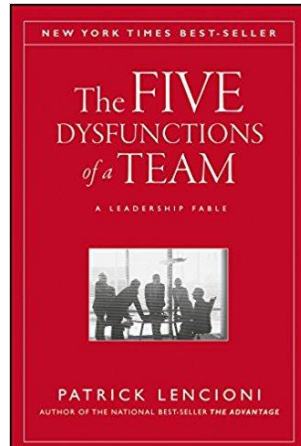
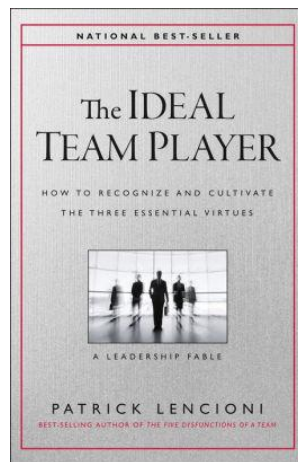


The Five Dysfunctions of a Team

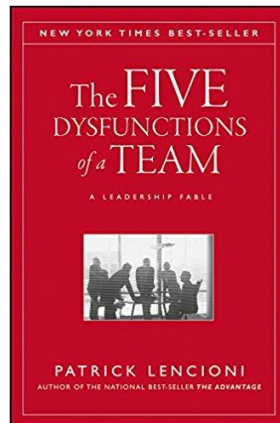


&

The Ideal Team Player



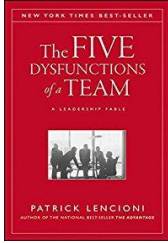
The Five Dysfunctions of a Team



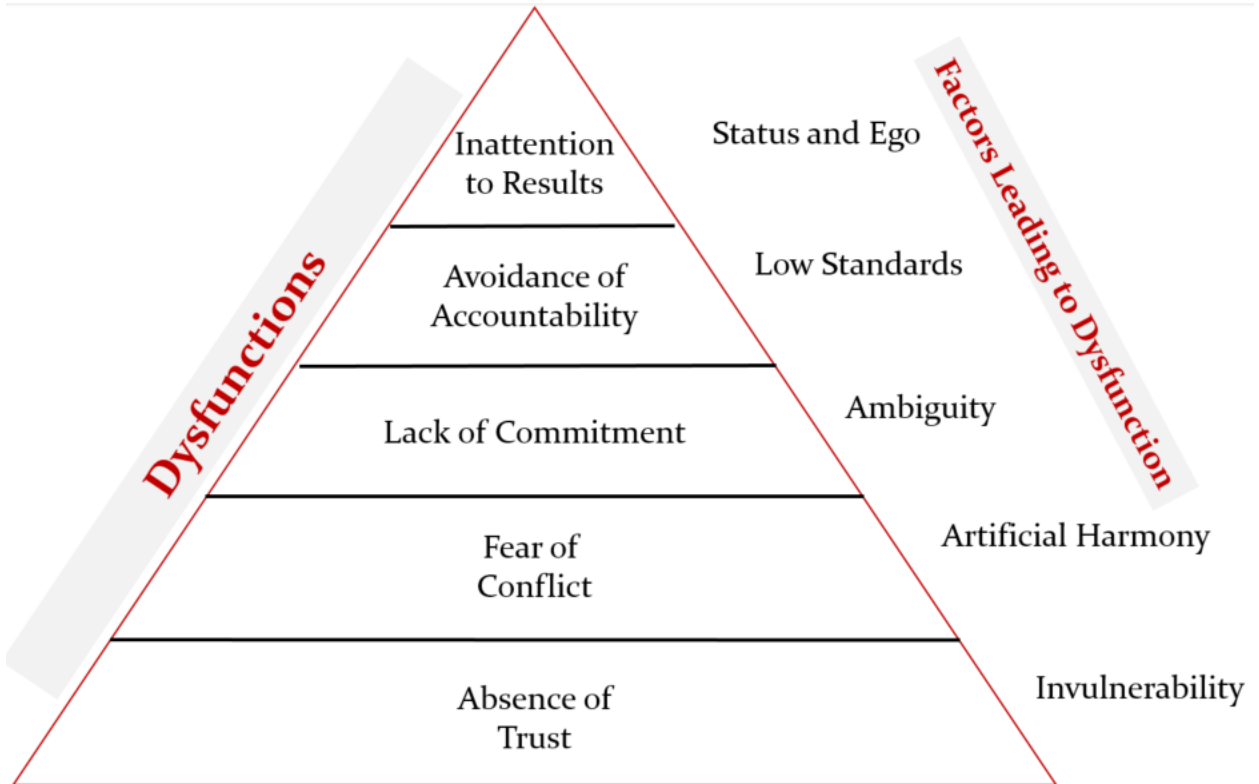
“The Five Dysfunctions of a Team outlines the root causes of politics and dysfunction on the teams where we work, and the keys for overcoming them. Counter to conventional wisdom, the causes of dysfunction are both identifiable and curable. However, they don’t die easily. Making a team functional and cohesive requires levels of courage and discipline that many groups cannot seem to muster.”

