

# How Team Dysfunctions are Harming Your Institution

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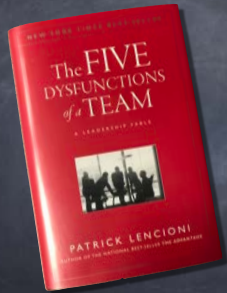
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## The Five Dysfunctions of a Team: A Leadership Fable

- Patrick Lencioni  
(Jossey-Bass, 2002)

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## The Five Dysfunctions

- ◉ Absence of Trust
- ◉ Fear of Conflict
- ◉ Lack of Commitment
- ◉ Avoidance of Accountability
- ◉ Inattention to Results

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# Absence of Trust

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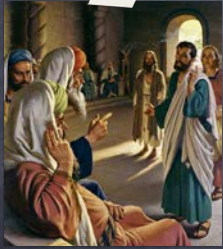
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Peter and John  
Acts 4:5-13

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Paul and  
Barnabas  
Acts 15:36-40

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## 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?

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## Fear of Conflict

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Greek Widows  
Acts 6:1-6

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# Fear of Conflict

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

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# Lack of Commitment

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Corinthian Sects  
1 Corinthians 3:4-8

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## Jerusalem Council Acts 15

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## 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?

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## Avoidance of Accountability

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Paul  
Confronting  
Peter  
Galatians 2:11-21

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Priscilla and  
Aquila Instruct  
Apollos  
Acts 18:24-26

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## 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?

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## 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?"

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## The Five Dysfunctions



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at 3:00 PM in this room

"Practical Exercises  
for Overcoming  
Team Dysfunctions"

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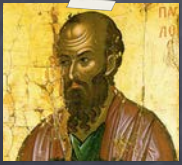
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*That's not me!*

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