



# Leadership Teams Dynamics: 2 Tools

Persistent focus on improving **how we operate** as a highly effective inter-dependent team

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RS Americas Forum  
February 2026



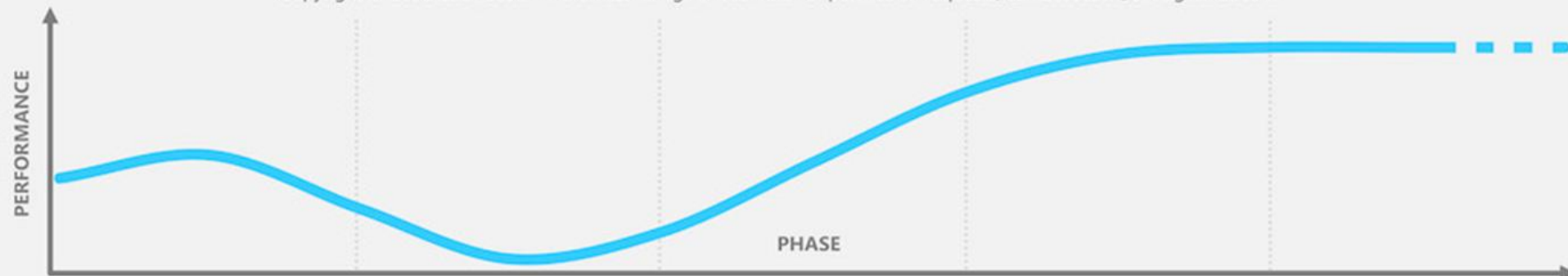
*“O.K., does anybody have any conflict-resolution strategies that aren’t spraying liquid from your anal glands?”*

