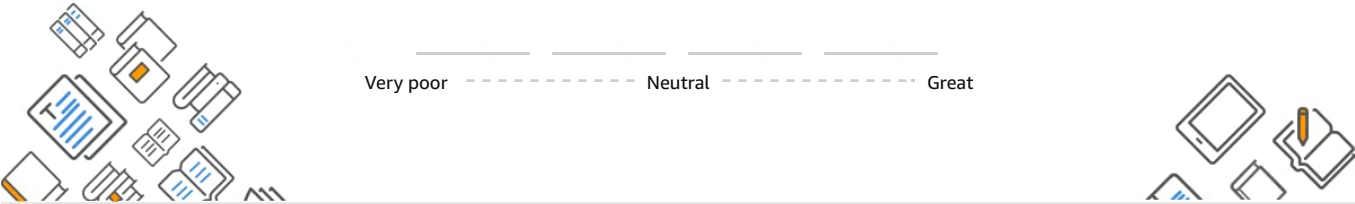


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J P

Important to understand that this is a leadership FABLE

Reviewed in the United States on September 15, 2019

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This book is a story written by Patrick Lencioni on his personal view as to why teams suffer from being dysfunctional. It is important to understand that this book is a fable, and the model he proposes is not backed up by scientific statistical data or analysis. This makes sense as Patrick Lencioni was in his early 30's when he wrote this book, yet claims to have counseled a vast amount of executives from fortune 500 companies despite his young age and lack of experience in the field of actually running a company himself. This shows its colors as you read through a very bland and generic story about a small company's executive team in silicon valley. For me, the fable was bland and I do not feel I have gained any substantial knowledge on building a professional team. In addition, the foundation of the book, the model, also has issues. They pyramid model implies that the dysfunctions build upon each other, yet in reality this is not always the case. Furthermore, "fear of conflict" and "accountability" in essence are redundant. I would recommend a different author who has either actual experience leading a large company for a substantial amount of time as CEO (or some other C level executive title) or someone who holds a higher education degree in psychology or organizational leadership with a scientific approach proven by data.

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Seth Orell

Good Leadership Ideas - with One False Dichotomy

Reviewed in the United States on February 1, 2018

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Lencioni effectively delivers his leadership principles by packaging them into an engaging parable. I found myself nodding along as he revealed how his first four dysfunctions can manifest themselves. For this, he gets four stars.

However, his fifth, and ultimate, principle - focusing on results - includes the "package deal" that associates individual goals with team failure. Or, put another way, he believes that an individual who is focused on her own goals will sacrifice the team for her own success. So, Lencioni says the individual must therefore sacrifice her personal goals for the team's. By assuming this false dichotomy of sacrificing others to you or you to others, Lencioni misses a third approach that rejects sacrifice altogether: an approach that treats people as traders - voluntarily exchanging values to mutual benefit.

For example, take his protagonist, Kathryn. She is hired to reform the leadership team and is well-

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Jason R

Fantasy that leads nowhere (no data, no analysis, no depth)

Reviewed in the United States on February 16, 2020

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I picked up Lencioni's book on the advice of several manager/executive friends. I take their opinions

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seriously, so I set myself down to absorb everything in this book. Ultimately, what I absorbed is that Lencioni simply does not know what he's talking about.

The first problem is Lencioni as an author. He presents his case first in the form of a short story that has a 100% happy ending for Kathryn, the newly hired leader and protagonist of the story. It's a self-centered tale told from only a single point of view that gives no insight into the consequences of Kathryn's decisions one way or the other.

The second problem is Kathryn is treated as a cipher for good management, though she does not demonstrate it. In this very, very short story, Kathryn manipulates her way around her team, figuring out how to push their buttons to get them to do what she wants. Rather than coming out and requiring specific performance and being open about what she sees, Kathryn engages in

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Mike

First of a Two Book Set - Both Needed But This is the Essential One

Reviewed in the United States on July 19, 2017

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Lencioni shares simple truths about teams that should be more intuitively obvious to everyone. Yet, these things are very easy to grasp while being very difficult to actually practice ... without practice. This book focuses on what prevents a good team from forming and describes what's needed. His companion book focuses on the implementation of these ideas but does not stand alone. If you only get one, get this one.

The biggest problem I see is that both books are framed about C-level and top level executive teams. Very few mid-managers would have the leverage and ability to implement all of these principles at lower levels of the organization. It's definitely possible in some cases, but it would be significantly more challenging. His principles are universally true, but his coaching is directed at executives.

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@Timothy_Hughes

New Team to Manage? Try This

Reviewed in the United Kingdom on December 23, 2019

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Rather than a factual story, like many business books, Patrick writes his books as novels. Similar to "The Goal" by Eliyahu M. Goldratt. In this book, Kathryn is parachuted into a highly dysfunctional team and we work with her to bring the team from one that is working against each other, to a high performance team. We work through the five dysfunctions; Absence of trust, fear of conflict, lack of commitment, avoidance of accountability, and attention to results.

It's easy to read and I'm sure you will recognise many of the characters and dysfunctions, in fact you have probably worked with many of them.

3 people found this helpful

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AS

Although warmly recommended by many sources

Reviewed in the United Kingdom on December 14, 2017

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Although warmly recommended by many sources, I was not deeply influenced by this book. I do feel that there is something innovative in the presentation as it follows rather the structure of a novel than a typical non-fiction book but to me the story was not very convincing.

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Glenn

Great way of drawing you in and sharing info

Reviewed in the United Kingdom on April 21, 2020

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Loved the approach the author takes of writing more of a story / fable to set the scene / scenarios then introduce the concepts of the 5 dysfunctions through the story.

Very powerful way of letting you the reader grasp the concepts and immediately relate them to you past / present of future roles.

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Yas

Really good read

Reviewed in the United Kingdom on May 24, 2016

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Fantastic book. Its different in that it reads like a fiction story but just in a business sense. You will learn the journey of a newly appointed CEO that makes changes and how these are discussed and brought up.

It doesng to into unnecessary detail which kept me really engaged from start to finish.

It just makes sense as well. And I can really identify all of this with my work situation. As an HR Manager I found this really useful in approaching a pretty similar situation and articulating what I have identified in a really straightforward and clear way. Thank you Patick Lencioni!

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John G

An Essential Read for Progressive Managers

Reviewed in the United Kingdom on March 9, 2010

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This book was recommended to me by one of the delegates at a recent training. It sounded great and Stephen (the delegate in question) was so enthusiastic about how it helped him understand his team and work more effectively that I just had to pick up a copy and read it. I am glad I did. Patrick Lencioni adopts a "commentary" style and follows Katheryn, a 57 year old executive who is a surprise appointee as a new CEO with responsibility of turning the fortunes of DecisionTech, a technology company, around. It focuses on the stakeholders in the management team and how the dynamics work between each of the players. Flicking back through it it seems a bit cold and shallow but while reading it I was totally caught up in the story and wanted to know how each of the players would react to the unfolding events. You will recognise characters, the situations, the meetings and companies you have worked in. It will remind you of times that you have taken unhelpful positions and it is the style that does that to you. The learning outcome is a useful pyramid model that can assist any manager in bringing a team together. All in all, an engaging book that provides insight and learning that makes it an essential read for progressive managers who believe they really can change things. Is that you?

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