

# The Dynamics of Leadership-Team Behavior

## How managers interact says a lot about the state of a company

**Teams on the way down:** People shield those in power from unpleasant facts, fearful of penalties and criticism for shining light on the rough realities

**Teams on the way up:** People bring forth grim facts—"Come here and look, man, this is ugly"—to be discussed; leaders never criticize those who bring forth harsh realities

**Teams on the way down:** People assert strong opinions without providing data, evidence, or a solid argument

**Teams on the way up:** People bring data, evidence, logic, and solid arguments to the discussion

**Teams on the way down:** The team leader has a very low questions-to-statements ratio, avoiding critical input and/or allowing sloppy reasoning and unsupported opinions

**Teams on the way up:** The team leader employs a Socratic style, using a high questions-to-statements ratio, challenging people, and pushing for penetrating insights

**Teams on the way down:** Team members acquiesce to a decision but don't unify to make the decision successful—or worse, undermine it after the fact

**Teams on the way up:** Team members unify behind a decision once made, then work to make the decision succeed, even if they vigorously disagreed with it

**Teams on the way down:** Team members seek as much credit as possible for themselves, yet do not enjoy the confidence and admiration of their peers

**Teams on the way up:** Each team member credits other people for success, yet enjoys the confidence and admiration of his or her peers

**Teams on the way down:** Team members argue to look smart or to further their own interests rather than argue to find the best answers to support the overall cause

**Teams on the way up:** Team members argue and debate, not to improve their personal position but to find the best answers to support the overall cause

**Teams on the way down:** The team conducts "autopsies with blame," seeking culprits rather than wisdom

**Teams on the way up:** The team conducts "autopsies without blame," mining wisdom from painful experiences

**Teams on the way down:** Team members often fail to deliver exceptional results and blame other people or outside factors for setbacks, mistakes, and failures

**Teams on the way up:** Each team member delivers exceptional results, yet in the event of a setback each accepts full responsibility and learns from mistakes