# Phases of Team Development

Forming, Storming, Norming, Performing, and Adjourning — based on group development model by Bruce Tuckman

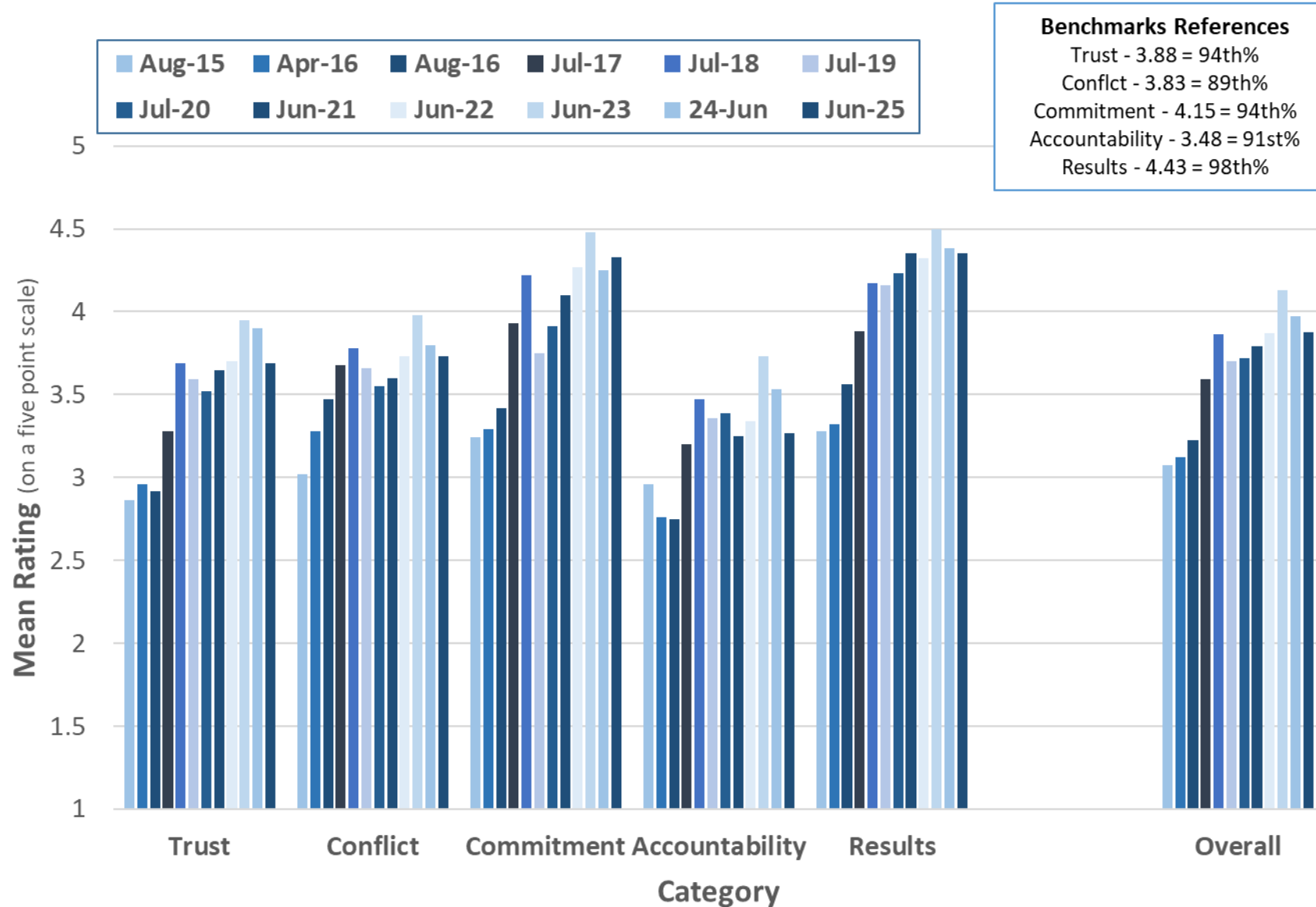
All phases are necessary and inevitable for a team to grow, tackle problems, find solutions, plan work, and deliver results.

