

PATRICK LENCIONI

BEST-SELLING AUTHOR OF *THE FIVE DYSFUNCTIONS OF A TEAM*

THE ADVANTAGE



WHY ORGANIZATIONAL HEALTH
TRUMPS EVERYTHING ELSE
IN BUSINESS

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Patrick Lencioni

The Advantage



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In his immensely readable and accessible style, Lencioni makes the case that there surely is no better way to attain profound improvement in an business than by attacking the root factors behind dysfunction, politics and dilemma. This is the promise of The Advantage, Patrick Lencioni's bold manifesto about probably the most unexploited opportunity in modern business. While too many leaders remain limiting their search for advantage to regular and generally exhausted areas like advertising, strategy and technology. Instead of trying to become smarter, he asserts that leaders and organizations need to shift their concentrate to becoming healthier, permitting them to tap into the more-than-sufficient cleverness and expertise they already have. Lencioni demonstrates that there is an untapped gold mine sitting right beneath them.



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- The complete discussion of Accountability. Therefore 4 celebrities for me is a big deal. Leaders march around talking transparency and reveal not to be afraid of conflict, but are completely opaque about what is going on. What he's landed on here is not all that new or first, as he implies it really is. Edwards Deming stated, to get "joy in work" this is the true indicator of a wholesome organization. He defines it as a "healthy corporation," which consists, essentially, of systems that enforce great management practices located in psychology and science, clear and decisive values and purpose, and a well-oiled organizational machine for meetings and communication. This is certainly—as he says—pretty simple stuff to comprehend, but it all needs to be done together to work, lest anybody part short-circuit any various other. The whole process is so top weighty. What else he got right:- The entire premise. With improvement of people management, and a few easy-to-understand, basic principles done well, vast improvement can be done. Accountability may be the wrong concept, and in the complete chapter he wavers backwards and forwards between different definitions and illustrations that don't support what he's saying and occasionally have nothing to do with the idea at all.. It's a worthless concept grounded in ancient management procedures of command-and-control, founded in the theory that punishment for sub-par work is the best way to encourage people.- The theory that no-one part, alone, may be the key to success—that you must look at the health of the complete organization.- The clear outline of purpose, ideals, and alignment, and the no-nonsense discussion of the humanity thereof. All the proof is anecdotal, this means no homework was completed to prove theories worked. Shaky ground (one star deducted for these purposes primarily). Mostly in target, great intro to improving management I'll be blunt: I am generally not really a big fan of Lencioni's format or overall thought process about business. I'll create a bit concerning this, since it's a big misstep, despite the fact that few understand why. One gets the impression that this is an old idea of his that he hasn't completely developed, and that actually he, the expert of his own book, is uncomfortable with the premise.- The—it's hard to describe—hubris, self-importance, having less humility proven in the whole model and his demonstration of it.- The majority of the psychology of teams, individuals, and dysfunctions thereof. What's the right way to look at accountability? Forget the concept entirely. I recently contacted a previous colleague for a reference.- Framing of performance evaluations as a process for improvement, much less a way for, well, anything else.. I spoke with a pal whose organization also used this book. I have a feeling the inconsistency will dawn on him soon, as it's obvious from the rest of his model that he's very near to the whole deal. He should trust his very own instincts! Finally. It is the same core idea that Deming landed on, and Ackoff, and Juran, and some others. It contains elements of Lean administration, of the Toyota method, of Peter Scholte's interpretation of Deming, and of several

concepts from other systems thinkers and organizational modelers that have—albeit perhaps less accessibly—curved out the same model that Lencioni has. He mentions none of them. He provides impression that he's landed on most of these concepts simply by himself, that is either true (somebody observing truth can reach the same conclusions), or demonstrates either ignorance (unlikely) intentional simplification (probably) or willful disregard for the fantastic administration thinkers who arrived before him. No matter how you slice it, it's irritating.

Thinking in Systems: A Primer What's the advantage? Managers and leaders would prosper to learn this and consider its ideas to heart. It really is, overall, a good intro to a series of learnings on the path to a far more enlightened organization.

Your next reads, (the Big Kids' Bikes, if you will):- The gulf between your leaders and the rest of the company, which has been wide, is raising. (absolutely essential)- **Group of Teams: New Rules of Engagement for a Complex Globe** (an alternative solution model, with a lot more insight and innovative thought)- **The Toyota Method: 14 Management Principles from the World's Greatest Producer** (how to really drive a "healthy firm" with a systems look at)- **Dr. Deming** There is absolutely no process for things increasing. (a deep dive on Deming, who's the true father of the "holistic business" systemic health that Lencioni discusses)- As much as those small flaws annoy me, this is, overall, a mainly right-side-up view of organizations and how exactly to function them, with a lot of positive ways of convinced that would help many a company are better and, mainly because W. (how exactly to think about organizational—and any various other—systems, in cement and useful terms) This is the right way to proceed. Get started doing Lencioni if you like his style, and don't stop there. Good luck. So sad My company is certainly going through this reserve, and supposedly reorganizing toward corporate wellness. The weakness of the process is immediately apparent - it assumes that the leaders of the company are the right people and correct in their assessments. I am shocked, horrified, and appalled by what is happening.

The Leader's Handbook: Building Things Happen, Getting Things Done I believe he got a lot of things right in this book, first of that is that he didn't tell a contrived, childish story that insults the cleverness of the reader, and rather foretells us in plain vocabulary interspersed with cement, real-world examples. Total chaos, with organization wide fractured morale, not so much. Their emails to the business are filled with lingo terms with which we have been unfamiliar. Correct. Not really a great book Plenty of talking around topics but no data or evidence to back up his principles.

Deming: The American who Taught the Japanese About Quality All this is explained aside by input such as "Factors get messy before they get better." Um, messy is okay., and extraordinary protective. Prose was clear and to the point.

Currently, 20+ positions are open - since we only employ app 100 people, that's saying something. It conflicts with the others of his model, and

it's out of place because of it. He said they abandoned it because after working with it for about 24 months, they felt there was no end video game- that all the work that they had done acquired yielded small. Toss it in the trash. He said, "What on the planet is going on there? Just about twelve folks have contacted me within the last month for a reference." I would talk to a leader concerning this, but experience tells me that I'd simply be observed as someone of whom the procedure is meant to weed out. BTW- every position I've ever held. Especially in noting Attribution bias.. This is a concept that Lencioni himself disproves later on in the reserve, when he discusses performance management-the target is always to improve, not to blame or punish, and Accountability ruins the trust essential to improve. I am a mature professional, faithful, effective, and trustworthy. And I've acquired it. incredible true and efficiente Among the best book in management (top 5) Simple but Fundamental Useful The writer was authentic by delivering plenty of empirical data. I value the countless illustrative examples of true to life companies. The leadership group of my organization, while quite content with themselves, don't have the confidence of all of the company. I would recommend this reserve to anyone attempting to do better in business, whether you possess, manage, or work. I have experienced first hand most of the problems of unhealthy organization and I find incorporating many of the wisdom out of this book as a solution Patrick Lencioni helps to keep his ideas and recommendations simple and real Thought provoking, all companies no matter size or complexity will benefit by implementing the easy suggestions presented in this reserve. Plenty of usable advise. This led to many takeaways for me to recreate and apply. Actually enjoyed the information on building trust within teams. Great Information! Practical materials that I can relate with. Even the language of the procedure, "cascading messages" for example, implies that communication goes down. Spot on. Great book! Good direction The book is full of wisdom about creating a healthy organization. If leaders use the details provided it'll ultimately make their job more fun, as well as their workers.



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