If you work with a team and are interested in learning more about the five dysfunctions that may be limiting the team’s performance and of the actions and discipline that can help improve your team’s effectiveness you might want to take the “5 Dysfunctions of a Team” class.

Or, if you and your team members want to work together to assess your susceptibility for the 5 Dysfunctions and identify actions you might take to improve your team’s effectiveness, contact us at Talent Development so we can be of help.



MODEL



The Five Dysfunctions of a Team

Descriptions for the Dysfunctions and Tips for addressing them

Soundview Executive Book Summaries

Dysfunction 1: Absence of Trust

Trust lies at the heart of a functioning, cohesive team.

The kind of trust that is characteristic of a great team requires team members to make themselves vulnerable to one another and be confident that their respective vulnerabilities will not be used against them. These vulnerabilities include weaknesses, skill deficiencies, interpersonal short-comings, mistakes and requests for help.

Overcoming Dysfunction 1

This requires shared experiences over time, multiple instances of follow-through and credibility, and an in-depth understanding of the unique attributes of team members.

Here are a few tools that can address this “dysfunction”:

Personal Histories Exercise

This low-risk exercise requires nothing more than going around the table during a meeting and having team members answer a short list of questions about themselves.

Team Effectiveness Exercise

This exercise requires team members to identify the single most important contribution that each of their peers makes to the team, as well as the one area that they must either improve upon or eliminate for the good of the team.

Personality and Behavioral Preferences Profiles

Some of the most effective and lasting tools for building trust on a team are profiles of team members’ behavioral preferences and personality styles. The “Strengths Finder”, Myers-Briggs Type Indicator (MBTI), or a 360-degree feedback tool can be useful.

The Role of the Leader in building trust

The most important action that a leader must take to encourage the building of trust on a team is to demonstrate vulnerability first. This requires that the leader risk

losing face in front of the team, so that team members will take the same risk. Team leaders must create an environment that does not punish vulnerability. Displays of vulnerability on the part of the team leader must be genuine (not “staged”).

Dysfunction 2: Fear of Conflict

Teams that engage in productive conflict know that its only purpose is to produce the best possible solution in the shortest amount of time. They discuss and resolve issues more quickly and completely than other teams do, and they emerge from heated debates with no residual feelings or collateral damage.

Overcoming Dysfunction 2

The first step is to acknowledge that conflict is productive and that many teams have a tendency to avoid it. But beyond recognition, there are a few simple methods for making conflict more common and productive:

Mining

Members of teams that tend to avoid conflict must occasionally assume the role of a “miner or conflict” – someone who extracts buried disagreements within the team and sheds light on them. Some teams may want to assign a member of the team to take on this responsibility during a given meeting or discussion.

Real-Time Permission

In the process of mining conflict, team members need to coach one another not to retreat from healthy debate. One simple but effective way to do this is to recognize when the people engaged in conflict are becoming uncomfortable with the level of discord, and then interrupt to remind them that what they are doing is necessary.

The Thomas-Kilmann Conflict Mode Instrument

This tool, commonly referred to as the TKI, allows team members to understand natural inclinations around conflict so they can make more strategic choices about which approaches are most appropriate in different situations.

The Role of the Leader in Overcoming the Fear of Conflict

It is key that leaders demonstrate restraint when their people engage in conflict, and allow resolution to occur naturally, as messy as it can sometimes be.

A leader’s ability to personally model appropriate conflict behavior is essential. By avoiding conflict when it is necessary and productive a team leader will encourage this dysfunction to thrive.

