

The FIVE Dysfunctions of a Team

by Patrick Lencioni

Dysfunctions

and ways to Overcome each one

Members of trusting teams ...

Members of dysfunctional teams ...

Members of dysfunctional teams ...	Members of trusting teams ...
<ul style="list-style-type: none"> • Stagnates/fails to grow • Rarely defeats competitors • Loses achievement-oriented employees • Encourages team members to focus on their own careers and individual goals • Is easily distracted 	<ul style="list-style-type: none"> • Retains achievement-oriented employees • Minimizes individualistic behavior • Enjoys success and suffers failure acutely • Benefits from individuals who subjugate their own goals/interests for the good of the team • Avoids distractions
<ul style="list-style-type: none"> • Creates resentment among team members who have different standards of performance • Encourages mediocrity • Misses deadlines and key deliverables • Places an undue burden on the team leader as the sole source of discipline 	<ul style="list-style-type: none"> • Ensures that poor performers feel pressure to improve • Identifies potential problems quickly by questioning one another's approaches without hesitation • Establishes respect among team members who are held to the same high standards • Avoids excessive bureaucracy around performance management and corrective action
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • Have boring meetings • Create environments where back-channel politics and personal attacks thrive • Ignore controversial topics that are critical to team success • Fail to tap into all the opinions and perspectives of team members • Waste time and energy with posturing and interpersonal risk management 	<ul style="list-style-type: none"> • Have lively, interesting meetings • Extract and exploit the ideas of all team members • Solve real problems quickly • Minimize politics • Put critical topics on the table for discussion
<ul style="list-style-type: none"> • Conceal their weaknesses and mistakes from one another • Hesitate to ask for help or provide constructive feedback • Jump to conclusions about the intentions and aptitudes of others without attempting to clarify them. • Fail to recognize and tap into one another's skills and experiences. • Waste time and energy managing their behaviors for effect • Hold grudges • Dread meetings and find reasons to avoid spending time together 	<ul style="list-style-type: none"> • Admit weaknesses and mistakes • Ask for help • Accept questions and input about their areas of responsibility • Give one another the benefit of the doubt before arriving at a negative conclusion. • Take risks in offering feedback and assistance • Appreciate and tap into one another's skills and experiences • Focus time and energy on important issues, not politics • Offer and accept apologies without hesitation • Look forward to meetings and other opportunities to work as a group