The FIVE Dysfunctions of a TEAM!

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Topics

Overview of the Model

Team Assessment

Understanding and Overcoming the Five Dysfunctions

What's this all about?

- Patrick Lencioni states that dysfunctional teams happen everywhere
  - Two truths
    - Genuine teamwork is elusive
    - Organizations fail to achieve teamwork because they unknowingly fall pray to the 5 natural pitfalls
      - Absence of trust
      - Fear of conflict
      - Lack of commitment
      - Avoidance of accountability
      - Inattention to results

The Model

As difficult as it is to build a cohesive team, it is not complicated. In fact, keeping it simple is critical, no matter the size and design of the organization.

The five dysfunctions listed here is what keeps your team from performing at its best. If you as a leader can facilitate change to these dysfunctions, you can have an effective team.

Inattention to Results

Avoidance of Accountability

Lack of Commitment

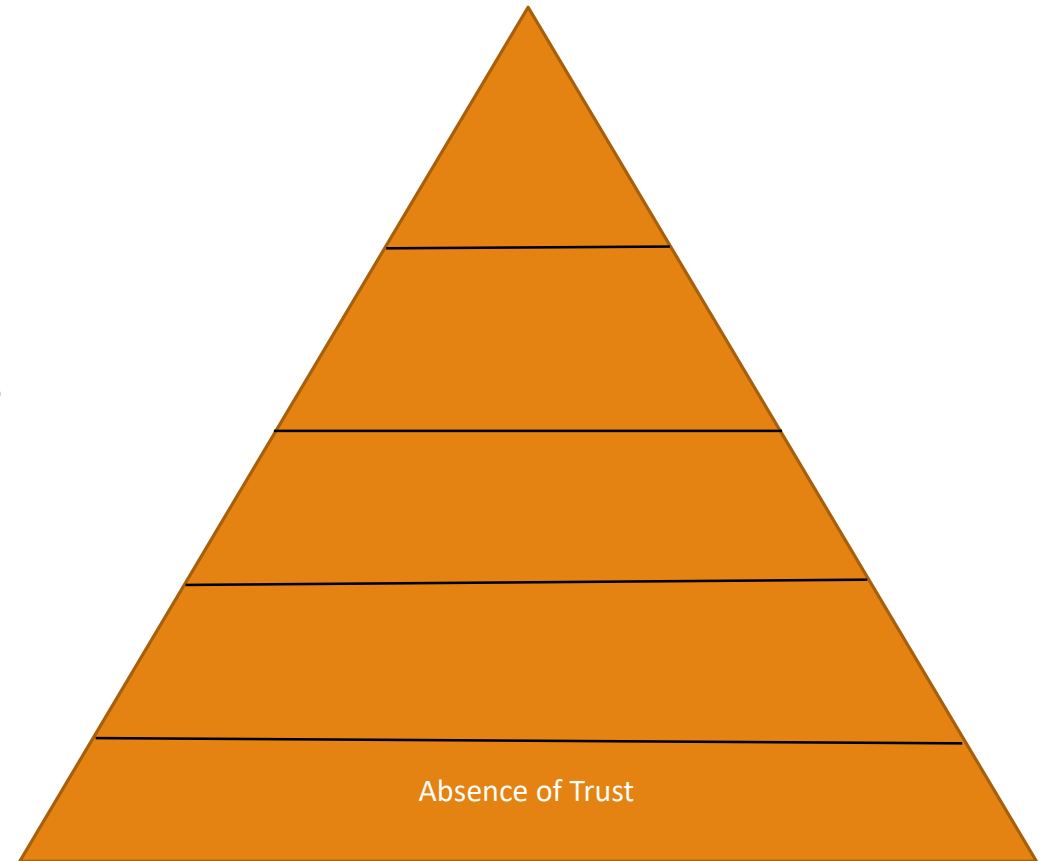Fear of Conflict

Absence of Trust

Absence of trust

- ***The first dysfunction***
  - Unwillingness to be vulnerable with the group
  - Team members who are not genuinely open with one another of mistakes/weaknesses
  - Conceal their weaknesses and mistakes
  - Hesitate to ask for help or provide constructive feedback
  - Jump to conclusions about intentions/aptitudes of others
  - Fails to recognize and tap into one another's talents
  - Holds grudges
  - Dread Meetings and find reasons to avoid time together

