

D. Five Dysfunctions of a Team.²

(Suggested Teaching Time: 10 minutes)



← Show slide 5-5.

See Appendices 5D for an assessment tool and strategies for how to overcome dysfunction in a team.

Listed in the left column below are the five primary dysfunctions of teams with the corresponding remedy listed in the right column.

| Dysfunctional Leadership | Functional Leadership |
|--|---|
| <p>1. Absence of Trust. Fear of being vulnerable with team members prevents the building of trust within the team.</p> | <p>1. Be Vulnerable. Encourage an environment where mistakes and weakness can be genuinely shared and discussed, not punished.</p> |
| <p>2. Fear of Conflict. The desire to preserve artificial harmony stifles the occurrence of productive, ideological conflict.</p> | <p>2. Demand Debate. Promote healthy conflict that allows teams to exercise coping skills while working toward resolutions.</p> |
| <p>3. Lack of Commitment. The lack of clarity and/or the fear of being wrong prevents team members from making decisions in a timely and definitive way.</p> | <p>3. Force Clarity and Closure. Create clarity around direction and projects. Align the team around common values. Cultivate an ability to move forward without hesitation.</p> |
| <p>4. Avoidance of Accountability. The need to avoid interpersonal discomfort prevents team members from holding one another accountable for their behaviors.</p> | <p>4. Confront Difficult Issues. Ensure poor performers feel pressure to improve. Directly confront issues with respect. Create a culture of accountability.</p> |
| <p>5. Inattention to Results. The desire for individual credit erodes the focus on collective success.</p> | <p>5. Focus on Collective Outcomes. Minimize individualistic behavior. Enjoy successes. Acknowledge losses.</p> |

← Take time to review each dysfunction compared to the corresponding proper function of good team leadership. Ask your group to share their experiences with these issues.

² Adapted from *The Five Dysfunctions of a Team* by Patrick Lencioni.