How Team Dysfunctions are Harming Your Institution

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The Five Dysfunctions of a Team: A Leadership Fable
- Patrick Lencioni
(Jossey-Bass, 2002)

The Five Dysfunctions
- Absence of Trust
- Fear of Conflict
- Lack of Commitment
- Avoidance of Accountability
- Inattention to Results
Absence of Trust

Peter and John
Acts 4:5-13

Paul and Barnabas
Acts 15:36-40
Absence of Trust

- How careful or protective do you have to be around your team members? What happens if someone admits a weakness or a mistake?
- How comfortable are you being vulnerable in front of your team? To what degree are you able to support an environment that demonstrates vulnerability?
- Do you believe that the intentions of your team members are good?

Fear of Conflict

Greek Widows
Acts 6:1-6
Fear of Conflict

- Is there a difference between:
  1. productive ideological conflict, and
  2. destructive fighting or interpersonal politics?
- How can you tell the difference between the two?
- Which most characterizes your team?

Lack of Commitment

Corinthian Sects

1 Corinthians 3:4–8
Lack of Commitment

- Commitment is a function of clarity and buy-in.
- Clarity means everyone understands the way forward.
- Buy-in is different from consensus. Consensus implies complete agreement. Buy-in means, even though we may disagree, we're willing to fully support a specific way forward.
- Does your team unite behind clear courses of action, or does it secretly (or overtly) undermine the decision?

Avoidance of Accountability
Avoidance of Accountability

- Who is seen as responsible for holding team members accountable?
- Is your team willing to call out performance or behavior that might hurt the team?
- How clear are your team's goals?
- How does your team measure its performance to those goals?
- How clear are your team's standards for behavior?
Inattention to Results

Ananias and Sapphira
Acts 5:1-11

Paul with the Ephesian Elders
Acts 20:16-35
Inattention to Results

- What kinds of results does your team care about?
- Are the results you care about financial only or do they include other results?
- How often do individual goals trump the team’s goals?
- Does your team ever say, “We’ll do our best?”

The Five Dysfunctions

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at 3:00 PM in this room

“Practical Exercises for Overcoming Team Dysfunctions”
That's not me!