

The FIVE DYSFUNCTIONS of a TEAM

Course adapted from the Best selling Novel by Patrick Lencioni

Introduction

- This course reveals the five main dysfunctions that often plague even the best of teams. This is a powerful model that introduces actionable steps that can be used to overcome even the most common hurdles and build a cohesive, effective team.

The Model



1. Absence of Trust

- This first dysfunction simply says that there is an absence of trust among team members.
- This stems from their unwillingness to be vulnerable with the group.
- Team members who are not genuinely open with one another about their mistakes and weaknesses make it impossible to build a foundation of trust.

2. Fear of Conflict

- Failure to build trust sets the tone for fear of conflict.
- Teams that lack trust are incapable of engaging in unfiltered and passionate debate of ideas.
- They resort to veiled discussions and guarded comments.

3. Lack of Commitment

- A lack of healthy conflict always ensures that there is a lack of commitment.
- Without having aired their opinions in the course of passionate and open debate, team members rarely, if ever, buy in and commit to decisions.
- Though, they may fake agreement during meetings.

4. Avoidance of Accountability

- Team members develop an avoidance of accountability when there is not real commitment or buy-in.
- Without committing to a clear plan of action, even the most focused and driven people often hesitate to call their peers on actions and behaviours that seem counterproductive to the good of the team.

5. Inattention to Results

- Failure to hold one another accountable creates an environment where inattention to results can thrive.
- Inattention to results occurs when team members put their individual needs (such as ego, career development , or recognition) or even the needs of their department above the collective goals of the team.

Team Assessment

- Take a moment to assess your team's susceptibility to the five dysfunctions using the questionnaire on the next slide. At the end of the questionnaire, proceed to slide 11 where you will find a simple explanation of how to tabulate the results and interpret the possible conclusions.
- You can also encourage other members of your team to do this course and take the assessment.

Team Assessment Questionnaire

(Lencioni, P. (2002). *The five dysfunctions of a team*. San Francisco: Jossey-Bass.)

Instructions: 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

<input type="text"/> 1. Teams are passionate and unguarded in their discussion of issues.	<input type="text"/> 8. Team members leave meetings confident that their peers are completely committed to the decisions that were agreed on, even if they were in initial disagreement.
<input type="text"/> 2. Team members call out one another's deficiencies or unproductive behaviors.	<input type="text"/> 9. Morale is significantly affected by the failure to achieve team goals.
<input type="text"/> 3. Team members know what their peers are working on and how they contribute to the collective good of the team.	<input type="text"/> 10. During team meetings, the most important—and difficult—issues are put on the table to be resolved.
<input type="text"/> 4. Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team.	<input type="text"/> 11. Team members are deeply concerned about the prospect of letting down their peers.
<input type="text"/> 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.	<input type="text"/> 12. Team members know about one another's personal lives and are comfortable discussing them.
<input type="text"/> 6. Team members openly admit their weaknesses and mistakes.	<input type="text"/> 13. Team members end discussions with clear and specific resolutions and action plans.
<input type="text"/> 7. Team meetings are compelling, not boring.	<input type="text"/> 14. Team members challenge one another about their plans and approaches.
	<input type="text"/> 15. Team members are slow to seek credit for their own contributions, but quick to point out those of others.

Scoring

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 6:____ Statement 12:____	Statement 1:____ Statement 7:____ Statement 10:____	Statement 3:____ Statement 8:____ Statement 13: ____	Statement 2:____ Statement 11:____ Statement 14:____	Statement 5:____ Statement 9:____ 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 3 to 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.