

# Lencioni's Organizational Health

**ORGL 517**

September 13, 2022

Osha Christianson

Michael Cunha

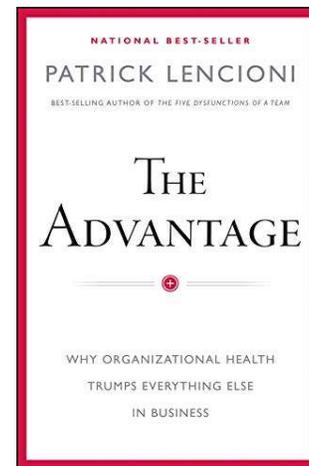
Clark Masterson

Jennifer Nietz



# Model History

Patrick Lencioni developed this model throughout his work as a consultant. He continues consulting, has written 11 books and lives in the Bay Area.



# Organizational health trumps everything else

Smart vs. Healthy

4 steps to build a healthy org

1. Build a cohesive team
2. Create clarity
3. Overcommunicate clarity
4. Reinforce clarity



Lencioni, P. (2012)

# Connection to The Five Dysfunctions of a Team

*The Advantage: Why Organizational Health Trumps Everything Else in Business* is a practical model that can be used to address the five dysfunctions addressed in Lencioni's first book, *The Five Dysfunctions of a Team: A Leadership Fable*



Lencioni, P. (2002)

# Building a cohesive leadership team

Build	Build trust
Master	Master conflict
Achieve	Achieve commitment
Embrace	Embrace accountability
Focus	Focus on results

“Not finance. Not strategy. Not technology. It is teamwork that remains the ultimate competitive advantage, both because it is so powerful and so rare.”

- Lencioni, 2002, p. vii

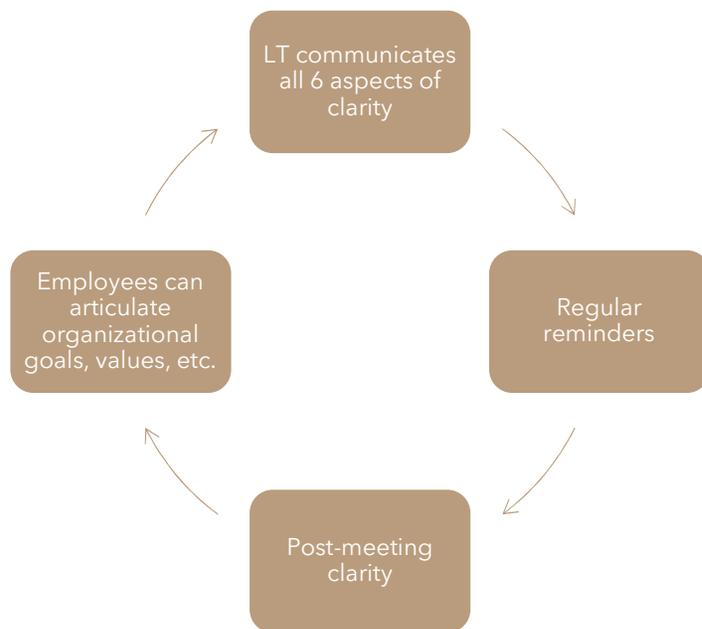
# Creating clarity

## 6 Critical Questions

1. Why do we exist?
2. How do we behave?
3. What business are we in?
4. How will we succeed?
5. What is most important now?
6. Who must do what?



