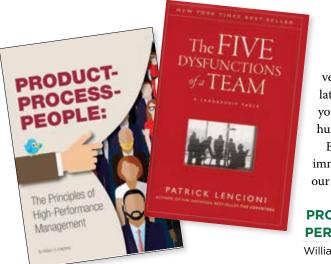Book Review Editor: Theodore J. Weidner, Ph.D., P.E., CEFP, AIA

I read several books this past summer. I won't review them all because I read for enjoyment too. That means that not everything I read is technical or work-related. While most of what I read is nonfiction, I will occasionally divert my attention with a thriller or mystery. I've also been reading a lot of history lately, and it is fascinating stuff. I now find that history I thought was boring in my youth can be interesting and exciting in the hands of a good writer. Events from hundreds of years ago come to life when the writer is good at his or her craft.

Even if you don't read everything reviewed in this column, I hope you're able to immerse yourself in a good book and get away from the frustrations of work and our current reality.

PRODUCT–PROCESS–PEOPLE: THE PRINCIPLES OF HIGH-PERFORMANCE MANAGEMENT

William A. Daigneau, APPA, 2016, 168 pp., softcover *(available at the APPA Bookstore).*

There are a lot of management books available, as well as management professors and consultants. That also means there are a lot of "best practices" of management that are espoused in the industry in order to sell books. While the same could be said of *Product-Process-People: The Principles of High-Performance Management*, I wouldn't agree. Bill Daigneau has a written an excellent book describing several approaches to creating a smoothly functioning team that produces a valued *product*, following an efficient *process*, with effective *people*.

I've read a lot of management books—each one tries to convince the reader that the management style/technique presented is the best one. Several years ago I met a university administrator who taught management courses at his university. He had read a lot more books on the subject than I had and remarked that there are as many management books as there are theories and professors. The point is that irrespective of the validity of the argument, one's management style may be based on a single practitioner's advice or theories or a combination of many.

But having a system-based approach to management with a time-tested philosophy behind it is probably most likely to produce success. From this perspective, *Product-Process-People* excels. If you follow Daigneau's model of developing or delivering a *product*, following an effective *process*, and using good *people,* you will certainly see great management outcomes.

Throughout the book you will find a calm, logical, and insightful approach to everyday work issues. Obviously, the most important part of a work site are the people, and Daigneau spends most of the book describing different situations that can arise with employees and how to deal with them. Of greater importance is the implementation section at the end, and Daigneau's open invitation to provide assistance through his retirement e-mail address.

Because the book is written by a facility officer about facility issues, it is probably more relevant to readers of this column than many others previously reviewed. I encourage you to get *Product-Process-People* and take advantage of everything it has to offer.

THE FIVE DYSFUNCTIONS OF A TEAM: A LEADERSHIP FABLE

Patrick Lencioni, Jossey-Bass, New York, 2002, 229 pp., hardcover.

As Stephen Covey did with his *Seven Habits*, Patrick Lencioni has done in a slightly different way with *The Five Dysfunctions of a Team: A Leadership Fable.* His ideas are presented in a relatively unconventional way, first through a story, then a presentation of his theory, if needed.

Every organization and subset thereof is made up of different people. Each subset has some outcome it

must produce as a team, even if that means organizing others to make the actual product. However, for those people to work together effectively, they must share some of the same characteristics. This doesn't mean they wear the same clothes or maintain the same style of dress, but they have to maintain some common attributes to be effective.

As Lencioni claims, they must maintain or develop these attributes and thus avoid dysfunction. The story presented in *The Five Dysfunctions* demonstrates how each of these attributes (or lack thereof) affects the organization and how the team members either realize or are told that they do or do not maintain the attributes.

The attributes of dysfunction presented in the book seem somewhat obvious: absence of trust, fear of conflict, lack of commitment, avoidance of accountability, and inattention to results. These five attributes form a pyramid of hierarchy, similar to Maslow's hierarchy, where trust is at the base and is the most important. It's an essential truth that if one trusts one's peers or teammates, then it's possible to deal with conflict and resolve real problems found higher up the pyramid.

I know from experience that when I didn't trust someone on my team, my ability to be effective with that person was greatly diminished. Similarly, if we couldn't work through conflict, the team didn't function well. The same applies to commitment, accountability, and results. They all work together, beginning with the foundation of trust.

The Five Dysfunctions is an easy read. I recommend setting aside enough time to read the entire story in a single setting. That way it's easier to remember the different characters, their foibles, and how they each demonstrate the principles Lencioni presents. Afterwards, read his theory on these principles at your leisure.

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