Dysfunction 3: Lack of Commitment

In the context of a team, commitment is a function of two things: clarity and buy-in. Great teams make clear and timely decisions and move forward with complete buy-in from every member of the team, even those who voted against the decision. They leave meetings confident that no one on the team is quietly harboring doubts about whether to support the actions agreed on.

The two greatest causes of a lack of commitment are the desire for consensus and the need for certainty:

Consensus

Great teams understand the danger of seeking consensus, and find ways to achieve buy-in even when complete agreement is impossible. They understand that reasonable human beings do not need to get their way in order to support a decision, but only need to know that their opinions have been heard and considered.

Certainty

Great teams also pride themselves on being able to unite behind decisions and commit to clear courses of action even when there is little assurance about whether the decision is correct. They realize that it is better to make a decision boldly and be wrong – and then change direction with equal boldness – than it is to waffle.

Overcoming Dysfunction 3

How does a team go about ensuring commitment? By taking specific steps to maximize clarity and achieve buy-in, and by resisting the lure of consensus or certainty. Here are a few simple but effective tools and principles:

Cascading Messaging

At the end of a staff meeting, a team should explicitly review the key decisions made during the meeting and agree on what needs to be communicated to employees or other stakeholders about those decisions.

Deadlines

One of the best tools for ensuring commitment is to use clear deadlines for when decisions will be made and honor those dates with discipline and rigidity.

Contingency and Worst-Case Scenario Analysis

A team that struggles with commitment can begin overcoming this tendency by briefly discussing contingency plans up front, or, better yet, clarifying the worst-case scenario for a decision they are struggling to make.

Low-Risk Exposure Therapy

Another relevant exercise for a commitment-phobic team is to demonstrate decisiveness in relatively low-risk situations. When teams force themselves to make

decisions after substantial discussion but little analysis or research, they usually come to realize that the quality of the decision was better than expected.

The Role of the Leader in Building Commitment

More than any other member of the team, the leader must be comfortable with the prospect of making a decision that may ultimately turn out to be wrong. And the leader must be constantly pushing the group for closure around issues, as well as adherence to schedules that the team has set. What the leader cannot do is place too high a premium on certainty or consensus.

Dysfunction 4: Avoidance of Accountability

In the context of teamwork, accountability refers specifically to the willingness of team members to call their peers on performance or behaviors that might hurt the team.

The essence of this dysfunction is an unwillingness by team members to tolerate the interpersonal discomfort that accompanies calling a peer on his or her behavior and the more general tendency to avoid difficult conversations. Members of great teams overcome these natural inclinations, opting instead to “enter the danger” with one another.

Members of great teams improve their relationships by holding one another accountable, thus demonstrating that they respect each other and have high expectations for one another’s performance.

The most effective means of maintaining high standards of performance on a team is peer pressure. More than any policy or system, there is nothing like the fear of letting down respected teammates to motivate people to improve their performance.

Overcoming Dysfunction 4

How does a team go about ensuring accountability? The key to overcoming this dysfunction is adherence to a few classic management tools that are as effective as they are simple:

Publication of Goals and Standards

A good way to make it easier for team members to hold one another accountable is to clarify publicly exactly what the team needs to achieve, who needs to deliver what and how everyone must behave to succeed.

Simple and Regular Progress Reviews

Team members should regularly communicate with one another, either verbally or in writing, about how they feel their teammates are doing against stated objectives and standards.

Team Rewards

By shifting rewards away from individual performance and toward team achievement, the team can create a culture of accountability. This occurs because a team is unlikely to stand by quietly and fail because a peer is not pulling his or her weight.

The Role of the Leader in Instilling Accountability

One of the most difficult challenges for a leader who wants to instill accountability on a team is to encourage and allow the team to serve as the first and primary accountability mechanism.

Once a leader has created a culture of accountability on a team, however, he or she must be willing to serve as the ultimate arbiter or discipline when the team itself fails. This should be a rare occurrence. Nevertheless, it must be clear to all team members that accountability has not been relegated to a consensus approach, but merely to a shared team responsibility, and that the leader of the team will not hesitate to step in when necessary.

Dysfunction 5: Inattention to Results

The ultimate dysfunction of a team is the tendency of members to care about something other than the collective goals of the group. An unrelenting focus on specific objectives and clearly defined outcomes is a requirement for any team that judges itself on performance.

