



Coaching Through Conflict

Lesson 3: The Five Dysfunctions of a Team

The Big Idea:

“These dysfunctions can be mistakenly interpreted as five distinct issues can be addressed in isolated from each other. But in reality, they form an interrelated model, making susceptibility to even one of them potentially lethal for the success of a team.”

Patrick Lencioni

Great leaders are continuously influencing their team and developing a productive and healthy team around them. The reality is that the better the people are on your team, then the better the leader. The better the team, then the productivity increases. The more people you have that wants your success, then the more likely that success will happen. As leaders are working to build a solid team around him or her, they are intentionally aware of the factors that keeps synergy and efficiency within the group. But the leader must also be aware of any challenges a team may face, such as clashing personalities, and be prepared to step in and remedy any situation.

This lesson will examine 5 reasons why teams and organizations fail to work as a teamwork, according to Patrick Lencioni,, that he calls the five dysfunctions of a team.

◆ *Leader's Notes* ◆
PRAY! PRAY! PRAY!

A Question to Consider:

In what ways does maintaining synergy on your team impact productivity ? Impact work environment?



Five Dysfunctions of a Team: One of the reasons teams and organizations fail to work as a teamwork, according to Patrick Lencioni, is because they fall prey to five natural but dangerous pitfalls that he calls the five dysfunctions of a team.

The five dysfunctions are:

1. The absence of trust
2. Fear of conflict
3. Lack of commitment
4. Avoidance of accountability
5. Inattention to results

Trust: Trust builds confidence and requires leaders to be a role model for fairness and accountability. When you trust someone, you have full confidence in their ability, character and motives towards you but when you do not trust someone, you have suspicion of them and their purpose. Trust is something that is not built overnight but rather is developed over time based upon what one had observed and concluded about your behavior and speech. Without trust on the team, success will be slim to none. If team members do not trust the leader or their colleagues, then they will not believe each other’s words, sentiments or expressions. Consistency is another way to build trust. Consistency of actions, words, and productivity from the leader and the staff will help to establish and maintain trust with each other. Good communication is the glue that holds any team together. It is important for the leader to encourage healthy and honest communication internally with members and leaders externally with others as well.

Connecting: John Maxwell states that “Effective leaders know that you first have to touch people’s hearts before you ask them for a hand. That is the Law of Connection. All great communicators recognize this truth and act on it almost instinctively. You cannot move people to action unless you first move them with emotion. The heart comes before the head...when a leader has done the work to connect with his or her people, you can see it in the way the organization functions. Among employees there is incredible loyalty and a strong work ethic.” Good leadership is directly linked to your ability to relate and connect with your team on every level. By connecting and identifying with people, you increase your influence with them. Relating to your team often produces extra effort from them, authentic communication whereby your people tell you the truth without you asking. A clear sign that you are not connecting well with your team is that they are afraid to tell you the truth. If you do not have truth tellers on your team, you are in trouble as a leader. When you relate to your team, you share enjoyable experiences as a group and have a positive healthy atmosphere at work even during stressful times.

◆ Leader’s Notes ◆



A Thought to Ponder:

Christine Porath says in her book on Civility that, “If people see you as warm and competent, they are more inclined to trust you, build relationships with you, follow you, and support you.”

A Thought: **What are some action steps that you can take demonstrate warmth and competence in your work environment?**

What Difference Would It Make:

The Five Dysfunctions of a Team:

- 1. The absence of trust*
- 2. Fear of conflict*
- 3. Lack of commitment*
- 4. Avoidance of accountability*
- 5. Inattention to results*

Suggested Resource:

The Five Dysfunctions of a Team

By: Patrick Lencioni

https://www.amazon.com/Five-Dysfunctions-Team-Leadership-Fable/dp/0787960756/ref=sr_1_3?s=books&ie=UTF8&qid=1518801804&sr=1-3&keywords=the+five+dysfunctions+of+a+team

◆ *Leader's Notes* ◆