<table>
<thead>
<tr>
<th>Lack of . . .</th>
<th>Symptoms</th>
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| **Focus**    | • The group can’t clearly define its priorities, or it has too many priorities.  
• Resources are spread too thin, leading to frequent crises and firefighting. People are rewarded for their ability to put out fires, not for devising enduring solutions. |
| **Discipline** | • People exhibit great variation in their levels of performance.  
• Employees don’t understand the negative consequences of inconsistency.  
• People make excuses when they fail to meet commitments. |
| **Innovation** | • The group uses internal benchmarks to measure performance.  
• Improvements in products and processes unfold slowly and incrementally.  
• Employees are rewarded for maintaining stable performance, not for pushing the envelope. |
| **Teamwork**  | • Team members compete with one another and protect turf rather than working together to achieve collective goals.  
• People are rewarded for creating fiefdoms. |
| **Sense of urgency** | • Team members ignore the needs of external and internal customers.  
• Complacency reigns, revealed in beliefs such as “We’re the best and always have been” and “It doesn’t matter if we respond immediately; it won’t make any difference.” |