The Five Dysfunctions of a Team

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Presentation is adapted from the book: 
The Five Dysfunctions of a Team 
by Patrick Lencioni
Purpose of the Presentation

Help you, the attendee, learn a “best practices” model of teamwork to improve the results at your Mission.
Objectives of the Presentation

- Make a biblical and practical case for teamwork as an effective means of achieving ministry results.
- Experiential learning by doing a few team building exercises
- Explain the 5 Dysfunctions model of teamwork
- Provide remedies to overcome the 5 dysfunctions
- Give you diagnostic questions/measures to ascertain the level of your organizational team dysfunction.
- Teach the concept of “First Team”
Biblical Case for Teamwork

- **Old Testament**
  - Adam and Eve
  - Loners vs Team Players
    - Samson, Elijah, Jonah
    - Moses, David, Daniel
- **New Testament**
  - Jesus and the disciples
  - Paul and his companions
Team or Group?

- Is the problem or task clearly defined?
- Is there a real, shared commitment to take on a problem or task?
- Are there boundaries for team membership?
- Can behavioral norms be established for members?

TEAM EXERCISE
The Five Dysfunctions of a Team

1. Inattention to Results
2. Avoidance of Accountability
3. Lack of Commitment
4. Fear of Conflict
5. Absence of Trust
DYSFUNCTION 1:
Absence of Trust

Invulnerability
Or
Be Human
DYSFUNCTION 1: Absence of Trust

“..trust is the confidence among team members that peers’ intentions are good, and that there is no reason to be protective or careful around the group...teammates must get comfortable with being vulnerable with one another” (p.195)

“..stands in contrast to a more standard definition of trust, one that centers around the ability predict a person’s behavior based on past experience” (p. 195)
DYSFUNCTION 1: Absence of Trust

- How well do we know one another?
  - Lessons from Syracuse
    - Working together does not equal relationship
    - I trust you but....

- Example Exercises
  - 3 Questions
  - Myers-Briggs (MBTI), DISC
DYSFUNCTION 1: Absence of Trust

Members of teams with an absence of trust....

- Conceal their weaknesses and mistakes from one another
- Hesitate to ask for help or provide constructive feedback
- Hesitate to offer help outside their own areas of responsibility
- Jump to conclusions about the intentions and aptitudes of others without attempting to clarify them
DYSFUNCTION 1: Absence of Trust

Members of teams with an absence of trust….

- 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
DYSFUNCTION 1: Absence of Trust

Members of trusting teams...

- 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
DYSFUNCTION 1: Absence of Trust

Members of trusting teams...

- 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
Overcoming Dysfunction 1: Absence of Trust

- Get to know one another (lunch, activities, etc.)
- Personal histories exercise
- Team effectiveness exercises
- Personality and Behavioral Preferences Profiles
- 360 Degree Feedback Exercises
- Experiential Team Exercises
- Ground Rules
Overcoming Dysfunction 1: Absence of Trust

- Ground Rules
  - Attendance Policy
  - Meeting discussion can be held in confidence
  - Questions are welcome
    - Clarification/Definition
    - More Explanation (Reflective Listening)
  - Clarify between response and reaction
  - Develop a language of your own
    - Umbrella of Mercy and “Baby Chicks
  - Identify Problem solving techniques
    - Pro/Con discussion
    - Nominal Group Technique
DYSFUNCTION 2: Fear of Conflict

Artificial Harmony
Or
Demand Debate
Dysfunction 2: Fear of Conflict

To demand debate requires the adoption of behavioral norms and rules of engagement.

- Conflict is productive and will produce the best answer.
- Conflict is about ideas and activities not personalities.
- Practice saying “ouch” when it hurts.
- Create team “groundrules”
DYSFUNCTION 2: Fear of Conflict

Teams that fear conflict…
- 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
DYSFUNCTION 2: Fear of Conflict

Team that engage in 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
OVERCOMING DYSFUNCTION 2: Fear of Conflict

■ Mine for conflict, perhaps have even a person designated to mine for conflict

■ Give real time permission for conflict—when debate starts and things get uncomfortable, stop and tell the debaters how important it is what they are doing

■ If you are the leader, do not jump in too quickly to protect.

