

**TABLE 4 - 1****Problematic Behavior Patterns**

<b>Lack of . . .</b>	<b>Symptoms</b>
Focus	<ul style="list-style-type: none"><li>• The group can't clearly define its priorities, or it has too many priorities.</li><li>• 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.</li></ul>
Discipline	<ul style="list-style-type: none"><li>• People exhibit great variation in their levels of performance.</li><li>• Employees don't understand the negative consequences of inconsistency.</li><li>• People make excuses when they fail to meet commitments.</li></ul>
Innovation	<ul style="list-style-type: none"><li>• The group uses internal benchmarks to measure performance.</li><li>• Improvements in products and processes unfold slowly and incrementally.</li><li>• Employees are rewarded for maintaining stable performance, not for pushing the envelope.</li></ul>
Teamwork	<ul style="list-style-type: none"><li>• Team members compete with one another and protect turf rather than working together to achieve collective goals.</li><li>• People are rewarded for creating fiefdoms.</li></ul>
Sense of urgency	<ul style="list-style-type: none"><li>• Team members ignore the needs of external and internal customers.</li><li>• 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."</li></ul>