
The Five Dysfunctions of a Team

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ATW Training & Consulting
July 2013
For the Cyclone Chapter of SHRM



Our Objectives:

- Understand the behaviors that most commonly derail teams
 - Assess individual team member strengths and opportunities
 - Appreciate the "Five Dysfunctions of a Team"
 - Review a few of the suggested "tools" to assist with team development

Team Assessment

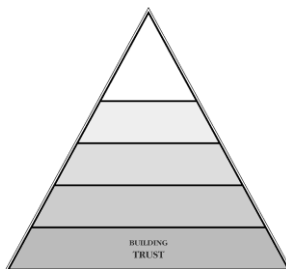
Instructions: Use the scale below to indicate how each statement applies to your team. Be sure to evaluate the statements honestly and without over thinking your answers.

3=Usually 2=Sometimes 1=Rarely

	1.	Team members are passionate and unguarded in their discussion of issues.
	2.	Team members call out one another's deficiencies or unproductive behaviors.
	3.	Team members know what their peers are working on and how they contribute to the collective good of the team.
	4.	Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team.
	5.	Team members willingly make sacrifices (such as budget, turf, head count) in their departments or areas of expertise for the good of the team.
	6.	Team members openly admit their weaknesses and mistakes.
	7.	Team meetings are compelling and not boring.
	8.	Team members leave meetings confident that their peers are completely committed to the decision agreed upon during the meeting, even if there was initial disagreement.
	9.	Morale is significantly affected by the failure to achieve team goals.
	10.	During team meetings, the most important and most difficult issues are put on the table to be resolved.
	11.	Team members are deeply concerned about the prospect of letting down their peers.
	12.	Team members know about one another's personal lives and are comfortable discussing them.
	13.	Team members end discussions with clear and specific resolutions and calls to action.
	14.	Team members challenge one another about their plans and approaches.
	15.	Team members are slow to seek credit for their own contributions but quick to point out those of others.

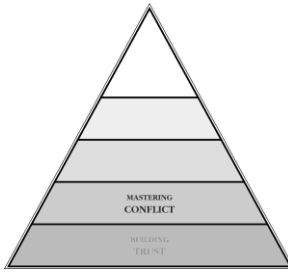
The Five Dysfunctions of a Team

*Based on the works of Patrick Lencioni



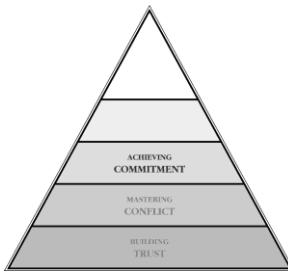
Dysfunction #1: Absence of Trust—Members of great teams trust one another on a fundamental, emotional level, and they are comfortable being vulnerable with each other about their weaknesses, mistakes, fears, and behaviors. They get to a point where they can be completely open with one another, without filters.

Why is this *essential*?



Dysfunction #2: Fear of Conflict—Teams that trust one another are not afraid to engage in passionate dialogue around issues and decisions that are key to the organization's success. They do not hesitate to disagree with, challenge, and question one another, all in the spirit of finding the best answers, discovering the truth, and making great decisions.

Why is this *important*?



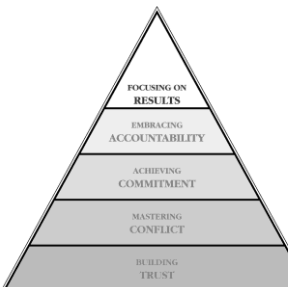
Dysfunction #3: Lack of Commitment—Teams that engage in unfiltered conflict are able to achieve genuine buy-in around important decisions, even when various members of the team initially disagree. That is because they ensure that all opinions and ideas are put on the table and considered, giving confidence to team members that no stone has been left unturned.

Why is this *critical*?



Dysfunction #4: Avoidance of Accountability—Teams that commit to decisions and standards of performance do not hesitate to hold one another accountable for adhering to those decisions and standards. What's more, they don't rely on the team leader as the primary source of accountability; they go directly to their peers.

Why does this *matter*?



Dysfunction #5: Inattention to Results—Teams that trust one another, engage in conflict, commit to decisions, and hold one another accountable, are very likely to set aside their individual needs and agendas and focus almost exclusively on what is best for the team. They do not give in to the temptation to place their departments, career aspirations, or ego-driven status ahead of the collective results that define team success.

Why is this *non-negotiable*?

Individual Scoring

Combine your scores for the fifteen statements as indicated below.

