



APG Senior Leadership Cohort 6



Overcoming
The **FIVE**
DYSFUNCTIONS
of a **TEAM**

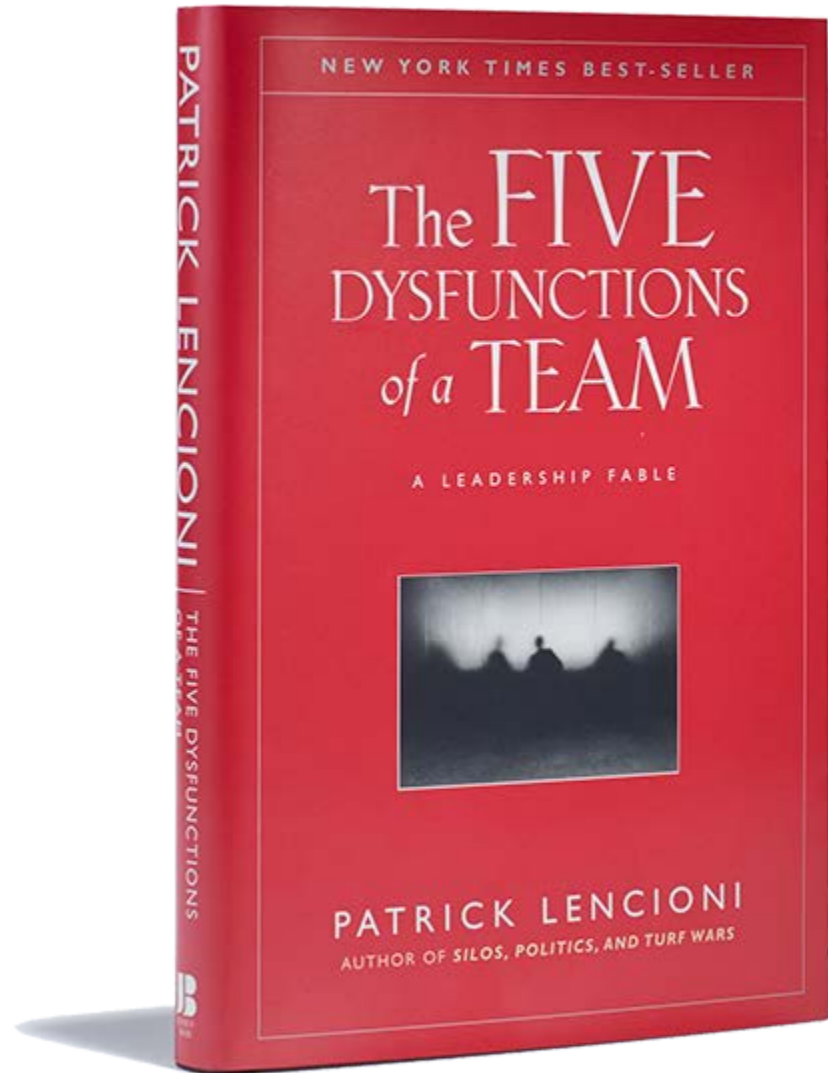
PLATO
A LEADERSHIP FABLE





Background

- Previously read The FIVE Dysfunctions of a TEAM
- Author: Patrick Lencioni
- Published in 2002





Background

- Overcoming The FIVE Dysfunctions of a TEAM is the companion to the original book
- Author: Patrick Lencioni
- Published in 2005





Key Messages from this Book

- For a team to be truly effective, it must overcome the Five Dysfunctions:
 - **Absence of Trust.** Members of great teams trust one another on a fundamental, emotional level, and they are comfortable being vulnerable with each other about their weaknesses, mistakes, fears, and behaviors.
 - **Fear of Conflict.** Teams that trust one another are not afraid to engage in passionate dialogue around issues and decisions that are key to the organization's success.
 - **Lack of Commitment.** Teams that engage in unfiltered conflict are able to achieve genuine buy-in around important decisions, even when various members of the team initially disagree.
 - **Avoidance of Accountability.** Teams that commit to decisions and standards of performance do not hesitate to hold one another accountable for adhering to those decisions and standards.
 - **Inattention to Results.** Teams that trust one another, engage in conflict, commit to decisions, and hold one another accountable are very likely to set aside their individual needs and agendas and focus almost exclusively on what is best for the team.



Suggestions for Overcoming Dysfunction

The Five Dysfunctions of a Team

Dysfunction #1: Absence of Trust

Strategy for Overcoming:

- Identify and discuss individual strengths and weaknesses
- Spend considerable time in face-to-face meetings and working sessions

Dysfunction #2: Fear of Conflict

Strategy for Overcoming:

- Acknowledge that conflict is required for productive meetings
- Understand individual team member's natural conflict styles, and establish common ground rules for engaging in conflict

Dysfunction #3: Lack of Commitment

Strategy for Overcoming:

- Review commitments at the end of each meeting to ensure all team members are aligned
- Adopt a "disagree and commit" mentality—make sure all team members are committed regardless of initial disagreements

Dysfunction #4: Avoidance of Accountability

Strategy for Overcoming:

- Explicitly communicate goals and standards of behavior
- Regularly discuss performance versus goals and standards

Dysfunction #5: Inattention to Results

Strategy for Overcoming:

- Keep the team focused on tangible group goals
- Reward individuals based on team goals and collective success



Key takeaways from the book



- The Author believes in and recommends using profiling tools like Myers-Briggs to manage and understand team dynamics
- Good conflict among team members requires trust which is about engaging in passionate debate around issues
- Trust is the foundation of teamwork
- In order for a team to trust another they have to be willing to be vulnerable
- Even among the best teams, conflict at times will be uncomfortable
- Once trust is gained it must be maintained over time



Personal opinions about the book

- Great Companion book
- Contains “Real Life” tools and exercises that leaders of teams can use immediately
- Very direct and concise book
- While reading the book I quickly recognized several of the exercises in the book are the same exercises that are used by our executive coach