

The background of the slide features an aerial photograph of a city, likely San Diego, with a prominent green overlay. White wavy lines are superimposed on the green area, creating a sense of movement and flow. The city's buildings, streets, and a river are visible through the semi-transparent green filter.

The Five Dysfunctions of a Team

Accountability and Results

November 2019

The 5 Dysfunctions of a Team

The Symptoms

Lack of Commitment

- Ambiguity

Fear of Conflict

- Artificial Harmony

Absence of Trust

- Invulnerability

Fear of Conflict leads to Lack of Commitment

- *How does all of this relate to the next dysfunction, the lack of commitment?*
- *It's as simple as this. When people don't unload their opinions and feel like they've been listened to, they won't really get on board.*
- *By engaging in productive conflict and tapping into everyone's perspectives and opinions, a team can confidently commit and buy in to a decision knowing that they have benefited from everyone's ideas.*

Lack of Commitment

- *Why do teams lack commitment?*
- *Think of a time when you were working with a team and you didn't feel that you could commit fully to a team decision?*
- *Teams that commit to decisions and standards do so because they know how to embrace two separate but related concepts:*
 - *Buy-In*
 - *Buy-In is the ability to defy a lack of consensus.*
 - *Clarity*
 - *Even when a team masters the ability to "disagree and commit" they can still fail to commit*
 - *Commitment can only occur if people are clear about what exactly they are committing to*

What is the Leader's Role in Helping the Team Achieve Commitment?

- *Solicit open dialogue and healthy conflict*
- *Don't place too high a premium on certainty or consensus*
- *Push for closure around issues*
- *Maintain established time constraints/schedules*
- *Discuss contingencies and "worst-case" scenarios*
- *Ultimately, make the decision*
- *Two Techniques*
 - *Commitment Clarification*
 - *Cascading Communication*

A Team that Commits...

- Creates clarity around direction and priorities
- Aligns the entire team around common objectives
- Develops an ability to learn from mistakes
- Takes advantage of opportunities before competitors do
- Moves forward without hesitation
- Changes direction without hesitation or guilt
- *Moves forward with complete buy-in from every team member, even those who voted against the decisions. They leave the meeting confident that no one on the team is quietly harboring doubts about whether to support the actions agreed on.*

A Team that Fails to Commit...

- Creates ambiguity among the team about direction and priorities
- Watches windows of opportunity close due to excessive analysis and unnecessary delay
- Breeds lack of confidence and fear of failure
- Revisits discussions and decisions again and again
- Encourages second-guessing among team members



The 5 Dysfunctions of a Team

The Symptoms

Avoidance of Accountability

-Low Standards

Lack of Commitment

-Ambiguity

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Lack of Commitment Leads to Avoidance of Accountability

- *Once we achieve clarity and buy-in, it is then that we have to hold each other accountable for what we sign up to do, for high standards of performance and behavior.*
- *The team leader must set the example by confronting tough issues.*
- *Accountability is the willingness of team members to call their peers on performance or behaviors that might hurt the team.*
- *Who's responsibility is it to call a person on his or her behavior when it is negatively impacting the team?*
 - *"It is direct p2p accountability, based on the notion that peer pressure and the distaste for letting down a colleague motivates a team player more than fear of punishment or rebuke."*



Avoidance of Accountability

- *As simple as that sounds, most people hate to do it, especially when it comes to a peer's behavior.*
- *Why might someone want to avoid holding their team members accountable?*
 - *It's uncomfortable*
 - *Don't like difficult conversations*
 - *Don't want to jeopardize personal relationships*
 - *"No one is perfect" mentality*
 - *You're "backyard" isn't clean either*
- *Why are these not very good excuses?*

Accountability Exercise

- *Take a few minutes to fill out the feedback forms for each team member.*
- *Once complete, share them with each other*
- *Compile your own feedback*
- *Share your commitment to the team*

Culture of Accountability

- *What can we do to help create a culture of accountability?*
 - *Publication of goals and standards*
 - *Peer pressure*
 - *Simple and regular progress reviews*
 - *Personal, peer and team*
 - *Reward team performance*

The 5 Dysfunctions of a Team

The Symptoms



-Status and Ego

-Low Standards

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Avoidance of Accountability leads to Inattention to Details

- *An absence of accountability is an invitation to team members to shift their attention to areas other than the collective results.*
- *Make the results that we need to achieve so clear that no one would even consider doing something purely to enhance his or her individual status or ego. Because that would diminish our ability to achieve our collective goals. We would all lose (Lencioni).*

Inattention to Results

- *Why does the team sometimes have difficulty focusing on the collection results/goals?*
 - *Self-interest*
 - *Self-preservation*
 - *Ego*
 - *Career Development*
 - *Money*
 - *Your own department, agenda, ideas, constituents, etc.*

Overcoming Inattention to Results

- *How can we keep our focus on the team's goals/results?*
 - *Scoreboard*
 - *Frequent updates*
 - *Prioritizing new information and tasks appropriately*
 - *Peer pressure to keep us on track*
 - *Celebrate successes*

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Wrap Up

- *Review the questions from the original Team Assessment.*
- *Select the three (3) behaviors that you believe will have the biggest impact of this team in the next six months.*
- *Share your selections.*
- *As a team, agree on the three behaviors you will focus on and record them.*