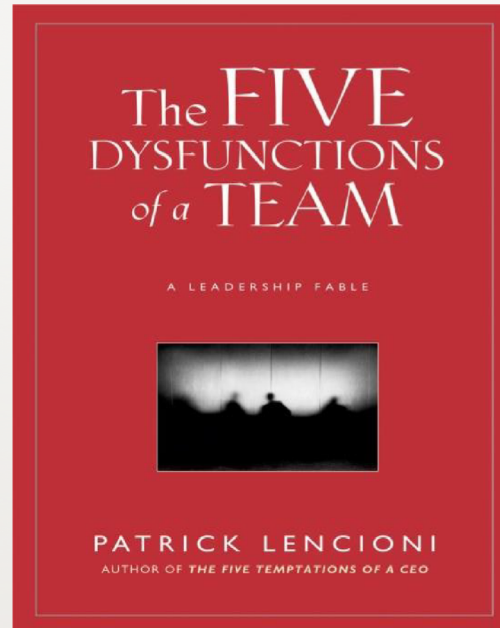# Building a Team Out of Dysfunction

Overcoming Five Dysfunctions to Build a Cohesive Team

The fear of being vulnerable with team members prevents the building of a foundation of trust within the team.

Overcoming Dysfunction One:
Embrace Vulnerability

✴ Admit weaknesses and mistakes

✴ Ask for help

✴ Accept questions and input about 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

✴ Offer and accept apologies without hesitation

Teams that lack trust are incapable of engaging in unfiltered and passionate debate of ideas; instead resorting to veiled debate and guarded comments.

Overcoming Dysfunction Two:
Welcoming Conflict

✶ 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

The lack of clarity or buy-in prevents team members from making decisions they will stick to.

Overcoming Dysfunction Three:
Buy In & Commitment

✶ Creates clarity around direction and priorities

✶ Aligns the entire team around common objectives

✶ Develops an ability to learn from mistakes

✶ Moves forward without hesitation

✶ Changes direction without hesitation or guilt

The need to avoid interpersonal discomfort prevents team members from holding one another accountable for their behaviors and performance.

Overcoming Dysfunction Four:
Holding Each Other Accountable

★ 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

Overcoming Dysfunction Five:
The Team – NOT The Individual

✴ Retains achievement-oriented team members

✴ 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

How Members of Cohesive Teams Behave

- Trust one another

- Engage in unfiltered conflict around ideas

- Commit to decisions and plans of action

- Hold one another accountable for delivering against those plans

- Focus on the achievement of collective results

Addressing and Overcoming the Five Dysfunctions

To begin improving your team and to better understand the level of dysfunction you are facing, ask yourself these simple questions:

1. Do team members openly and readily disclose their opinions?
2. Are team meetings compelling and productive?
3. Does the team come to decisions quickly and avoid getting bogged down by consensus?
4. Do team members confront one another about their shortcomings?
5. Do team members sacrifice their own interests for the good of the team?

Thank you for attending and for all your energy, passion, and time you give to make an impact in your schools and communities.

Frank Reyes

President

Hillsborough County Council

president@hccptaptsa.org

The Five Dysfunctions of a Team
By Patrick Lencioni

> Instructions: Use the scale below to indicate how each statement applies to your team. It is important to evaluate the statements honestly and without over-thinking your answers.
>
> 3 = Usually
> 2 = Sometimes
> 1 = Rarely

1. _____ Team members are passionate and unguarded in the discussion of issues.
2. _____ Team members call out one another's deficiencies or unproductive behaviors.
3. _____ Team members know what their peers are working on and how they contribute to the collective good of the team.
4. _____ Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team.
5. _____ Team members willingly make sacrifices (such as budget, turf, head count) in their departments or areas of expertise for the good of the team.
6. _____ Team members openly admit their weaknesses and mistakes.
7. _____ Team members are compelling, and not boring.
8. _____ Team members leave meetings confident that their peers are completely committed to the decisions that were agreed on, even if there was initial disagreement.
9. _____ Morale is significantly affected by the failure to achieve team goals.
10. _____ During team meetings, the most important and difficult issues are put on the table to be resolved.
11. _____ Team members are deeply concerned about the prospect of letting down their peers.
12. _____ Team members know about one another's personal lives and are comfortable discussing them.
13. _____ Team members end discussions with clear and specific resolutions and calls to action.
14. _____ Team members challenge one another about their plans and approaches.
15. _____ Team members are slow to seek credit for their own contributions, but quick to point out those of others.

Scoring. Combine your scores for the preceding statements as indicated below:

Dysfunction 1: Absence of Trust	Dysfunction 2: Fear of Conflict	Dysfunction 3: Lack of Commitment	Dysfunction 4: Avoidance of Accountability	Dysfunction 5: Inattention to Results
Statement 4 _____	Statement 1 _____	Statement 3 _____	Statement 2 _____	Statement 5 _____
Statement 6 _____	Statement 7 _____	Statement 8 _____	Statement 11 _____	Statement 9 _____
Statement 12 ____	Statement 10 ____	Statement 13 ____	Statement 14 ____	Statement 15 ____
Total	Total	Total	Total	Total