Practical Exercises for Overcoming Team Dysfunctions
Martin Ramsay
CEATH Company

© 2018, CEATH Company

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
The Five Dysfunctions

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

- Invulnerability
- Artificial Harmony
- Ambiguity
- Low Standards
- Status and Ego

Experience ➔ Reflection ➔ Application ➔ Generalization
Two Truths and a Lie

- Each team member writes, on a 3x5 card, in no particular order:
  - Two things that are true but that others are not likely to know
  - One thing that isn’t true (but is stated as if it is)
  - The team tries to guess who wrote the card and which statement is the lie.

Personality Typing Instruments

- Myers-Briggs Type Indicator
- Strengths Finder
- Various other instruments (DISC, colors, animals, etc.)

Meeting Norms

- What behaviors on your team cause meetings to go off track?
- Meeting norms are standards of behavior that everyone agrees to.
- Growing in the ability to call each other on deviations from the norm.
Moon Landing

- This is a paper-and-pencil activity that can demonstrate the power of teamwork.
- People work individually, then as a team, to solve a hypothetical problem.
- Teams almost always outperform the individual average.

Content vs. Process

- This provides a common vocabulary to talk about these issues.
- Content is "what" is being worked on.
- Process is "how" it is being worked on.
- People can often see content issues, but have a harder time with process issues.

Process Mapping

- A standardized methodology for documenting an organization's process.
- Real value is understanding; it forces the team to dig deeper into how things really work.
- Other benefits include better efficiency and identifying redundant processes and dead ends.
**Decision Making Matrix**

- **Low need for accuracy**
  - **Personal choice**
  - **Voting**
- **High need for accuracy**
  - **Expert**
  - **Consensus**

100% agreement?
- Clarity and buy-in
- Commitment

**RASI**

- **R** — Which one person is **Responsible** for getting this done?
- **A** — Who must **Authorize** it?
- **S** — Who must **Support** it by providing resources?
- **I** — Who needs to be kept **Informed** about progress?

Two dates: the due date and a “check up” date.

**Worst-Case Scenarios**

- Teams that struggle with commitment can learn from discussion of contingency plans.
- Even better, they can develop worst-case scenarios and what they would do if it happened.

- Talking it through helps understand:
  - The worst case scenarios aren’t as bad as we thought.
  - The costs to correct aren’t as high as we imagined.
Dashboards
- What gets measured receives focus.
- What are the key metrics for your organization?
- How could you best communicate those?
  - How often?
  - To whom?
  - By what method?

Team Assessment
- Lencioni’s book has a simple 18 question instrument (page 191-194).
- Other assessments are available on the Internet.
- Consider hiring a consultant (a dispassionate third party) to look at your team’s effectiveness.

360° Feedback
- Team gives feedback to each other in a formalized process.
- Facilitated feedback session.
- This is NOT low-stakes and is not appropriate for less mature teams.
- I’ll be happy to send you a copy of my paper from the ASTD Journal article.