Overcoming Dysfunction 5

How does a team go about ensuring that its attention is focused on results? By making results clear, and rewarding only those behaviors and actions that contribute to those results.

Public Declaration of Results

Teams that are willing to commit publicly to specific results are more likely to work with passion, even desperate desire to achieve those results.

Results- Based Rewards

An effective way to ensure that team members focus their attention on results is to tie their rewards to achieving the outcomes.

The Role of the Leader in Focusing a Team on Results

Perhaps more than with any of the other dysfunctions, the leader must set the tone for a focus on results. If team members sense that the leader values anything other than results, they will take that as permission to do the same for themselves. Team leaders must be selfless and objective, and reserve rewards and recognition for those who make real contributions to achieving team goals.

Conclusion

The reality remains that teamwork ultimately comes down to practicing a small set of principles over a long period of time. Success is not a matter of mastering subtle, sophisticated theory, but rather of embracing common sense with uncommon levels of discipline and persistence.

Teams develop as the leader and team members overcome the natural tendencies that make trust, conflict, commitment, accountability and a focus on results so elusive.

Susceptibility to the 5 Dysfunctions of a Team – Assessment

Date: _____

Use the scale below to indicate how each statement applies to your team. It is important 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 discussions 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 department 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 completing committed to the decisions that were agreed on, even if there was disagreement.
- ___ 9. Morale is significantly affected by the failure to achieve team goals.
- ___ 10. During team meetings, the most important and 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 show empathy for one another.

____ 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.

Scoring

Combine your scores for the preceding statements as indicated below.

Dysfunction 1: Dysfunction 2: Dysfunction 3: Dysfunction 4: Dysfunction 5:

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 is a probable indication that the dysfunction is not a problem for your team.

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

A score of 3-5 is probably an indication that the dysfunction needs to be addressed.

Regardless of your scores, it is important to keep in mind that every team needs constant work, because without it, even the best ones deviate toward dysfunction.

Scoring

Combine your scores for the preceding statements as indicated below.

Dysfunction 1: Dysfunction 2: Dysfunction 3: Dysfunction 4: Dysfunction 5:

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: ____

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Regardless of your scores, it is important to keep in mind that every team needs constant work, because without it, even the best ones deviate toward dysfunction.

Quick Reference

Dysfunctional Team

- Not focused on Results
- Fails to Grow
- Easily Distracted

- Misses Deadlines
- Encourages Mediocrity
- Places undue burden on team leader

- Breeds lack of confidence/fear of failure
- On-going revisits of decisions
- Encourages second-guessing

- Team meetings are "boring"
- Back channel politics
- Wasted time on managing personal risk

- Conceal weaknesses and mistakes
- Hesitancy to ask for help
- Find reasons to avoid spending time together

Healthy Team

- Avoids distractions
- Individuals put "good of the team" over self-interest
- Minimizes individualistic behavior

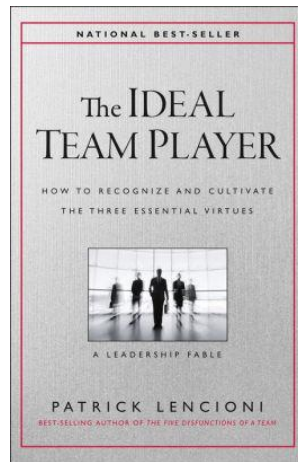
- Ensures everyone improves
- Identifies potential problems quickly
- Establishes respect among team members

- Creates clarity around priorities
- Aligns around a common objective
- Changes direction quickly

- Put critical differences on the table for discussion
- Minimizes politics
- Ensure each team member is expected to participate

