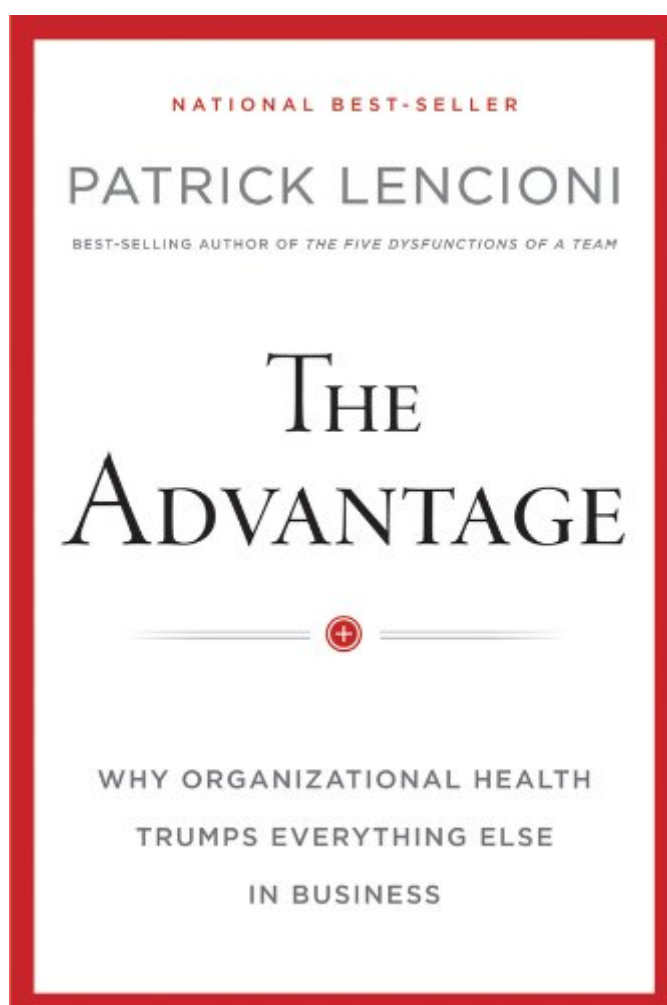The book was found

The Advantage, Enhanced Edition: Why Organizational Health Trumps Everything Else In Business (J-B Lencioni Series)

NATIONAL BEST-SELLER

PATRICK LENCIONI

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

THE ADVANTAGE

WHY ORGANIZATIONAL HEALTH
TRUMPS EVERYTHING ELSE
IN BUSINESS

Synopsis

There is a competitive advantage out there, arguably more powerful than any other. Is it superior strategy? Faster innovation? Smarter employees? No, New York Times best-selling author, Patrick Lencioni, argues that the seminal difference between successful companies and mediocre ones has little to do with what they know and how smart they are and more to do with how healthy they are. In this book, Lencioni brings together his vast experience and many of the themes cultivated in his other best-selling books and delivers a first: a cohesive and comprehensive exploration of the unique advantage organizational health provides. Simply put, an organization is healthy when it is whole, consistent and complete, when its management, operations and culture are unified.Ã Â Healthy organizations outperform their counterparts, are free of politics and confusion and provide an environment where star performers never want to leave. LencioniÃ¢ ¬â„¢s first non-fiction book provides leaders with a groundbreaking, approachable model for achieving organizational healthÃ¢ ¬â •complete with stories, tips and anecdotes from his experiences consulting to some of the nationÃ¢ ¬â„¢s leading organizations. In this age of informational ubiquity and nano-second change, it is no longer enough to build a competitive advantage based on intelligence alone. The Advantage provides a foundational construct for conducting business in a new wayÃ¢ ¬â •one that maximizes human potential and aligns the organization around a common set of principles.

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Customer Reviews

Checklist for Organizational Health   Members of a leadership team can gain a general sense of their organization's health and, more important, identify specific opportunities for improvement by completing the following checklist.

Discipline 1: Build a Cohesive Leadership Team   - The leadership team is small enough (three to ten people) to be effective.   - Members of the team trust one another and can be genuinely vulnerable with each other.   - Team members regularly engage in productive, unfiltered conflict around important issues.   - The team leaves meetings with clear-cut, active, and specific agreements around decisions.   - Team members hold one another accountable to commitments and behaviors.   - Members of the leadership team are focused on team number one. They put the collective priorities and needs of the larger organization ahead of their own departments.

