## CONTENTS

**Introduction** ix  
**The Fable** 1  
Part One: The Situation 3  
Part Two: Diagnosis 11  
Part Three: Discovery 55  
Part Four: Implementation 89  
Part Five: Indicators 135  
**The Model** 153  
The Three Virtues of an Ideal Team Player 155  
Defining the Three Virtues 157  
The History of the Model 162  
The Ideal Team Player Model 165  
Application 174  
Connecting the Ideal Team Player Model with the Five Dysfunctions of a Team 212  
A Final Thought—Beyond Work Teams 215  
More Resources 216  
**Acknowledgments** 217  
**About the Author** 219