

THE IDEAL TEAM PLAYER

How to Recognize and Cultivate the Three Essential Virtues

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Book Highlights by Rob Carlson

Introduction

1. What are the most valuable qualities a person should develop in order to thrive in the workplace?
Be a Team Player.
2. While the qualities discussed in *The Five Dysfunctions of a Team* are crucial—vulnerability-based trust, healthy conflict, active commitment, peer-to-peer accountability, and a focus on results.
3. The three underlying virtues of being an ideal team player are equally crucial—be humble, hungry, and smart (with people).
4. Lencioni says that these three qualities are to teamwork what speed, strength, and coordination are to athletics.
5. Leaders who can identify, hire, and cultivate employees who are humble, hungry, and smart with people have a serious advantage over those who cannot.
 - Humble (servant, selfless, no ego) vs. selfish, arrogant, hubris.
 - Hungry (hard working, passionate) vs. irresponsible, apathetic, lethargic, undisciplined.
 - Smart (aware, conscientious) vs. rude, emotionally unintelligent, disrespectful.

The Model

1. Virtue—quality, asset. But also character traits like integrity, morality, etc.
2. Humility is the most important of the three and is a literal virtue.
3. The three virtues—
 - a. Humble—great team players:
 1. Lack excessive ego or concerns about status.
 2. Quick to point out the contributions of others and slow to seek attention for their own.
 3. They share credit, emphasize team over self, define success collectively rather than individually.
 4. Both the arrogance and the insecurity are examples of hubris. (pg 158)
 5. Overconfidence and lacking confidence are both dangerous.
 - b. Hungry—great team players:
 1. Never have to be pushed by manager. (Rob—self-managed people, Collins)
 2. Self-motivated and diligent.
 3. They are constantly thinking about the next step, next opportunity, and loathe the idea of being perceived as a slacker.
 4. Manageable and healthy hunger is evidenced in someone who wants to do their job well, exceeds expectations, and is eager to accomplish wins for the team.
 - c. Smart—great team players:
 1. Emotional intelligence is the idea here.
 2. Great common sense about people.
 3. Interpersonal strengths, strong relational awareness, and a having others best interest at heart.
 4. Understands the importance and is attentive to the feelings of others. (RC)
5. Having all 3 is key—Humble, Hungry, Smart.
6. The three “anti-virtues”—

- a. Not Humble—A person who is not humble will not be able to be vulnerable and build trust, making them unable to engage in honest conflict and hold others accountable. And they'll have a hard time committing to decisions that don't serve their interests.
- b. Not Hungry—A person who lacks hunger will not be willing to engage in uncomfortable conflict, hold peers accountable for their behaviors, or do whatever it takes to achieve results, choosing instead to take an easier path.
- c. Not Smart—A person who is not smart about people will most likely create unnecessary problems in the entire teambuilding process, especially when it comes to tactfully engaging in productive conflict and holding people accountable for behaviors.

Rob

BCA Team Players—7 C's