

# The Five Dysfunctions Of A Team

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# Overview



Building a cohesive team is difficult, but not complicated.



Genuine teamwork is rare.



Organizations fail because of five natural pitfalls.

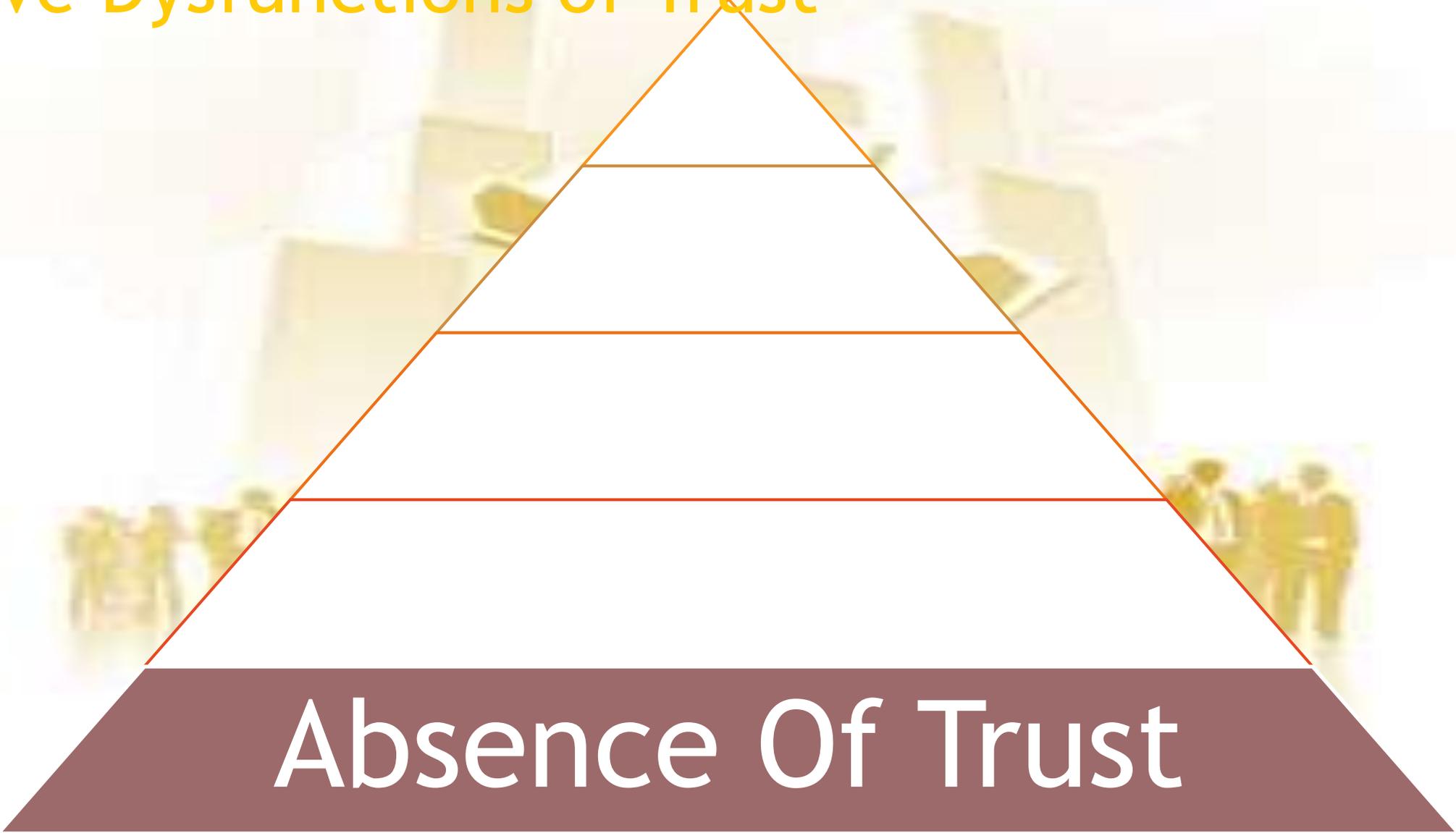


The five pitfalls are interrelated.



Susceptibility to one pitfall can be lethal to the team.