Dysfunction 1: Absence of Trust	Dysfunction 2: Fear of Conflict	Dysfunction 3: Lack of Commitment	Dysfunction 4: Avoidance of Accountability	Dysfunction 5: Inattention to Results
Statement 4 ____	Statement 1 ____	Statement 3 ____	Statement 2 ____	Statement 5 ____
Statement 6 ____	Statement 7 ____	Statement 8 ____	Statement 11 ____	Statement 9 ____
Statement 12 ____	Statement 10 ____	Statement 13 ____	Statement 14 ____	Statement 15 ____
Total:	Total:	Total:	Total:	Total:

A score of 8 or 9 indicates that the dysfunction is probably not a problem for your team.

A score of 6 or 7 indicates that the dysfunction could be a problem.

A score of 3 to 5 indicates that the dysfunction needs to be addressed.

FUNDAMENTAL #1

Building Trust

PERSONAL HISTORIES EXERCISE

Answer the following questions about yourself.

1. Where did you grow up?
 2. How many siblings do you have and where do you fall in the sibling order (oldest, youngest, etc.)?
 3. What was the most difficult, important, or unique challenge of your childhood—of being a kid?
 4. Describe a time when you felt the most frightened.
 5. What was your first job? Your worst job?
 6. Other than your parents, who had the greatest positive impact on you? What did the person do? How did you feel about it?
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- ▶ What did you learn about your “colleague” that you did not know?
 - ▶ How could this exercise help you if you were on the same team?
 - ▶ How could you implement this with **your** team?

FUNDAMENTAL #2

Mastering Conflict

CONFLICT PROFILING EXERCISE

1. What do you know about yourself that might affect your perception of and ability to engage in conflict?
2. What was the conflict environment in your home while you were growing up? Were there spirited conversations, or did your family avoid difficult conversations?
3. In what geographic area were you raised? What conflict style was accepted and expected?
4. What professional experiences have influenced your ability to engage in unfiltered debate?

What did you learn about your colleagues' background and experience with conflict that you did not know?

How might this information affect your team's ability to engage in meaningful conflict?

CONFLICT NORMING EXERCISE

This exercise is designed to formalize the expectations this team has about how to engage in meaningful conflict.

Individually, write down your preferences in each area below, as they relate to meaningful conflict.

1. What kind of language and tone of voice should be used in meaningful conflict situations?
2. What emotions should be evident? What emotions should be suppressed?
3. To what extent should team members be involved and participate in the conflict?
4. What other expectations do you have?

As a group, answer these questions.

- What do the collective preferences seem to be?
- Where were there differences in opinion?

Things to Remember:

- Good conflict among team members requires trust, which is all about engaging in passionate, unfiltered debate.
- Conflict will at times be uncomfortable.
- Conflict norms must be discussed and made clear among the team.
- The fear of conflict should not deter a team from having regular, meaningful, productive debate.

Fundamental #3

Lack of Commitment

Tools: Establishing a Thematic Goal

- ▶ A Thematic Goal is a single overarching theme that remains the top priority of the entire team for a given period of time.
- ▶ It serves as a rallying cry for the team and often helps align other parts of the organization.
- Write down your answer to this question:
 - What do you think is the single most important goal to achieve during the next _____ months if our team is to consider itself successful?
- Defining Objectives (to support thematic goal)
- Stand Operating Objectives (always important, do not go away)

Rules of Engagement

- Principles that your team agrees to:
 - The structure and schedule for meetings
 - Acceptable behavior during meetings
 - The extent to which being on time to meetings is a priority
 - The preferred methods (email, text, etc.) for communicating with one another and the norms around how to use each method
 - The timeliness of responding to one another
 - The use of shared resources
 - The level of freedom we have when interacting with one another's staff
 - The extent to which we will be available during non-work hours for meetings or to answer questions

Fundamental #4

Avoidance of Accountability

Feedback Model

- Situation OR
- Task
- Action
- Result

- Alternative Action
- Alternative Result

- ▶ “During our departmental meeting yesterday (Situation), I saw you roll your eyes, frown, and roll back your chair away from the table when Roberta offered her suggestions on the project (Action). When you did this, I felt you were not open to what she had to say and may have caused her to feel less valued as a contributor.” (Result)
- ▶ Next time when you disagree with what Roberta has to say, capture your thoughts on paper and refrain from moving away from the table (Alternative Action). She will be able to complete her thoughts and then we can listen to your perspective (Alternative Result).

Lightning Round

- Used at beginning of regular meetings
- Ask team members to each take no more than 30 seconds to update the team about their 3 top priorities that week.
- If anyone on the team feels that a given team member is spending time unwisely, or that there is greater need for a person’s time and energy to another area, this is the place to call the question.
- (**Assumes a level of trust, openness to conflict, and original commitment to the team’s goals.**)

Fundamental #5

Inattention to Results

Tools: Establishing a Team Scoreboard

- Our Thematic Goal
- How will we know when we have reached our Thematic Goal?
- What are some ways in which we can track progress toward our goal?
- What kind of “scorecard” will help us stay focused on the goal and able to see our progress?