The Functionality Pyramid from The Five Dysfunctions of a Team by Patrick Lencioni and the Strategy Process

The planning process addresses the five functional areas in which a team must excel to be successful

- Patrick Lencioni’s book The Five Dysfunctions of a Team prepares a management team in developing a strategy
- The five functional areas are linked with the planning process as indicated in the following charts
- Team building exercises that address potential dysfunctional areas are a critical part of the planning process

### Strategic Planning Process

1. **Trust** - Working as a strategy team and conducting targeted team exercises builds trust among managers who must work together to succeed

2. **Conflict** - Completing Pre-Workshop Strategy Questionnaire and discussing issues raised by participants in a facilitated manner allows for productive “conflict”

3. **Commitment** - Agreeing to Vision/Mission principles, developing strategies and objectives and creating balanced scorecard goals and actions plans provides the opportunity to commit to a path

4. **Accountability** - Structured follow-up on action plan progress allows the strategy team to hold each other accountable for completing agreed upon tasks

5. **Focus on Results** - Utilizing the Balanced Scorecard as a primary management tool allows the company to focus on results that are directly linked to the strategies and objectives developed by the team

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J Bernard Associates assesses team functionality and facilitates workshop team building exercises during the strategy development process.