

# Patrick Lencioni's Reference Guide: Pg 195 - 201

## Personal Histories Exercise

Over the coming two weeks we will start understanding and uncovering the first of the 'Five Dysfunctions', namely the **Absence of TRUST**.

**1**

First, read from page 195 to midway through page 197. Now jump ahead and read page 201.

In particular, note the suggestion that you will need to sustain any initiative that you launch now with ongoing and continued follow-up.

### YOUR ROLE AS LEADER

**Become aware of the need to be honestly vulnerable with your team – not as a 'step' in a process, but ongoing and for ever!**

### PERSONAL HISTORIES EXERCISE

*Read the overview and instructions on page 198.*

**Schedule this session and conduct the 'Personal Histories Exercise'.**

Yes, I know that it sounds scary. Even Kumbaya'ish. Let me assure you: I have conducted this exercise many times over, with a wide range of teams (of all levels of seniority), from varied industries (ranging from hardcore teams like deep level underground mining rescue squads, to 'touchy-feely' people like transformation practitioners). I have also conducted this exercise across many cultures around the globe. And, as I said, it works. Across the board. It's non-threatening. Yet effective. C'mon... give it a shot.

Remember, you need only do this exercise if you earnestly want to improve the bottom-line results of your team. So there is the good news: if you are happy with the current results on your team, then you need not do this! In fact, if you are happy with your current results, then you should not be doing ANY of this!

It's only if you want to up your team's game that you need to take the risk of doing this exercise.

Yes? No? It's a simple decision. Make it and then either do the exercise or scrap it.

**Tip:** Do a 'toned down' variation of the exercise if you are more comfortable doing so. You can also do this in steps... some now, some later.

## LOOKING AHEAD:

*Skip the Team Effectiveness Exercise (Bottom of Pg 198) for now. Jump ahead and read the 'Personality and Behavioral Preferences Profiles' section on pages 199 – top of 200.*

**Start thinking about whether or not you want to incorporate this into your own team development process** – and if you decide to do so, start putting things in place now, so as to have the assessments done by the time you need to work with the results in upcoming steps of this process.

**Caution:** First, check out applicable Government, legislative and regulatory restrictions, as well as your own company's policy regarding personality / behavioral profiling. Consult with a specialist.

**How to:** Chances are that you have the resources in-house required to do this. There is also a host of online tools and instruments available. Or I could assist you – connect with me if you need help: [stef@stefduplicity.com](mailto:stef@stefduplicity.com)

**Tip:** Lencioni's personal preference is the **Myers-Briggs Type Indicator (MBTI)**. It's also one of my favorites. In addition to which I have had great results working with DISC and DISC Team instruments, of which I am a trained practitioner. Dr Kobus Neethling's 'Brain Instrument', or NBI is another powerful tool (I'm also a certified NBI practitioner). And I am a great fan of Dr Melodie de Jager's 'Mind Moves' profile (I recommend her without reserve – get in touch with me if you'd like me to connect you with her).

Enough of 'Personality and Behavioral Preferences Profiling' for now. We'll get back to this later.

Good luck!

*PS: I'd love to know how it's going for you as we work our way through Lencioni's process... let me know. Drop me a note on [stef@stefduplicity.com](mailto:stef@stefduplicity.com)*