

Five Dysfunctions of a Team

ACTIVITY GUIDE

Your 6 Month Information Guide to Increasing Team Effectiveness



Overview

- 5 The pursuit of individual goals and personal status erodes the focus on collective success.
- 4 The need to avoid interpersonal discomfort prevents team members from holding one another accountable.
- 3 The lack of clarity or buy-in prevents team members from making decisions they will stick to.
- 2 The desire to preserve artificial harmony stifles the occurrence of productive ideological conflict.
- 1 The fear of being vulnerable with team members prevents the building of trust within the team.

Launch the Program

- Host a launch meeting & schedule a time to hold each month's team effectiveness meeting.
- Identify which Five Dysfunctions impact your team most.
- Decide what your team would like to accomplish by completing the Five Dysfunctions of a Team effectiveness activity.
- All team members should complete the Five Dysfunctions of a Team Personality Assessment.



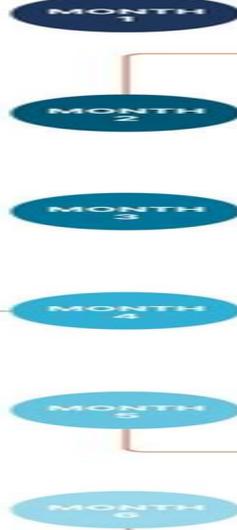
All team members should read this.

Increase Accountability

- Assure that everyone understands what he or she is expected to do and how their work contributes to the team's success.
 - At every meeting or key dialogue, identify what the team will do, who is responsible for it, and who is responsible to ensure the ball does not drop.
 - Example:**
 - Use 3-5 Feedback Loops
 - Go a minimum of 20 seconds
 - Member share the
 - 3 things going well
 - 3 things not going well
 - 1 thing he/she needs help
- See page 212 for more on accountability.

Pay Attention to Results

- Publish results for those throughout the company to see. One great way to do this is to use a social platform.
 - Prioritize team results over level of departmental results.
 - Reward team members based on results.
- See page 216 for more on achieving accountability.



These dysfunctions can be mistaken for five distinct issues that can be addressed in isolation. However, they are interconnected and making susceptibility to even one of the dysfunctions can impact the success of the team.

— Patrick Lencioni

Build Trust

- Conduct a personal history exercise now & at the beginning of each team effectiveness meeting.
 - Example:**
 - Each team member shares 2 facts & 3 fictional things about themselves. They then share with the group & the group guesses which fact & which is fiction.
- See page 202 for more on building trust.

Overcome Fear of Conflict

- Each team member completes, at minimum, the Behavioral Assessment; the values, attributes, and behaviors creates stronger clarity around conflict styles.
 - Set conflict norms. Each person should define unacceptable behaviors that will create constructive conflict.
 - Example:**
 - Stay focused on the problem, not the person.
 - Assign an individual to be a "miner" for conflict. This person will be responsible for bringing sensitive issues to the surface.
- See page 202 for more on overcoming fear of conflict.

Achieve Commitment

- Leaders are the drivers of commitment.
 - After meetings or key dialogues, document what has been accomplished or what will be done to accomplish objectives. This will create clarity that should be involved.
 - Use deadlines to drive change. Reward the deadlines to direct rewards.
 - When making big decisions, conduct a scenario analysis. This allows the team to see that a decision is not as bad as it seems. Removing this fear allows teams to commit.
 - Pare down options.
- See page 202 for more on achieving commitment.

Ready to overcome the Five Dysfunctions of a Team in 2 days with the help of an experienced facilitator? Schedule time to learn more about and setting a customized workshop for your team.

