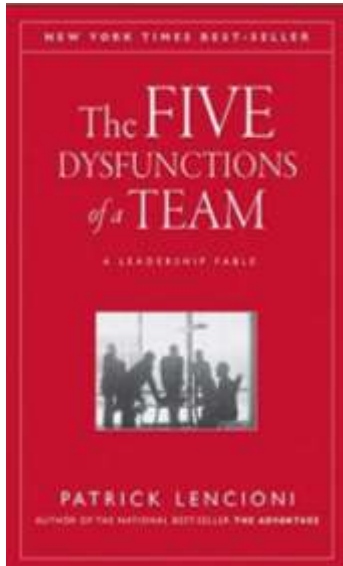


The Five Dysfunctions of a Team (Lencioni, 2002)



The first dysfunction is **absence of trust** amongst team members. If team members are not genuinely open with each other about their mistakes and weaknesses, it is impossible to build a foundation of trust.

Strategy for Overcoming:

- Identify and discuss individual strengths and weaknesses;
- Spend considerable time in face-to-face meetings and working sessions.

Absence of trust creates the circumstance for the second dysfunction, **fear of conflict**. Teams that lack trust are incapable of fully and honestly debating issues as they resort to veiled discussions and guarded comments.

Strategy for Overcoming:

- Acknowledge that conflict is required for productive meetings;
- Understand individual team member's natural conflict styles, and establish common ground rules for engaging in conflict.

The inability to openly discuss issues leads to a **lack of commitment**. If team members are unable to fully air their views, it is unlikely that they will be fully committed to the decisions of the group.

Strategy for Overcoming:

- Review commitments at the end of each meeting to ensure all team members are aligned;
- Adopt a “disagree and commit” mentality—make sure all team members are committed regardless of initial disagreements.

If team members are not fully bought into the decisions of the group, they will inevitably **avoid accountability**. How can they stand up and be counted on issues if they were not completely committed to them in the first place?

Strategy for Overcoming:

- Explicitly communicate goals and standards of behaviour;
- Regularly discuss performance versus goals and standards.

Failure to hold one another accountable creates an environment where the fifth dysfunction can thrive. **Inattention to results** can occur when team members put their individual needs (such as ego, career, recognition or reward) or even their division above the collective needs of the team / organisation.

Strategy for Overcoming:

- Keep the team focused on tangible group goals;
- Reward individuals based on team goals and collective success.

Dysfunctions



Functions

