

LCP Dental Team Coaching (formerly Julie Weir & Associates) is recognized as the premier consulting firm specializing in pediatric dentistry since 1996.

## Revolutionize your Team in 2022 with Working Genius

Many doctors and leaders attribute the failures and struggles of their team to having a bad attitude or not being smart enough. When they understand their team member's areas of Genius and Frustration, they can better recognize if each team member is in the proper role, thus ensuring days run more effectively, which has an immense impact on productivity and satisfaction.

Our November 2021 *PMM* article offered successful hiring and training tips. This article gives insight into a cutting-edge tool that will revolutionize how to hire and understand team members for optimal success. Finding joy and fulfillment at work and in life is the ultimate prize. Everyone can be happy at work. According to an Oxford University Study, happy workers are 13 percent more productive, perform better as leaders, and make fewer mistakes. Why, then, do 80 percent of adults see work as something to be endured rather than enjoyed?

Patrick Lencioni, the founder of The Table Group and pioneer of the organizational health movement, may have uncovered the answer, "If you want to be successful and fulfilled in your work, you must tap into your gifts. That can't happen if you don't know what those gifts are." According to Lencioni, our happiness may depend on doing the things we are good at naturally.

During 2020, Lencioni worked to find the missing piece to developing a happy, productive team and, as a result, created a way to measure a team's potential with Working Genius, an 80 percent productivity and 20 percent personality assessment.

The **6 Geniuses** are defined as the natural gift of:

- Wonder – pondering the possibility of greater potential and opportunity in any given situation.
- Invention – creating original ideas and solutions.
- Discernment – intuitively and instinctively evaluating ideas and situations.
- Galvanizing – rallying, inspiring and organizing others to take action.
- Enablement – providing encouragement and assistance for an idea or project.
- Tenacity – pushing projects or tasks to completion to achieve results.

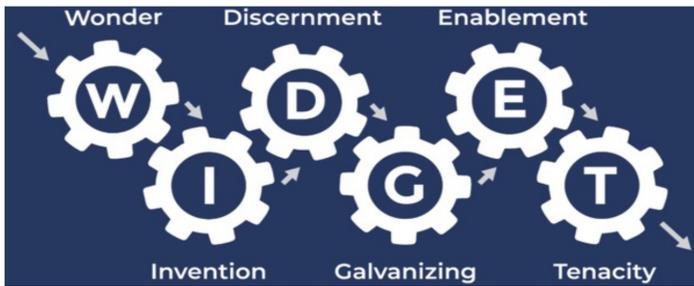
The six types of Geniuses are necessary to achieve results in any organization. However, no one is good at all of them. Lencioni's tool helps us discover our combination of gifts, competencies and frustrations.

The assessment sorts the six types of Geniuses into three categories; *Working Genius*, *Working Competency*, and *Working Frustration*.

- *Working Genius* is considered a person's two areas of strength. When they are working within these areas, they feel energized and fulfilled. Typically these are the areas of work that bring joy.
- *Working Competency* defines two areas where people are capable of working well in, may even be really good at, but they don't necessarily bring joy or give energy. In some cases, these may be more draining than the final category.
- *Working Frustration*; just as the name indicates, these are two areas people can work in but may not be particularly good at doing.

Once the areas of Genius have been defined per team member, it will become easier for each of them to reach their full potential and for the practice to become more profitable. Adjusting the roles of your team to be in alignment with their Genius will increase satisfaction and production by ensuring they are working in their area of strength where they can be most effective. It will help fill in the under-represented gaps on a team when hiring. Every job is a six-letter job. At any point, people will have to tap into the other Geniuses and how much better when they know their strengths and can plan their day accordingly to get more accomplished.

Lencioni presents the Geniuses as cogs in a wheel. The imagery here is essential because it represents how all the Working Geniuses are required to accomplish their goal. If any of the cogs is missing, the team can't perform at its optimum level, and the gears stop turning.



Lencioni has created a linear way to think about productivity.

