

The FIVE Dysfunctions of a Team *by Patrick Lencioni*

Members of dysfunctional teams ...	Dysfunctions and ways to Overcome each one	Members of trusting teams ...
<ul style="list-style-type: none"> • Stagnates/fails to grow • Rarely defeats competitors • Loses achievement-oriented employees • Encourages team members to focus on their own careers and individual goals • Is easily distracted 	<p style="text-align: center;"><u>Inattention to Results</u></p> <ul style="list-style-type: none"> ✓ Public declaration of results ✓ Results-Based rewards ✓ Setting the tone for a focus on results from the leader 	<ul style="list-style-type: none"> • Retains achievement-oriented employees • Minimizes individualistic behavior • Enjoys success and suffers failure acutely • Benefits from individuals who subjugate their own goals/interests for the good of the team • Avoids distractions
<ul style="list-style-type: none"> • 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 source of discipline 	<p style="text-align: center;"><u>Avoidance of Accountability</u></p> <ul style="list-style-type: none"> ✓ Publication of goals and standards ✓ Simple and regular progress reviews ✓ Team rewards ✓ Ability of leader to allow the team to serve as the first and primary accountability mechanism 	<ul style="list-style-type: none"> • Ensures 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
<ul style="list-style-type: none"> • Creates ambiguity among the team about direction and priorities • Watches windows of opportunity close due to excessive analysis and unnecessary delay • Breeds lack of confidence and fear of failure • Revisits discussions and decisions again and again • Encourages second-guessing among team members 	<p style="text-align: center;"><u>Lack of Commitment</u></p> <ul style="list-style-type: none"> ✓ Cascading Messaging ✓ Deadlines ✓ Contingency and Worst-case scenario analysis ✓ Low-risk exposure therapy ✓ Ability of leader to not place too high of a premium on consensus or certainty 	<ul style="list-style-type: none"> • Creates clarity around direction and priorities • Aligns the entire team around common objectives • Develops an ability to learn from mistakes • Takes advantage of opportunities before competitors do • Moves forward without hesitation • Changes direction without hesitation or guilt
<ul style="list-style-type: none"> • Have boring meetings • Create environments where back-channel politics and personal attacks thrive • Ignore controversial topics that are critical to team success • Fail to tap into all the opinions and perspectives of team members • Waste time and energy with posturing and interpersonal risk management 	<p style="text-align: center;"><u>Fear of Conflict</u></p> <ul style="list-style-type: none"> ✓ Mining for conflict ✓ Real-Time Permission ✓ Personality style and Behavioral Preference tools ✓ Demonstration of restraint by leader when people engage in conflict 	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • Conceal their weaknesses and mistakes from one another • Hesitate to ask for help or provide constructive feedback • Hesitate to offer help outside their own areas of responsibility • Jump to conclusions about the intentions and aptitudes of others without attempting to clarify them. • Fail to recognize and tap into one another's skills and experiences. • Waste time and energy managing their behaviors for effect • Hold grudges • Dread meetings and find reasons to avoid spending time together 	<p style="text-align: center;"><u>Absence of Trust</u></p> <ul style="list-style-type: none"> ✓ Personal Histories Exercise ✓ Team Effectiveness Exercise ✓ Personality and Behavioral Preference Profiles ✓ 360-Degree Feedback ✓ Experiential Team Exercises ✓ Demonstration of vulnerability first by leader 	<ul style="list-style-type: none"> • 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 arriving at a negative conclusion. • Take risks 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 other opportunities to work as a group