Absence of Trust

Fear of Conflict

- When there is not trust…
  - A tone is set for members to not speak openly about issues
  - Lack of security to discuss in unfiltered/passionate debate
  - Input becomes guarded
  - Have boring meetings
  - Create environment where back-channel politics & personal attacks thrive
  - Fail to tap into all the opinions and perspectives

Fear of Conflict

Absence of Trust

Lack of Commitment

- Without healthy conflict, members voice is not heard

- Members need to feel their input matters

- Creates ambiguity among the team

- Watches windows of opportunity close due to excessive analysis & delay

- Breeds lack of confidence and fear of failure

- Revisits discussion and decisions again and again

- Encourages second-guessing among team members

Lack of Commitment

Fear of Conflict

Absence of Trust
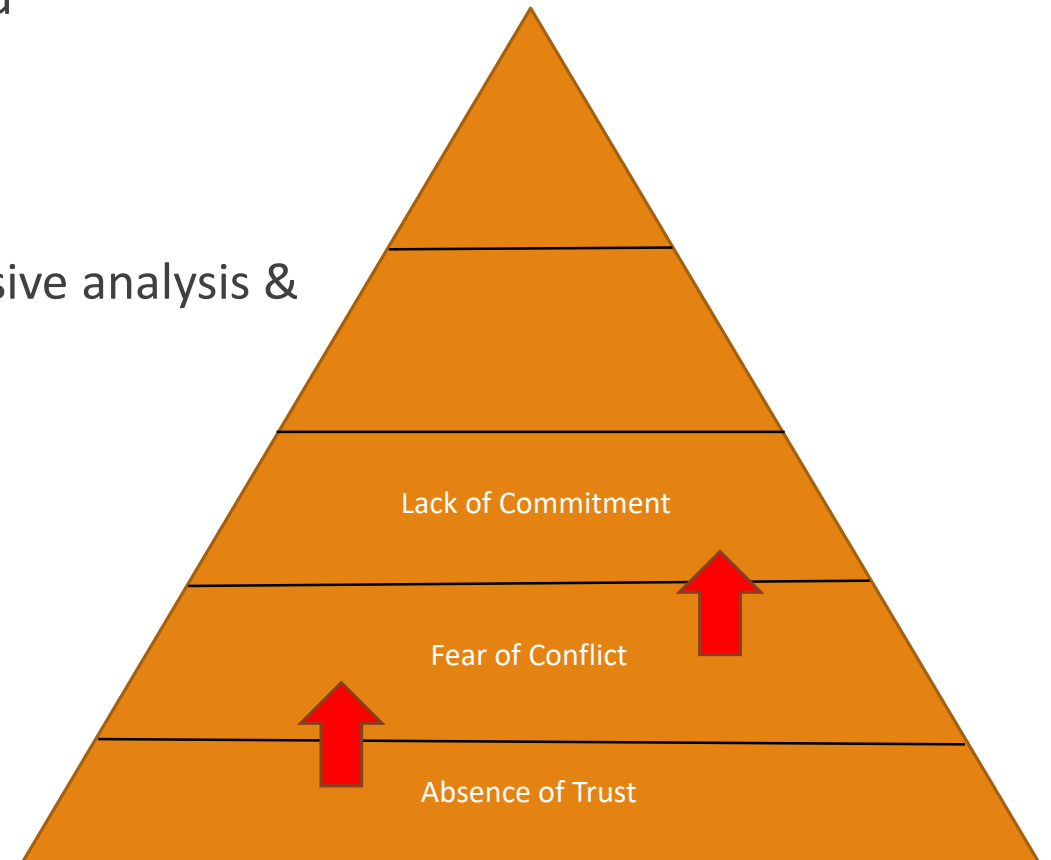
Avoidance of Accountability