# Five Dysfunctions of Trust



Absence Of Trust

# Absence of Trust

## TEAMS

### With An Absence of Trust

- Conceal weaknesses and mistakes
- Hesitate to ask for help or offer to help
- Withhold feedback
- Jump to conclusions
- Fail to tap into others
- Manage their behavior for effect
- Hold grudges
- Dread and avoid time together

### With Trust

- Admit weaknesses and mistakes
- Ask for and give help and constructive feedback
- Accept input and questions
- Assume the best of others
- Tap into others' skills and expertise
- Don't play politics
- Offer and accept apologies quickly
- Enjoy meetings and working as a group

# Absence of Trust

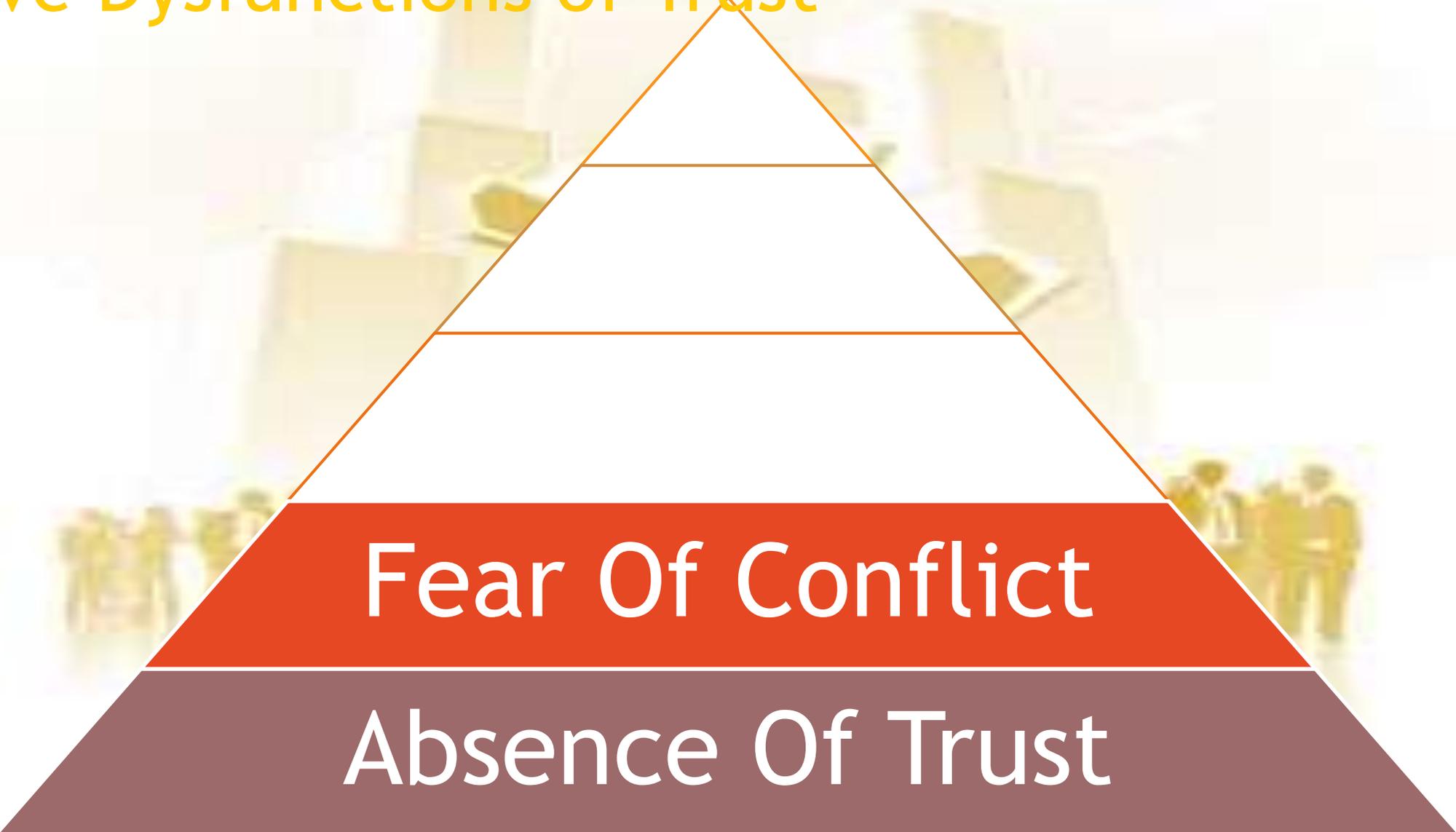
## Overcoming Dysfunction

- Shared experiences over time
- Multiple instances of follow-through and credibility
- In-depth understanding of team members
- Tools
  - Personal Histories Exercise
  - Team Effectiveness Exercise