■ As a leader model healthy conflict
DYSFUNCTION 3: Lack of Commitment

Ambiguity

Or

Force Clarity and Closure
DYSFUNCTION 3: Lack of Commitment

Two greatest causes of lack of commitment are..

- Consensus
- Certainty

One of the greatest consequences for an executive team that does not commit to clear decisions is unresolvable discord deeper in the organization.
DYSFUNCTION 3: Lack of Commitment

- Decisions have to be made!!!
  - Only so much data available and then action must be taken
    - Purposeful - no decision
    - Passive – no decision (destructive)
- Sometimes you will be right but often you are wrong, so then what..
  - No buy in - grumbling, loss of morale, insubordination
  - Buy in - we will resolve this together
DYSFUNCTION 3: Lack of Commitment

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
DYSFUNCTION 3: Lack of Commitment

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
OVERCOMING DYSFUNCTION 3: Lack of Commitment

- Cascading messages
- Deadlines
- Contingency and Worst Case Scenario Planning
- Low risk exposure therapy
- Create a “FIRST TEAM” mentality at the top
DYSFUNCTION 4: Avoidance of Accountability

Low Standards

Or

Confront Difficult Issues
DYSFUNCTION 4: Avoidance of Accountability

Accountability...In the context of teamwork, however it refers specifically to the willingness of team members to call their peers on performance or behaviors that might hurt the team.

...the most effective and efficient means of maintaining high standards of performance on a team is peer pressure.
DYSFUNCTION 4: Avoidance of Accountability

Practical Accountability

- Benefits reduced bureaucracy of performance management and corrective action.
- Frees up Executive Director and team leader’s time—from listening to he did/she did
- Increases team morale
DYSFUNCTION 4: Avoidance of Accountability

A team that avoids accountability…

- 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
DYSFUNCTION 4: Avoidance of Accountability

A team that holds one another 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 4: Avoidance of Accountability

- Publication of Goals and Standards
- Simple and Regular Progress Reviews
- Team Rewards
- “Enter the Danger” with one another
- Leader must still accept and carry out the role of final arbiter of discipline.
DYSFUNCTION 5: Inattention to Results

Protect Status and Ego

Or

Focus on Outcomes
DYSFUNCTION 5: Inattention to Results

- Team Status
  - Plenty of teams fall prey to the lure of status. These often include altruistic nonprofit organizations that come to believe that the nobility of their mission is enough to justify their satisfaction.

- Individual Status
  - All human beings have an innate tendency towards self preservation
DYSFUNCTION 5: Inattention to Results

- What are the results you are aiming for?
  - What is success in each of your ministry areas or teams?
  - How does success and results tie together your entire Rescue Mission?

- Challenge—
  - What are the top five most important things we are doing?
DYSFUNCTION 5: Inattention to Results

A team that is not focused on results…

- 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
DYSFUNCTION 5: Inattention to Results

A team that focuses on collective results…
- Retains achievement-oriented employees
- Minimizes individualistic behavior
- Enjoys success and suffers failure acutely
- Benefits from individuals who subjugate their own goals/interest for the good of the team
- Avoid distractions
OVERCOMING DYSFUNCTION 5: Inattention to Results

- Public Declaration of Results
  - Measurable and Specific, when possible
- Results Based Rewards
- Leader must value Results and get the Board to value Results.
  - Leader allows anything else, excuses, gives permission for everyone to walk away from results!
Focus on Outcomes

Confront difficult Issues

Force Clarity & Closure

Demand Debate

Be Human

Inattention to Results

Avoidance of Accountability

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Low Standards

Status & Ego

Taken from The Five Dysfunctions of a Team and ‘The Trouble with Team Work’ (Leader to Leader, Summer 2003) by Patrick Lencioni
Patrick Lencioni’s books

- The Five Temptations of a CEO
- The Four Obsessions of Extraordinary Executives
- The Five Dysfunctions of a Team
- Death by Meeting
Comments or Questions??

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