# Overcommunicating clarity



## Methods of Communication

- ✓ Cascading
- ✓ Top-down
- ✓ Upward and lateral

# Reinforcing clarity

This clarity permeates every aspect of the organization



Hiring



Onboarding



Goal setting



Rewards &  
compensation



Coaching &  
development

# Model Characteristics

## **Level of Analysis**

Organizational

## **Type**

Diagnosis

## **Breadth of Application**

Generalizable

# Model Strengths & Limitations

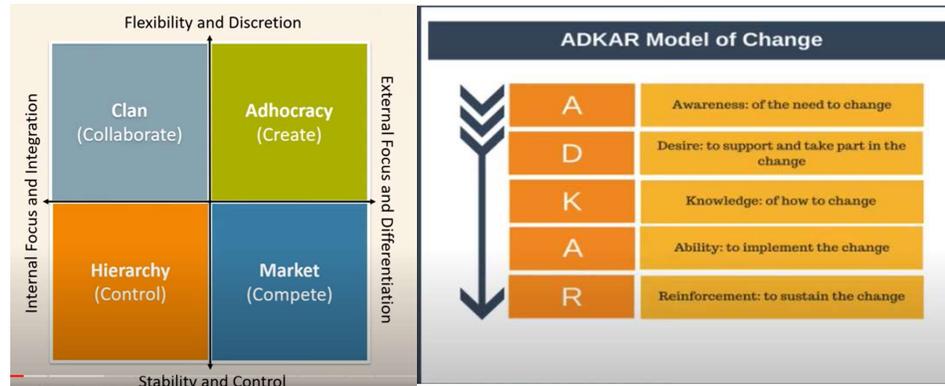
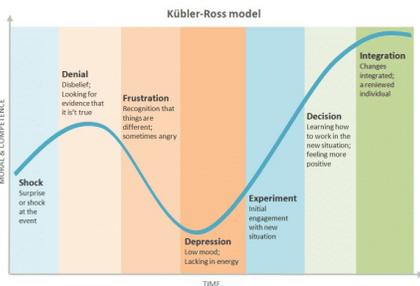
## Strengths

- + A focus on "Health" is the greatest opportunity to differentiate due to the prevalence of "Smart" resources available
- + Health is multiplier of intelligence (Smart)

## Limitations

- Requires full buy in from the leadership team
- Hard to measure
- Hard to document (i.e. Gantt charts)
- Hard to control
- Most leaderships aren't formally trained in the "Healthy" areas

# Relationships to Other Models



# Potential Applications of the Model

**Osha** - This model can be used personally and organizationally.

**Mike** - My organization is currently undergoing a substantial reorganization. While most of the senior leaders are focused on strategy, technology and financials, this model is a good tool to reinforce the importance of focusing on the “health” aspects. Alignment is critical to the success of this project.

**Clark** - Taking a different approach, I believe this model can even be applied to families. Thinking of my family as a team, we can create a cohesive team using the 5 strategies, as well as continue through the clarity requirements.

**Jennifer** - Rebuilding of Manager level roles and I am going to start with Healthy vs. Smart as we plan for 2023

# “Ahas” & Reactions

The health of the organization is 50% of the equation but only gets 5% of the focus.

The strong correlation between employee engagement and organizational health.

While employees want the experience of working for a “smart” organization, they will stay engaged longer at “healthy” organizations

Building a cohesive team comes first. To do that, we must first build trust. We can imagine how trust must be a core fundamental in all aspects of the model.

The model serves as a high-level approach for team health. The other models seem to fit within Lencioni's model.

# Reference List

Lencioni, P. (n.d.). *Organizational health: The model*. The Table Group.

<https://www.tablegroup.com/topics-and-resources/organizational-health/#ohmodel>

Lencioni, P. (2002). *The five dysfunctions of a team: A leadership fable*. Jossey-Bass.

Lencioni, P. (2012). *The advantage: Why organizational health trumps everything else in business*. Jossey-Bass.

# Additional Resources

The Table Group - Consulting firm founded by the author, Patrick Lencioni  
(<https://www.tablegroup.com/>)

HBR Article - Why Organizational Health Trumps Everything Else in Business  
(<https://hbr.org/webinar/2016/03/why-organizational-health-trumps-everything-else-in-business>)

Inc. Article - 6 Questions That Healthy Organizations Ask (<https://www.inc.com/the-build-network/six-questions-that-healthy-organizations-ask.html>)

# Building a cohesive leadership team

Build	Build trust
Master	Master conflict
Achieve	Achieve commitment
Embrace	Embrace accountability
Focus	Focus on results



Lencioni, P. (2002)

# Building Trust Exercise

- Hometown - Where did you grow up
- First job
- Worst job
- Number of siblings
- Biggest fear/challenge growing up
- Something that no one else would know about you

# Trust discussion

*Stephen Covey, author of the book *The 7 Habits of Highly Effective People*, once said:  
“Without trust we don’t truly collaborate, we merely coordinate or, at best, cooperate. It is trust that transforms a group of people into a team.”*

- Jeff Polzer, a professor of organizational behavior at Harvard, reports that being vulnerable gets the static out of the way and lets us do the job together, without worrying or hesitating.
- When you show vulnerability, it allows team members to feel more comfortable being open and honest with their concerns, questions, mistakes and roadblocks, which ultimately allows for stronger team performance.

Thank You