

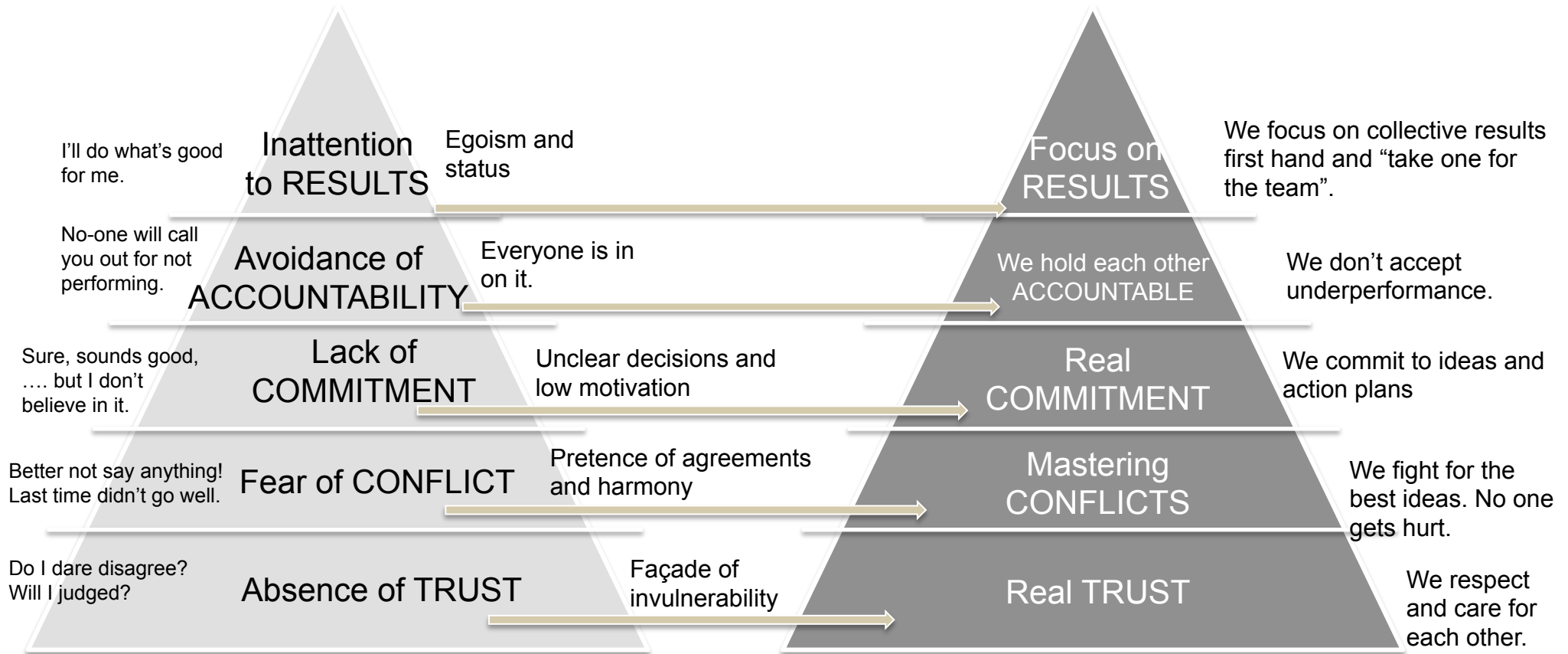


Dysfunction and Function in a team

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Dysfunctions

Function





Members of teams with an absence of trust

- Conceal their weaknesses and don't show vulnerability
- Hesitate to ask for help – and offer it
- Jump to conclusions about the intentions and aptitudes of others without attempting to clarify them
- Fail to recognize and tap into one another's skills and experiences
- Waste time and energy managing their behaviours for effect – don't give corrective feedback
- Keeps frustration inside and hold grudges
- Dread meetings and find reasons to avoid spending time together





Teams that fear conflict

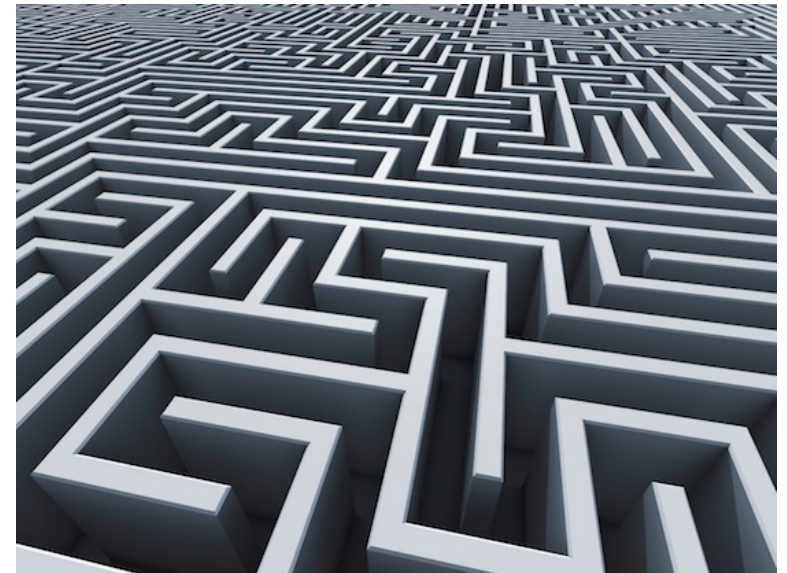
- Have boring meetings
- Create environments where back-channel politics and personal attacks thrive
- Ignore controversial topics that are critical to team success
- Fail to tap into all the opinions and perspectives of team member
- Waste time and energy with posturing and interpersonal risk management





A team that fails to commit

- Creates ambiguity among the team about direction and priorities
- Watches windows of opportunity close due to excessive analysis and unnecessary delay
- Breeds lack of confidence and fear of failure
- Revisits discussions and decisions again and again
- Encourages second-guessing among team members





A team that avoids accountability

- Creates resentment among team members who have different standards of performance
- Encourages mediocrity
- Misses deadlines and key deliverables
- Places an undue burden on the team leader as the sole source of discipline





A team that is not focused on results

- Stagnates/fails to grow
- Rarely defeats competitors
- Loses achievement-oriented employees
- Encourages team members to focus on their own careers and individual goals
- Is easily distracted

