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Overcoming the Five Dysfunctions of a Team



Dysfunction #1: Absence of Trust—Members of great teams trust one another on a fundamental, emotional level, and they are comfortable being vulnerable with each other about their weaknesses, mistakes, fears, and behaviors. They get to a point where they can be completely open with one another, without filters.

Dysfunction #2: Fear of Conflict—Teams that trust one another are not afraid to engage in passionate dialogue around issues and decisions that are key to the organization’s success. They do not hesitate to disagree with, challenge, and question one another, all in the spirit of finding the best answers, discovering the truth, and making great decisions.

Dysfunction #3: Lack of Commitment—Teams that engage in unfiltered conflict are able to achieve genuine buy-in around important decisions, even when various members of the team initially disagree. That is because they ensure that all options and ideas are put on the table and considered, giving confidence to team members that no stone has been left unturned.

Dysfunction #4: Avoidance of Accountability—Teams that commit to decisions and standards of performance do not hesitate to hold one another accountable for adhering to those decisions and standards. What’s more, they don’t rely on the team leader as the primary source of accountability, they go directly to their peers.

Dysfunction #5: Inattention to Results—Teams that trust one another, engage in conflict, commit to decisions, and hold one another accountable, are very likely to set aside their individual needs and agendas and focus almost exclusively on what is best for the team. They do not give in to the temptation to place their departments, career aspirations, or ego-driven status ahead of the collective results that define team success.



Overcoming the Five Dysfunctions of a Team

1.5 Day Program Agenda

Workshop Segment

Estimated Time

OPENING THE WORKSHOP

10 Minutes

THE 5 DYSFUNCTIONS MODEL

10 Minutes

- * Prework—Read Book Prior to Session

TEAM ASSESSMENT

100 Minutes

- * Share Team Results, Discuss Scores
- * Develop Action Steps/Take-Aways

FUNDAMENTAL #1: BUILDING TRUST

100 Minutes

- * Behavior Profile Exercise
- * Personal Histories Exercise

FUNDAMENTAL #2: MASTERING CONFLICT

90 Minutes

- * Conflict Profile Exercise
- * Conflict Norming Exercise
- * Conflict Resolution Model/Exercise

FUNDAMENTAL #3: ACHIEVING COMMITMENT

90 Minutes

- * Commitment Clarification
- * Cascading Communication
- * Establishing a WIG (Wildly Important Goal) Exercise
- * Clarification of Team Principles

FUNDAMENTAL #4: EMBRACING ACCOUNTABILITY

90 Minutes

- * Accountability Line-Up Activity
- * Team Member Feedback Exercise

FUNDAMENTAL #5: FOCUSING ON RESULTS

60 Minutes

- * Establishing a Team Scoreboard

CLOSING THE WORKSHOP

20 Minutes

- * Personal Commitments
- * Cascading Communication
- * Closing Statements