- Leaders not holding people accountable

- Team members don't hold each other accountable

- Creates resentment among team members who have different standards of performance

- Encourages mediocrity

- Misses deadlines and key deliverables

- Places an undue burden on the team leader as the sole sources of discipline

Avoidance of Accountability

Lack of Commitment

Fear of Conflict

Absence of Trust

Inattention to Results

- If leaders don't care, then why should we?

- I don't have to worry about because no one is going to do anything about!

- Individual needs before the team

- Stagnates/fails to grow

- Rarely defeats competitors

- Encourages team members to focus on their own careers and individual goals

- Is easily distracted

Inattention to Results

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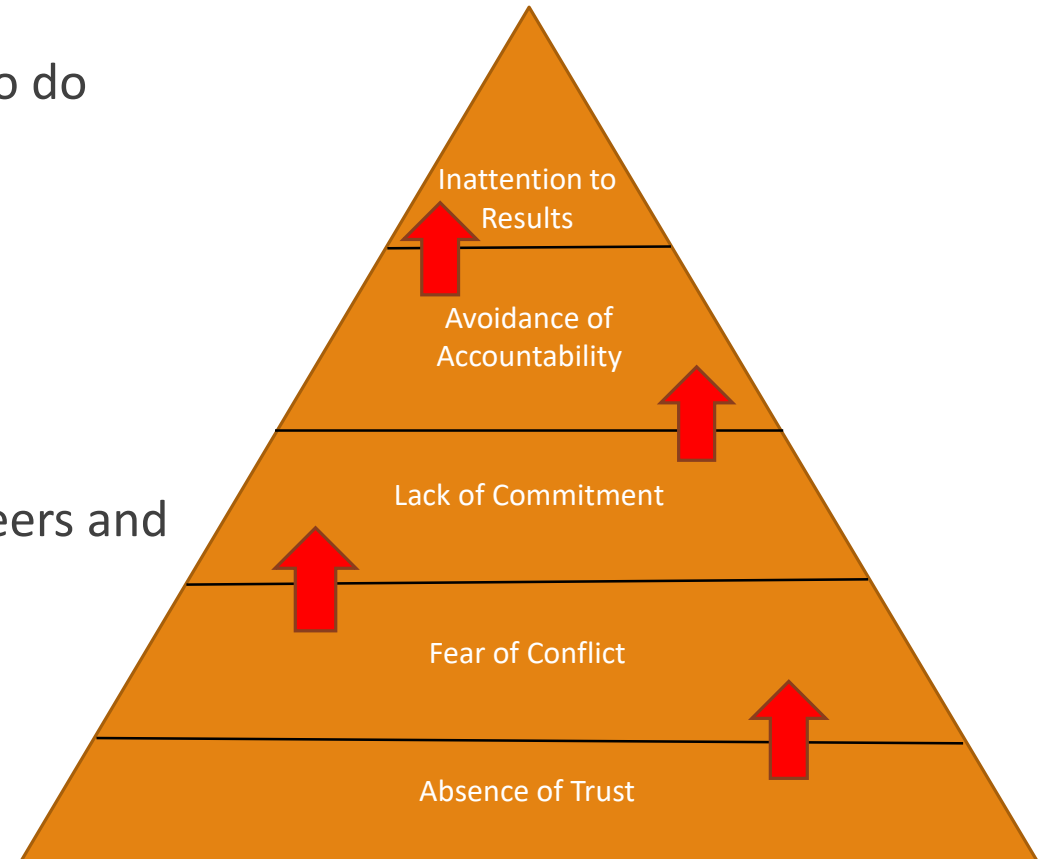
RESULTS = TEAM DYSFUCNTION

The Assessment

- How do you know if you have a dysfunctional team?

