

How the Team Alignment Survey Aligns with The Advantage by Patrick Lencioni

Background

Patrick Lencioni's book, *The Advantage* is the only book of his that is not a fable – it is a business book describing the process that his company The Table Group uses with clients to create a **healthy culture**.

So, what is his model? Firstly, he talks about the Four Disciplines that organizations must implement to create a healthy culture.

The Four Disciplines Model

- Build a Cohesive Leadership Team
- Create Clarity
- Over communicate Clarity
- Reinforce Clarity

As you can see with this model – Pat's approach is to start with Five Behaviors with the leadership team. That makes sense because a team that is cohesive will be more effective at creating clarity on critical strategic issues, which is the rest of this model.

Here are the six questions that Pat describes in his book that the leadership team needs to be clear about, and then ensure that clarity is achieved across the whole organization.

Six Critical Questions

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

The Team Alignment Survey

There are six factors that the *Team Alignment Survey* measures in the Alignment Section of the report – very close to an exact match for Pat's six questions. I should add here that apart from changing Procedures to Priorities in 2015, this section of the *Team Alignment Survey* has remained unchanged since 2005, long before *The Advantage* was published. Here are the six factors measured in the alignment report with Pat's equivalent question in parenthesis:

1. Why do we exist as an organization, beyond making money? How do we make the world a better place? (Why do we exist?)
2. What are the values, beliefs and behaviors we must operate by to fulfil our purpose? (How do we behave?)
3. What is our vision? What do we aspire to be doing in 2 to 3 years and how will we be doing it? (What do we do?)
4. What are our goals? What milestones must we achieve along the way to achieve our vision? (How will we succeed?)

5. What are the priorities we must focus on to achieve our goals? (What is most important, right now?)
6. Roles – who must execute what, to achieve our goals? (Who must do what?)

The *Team Alignment Survey* measures both how clear the team is on these factors, as well as to what degree team members individually approve of them. This is similar to the Commitment Module in Five Behaviors where we talk about the team's process for gaining clarity, and buy-in. With this assessment, we are measuring the level of clarity and buy-in for each factor, which allows us to get to the heart the issues preventing the team from committing to the best outcomes.

The TAS Trust Report

Section 2 of the Team Alignment Survey measures the trust level in the team using Intégro's proprietary Values that Build Trust™ model. It measures the degree to which team members:

- **Respect** each other
- give each other appropriate **Recognition**
- are **Receptive** to each other's ideas and opinions
- willingly **Disclose** their own thoughts and opinions
- communicate in a **Straightforward** manner – especially about difficult topics
- act with **Honesty** and integrity at all times
- **Keep Commitments** made
- **Seek Excellence** in everything they do

Our research is quite clear – when trust is low, alignment is low.

So, to increase alignment we will typically start with the Trust Module. We need a high degree of receptivity, disclosure and straightforwardness to ensure that everyone is clear and approves of the purpose, values, vision, goals, priorities and roles established by the team.

If the team have completed The Five Behaviors of a Cohesive Team, they should be in a much better position to gain clarity and approval on these six factors.

What Intégro's Trust Inside Assessments add to the process of culture change is a suite of powerful, valid, reliable assessments that measure the magic ingredient that is essential to creating a healthy culture – **trust!**

- The *Employee Passion Survey* measures the trust employees have for their leaders
- The *Team Alignment Survey* measures the trust level in a team
- The *Flexibility and Trust Survey* measures the trust building ability of an individual

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