



When a Genius is Missing

Every team is different. That's because they have different objectives, and because they are made up of people with different areas of working genius, competency and frustration. However, the problems that teams face when they lack one or more of the areas of genius tend to be quite similar. Let's look at those problems now, assuming just one of the areas of genius is missing.



Wonder - When a team is underrepresented in the Genius of Wonder, it will often fail to identify serious problems or take advantage of major opportunities. Teams without Wonder don't take the time to collectively ponder and discuss what is going on in its environment. They prefer to "get things done." Unfortunately, they often fail to recognize that what they are "getting done" may not be addressing the most important needs within the organization or industry. The Genius of Wonder allows a team to spend adequate time with uncertainty and ambiguity, allowing it to dream, speculate, brainstorm and contemplate what matters most. Without Wonder, that team may focus too much on being efficient, but without being effective.



Invention - When a team is underrepresented in the Genius of Invention, it may find itself revisiting the same problems again and again, and frustrated that little progress is being made. Teams without Invention may keep relying on the same product or service or idea, hoping that it will somehow work "this time." They may become burned out and helpless as competitors are overtaking them in spite of all the hours and energy being spent. The Genius of Invention allows teams to generate novel solutions and ideas so that their hard work brings about real benefits.



Discernment - When a team is underrepresented in the Genius of Discernment, it will find itself trying to implement ideas or solutions that turn out to be inadequate or ineffective. Teams without Discernment often experience high rates of failure in new products, services, or initiatives, wondering why they don't notice problems or issues before launching those initiatives. They often experience tension and blaming between the people who come up with new ideas and those tasked with implementing them. The Genius of Discernment allows teams to evaluate ideas and programs, making it possible to avoid bad ones before it's too late, and tweak good ones to bring about the best possible outcome.



When a Genius is Missing *Cont'd*



Galvanizing - When a team is underrepresented in the Genius of Galvanizing, it will often fail to act on ideas or initiatives that once seemed so promising. Teams with this problem will wonder why less-innovative competitors are experiencing more success than they are. Without Galvanizing, teams fail to generate the enthusiasm and support necessary to get a new idea or program off the ground, leaving them feeling conceptually brilliant and practically deficient. The Genius of Galvanizing ensures that good ideas get the attention and mobilization they need.



Enablement - When a team is underrepresented in the Genius of Enablement, it will experience a lack of enthusiasm and camaraderie, leaving programs and projects to wilt or wither. Teams without Enablement fail to respond to the passion and energy of the Galvanizer. Good ideas fail to get traction, leaving team members to feel frustrated and isolated. The Genius of Enablement ensures that teams have the needed support and volunteerism that moves ideas and projects into the first stages of implementation.



Tenacity - When a team is underrepresented in the Genius of Tenacity, it will often fail to complete projects according to desired standards, or to complete them at all. Teams without Tenacity find that their collective energy and focus diminishes as soon as an endeavor loses its novelty, and people move on to the next shiny object or emergency. The Genius of Tenacity ensures that teams finish well and allows them to see the full impact of an idea or project realized in the world.



Analyzing a Team Map

Now that you understand the implications of when a genius is missing on a team, the best way to quickly identify any gaps is to generate a Team Map. The Team Map is a visual tool to help identify the areas where your team may be lacking in a Genius.

Here are a few questions to get you started:

1. What are our team's strengths?
2. What are our team's gaps?
3. How does this team map explain past failures and/or successes of the team?
4. Is there anything we should adjust or reconsider about our next project or priority to maximize our effectiveness?

