## The FIVE Dysfunctions of a Team by Patrick Lencioni

ne Members of trusting teams	<ul> <li>Retains achievement-oriented employees</li> <li>Minimizes individualistic behavior</li> <li>Enjoys success and suffers failure acutely</li> <li>Benefits from individuals who subjugate their own goals/interests for the good of the team</li> <li>Avoids distractions</li> </ul>	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	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	Have lively, interesting meetings     Extract and exploit the ideas of all team members     Salve real problems quickly     Mibimize politics     Put critical topics on the table for discussion	Admit weaknesses and mistakes Ask for help Cocept 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 tale 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
Dysfunctions and ways to Overcome each one	/ Public declaration of results  / Public declaration of results  / Results-Based rewards  / Setting the tone for a focus on results from the leader	Avoidance of Accountability Publication of goals and standards Simple and regular progress reviews Team rewards Ability of leader to allow the team to serve as the first and primary accountability mechanism	Lack of Commitment  Cascading Messaging  Contingency and Worst-case scenario analysis  Low-risk exposure therapy  Ability of leader to not place too high of a premium on consensus or certainty	Mining for conflict     Meal-Time Permission     Personality style and Behavioral Preference tools     Demonstration of restraint by leader when people engage in conflict	Absence of Trust  Personal Histories Exercise  Team Effectiveness Exercise  Personality and Behavioral Preference Profiles  360-Degree Feedback  Experiential Team Exercises  Demonstration of vulnerability first by leader
Members of dysfunctional teams	<ul> <li>Stagnates/fails to grow</li> <li>Rarely defeats competitors</li> <li>Loses achievement-oriented employees</li> <li>Encourages team members to focus on their own careers and individual goals</li> <li>Is easily distracted</li> </ul>	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	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	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> <li>Conceal their weaknesses and mistakes from one another</li> <li>Hesitate to ask for help or provide constructive feedback</li> <li>Hesitate to offer help outside their own areas of responsibility</li> <li>Jump to conclusions about the intentions and aptitudes of others without attempting to clarify them.</li> <li>Fail to recognize and tap into one another's skills and experiences.</li> <li>Waste time and energy managing their behaviors for effect</li> <li>Hold grudges</li> <li>Dread meetings and find reasons of avoid spending time together</li> </ul>