

YOUR KINDLE NOTES FOR:

The Ideal Team Player: How to Recognize and Cultivate The Three Essential Virtues

by Patrick M. Lencioni

Free Kindle instant preview: <http://a.co/eM6JA6a>

13 Highlights | 2 Notes

Highlight (Yellow) and Note | Location 2260

In his classic book, Good To Great, Jim Collins talks about the importance of successful companies getting “the right people on the bus,” a euphemism for hiring and retaining employees who fit a company's culture. It is a concept that is relatively simple and makes perfect sense, yet somehow it is often overlooked, as too many leaders hire mostly for competency and technical skills.

Yep

Highlight (Yellow) | Location 2266

Humility, which is the most important of the three, is certainly a virtue in the deepest sense of the word.

Highlight (Yellow) | Location 2275

Great team players lack excessive ego or concerns about status. They are quick to point out the contributions of others and slow to seek attention for their own. They share credit, emphasize team over self, and define success collectively rather than individually. It is no great surprise, then, that humility is the single greatest and most indispensable attribute of being a team player.

Highlight (Yellow) | Location 2301

Hungry people are always looking for more. More things to do. More to learn. More responsibility to take on. Hungry people almost never have to be pushed by a manager to work harder because they are self-motivated and diligent. They are constantly thinking about the next step and the next opportunity. And they loathe the idea that they might be perceived as slackers.

Highlight (Yellow) | Location 2318

smart simply refers to a person's common sense about people. It has everything to do with the ability to be interpersonally appropriate and aware. Smart people tend to know what is happening in a group situation and how to deal with others in the most effective way. They ask good questions, listen to what others are saying, and stay engaged in conversations intently. Some might refer to this as emotional intelligence, which wouldn't be a

bad comparison, but smart is probably a little simpler than that. Smart people just have good judgment and intuition around the subtleties of group dynamics and the impact of their words and actions. As a result, they don't say and do things—or fail to say and do things—without knowing the likely responses of their colleagues.

Highlight (Yellow) | Location 2379

No one is perfect. Even a person who is humble, hungry, and smart occasionally has a bad day, or a bad week, or even a bad time in their life. These are not permanent characteristics embedded in a person's DNA; rather, they are developed and maintained through life experiences and personal choices at home and at work.

Highlight (Yellow) | Location 2548

If you have a doubt about a person's humility, hunger, or smarts, don't ignore it. Keep probing. More often than not, there is something causing that doubt. That's not to discourage keeping an open mind, but erring on the side of assuming that a person has the virtues of a team player is a bad idea. So many times hiring managers look back at the red flags they saw during interviews, the ones they chose to ignore, and regret not taking more time or energy to understand them.

Highlight (Yellow) | Location 2563

Many people will try to get a job even if they don't fit the company's stated values, but very few will do so if they know that they're going to be held accountable, day in and day out, for behavior that violates the values.

Highlight (Yellow) and Note | Location 2603

“What kinds of hours do you generally work?” Hardworking people usually don't want to work nine to five, unless their unique life situations demand it. And if they do, they are usually getting additional work done at home. That's not to say that some people aren't stuck in dead-end, nine-to-five jobs and are itching to get out and do something challenging. But if a candidate is satisfied with a predictable schedule and talks too much about “balance,” there's a chance he isn't terribly hungry. Again, not a litmus test, but a red flag. None of this is to advocate that people should prioritize their work over their families. Not at all. It's just that when a candidate focuses a lot on the hours that he's expected to work, he may not be the kind of hungry team player you need.

How to draw the line between this and next generation of people who want more balance?

Highlight (Yellow) | Location 2679

Too often, leaders know that an employee really doesn't belong and would be better elsewhere, and they fail to act because they lack courage. This is neither wise nor virtuous.

Highlight (Yellow) | Location 2793

When a manager steps up to this challenge, week after week after painful week, one of two things will almost always happen. First, the employee will finally break through, determined not to keep hearing those reminders.

She'll reach the top of the hill, so to speak, and make her way to the other side where her humility or hunger or smarts kicks in. When that happens, she'll be in her manager's debt forever. The other likely outcome will be that she will finally decide that being humble or hungry or smart is not her thing, and she'll decide on her own to leave. Hopefully, she'll do so with the guidance and blessing of her manager, and her departure will be seen by everyone as the best way for her to move on in her career.

Highlight (Yellow) | Location 2869

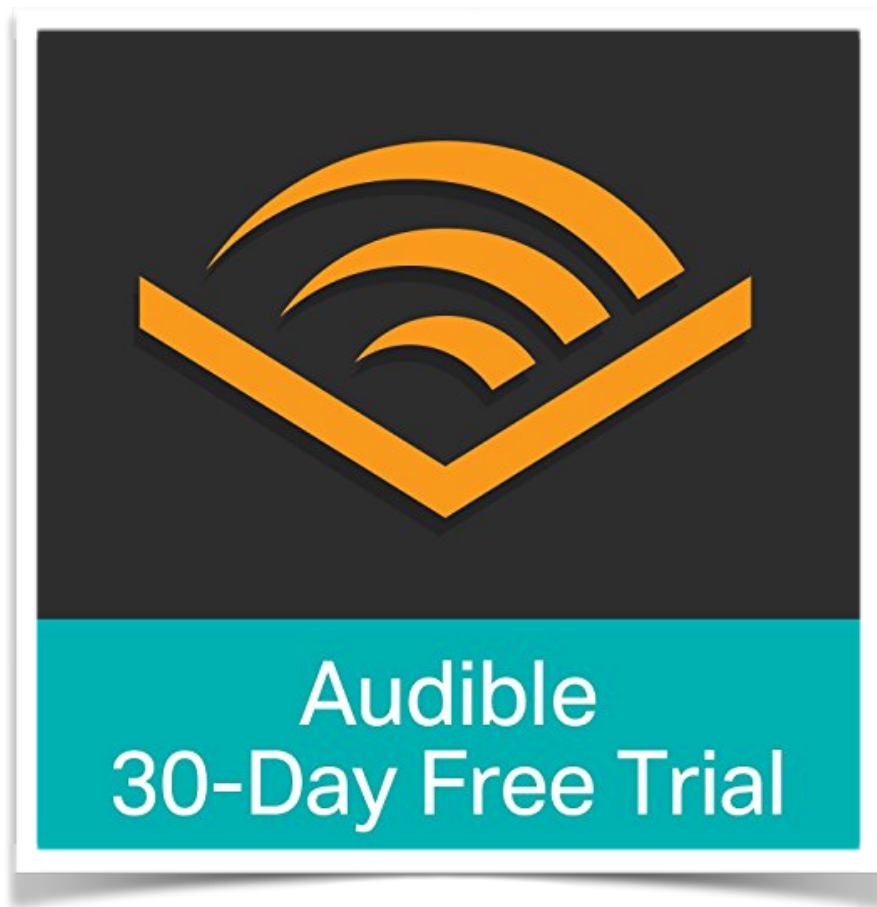
Even if the manager struggles, her willingness to admit it and continue working on it will go a long way toward encouraging the employee to do the same. This is true with all of the virtues, as well as in any other behavioral pursuit related to work.

Highlight (Yellow) | Location 2924

Waiting until a performance review to tell him that he isn't doing enough to help the team or including that information in an annual three-hundred-sixty-degree feedback program is not only irresponsible, but cruel.

What's the best way to learn on the go?

Accept my invitation for a 30-day FREE trial of Audible, plus two audiobooks for books FREE...



[Start Your 30-day FREE trial*](#)