- Admit mistakes and weaknesses
- Ask for help
- Offer and accept apologies

The Ideal Team Player

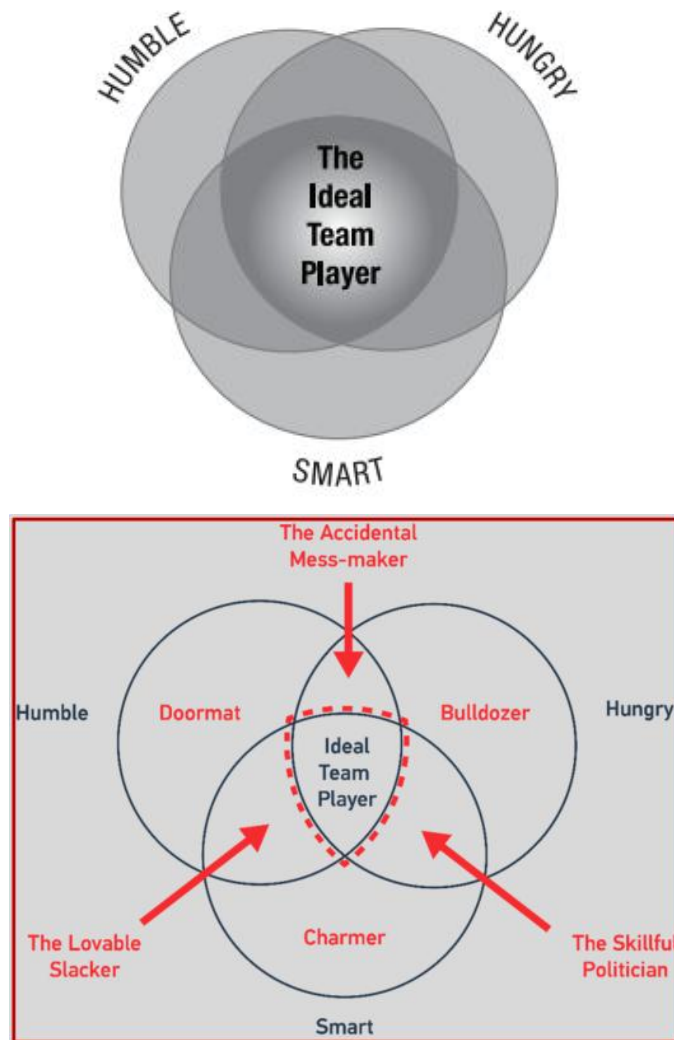


*In his classic book, **The Five Dysfunctions of a Team**, Patrick Lencioni laid out a groundbreaking approach for tackling the perilous group behaviors that destroy teamwork. Here he turns his focus to the individual, revealing the three indispensable virtues of an ideal team player.*

*In **The Ideal Team Player**, Lencioni tells the story of Jeff Shanley, a leader desperate to save his uncle's company by restoring its cultural commitment to teamwork. Jeff must crack the code on the virtues that real team players possess, and then build a culture of hiring and development around those virtues.*

Ideal Team Player

MODEL



Humble

Ideal team players are humble. They lack excessive ego or concerns about status. Humble people are quick to point out the contributions of others and slow to seek attention for their own. They share credit, emphasize team over self and define success collectively rather than individually.

Hungry

Ideal team players are hungry. They are always looking for more. More things to do. More to learn. More responsibility to take on. Hungry people almost never have to be pushed by a manager to work harder because they are self-motivated and diligent. They are constantly thinking about the next step and the next opportunity.

Smart

Ideal team players are smart. They have common sense about people. Smart people tend to know what is happening in a group situation and how to deal with others in the most effective way. They have good judgment and intuition around the subtleties of group dynamics and the impact of their words and actions.

MANAGER'S ASSESSMENT

HUMBLE MY DIRECT REPORT...	1. Compliments or praises teammates without hesitation.	
	2. Easily admits to mistakes.	
	3. Is willing to take on lower-level work for the good of the team.	
	4. Gladly shares credit for team accomplishments.	
	5. Readily acknowledges his/her weaknesses.	
	6. Offers and accepts apologies graciously.	
	TOTAL HUMILITY SCORE	

HUNGRY MY DIRECT REPORT...	7. Does more than what is required in his/her own job.	
	8. Has passion for the "mission" of the team.	
	9. Feels a sense of personal responsibility for the overall success of the team.	
	10. Is willing to contribute to and think about work outside of office hours.	
	11. Is willing to take on tedious or challenging tasks whenever necessary.	
	12. Looks for opportunities to contribute outside of his/her area of responsibility.	
	TOTAL HUNGER SCORE	