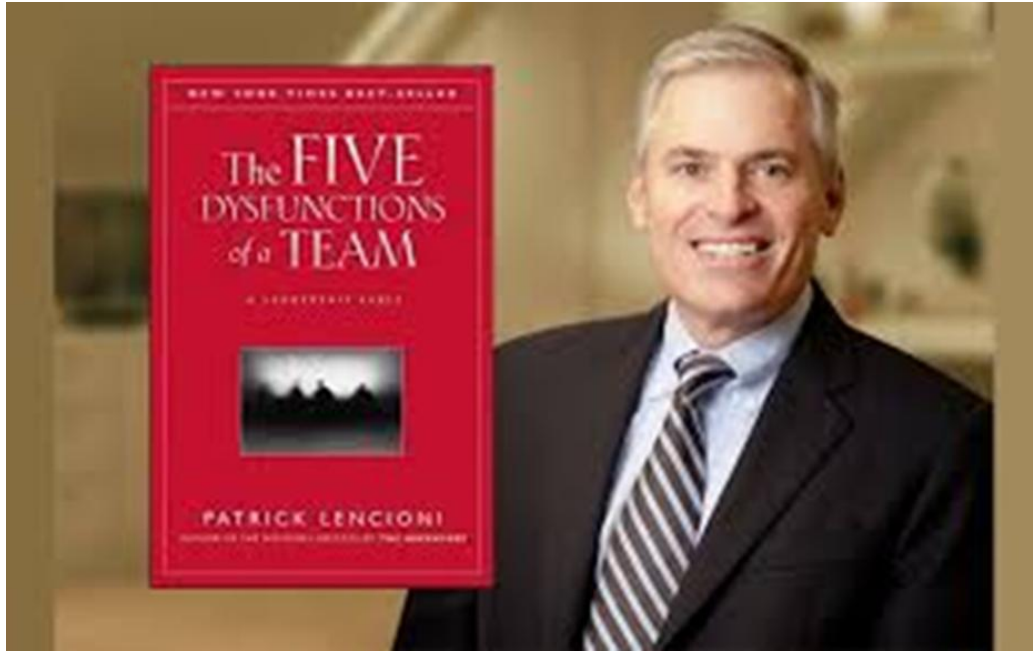
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|                 | FORMING                                                                                                                                                                                                                                                                                                              | STORMING                                                                                                                                                                                                                                                                 | NORMING                                                                                                                                                                                                                                                              | PERFORMING                                                                                                                                                                                                                                                                             | ADJOURNING                                                                                                                                                                                                                                                                                            |
|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CHARACTERISTICS | <ul style="list-style-type: none"> <li>• Displaying eagerness</li> <li>• Socializing</li> <li>• Generally polite tone</li> <li>• Sticking to safe topics</li> <li>• Unclear about how one fits in</li> <li>• Some anxiety &amp; questioning</li> </ul>                                                               | <ul style="list-style-type: none"> <li>• Some resistance</li> <li>• Lack of participation</li> <li>• Conflict based on differences of feelings &amp; opinions</li> <li>• Competition</li> <li>• High emotions</li> <li>• Starting to move towards group norms</li> </ul> | <ul style="list-style-type: none"> <li>• Purpose &amp; goals are well-understood</li> <li>• More confident</li> <li>• Improved commitment</li> <li>• Members are engaged and supportive</li> <li>• Relief, lowered anxiety</li> <li>• Developing cohesion</li> </ul> | <ul style="list-style-type: none"> <li>• High motivation, trust &amp; empathy</li> <li>• Individuals defer to team needs</li> <li>• Effectively producing deliverables</li> <li>• Consistent performance</li> <li>• Demonstrations of interdependence &amp; self-management</li> </ul> | <ul style="list-style-type: none"> <li>• (Also referred to as the Transitioning or Mourning phase)</li> <li>• Shift to process orientation</li> <li>• Sadness</li> <li>• Recognition of team &amp; individual efforts</li> <li>• Disbanding</li> </ul>                                                |
| STRATEGIES      | <ul style="list-style-type: none"> <li>• Taking the 'lead'</li> <li>• Being highly visible</li> <li>• Facilitating introductions</li> <li>• Providing the 'big picture'</li> <li>• Establishing clear expectations</li> <li>• Communicating success criteria</li> <li>• Ensuring response times are quick</li> </ul> | <ul style="list-style-type: none"> <li>• Requesting &amp; encouraging feedback</li> <li>• Identifying issues &amp; facilitating their resolution</li> <li>• Normalizing matters</li> <li>• Building trust by honoring commitments</li> </ul>                             | <ul style="list-style-type: none"> <li>• Recognizing individual &amp; team efforts</li> <li>• Providing learning opportunities &amp; feedback</li> <li>• Monitoring the 'energy' of the team</li> </ul>                                                              | <ul style="list-style-type: none"> <li>• 'Guiding from the side' (minimal intervention)</li> <li>• Celebrating successes</li> <li>• Encouraging collective decision-making &amp; problem-solving</li> </ul>                                                                            | <ul style="list-style-type: none"> <li>• Recognizing change</li> <li>• Providing an opportunity for summative team evaluations ('lessons learned')</li> <li>• Providing an opportunity for individual acknowledgments</li> <li>• Celebrating the team's accomplishments (an 'after-party')</li> </ul> |