Discipline 2: Create Clarity   - Members of the leadership team know, agree on, and are passionate about the reason that the organization exists.   - The leadership team has clarified and embraced a small, specific set of behavioral values.   - Leaders are clear and aligned around a strategy that helps them define success and differentiate from competitors.   - The leadership team has a clear, current goal around which they rally. They feel a collective sense of ownership for that goal.   - Members of the leadership team understand one another's roles and responsibilities. They are comfortable asking questions about one another's work.   - The elements of the organization's clarity are concisely summarized and regularly referenced and reviewed by the leadership team.

Discipline 3: Overcommunicate Clarity   - The leadership team has clearly communicated the six aspects of clarity to all employees.   - Team members regularly remind the people in their departments about those aspects of clarity.   - The team leaves meetings with clear and specific agreements about what to communicate to their employees, and they cascade those messages quickly after meetings. - Employees are able to accurately articulate the organization's

reason for existence, values, strategic anchors, and goals.

Discipline 4: Reinforce Clarity - The organization has a simple way to ensure that new hires are carefully selected based on the company's values. - New people are brought into the organization by thoroughly teaching them about the six elements of clarity. - Managers throughout the organization have a simple, consistent, and nonbureaucratic system for setting goals and reviewing progress with employees. That system is customized around the elements of clarity. - Employees who don't fit the values are managed out of the organization. Poor performers who do fit the values are given the coaching and assistance they need to succeed. - Compensation and reward systems are built around the values and goals of the organization.

I'll be blunt: I am generally not a big fan of Lencioni's format or overall way of thinking about business. So 4 stars for me is a big deal. I think he got a lot of things right in this book, first of which is that he didn't tell a contrived, childish story that insults the intelligence of the reader, and instead talks to us in plain language interspersed with concrete, real-world examples. Finally.What is the advantage? He defines it as a "healthy organization," which consists, basically, of systems that enforce good management practices based in psychology and science, clear and decisive values and purpose, and a well-oiled organizational machine for meetings and communication. This isÃƒÂ¢Ã â ¬Ã â •as he saysÃƒÂ¢Ã â ¬Ã â •pretty simple stuff to understand, but it all needs to be done together to be effective, lest any one part short-circuit any other. Correct.What else he got right:- The overall premise. With improvement of people management, and a few easy-to-understand, basic concepts done well, vast improvement is possible.- Most of the psychology of teams, individuals, and dysfunctions thereof. Especially in noting Attribution bias.- Framing of performance reviews as a process for improvement, not as a means for, well, anything else.- The idea that no one part, on its own, is the key to successÃƒÂ¢Ã â ¬Ã â •that you must look at the health of the whole organization.- The clear outline of purpose, values, and alignment, and the no-nonsense discussion of the humanity thereof. Spot on.Shaky ground (one star deducted for these purposes primarily).- The whole discussion of Accountability. I'll write a bit about this, since it's a big misstep, even though few understand why. One gets the impression that this is an old concept of his that he hasn't fully developed, and that even he, the master of his own book, is uncomfortable with the premise. He should trust his own instincts! Accountability is the wrong concept, and in the entire chapter he wavers back and forth between various definitions and examples that don't support what he's saying and sometimes have nothing to do with the concept at