1. It all begins in the *Ideation phase*. This phase includes the first two Geniuses of *Wonder* and *Invention*.
  - The *Genius of Wonder* will identify the need for change, always responding to the environment. The team members with this Genius will say, "There must be a better way," and are always asking, "Why." They aren't necessarily the people who will come up with a game plan for the change; instead, they are helping to create the conditions for *Invention*.
  - The *Genius of Invention* will generate ideas and solutions. They hear there is a need for change, and they say, "I will figure out how to fix that." This person, however, may not be the person to put the idea into action.
2. The second phase of Working Genius is *Activation*. This phase includes the Geniuses of *Discernment* and *Galvanizing*.
  - The *Genius of Discernment* is represented by team members who can assess the workability of the idea. Their intuition will tell them what will and won't work. They then take charge and refine the plan.
  - The *Genius of Galvanizing* then steps in with the declaration, "That is a great plan! Let's make this happen!" and inspires and moves the team into action. They tend to have the ability to push others outside of their comfort zone.
3. The final phase, known as *Implementation*, includes the Working Genius of *Enablement* and *Tenacity*.
  - The *Genius of Enablement* will move people and projects forward. While the word enablement typically comes with negative connotations, in this case, the Genius of Enablement is helping to move things forward and encouraging others. They answer the call of the Galvanizer and jump in to do whatever is required. They are responding to the need and saying, "Tell me what to do, and I will do it. I am on board!"

- The *Genius of Tenacity* brings it all home and ensures successful results. They will not quit until the task is complete and up to standard, even when others on the team may have fizzled out. These are the impatient people when the team has a brainstorming session that the Genius of Wonder and Invention enjoy the most. The Tenacity Genius thinks there is no time or need for meetings and to talk about ideas, yet those are vital for the continued success of any corporation. It is helpful to know that the Genius of Tenacity only needs to be told how to move forward and run with it.

Using the Working Genius Assessment for team application will revolutionize the way dentists and leaders view and work with their team members. It is an invaluable tool when hiring. It allows leaders to be confident that they have all members on their team assigned to the proper roles. Of course, everyone will need to work out of all six Geniuses in any position; however, being sure the majority of assigned tasks are in their area of strength will allow the team to function optimally. When team members know their Working Genius, they no longer make inaccurate and hurtful judgments about one another and no longer feel unnecessary guilt about their own shortcomings.

The impact when a team is underrepresented in each Working Genius is:

- Wonder – they will often fail to identify problems. They may operate out of a stance of "get things done." They may be missing the needs of the organization. The team may focus too much on being efficient rather than effective.
- Invention – they may find themselves revisiting the same problems over and over. The problem has been identified, but no one has found a way to remedy the situation. Teams may rely on "the way we have always done it" and hope for a different result.
- Discernment – they will find themselves trying to implement ideas or solutions just because they were suggested, not because they will be effective. This team will find themselves with high levels of failure, wondering why they can't see these problems before they occur.
- Galvanizing – they fail to generate the enthusiasm necessary to get the new idea off the ground. No one makes sure promising ideas get the attention and mobilization needed to move forward.
- Enablement – their projects are likely to wilt and wither after starting. There will be no one to respond to the call of the Galvanizer. New ideas or projects are not supported or implemented.
- Tenacity – their best ideas and projects that have been started fail to make it to completion. Focus and energy decrease over time without someone to ensure the team finishes well.

Anyone can take the Working Genius assessment at *WorkingGenius.com*. The power comes from working at a deeper level with a certified Working Genius expert. That is why Lilly, the owner of LCP Dental Team Coaching, chose to get certified. She recognized the value of these tools and how she could empower the dental teams she works with to have an advantage in the industry. "It is all about decreasing the inefficiency and frustrations of a team while simultaneously increasing their productivity, satisfaction, and ability to accelerate to their next level," says Lilly. The LCP Coaching Team took the assessment and saw immediate improvements to their workday while only making slight adjustments.

This knowledge has elevated their productivity as individuals and a team. It has allowed them to streamline meetings as they now understand the purpose of each meeting more clearly and has helped them re-structure their days to spend more time in their areas of strength and given the team a new language to define their tasks and goals. They recognize what it means when a task requires an hour of Tenacity to accomplish, as well as the necessity to schedule a Discernment meeting to go over the ideas mapped in their Invention meeting.

**“Far too many people in the world suffer needlessly because they don’t understand their personal areas of working Genius. As a result, they don’t do the kind of work that gives them joy and energy”**

***Patrick Lencioni, Author and Creator of The Six Types of Working Genius***

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