## Leadership Team Self-Assessment of Team Dynamics/Effectiveness





## ***Patrick Lencioni***

### ***The Table Group***

[\*\*www.tablegroup.com\*\*](http://www.tablegroup.com)

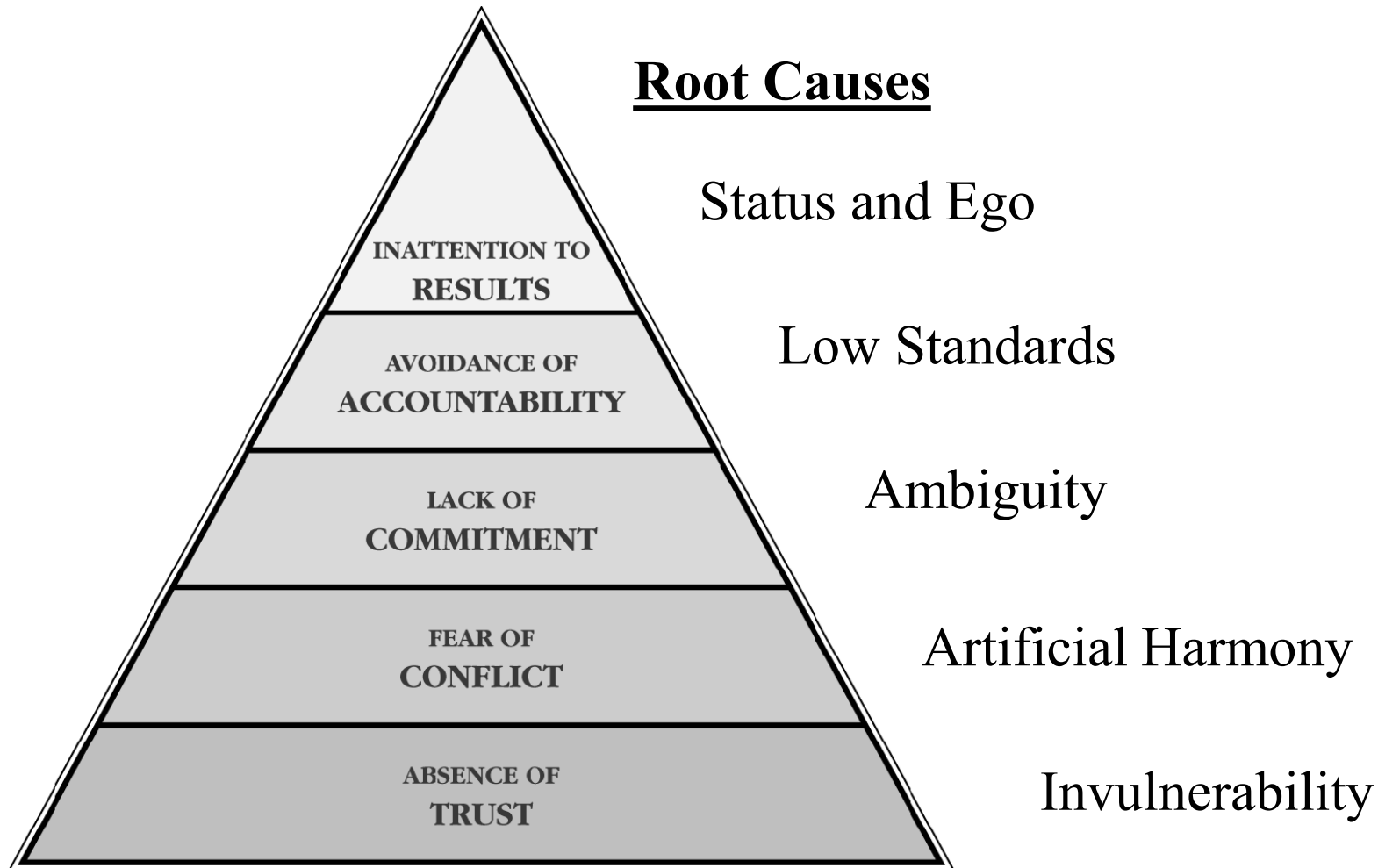


## A Cohesive Team...

- ✓ Focus' on collective results
- ✓ Holds one another accountable
- ✓ Commits to decisions
- ✓ Engages in conflict around ideas
- ✓ Trusts one another



