



world application. While the fable itself demonstrates a way to put the author's theory into action, and the last chapter discusses each dysfunction in more detail outside the context of the fable, I was left with more questions than answers. A team that implemented Lencioni's principles would be undeniably effective. But, the teams that are most likely to buy-in to his approach are the ones facing the direst consequences for the failure to do so. In the fable, the company's very survival is at stake. Likewise, in military units where the failure to trust, engage in constructive conflict, and hold each other accountable can result in not only mission failure but death, a teamwork model closer to Lencioni's is often evident.

In naval aviation, by necessity a flight crew must trust each other, engage in constructive conflict, and hold each other accountable for individual failures. The flight crew's goal is not only achievement of a mission objective but a safe return to the ship. In a headquarters setting, where nothing so grim as death, bankruptcy, or even loss of a national championship looms, leaders are likely to encounter considerable resistance to Lencioni's approach. That said, the leader who is willing to endure a little snickering from their team and embrace the risk of making themselves vulnerable to their subordinates' critique could reap considerable dividends in mission accomplishment. I plan to put Lencioni's principles into action and you should consider his approach for strengthening your trial team, division or department.

Read any great books lately? Submit your book review to natalie.morehouse@navy.mil.

Civilian Personnel Management Services

The Office of the Judge Advocate General (OJAG) launched Civilian Personnel Management Services (Code 66) in April 2012 to ensure civilian workforce interests are addressed and well-represented at the headquarters level.

Code 66 performs classification/position management, administers training, manages time and attendance/payroll, oversees performance management, and coordinates with Human Resource Offices worldwide. The department is composed of four civilians with experience in civilian personnel matters.

Within Code 66's first year, they will play an integral role in many ongoing and new projects. These include: Defense Service Office realignment, civilian tuition reimbursement, telework policy revision, pilot civilian mentoring program, time and attendance policy revision, total force billet mapping, civilian award policy updates, redesign of the OJAG civilian website, and the Department of Navy's Human Resource Service Delivery reorganization. Code 66 also provides advice to the JAG Corps' Civilian Advisory Panel regarding their various initiatives including the Civilian Personnel Management Manual Quick Guide. When published, this reference will provide new supervisors a consolidated guide that highlights the most pressing issues and focus areas of which a quality manager of civilians ought to be aware.

Code 66 looks forward to the exciting opportunities that lay ahead for the OJAG and NLSC civilian corps and is eager to see them realized.



Civilian Personnel Management Services (Code 66) personnel Megan Kidwell, Erica Williams, and Nathaniel Greathouse. (not pictured: Amy Stevens)