## Leader's Role

- Show vulnerability first
- Vulnerability-tolerant environment
- Display authentic vulnerability

# Five Dysfunctions of Trust



Fear Of Conflict

Absence Of Trust

# Fear Of Conflict

## TEAMS

### That Fear Conflict

- Have boring meetings
- Have back-channel politics and personal attacks
- Ignore controversial topics
- Fail to hear all perspectives and opinions
- Waste time and energy

### That Engage in Active Conflict

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

# Fear Of Conflict

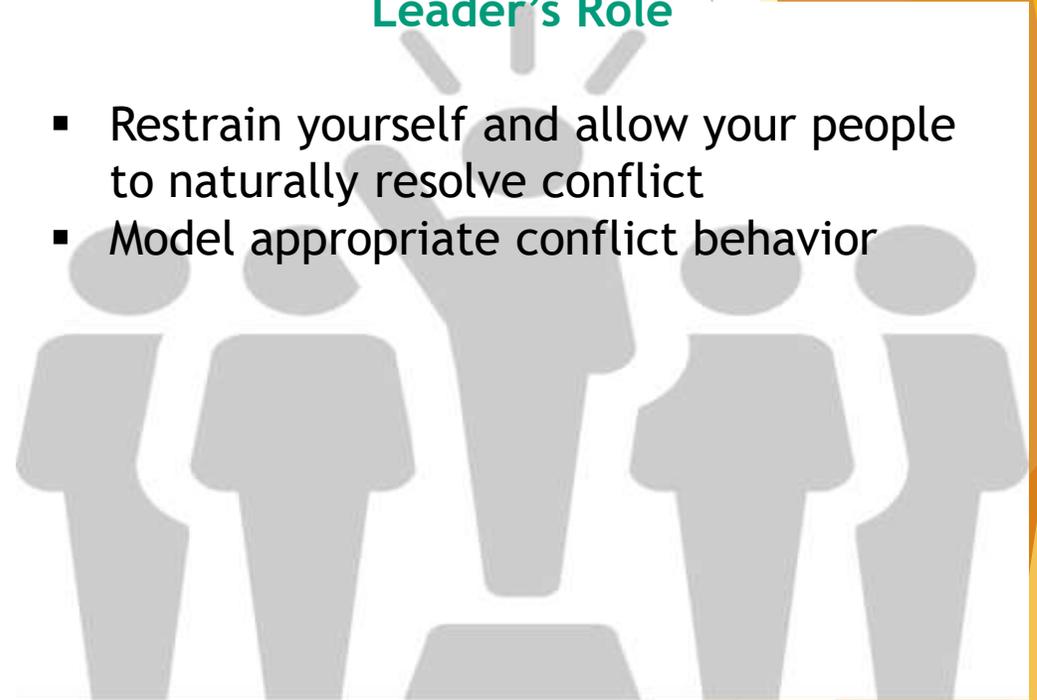
## Overcoming Dysfunction

- Acknowledgement by ALL that conflict is productive
- Tools
  - “Miner of Conflict”
  - Real-Time Permission
  - Conflict Assessments



## Leader's Role

- Restrain yourself and allow your people to naturally resolve conflict
- Model appropriate conflict behavior



# Five Dysfunctions of Trust



# Lack Of Commitment

## TEAMS

### That Fail To Commit

- Create ambiguity
- Miss opportunities
- Breed lack of confidence and fear of failure
- Revisit the same old discussions
- Encourage second guessing