# Five Dysfunctions of a Team

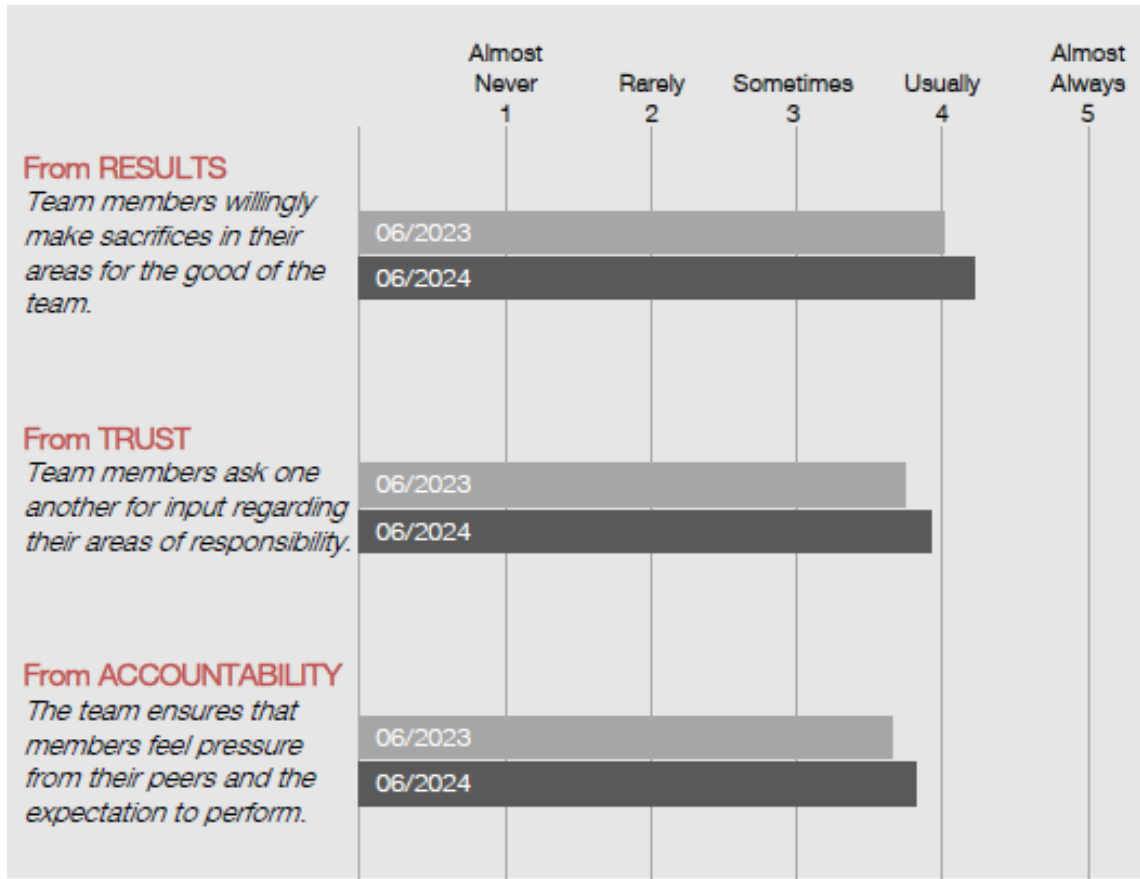


# Deep Dives as a Team

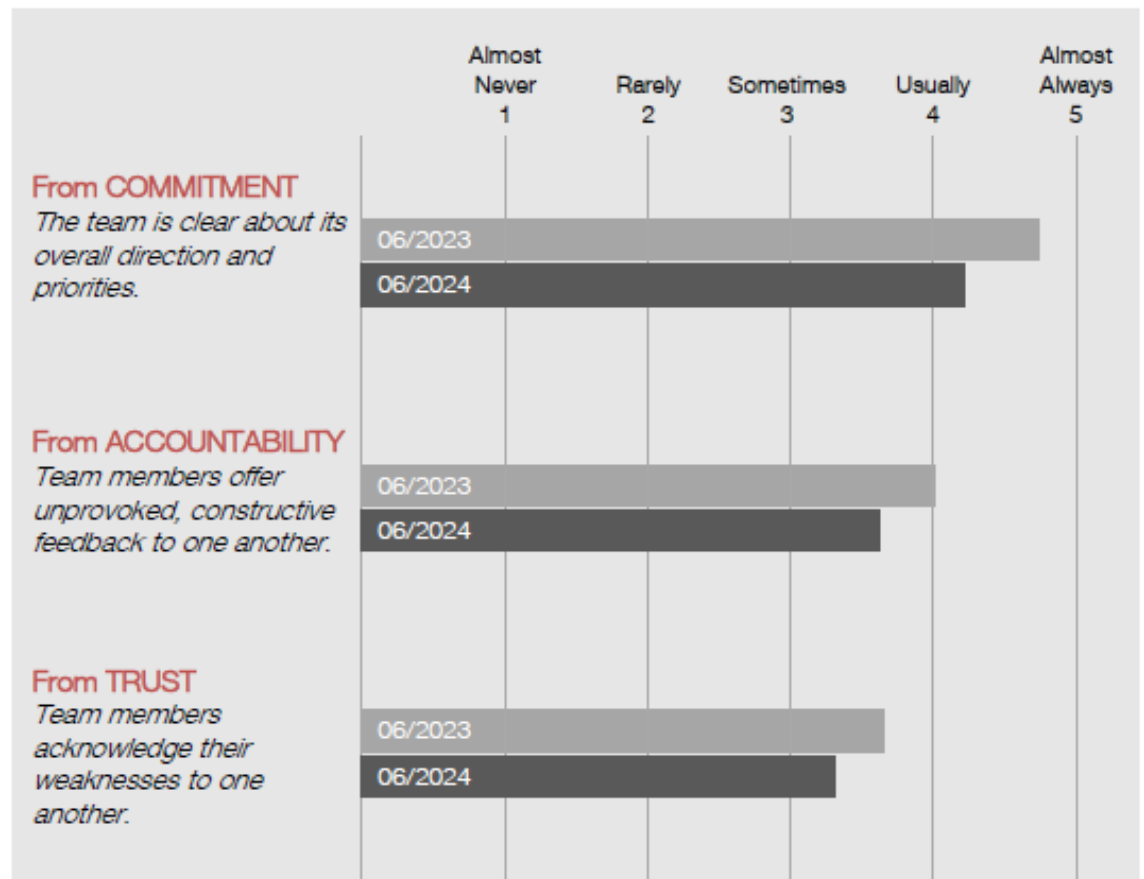


- How is this showing up in your team?
- What is getting in the way?
- What's the risk to you and your team?

## Areas of Greatest Improvement



## Areas of Greatest Decline



## A Brief Overview of Working Genius

Everyone has natural, God-given talents when it comes to work. As it turns out, there are six different types of talents, or geniuses, and each of them is required for accomplishing any kind of endeavor.

Each of us has two areas that are considered our true geniuses or gifts. These are the activities that give us joy, energy, and passion. We call these our areas of **Working Genius**. Two of the six types are what we call our **Working Frustrations**, activities that rob us of joy and energy. Most of us aren't very skilled in these areas. The final two are what we refer to as **Working Competencies**, activities that neither feed nor drain us and which we can do fairly well for a limited period of time.

The Six Types of Working Genius form an interdependent model, a comprehensive process for accomplishing any type of work. Each type of genius receives and/or gives something to adjacent types, creating a natural workflow starting with Wonder and culminating in Tenacity. The model below depicts the flow of the six types and includes a short definition of each genius.