- Question you need to ask…yourself and your team members.
  - Do they feel passionate and unguarded?
  - Do they feel they can hold each other accountable and do they?
  - Does each member know who is working on what?
  - Does each member feel like they contribute to the team?
  - Is there mutual respect for each team member?
  - Is the environment accepting in such a way that members can admit to mistake and weaknesses?
  - Does team know about each others personal lives?
  - Are team members slow to seek credit for own contributions, but quick to honor others?
  - When in team meetings, do you discuss the difficult issues and find solutions to take action on?

Understanding the 5 Dysfunctions

Dysfunction #1: Absence of Trust

- You have to have trust within the team on a fundamental and emotional level
- Members must feels safe to feel vulnerable with each other regarding weaknesses, mistakes, behavior and fears
- Members can be completely open with each other without filters

Dysfunction #2: Fear of Conflict

- When a team has trust, they can engage in passionate dialogue about issues and decisions
- There is no hesitation to disagree with, challenge, and question one another…all in the spirit of finding the right solutions, finding the truth and making great decisions

Dysfunction #3: Lack of Commitment

- Healthy conflict within the team leads to buy-in around important decisions
- All opinions and ideas are presented and considered as a viable solution

Understanding the 5 Dysfunctions

Dysfunction #4: Avoidance of Accountability

- When teams commit to decisions/standards they hold each other accountable
- They don't rely on the team leader as the primary source of accountability
- Handling it at the lowest level possible between peers

Dysfunction #5: Inattention to Results

- Teams that trust each other, commit to decisions, and hold one another accountable are likely to set aside individual needs & agendas
- Will focus on what is best for the team
- Don't give in to temptation to place own sections, career aspirations, or ego-driven status ahead of the collective results that define team success

Overcoming the 5 Dysfunctions

The Success Of Teamwork

Coming together is a beginning.

Keeping together is progress.

Working together is success.

~ Henry Ford ~

Overcoming Dysfunction #1 - Trust

Building Trust

- Must have a common understanding to what trust truly means
- This is about vulnerability, not prediction of actions
- Admit weaknesses and mistakes
- Ask for help
- Accept questions and input about their areas of responsibility
- Give one another the benefit of the doubt before jumping to conclusions
- Take a risk in offering feedback and assistance
- Appreciate and tap into one another's skills and experiences
- Focus time and energy on important issues, not politics
- Offer and accept apologies without hesitation
- Look forward to meetings and working together

Overcoming Dysfunction #2 - Conflict

Healthy Conflict

- Have lively interesting meetings
- Extract and exploit the ideas of all team members
- Solve real problems quickly
- Minimize politics
- Put critical topics on the table for discussion

Overcoming Dysfunction #3 - Commitment

Commit

- Creates clarity around direction and priorities
- Aligns the entire team around common objectives
- Develop an ability to learn from mistakes
- Takes advantage of opportunities before competitors do
- Moves forward without hesitation
- Changes direction without hesitation or guilt

Overcoming Dysfunction #4 - Accountability

Holding the team accountable

- Ensure that poor performers feel pressure to improve
- Identifies potential problems quickly by questioning one another's approaches without hesitation
- Establishes respect among team members who are held to the same high standards
- Avoids excessive bureaucracy around performance management and corrective action

Overcoming Dysfunction #5 – Results

Collective results

- Retains achievement oriented employees
- Minimizes individual behavior
- Enjoys success and suffer failure acutely
- Benefits from individuals who subjugate their own goals/interests from the good of the team
- Avoids distraction

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Questions?

Source

- The Five Dysfunctions of a Team - Author Patrick Lencioni

- Overcoming the 5 Dysfunctions of the Team - Author Patrick Lencioni

- https://www.youtube.com/watch?v=w42Sfbh91vU