SESSION ONE: What Is An Ideal Team Player?

Before going through the questions on this handout, watch Session One: *What Is An Ideal Team Player?*

○ **Review**

What qualities do you consider indispensable in a team member? Why are they important to you?

Have you had previous experience with a difficult or struggling teammate? Which of the three virtues were absent? How did it affect team morale as a result?

○ **Explore the Principles Further**

**Humble**

In what ways do you demonstrate humility? Where is there room for you to grow in this virtue? How could you invite your team to participate in your growth?

In what ways do your teammates demonstrate humility? How do they respond to criticism? What does their response indicate about their levels of humility?

How does downplaying personal strengths indicate a lack of personal humility? In what ways does your team recognize their strengths and weaknesses? What kind of effect does this have on team morale?

**Hungry**

What are the benefits of hunger for a team? How does it motivate the work of both management and other team members?

In what ways do you demonstrate hunger? What obstacles threaten your level of hunger?

What are some ways your team is prone to imbalance? What impact does imbalanced hunger have on your team? How can you use your influence to encourage wise priorities?
Smart

Where do you measure up on people smarts? How well do you treat your teammates? What are some potential areas for growth?

How well do you listen? In what ways do you show an active interest in your teammates? Whether good or bad, how do these qualities contribute to the morale of your team?

Apply What You’ve Learned

Select an activity from the list below to begin applying the lessons of this session.

Memorize: Commit to memory the three traits of an ideal team player. In addition, in your own words, develop a description for each that you can easily remember.

Write it Down: As you go about your week, take note of the ways in which you see these traits positively embodied by your team members. Briefly note these instances and reflect on the ways your team succeeds together.

Interact: Single out a teammate who exhibits the three traits of an ideal team player. Make a connection with this person to gain greater insight into the three virtues.

Read: If you have not already done so, read “The Fable” portion of Patrick Lencioni’s, The Ideal Team Player and pages 155-173 to further develop your understanding of the core traits of an ideal team player.

Act Differently: Determine which of the three virtues is your weakest and practice viewing it as an opportunity for personal growth rather than an unchangeable characteristic.
SESSION TWO: Developing and Hiring The Ideal Team Player

Before going through the questions on this handout, watch Session Two: Developing and Hiring The Ideal Team Player.

- **Review**

  Of the three traits Patrick described, which would you consider your strength? Which is your weakest? How does each influence the effectiveness of your team?

  In what ways would you change if you viewed your weaknesses as opportunities rather than liabilities? How would doing so change the way you approach your teammates?

  How could you invite your teammates to participate in your personal development? In what ways could they help you grow in your areas of development?

- **Explore the Principles Further**

  What are some ways you attempt to demonstrate vulnerability? How could a deeper level of personal vulnerability embolden your team to pursue humility?

  How connected are you to the mission of the team? What are some of the ways you demonstrate a personal contribution to it?

  How could you utilize the self-assessment statements to help you gain a better grasp on where you need to grow? How could “team coaching” serve as a helpful tool for accomplishing such a goal?

  What questions can you ask to identify individuals who are humble, hungry, and smart? What changes can you make to your interview process to ensure a candidate possesses the characteristics you desire in a team member?
Apply What You’ve Learned

**Memorize:** Select one or two of the statements Patrick shared for determining areas of development in each of the three traits. Commit them to memory to discern when you or your team begins to struggle in one of the expected virtues.

**Write it Down:** Consider which of the three traits is your weakest and write it down. Describe why you think it is your weakest along with some action steps for how you will seek to grow.

**Interact:** Depending on which of three traits in which your team is weakest, begin implementing the developmental method that will create growth in that area. Be patient with the process and invite your teammates to help you in your own weaknesses.

**Read:** Read pages 174-215 in *The Ideal Team Player* and consider ways to creatively adjust your interview process to find candidates that embody the qualities you desire.

**Act Differently:** Work at viewing failure differently. Rather than seeing it solely as a liability to your mission, use times of failure as a teaching lesson by giving your team the freedom to learn from their mistakes.