### The 6 Types of Working Genius



## THE SIX TYPES



**WONDER:** identifies the need for improvement or change

**INVENTION:** confirms the importance of that need, and generates an idea or solution

**DISCERNMENT:** assesses the merit and workability of the idea or solution

**GALVANIZING:** generates enthusiasm and action around the idea or solution

**ENABLEMENT:** initiates support and assists in the implementation of the idea or solution

**TENACITY:** commits to ensuring that the idea or solution gets completed and that desired results are achieved

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The Genius of Wonder involves pondering and asking questions, contemplating the reasons why things are the way they are. People with this genius derive joy and energy from thoughtfully observing the environment around them and wondering whether there might be a different or better way. Compared to other geniuses, Wonder is not the most observable genius, because it is mostly internal process. However, almost every new initiative, program, or project begins because someone wonders. The benefits of this genius include asking big questions, prompting people to consider assumptions that may need to be questioned, and challenging the status quo.

The Genius of Invention is about coming up with novel ideas and solutions to solve problems and address issues. Invention involves creativity and original thinking, often with little direction. People with this genius are confident and inspired by a problem that has no apparent solution, and they derive energy and joy from getting the opportunity to take a first crack at coming up with a new idea. The benefits of this genius are generally well understood in society, and include anything related to innovation, novel thinking, and original problem-solving.