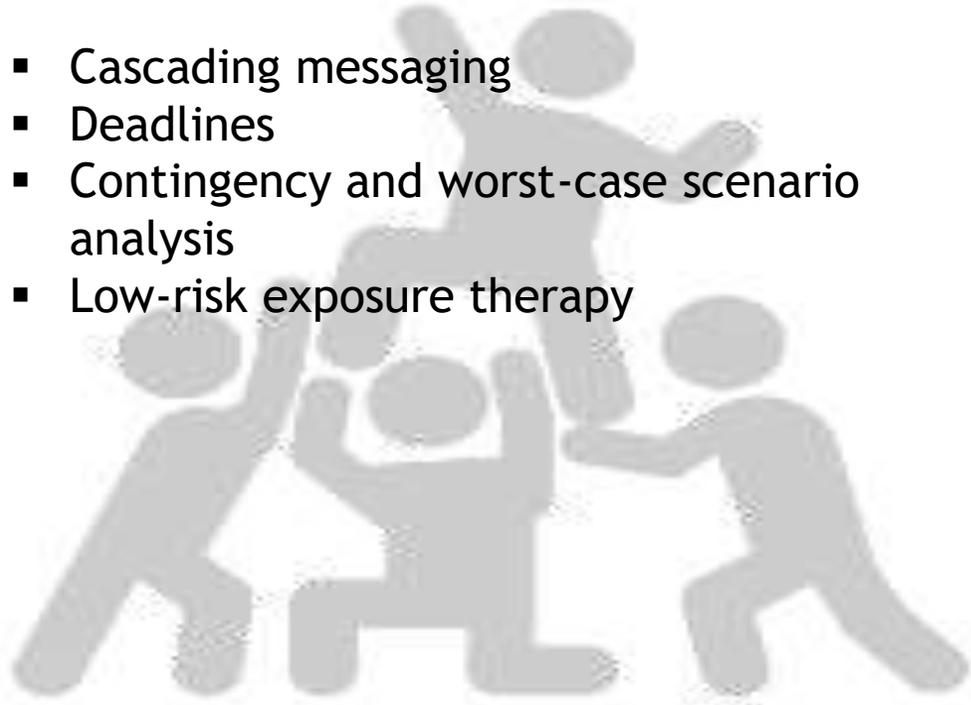
### That Commit

- Create clarity
- Align around common objectives
- Develop the ability to learn from mistakes
- Catch opportunities before competitors
- Move forward without hesitation
- Change direction without hesitation or guilt

# Lack Of Commitment

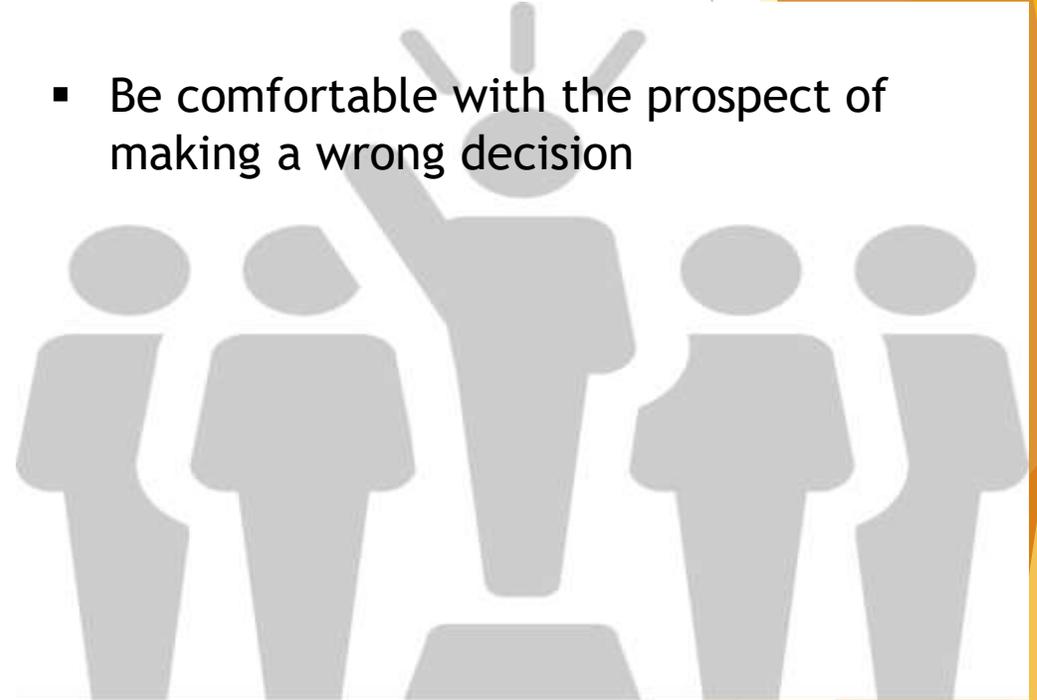
## Overcoming Dysfunction

- Cascading messaging
- Deadlines
- Contingency and worst-case scenario analysis
- Low-risk exposure therapy



## Leader's Role

- Be comfortable with the prospect of making a wrong decision



# Five Dysfunctions of Trust



# Avoidance Of Accountability

## TEAMS

### That Avoid Accountability

- Create resentment among the team
- Encourage mediocrity
- Miss deadlines
- Put unique burden on leader as disciplinarian