LET'S GO



Five Dysfunctions Of A Team Guide

Connie R. Mahon, Carol A. Rentas



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The Five Dysfunctions of a Team Patrick M. Lencioni, 2007-01-16 Based on Patrick Lencioni's extraordinarily successful leadership fable *The Five Dysfunctions of a Team* this Facilitator's Guide provides everything needed to create a high impact half or full day workshop for intact teams Beginning with an introduction to the model and instructions for administering and debriefing a 38 item team assessment the dynamic material guides trainers facilitators and team leaders through *The Five Dysfunctions of a Team* 1 Absence of Trust 2 Fear of Conflict 3 Lack of Commitment 4 Avoidance of Accountability 5 Inattention to Results This Facilitator's Guide includes binder with tabs and loose leaf pages paper assessment sample participant workbook poster and CD ROM

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wl dg bl t m l d r n do a great deal t m k his r h r t m ff t v nd th b k utl n r t l tools fr achieving th ABOUT THE AUTHOR P tr k L n n r d nt f Th T bl Group a m n g m nt n ult n H previous bestselling books n lud Ov r m ng th F v D fun t n f a Team D th b M t ng nd S l Politics nd Turf W r In 2008 CNN M n l t d h m as n of t n n w guru u should kn w INTRODUCTION An n wh h v r h d t work w th th r people t achieve something important h no d ubt r l z d h w crucial nd t d ff ult teamwork Indeed gr t t mw rk d not happen b d nt t r u r n rt d nd deliberate efforts Th is b u t m r inherently d fun t n l th r made u of m rf t nd v du l who h v g nd lf h goals Lu k l t is bl to h v gr t t mw rk b u ng rt n t l nd r n l Und r t nd ng how t m l m nt th m ru l f r n t m l d r For example t m l d r must bu ld trust w th n the team that m mb r are mf rt bl ng g ng h th r n nfl t L d r mu t l set and monitor t m goals v r n stays f u d It equally m rt nt for leaders t act as r l models x m l f ng g d t mw rk th m lv Th b k n w r m n nt l questions b ut t mw rk u h Wh t so m rt nt to f u on teamwork even f th t m already h m n gr t individuals Wh trust crucial nd wh does it require t m m mb r t share w kn nd m t k openly H w n t m m mb r b n ur g d to f u n team r ult rather than nd v du l g l

The Five Dysfunctions of a Team in 30 Minutes - The Expert Guide to Patrick Lencioni's Critically Acclaimed Bestseller The 30 Minute Expert Series,2013-07-01 A LEADERSHIP FABLE reveals the true story of building a successful team The Five Dysfunctions of a Team in 30 minutes is the essential guide to quickly understanding Patrick Lencioni s insights on effective business leadership Understand the key ideas of The Five Dysfunctions of a Team in a fraction of the time using this guide s Concise synopsis which highlights the essential elements of Lencioni s leadership fable including the characters conflicts and resolutions In depth analysis of key concepts including the importance of Commitment and Accountability and how to Focus on Results Insightful background on Patrick Lencioni founder of The Table Group a management consultancy Extensive recommended reading list and bibliography In The Five Dysfunctions of a Team Patrick Lencioni explores what it takes to galvanize an executive team to turn a company around The absence of trust a fear of conflict lack of commitment avoidance of accountability and a failure to examine results are the marks of doom explored in The Five Dysfunctions of a Team the page turning fable about a newly appointed CEO and her quest to reorganize a faltering company Through the actions of prolific and flawed characters that comprise the dysfunctional executive team of nine Lencioni s parable provides anecdotal context that leads by example teaching readers how to facilitate change and success in their own organizations A seminal book on effective leadership The Five Dysfunctions of a Team tells the valuable story of how a company can gain a competitive advantage when a winning executive team is in place About the 30 Minute Expert Series Offering a concise exploration of a book s ideas history application and critical reception each text in the 30 Minute Expert Series is designed for busy individuals interested in acquiring an in depth understanding of seminal works The series offers detailed analyses critical presentations of key ideas and their application extensive reading lists for additional information and contextual understanding of the work of leading authors Designed as companions to the original works the 30 Minute Expert Series enables readers to develop expert knowledge of important works in 30 minutes As with all books in

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