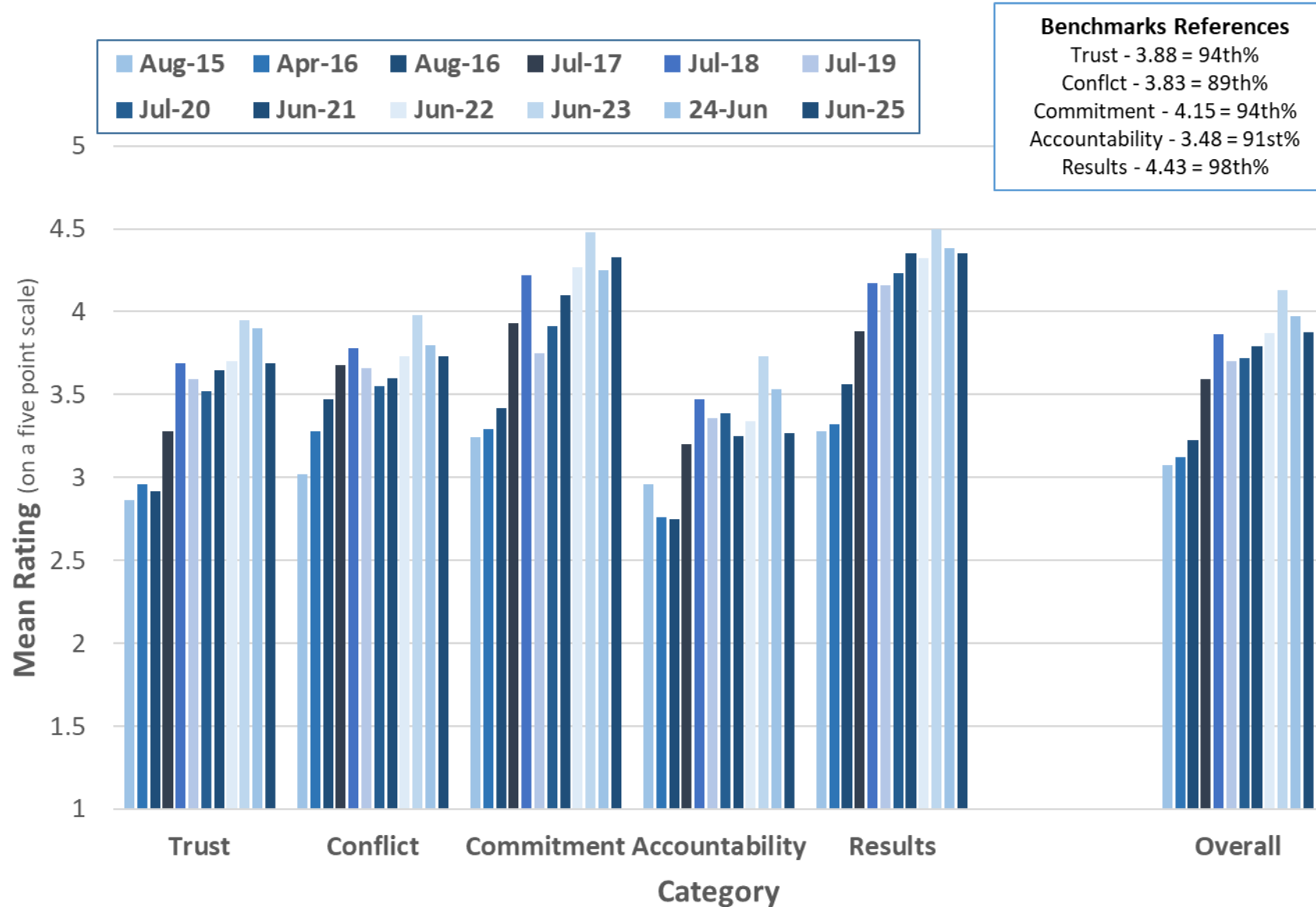
The Genius of Discernment involves making sound judgments relying on instinct and intuition across a wide variety of situations. It entails pattern recognition and integrative thinking, rather than expertise, knowledge, or data. As such, people with Discernment have a knack for and derive energy and joy from evaluating whether or not an idea is sound, or if it requires further tweaking and adjustments. The benefits of Discernment are many, even if they are somewhat difficult to pinpoint as a result of the intuitive nature of the gift. They include curating, evaluating, and identifying the best ideas, and avoiding the ones that aren't good, or refining those that aren't yet ready.