### That Hold One Another Accountable

- Ensure poor performers feel pressure to improve
- Identify problems quickly
- Establish respect
- Avoid bureaucracy around performance management

# Avoidance Of Accountability

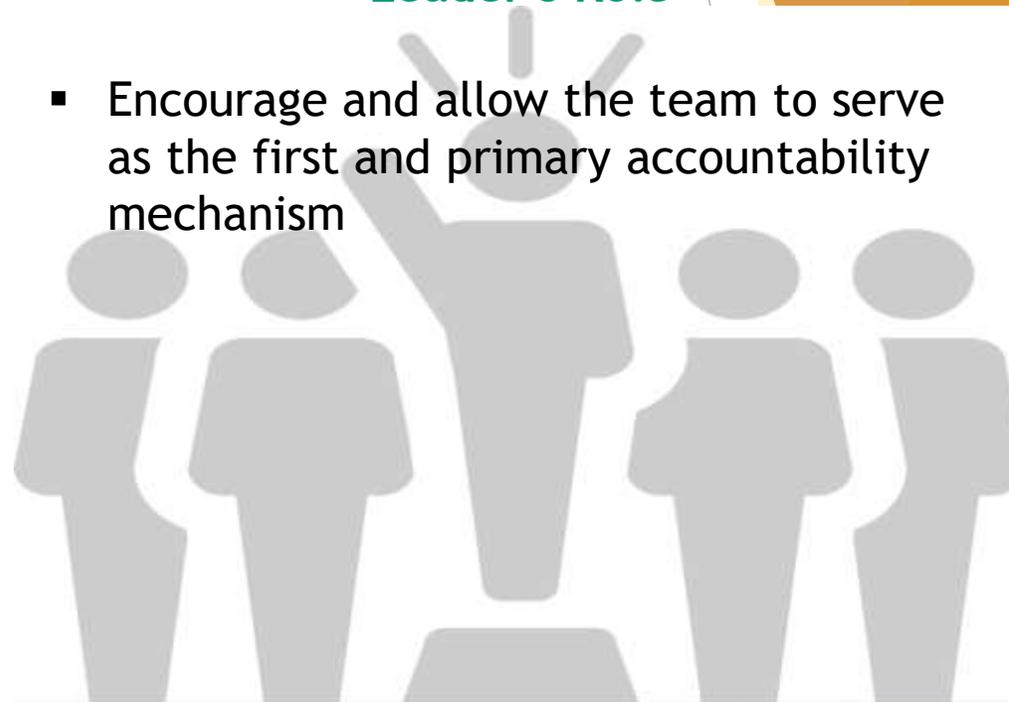
## Overcoming Dysfunction

- Publication of goals and standards
  - The enemy of accountability is ambiguity
- Simple and regular progress reviews
- Team rewards



## Leader's Role

- Encourage and allow the team to serve as the first and primary accountability mechanism



# Five Dysfunctions of Trust

**Inattention  
To Results**

**Avoidance Of  
Accountability**

**Lack Of Commitment**

**Fear Of Conflict**

**Absence Of Trust**

# Inattention To Results

## TEAMS

### That Are Not Focused On Results

- Stagnate
- Rarely defeat competitors
- Lose achievement-oriented employees
- Encourage focus on individual careers and goals
- Are easily distracted

