

5 Dysfunctions Of A Team

High Performing Team

Results

- Highly motivate and stable team
- Consistently hitting objects and result
- Focused on the team results

Accountability

- Poor performance is dealt with
- Team standards the same for all
- People understand and own their work

Commitment

- Clear objectives and priority
- Buy in from the team
- Fully engaged team members

Conflict

- Have healthy team debates
- Work out solutions to issues together
- Challenge poor behaviour quickly

Trust

- Ask for help
- Share weakness and help each other
- Believe everyone is trying there best



Dysfunctional Team

Result

- High team turnover
- Poor performers
- Focus on own results, not the team

Accountability

Poor performance is tolerated
Lack of ownership from the team
Objectives missed

Commitment

- Keep discussing the same thing over and over
- Won't commit to work
- Unclear objectives and priority

Conflict

- Avoid people
- Avoid problems
- Don't confront issues or behaviours

Trust

- Hide mistakes
- Make assumptions
- Hold grudges

5 Dysfunctions Exercise

Connection

Think about the worst team you have been in.

How did you feel working in that team and why?

Concepts

Lecture segment

Present the pyramid model.

Talk about performing and dysfunctional teams.

Topic - 5 Dysfunctions of a team

Outcome - Understand and identify each stage.

Concrete Practice

Self organise into groups of 4 or 5.

Read all the wording cards.

Discuss which wording goes with each dysfunction?

Conclusions

Compare answers as a group and discuss why you chose them.

How will you take this learning into teams you are working with?

5 Dysfunctions Exercise

Step by Step instructions

Pair share (5 minutes)

Get people into pairs.

Ask them to think about the worst team they have worked in, how it made them feel and why.

Talk to each other about their experiences.

Lecture (10 minutes)

- Talk through the pyramid model.
- Explain the dysfunctional team and high performing team view.

Note - hide the pyramid view once the lecture is done.

Groups (15 minutes)

- Self organise into equal groups of 4/5.
- Hand out the envelopes with each disfunction title and statements cards .
- Ask each group to decide which statement goes with each dysfunction.
- Lay them out next the each other on the floor.

Floor walk (5 - 10 mins)

- Ask each team to walk around the room to look at the others teams answers.

Review (10 minutes)

- Reveal the correct layout to the whole group.
- Discuss how this learning can be used in their own teams.

Inattention to Result

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Avoidance of Accountability

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Lack of Commitment

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Fear of Conflict

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Lack of Trust

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Inattention to Result

Encourages team members to focus on their own careers and individual goals.

Stagnates/fails to grow.

Is easily distracted.

Rarely defeats competitors.

Avoidance of Accountability

Misses deadline and key deliverables.

Places undue burden on the team leader as the sole source of discipline.

Creates resentment among team members who have different standards of performance.

Encourage mediocrity.

Lack of Commitment

Windows of opportunity close due to excessive analysis and unnecessary delay.

Breeds lack of confidence and fear of failure.

Create ambiguity among the team about directions and priorities.

Revisits discussions and decisions again and again.

Fear of Conflict

Ignore controversial topics that are critical to team success.

Fail to tap into all the opinions and perspectives of team members.

Have boring meetings.

Waste time and energy with posturing and interpersonal risk management.

Lack of Trust

Jump to conclusions about intentions and aptitudes of others.

Dread meeting and find reasons to avoid spending time together.

Conceal their weaknesses and mistakes from one another.

Hesitate to ask for help or provide constructive feedback.