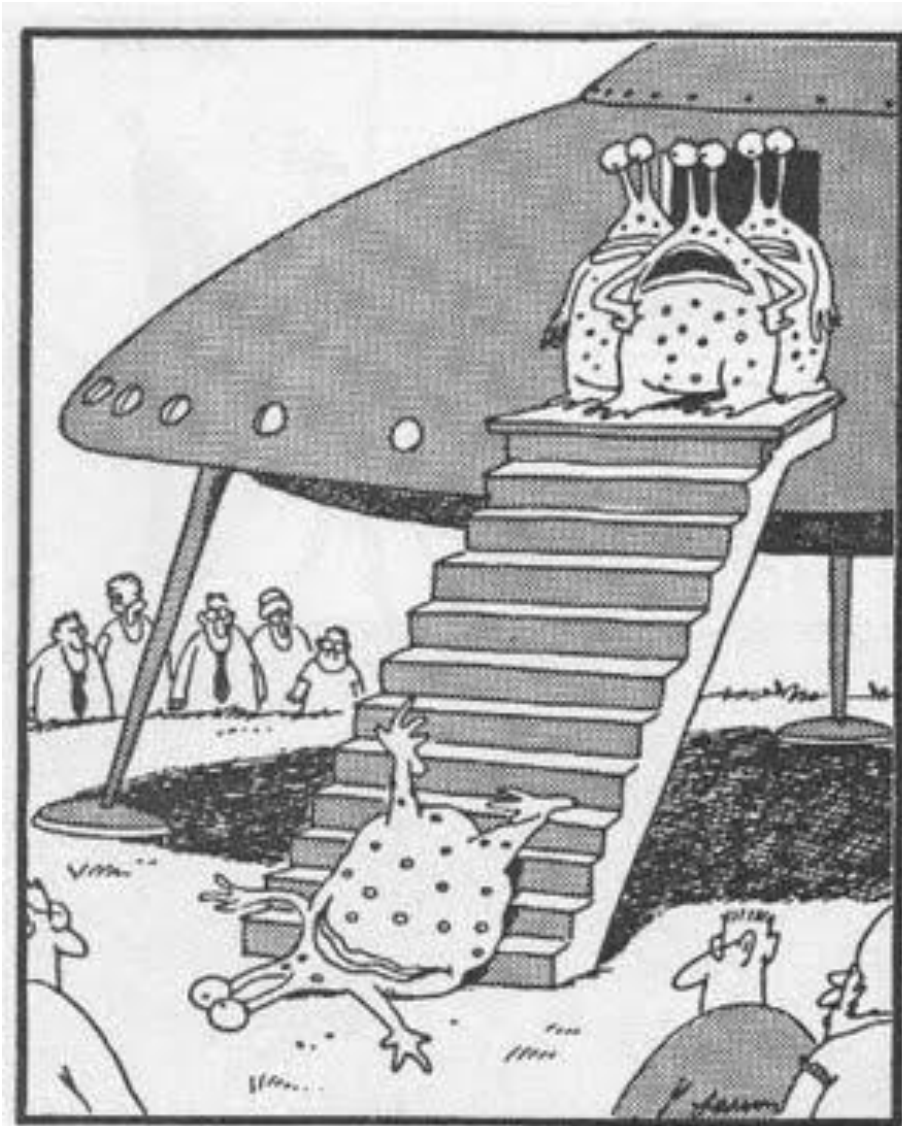
The Genius of Galvanizing is about rallying and motivating people, often around projects, ideas, or initiatives. People with the gift of Galvanizing derive joy and energy from inspiring and persuading others to take action to get things moving, even if it involves convincing them to rethink or change their plans. Galvanizing is relatively easy to identify as it is an observable and often public activity. The benefits of this genius include nurturing people's excitement about potential by building energy and momentum around a program, or idea.

The Genius of Enablement involves answering the call to action and seamlessly providing others with the unconditional support and assistance they need. People with this genius get energy and joy from providing others with the support they need to get something started, and by providing the human glue required to hold it together. Even though people with Enablement are often ideal team members, they sometimes discount the importance of their genius, mistakenly believing that they are simply amenable or "nice." The benefits of this genius include higher morale and greater interpersonal appreciation and support.

The Genius of Tenacity is about execution. It involves getting things done, achieving results, and realizing the desired impact of a task or project. People with Tenacity derive real joy and energy from crossing tasks off a list and knowing that they met the standards for completion. They are also comfortable pushing through obstacles. The benefits of this genius revolve around making sure that goals are met and projects are completed on time, even when inevitable problems surface.

## Leadership Team Self-Assessment of Team Dynamics/Effectiveness





"Wonderful! Just wonderful!... So much for instilling them with a sense of awe."