all. What's the right way to look at accountability? Forget the concept entirely. Toss it in the trash. It's a useless concept grounded in ancient management practices of command-and-control, founded in the idea that punishment for sub-par work is the best way to motivate people. This is an idea that Lencioni himself disproves later on in the book, when he talks about performance managementÃƒÂ¢Ã â¬Ã â•the goal is always to improve, not to blame or punish, and Accountability ruins the trust necessary to improve. It conflicts with the rest of his model, and it's out of place because of it. I have a feeling the inconsistency will dawn on him soon, as it's clear from the rest of his model that he's very close to the whole deal.- TheÃƒÂ¢Ã â¬Ã â•it's hard to describeÃƒÂ¢Ã â¬Ã â•hubris, self-importance, the lack of humility shown in the whole model and his presentation of it. What he's landed on here is not all that new or original, as he implies it is. It's the same core concept that Deming landed on, and Ackoff, and Juran, and a few others. It contains elements of Lean management, of the Toyota way, of Peter Scholte's interpretation of Deming, and of many concepts from other systems thinkers and organizational modelers that haveÃƒÂ¢Ã â¬Ã â•albeit perhaps less accessiblyÃƒÂ¢Ã â¬Ã â•rounded out the same model that Lencioni has. He mentions none of them. He gives the impression that he's landed on all of these concepts all by himself, which is either true (someone observing reality can reach the same conclusions), or demonstrates either ignorance (unlikely) intentional simplification (perhaps) or willful disregard for the great management thinkers who came before him. No matter how you slice it, it's irritating.As much as those minor flaws annoy me, this is, overall, a mostly right-side-up view of organizations and how to work them, with a whole lot of positive ways of thinking that would help many a company work better and, as W. Edwards Deming said, to find "joy in work" that is the true indicator of a healthy company. Managers and leaders would do well to read this and take its concepts to heart. It is, overall, a good intro to a series of learnings on the path to a more enlightened organization.Your next reads, (the Big Kids' Bikes, if you will):-Ã Â The Leader's Handbook: Making Things Happen, Getting Things DoneÃ Â (absolutely essential)-Ã Â Team of Teams: New Rules of Engagement for a Complex WorldÃ Â (an alternative model, with much more insight and innovative thought)-Ã Â The Toyota Way: 14 Management Principles from the World's Greatest ManufacturerÃ Â (how to really drive a "healthy organization" with a systems view)-Ã Â Dr. Deming: The American who Taught the Japanese About QualityÃ Â (a deep dive on Deming, who is the true father of the "holistic organization" systemic health that Lencioni talks about)-Ã Â Thinking in Systems: A PrimerÃ Â (how to think about organizationalÃƒÂ¢Ã â¬Ã â•and any otherÃƒÂ¢Ã â¬Ã â•systems, in concrete and useful terms)This is the right way to proceed. Get started with Lencioni if you like his style, and don't stop

there. Good luck.

I have read probably hundreds of business books, and now restrict them to only 'as required' as much of the material is recycled and repackaged. There are certainly a fair share of those types of concepts in The Advantage, but there are also enough contrarian concepts that make it worth the time wading through those. The writing style is straightforward, but not too silly.I think the first section dealing with the fundamentals of building and organizational culture are worth getting the book for.I don't think the last portions of the book are as compelling and seem overly repetitive, but I think that was kinda the point.If you're looking for guidance on organizational culture, pick this up and at least read the first 72 pages.

Lencioni does it, again. As an executive and team coach, I plan to use his six questions with every team I coach. His writing style is easy to follow. His anecdotes are useful and the book is incredibly practical for anyone running or near the top of an organization.

Lots of great, actionable ideas. I will be talking to my boss on how we could implement them in our department. Author explains basic, easy-to-do practices that many organizations just don't do due to not understanding how they work and how important they are.

I've enjoyed several Lencioni books; all have been parables, with good, practical advice. The Advantage is different: it encapsulates his decades of learnings and is highly prescriptive. He describes a highly effective, practical way organizing a business to have a healthy, high-performance culture. It seemed idealistic when I read it, but I recently joined a company run on these principles. It works. It creates a work environment that is a pleasure to work in, while also being focused on its goals. It's almost too good to be true. It is SUCH a pleasure to work in such an environment, and not worry about what political BS or insane behavior will happen on any given day. Peace at last. Highly recommended

The Advantage by Patrick Lencioni brings together most of the aspects of his previous works and presents it in a straight forward manner that is very accessible to leaders. While it is geared towards chief executives, much of it can be used by other senior leaders who want to build cohesive teams and clarity for their organizations. Unlike his previous books, this is not a fable and is presented in a traditional manner and includes anecdotes to support his recommendations.The book is very

readable and like many of the best business books much of the content simple highlights and emphasizes what we already know. The challenge is to have the courage to use it and Lencioni spends a significant amount of time on this topic. It is easy to push it aside and pretend that you are doing better than you are so you can avoid going through the uncomfortable steps he recommends. Having used this process with my executive team I can say that it works. You just need to be willing to take the plunge.The concept can be described in this paragraph which I have paraphrased from the book."Organizational Health requires uncommon levels of discipline, courage, persistence and common sense. It isn't hard to embrace something so simple and straightforward and yet most organizations are unable to do it. We need to slow down and deal with the issues that are critical but don't seem particularly urgent and realize that we need to unhook ourselves from the adrenaline rush of daily activity and firefighting. It just requires a level of conviction and intuition that many overly analytical and activity centric leaders have a hard time accepting."I highly recommend this book.

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