

The FIVE Dysfunctions of a Team

DYSFUNCTIONS and ways to Overcome

Members of **DYSFUNCTIONAL** teams ...

Members of truly **COHESIVE** teams ...

- Stagnate/fail to grow
- Rarely defeat competitors
- Lose achievement-oriented employees
- Encourage team members to focus on their own careers and individual goals
- Are easily distracted

Inattention to Results

- ✓ Public declaration of results
- ✓ Results-Based rewards
- ✓ Setting the tone for a focus on results from the leader

- Retain achievement-oriented employees
- Minimize individualistic behavior
- Enjoy success and suffers failure acutely
- Benefit from individuals who subjugate their own goals/interests for the good of the team
- Avoid distractions

- Create resentment among team members who have different standards of performance
- Encourage mediocrity
- Miss deadlines and key deliverables
- Place an undue burden on the team leader as the sole source of discipline

Avoidance of Accountability

- ✓ Publication of goals and standards
- ✓ Simple and regular progress reviews
- ✓ Team rewards
- ✓ Ability of leader to allow team to serve as the first and primary accountability mechanism

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

- Create ambiguity among the team about direction and priorities
- Watch windows of opportunity close due to excessive analysis and unnecessary delay
- Breed lack of confidence and fear of failure
- Revisit discussions and decisions again and again
- Encourage second-guessing among team members

Lack of Commitment

- ✓ 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

- Create clarity around direction and priorities
- Align the entire team around common objectives
- Develop an ability to learn from mistakes
- Take advantage of opportunities before competitors do
- Move forward without hesitation
- Change direction without hesitation or guilt

- 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

Fear of Conflict

- ✓ Mining for conflict
- ✓ Real-Time Permission
- ✓ Personality style and Behavioral Preference tools
- ✓ Demonstration of restraint by leader when people engage in 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

- 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

Absence of Trust

- ✓ Personal Histories Exercise
- ✓ Tem Effectiveness Exercise
- ✓ Personality and Behavioral Preference Profiles
- ✓ 360-Degree Feedback
- ✓ Experiential Team Exercises
- ✓ Demonstration of vulnerability first by leader

- 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 / opportunities to work as a group

12 OPERATING PRINCIPLES



Valuable Ways of Being

1. **Be responsible for creating value for myself and others**
2. **Make it safe for each other and myself**
3. **Be present – stay in the game**
4. **Take myself lightly**
5. **Declare your own vulnerability when it calls you**
6. **Declare each person's contributions valid and valuable**

Exploration Listening and Speaking

7. **Listen newly ... be intentionally slow to understand**
8. **Own my perception and my participation –
Use "I" statements**
9. **Explore truths – mine, others & ours**
10. **Confront and deal with real issues and situations**
11. **Be direct and sensitive ... *'care-frontational'***
12. **Be responsible for what gets heard**

COMMUNICATION BEHAVIORS

THAT MAXIMIZE INFLUENCING SUCCESS



INCREASE Success

Listening

Paraphrasing

Accepting

Crediting & Thinking

Praising Others

Recognizing Ideas

Openness

Willingness

Awareness

Seeking Usefulness

Trusting

Esteeming Others

Showing Approval

Seeking & Understanding

Honesty

Building On Other's Thoughts

BLOCK Success

Disagreement

Stone-walling

Patience

Arguing

Nitpicking

Not Listening

Complaining

Disapproving

Being Hurtful

Sulking

Taking Offense

Not Thinking

Being Bored/Tired

Shooting Down

Taking Things Literally

Rambling

First, Be INTERESTED ... then Be Interesting!

Working Together

We shape our self to fit this world
and by the world are shaped again.

The Visible and the Invisible
working together in common cause,
to produce the miraculous.



I am thinking of the way the intangible air
passed at speed round a shaped wing,
easily holds our weight.

So may we, in this life trust
to those elements we have yet to see or imagine,
and look for the true shape of our own self,
by forming it well
to the great intangibles about us.

-- David Whyte
from *The House of Belonging*

*Written for the presentation of The Collier Trophy to The Boeing Company
marking the introduction of the new 777 passenger jet in 1995.*