SMART MY DIRECT REPORT...	13. Generally understands what others are feeling during meetings and conversations.	
	14. Shows empathy to others on the team.	
	15. Demonstrates an interest in the lives of his/her teammates.	
	16. Is an attentive listener.	
	17. Is aware of how his/her words and actions impact others on the team.	
	18. Adjusts his/her behavior and style to fit the nature of a conversation or relationship.	
	TOTAL SMART SCORE	

SCORING
<p>Remember, the purpose of this tool is to help you explore and assess how your direct report embodies the three virtues of an ideal team player. The standards for "ideal" are high. An ideal team player will have few of these statements answered with anything lower than a '3' (usually) response.</p> <p>A score of 18 or 17 is an indication that the virtue is a potential strength.</p> <p>A score range of 16 to 14 is an indication that your direct report most likely has some work to do around that virtue to become an ideal team player.</p> <p>A score of 13 or lower is an indication that your direct report needs improvement around that virtue to become an ideal team player.</p> <p>Finally, keep in mind that while this tool is quantitative, the real value will be found in the qualitative, developmental conversations with your direct reports. Don't focus on the numbers, but rather the concepts and the individual statements where your direct reports may have scored low.</p>

Ideal Team Player

Self-Ranking Exercise

Step 1 *Review the definitions of the three essential virtues of an ideal team player.*

Humble

Ideal team players are humble. They lack excessive ego or concerns about status. Humble people are quick to point out the contributions of others and slow to seek attention for their own. They share credit, emphasize team over self and define success collectively rather than individually.

Hungry

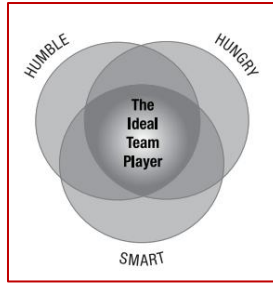
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Smart

Ideal team players are smart. They have common sense about people. Smart people tend to know what is happening in a group situation and how to deal with others in the most effective way. They have good judgment and intuition around the subtleties of group dynamics and the impact of their words and actions.

Step 2 *Assess yourself according to the three virtues, ranking them in order of your strongest, next strongest, and weakest.*

<i>High (Strongest)</i>	
<i>Medium</i>	
<i>Low (Weakest)</i>	



SELF-ASSESSMENT

Rating Scale: 3 = Usually 2 = Sometimes 1 = Rarely

HUMBLE MY TEAMMATES WOULD SAY:	1. I compliment or praise them without hesitation.	
	2. I easily admit to my mistakes.	
	3. I am willing to take on lower-level work for the good of the team.	
	4. I gladly share credit for team accomplishments.	
	5. I readily acknowledge my weaknesses.	
	6. I offer and accept apologies graciously.	
	TOTAL HUMILITY SCORE	
HUNGRY MY TEAMMATES WOULD SAY:	7. I do more than what is required in my own job.	
	8. I have passion for the "mission" of the team.	
	9. I feel a sense of personal responsibility for the overall success of the team.	
	10. I am willing to contribute to and think about work outside of office hours.	
	11. I am willing to take on tedious or challenging tasks whenever necessary.	
	12. I look for opportunities to contribute outside of my area of responsibility.	
	TOTAL HUNGER SCORE	
SMART MY TEAMMATES WOULD SAY:	13. I generally understand what others are feeling during meetings and conversations.	
	14. I show empathy to others on the team.	
	15. I demonstrate an interest in the lives of my teammates.	
	16. I am an attentive listener.	
	17. I am aware of how my words and actions impact others on the team.	
	18. I adjust my behavior and style to fit the nature of a conversation or relationship.	
TOTAL SMART SCORE		
SCORING		
<p>Remember, the purpose of this tool is to help you explore and assess how you embody the three virtues of an ideal team player. The standards for "ideal" are high. An ideal team player will have few of these statements answered with anything lower than a '3' (usually) response.</p> <p>A total score of 18 or 17 (in any virtue) is an indication that the virtue is a potential strength.</p> <p>A total score of 16 to 14 (in any virtue) is an indication that you most likely have some work to do around that virtue to become an ideal team player.</p> <p>A total score of 13 or lower (in any virtue) is an indication that you need improvement around that virtue to become an ideal team player.</p> <p>Finally, keep in mind that while this tool is quantitative, the real value will be found in the qualitative, developmental conversations among team-members and their managers. Don't focus on the numbers, but rather the concepts and the individual statements where you may have scored low.</p>		