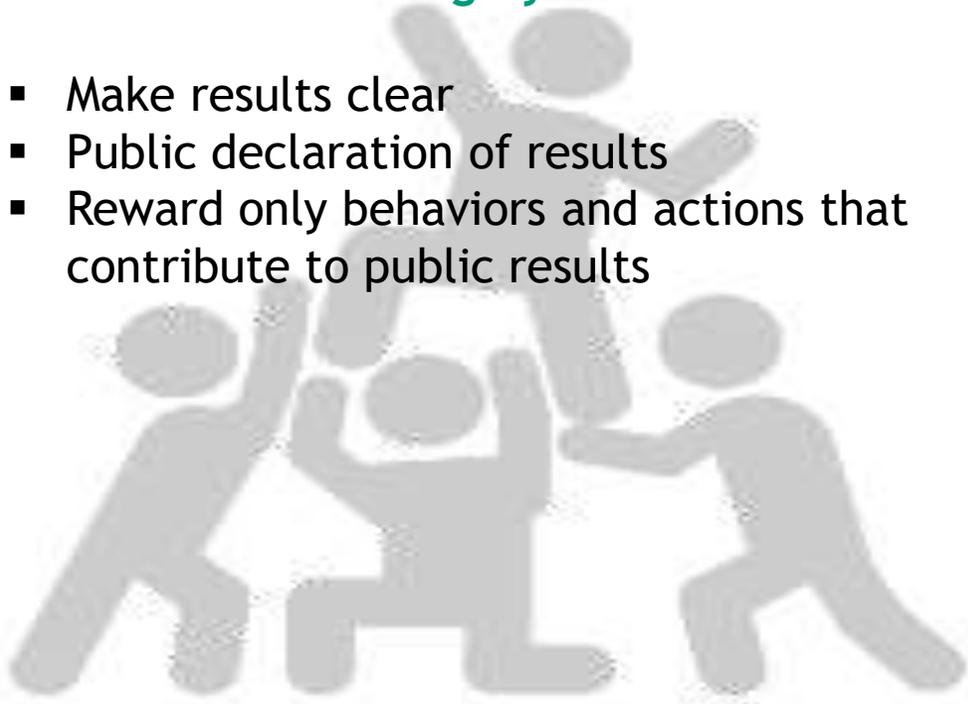
### That Focus On Collective Results

- Retain achievement-oriented people
- Minimize individualistic behavior
- Enjoy success and suffer failure acutely
- Team success supersedes individual interests
- Avoid distractions

# Inattention To Results

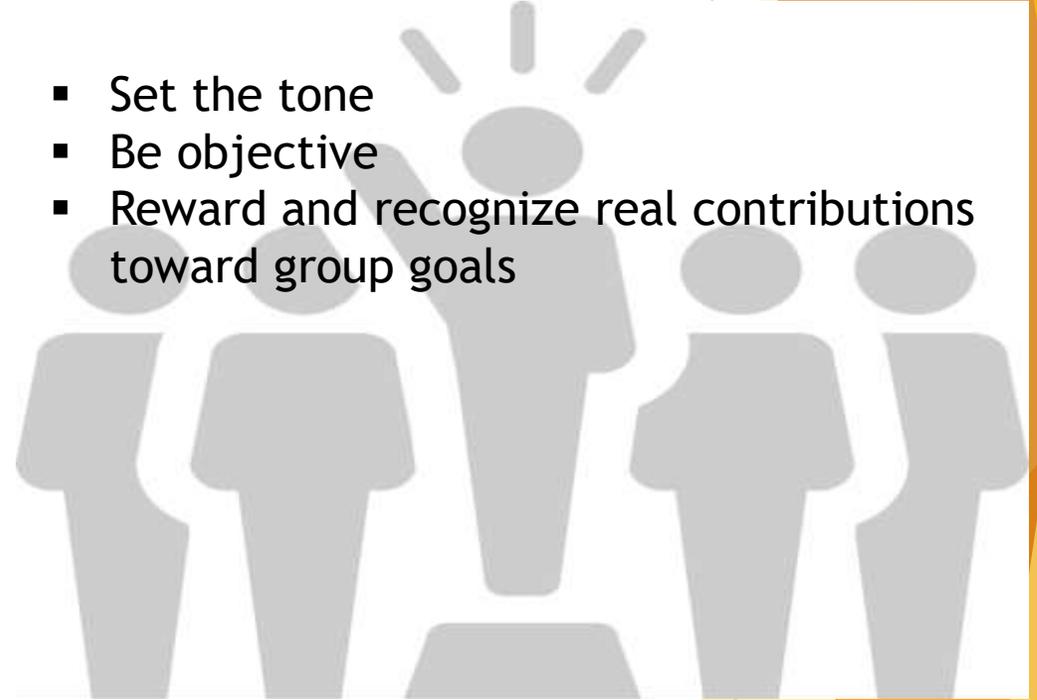
## Overcoming Dysfunction

- Make results clear
- Public declaration of results
- Reward only behaviors and actions that contribute to public results



## Leader's Role

- Set the tone
- Be objective
- Reward and recognize real contributions toward group goals



# The Positive Approach



**Focus On  
Results**

**Hold Each  
Other  
Accountable**

**Commit To Decisions &  
Plans**

**Unfiltered Conflict Around  
Ideas**

**Trust One Another**

# Summary



Teamwork comes down to practicing a small set of principles over a long period of time.



Success is embracing common sense with uncommon levels of discipline and persistence.



Teams succeed because they are exceedingly human.



Acknowledging imperfections allow teams to overcome natural tendencies that make trust, conflict, commitment, and accountability a focus on elusive results.



THANK  
YOU