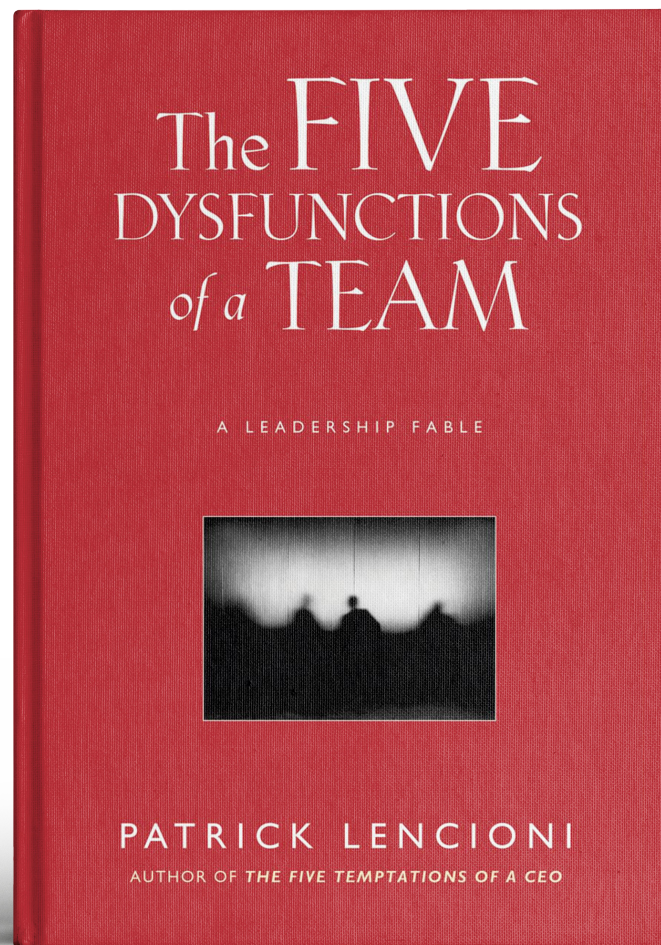


How to Overcome

The Five Dysfunctions of a Team



**12 Best Practices to Eliminate
Dysfunction on Your Team**

Congratulations, your team is normal.

Well, probably normal.

Teams are complex because they are comprised of human beings who each have their own mindset, perspective, expectations, habits and personalities.

Layer in the following and you get dysfunction:

- Confusion about why the team exists
- Lack of formalized behavior norms
- Ambiguity about who is to do what
- Reduced clarity regarding what is most important right now

Every team is dysfunctional to some degree.

But you are in good hands.

Since 2007, we have helped teams from Fortune 100 executive teams to the factory floor and everything in between.

We have served family-owned businesses as well as non-profits, get on a better path.

FACT

Most teams are mired in mediocrity. Many just do not realize it.

Most teams are “too busy” to take the time to work through their dysfunctions to get to the other side.

You are here for a reason. There is no better time than **right now** to improve how your team works together. Shape your legacy carefully.

Right now is your time to improve on the missed opportunities to better connect, gain trust and time, improve productivity and deliver more value and meaning to your team and customers.



The Five Dysfunctions Model

The Five Dysfunctions of a Team model is elegantly simple AND powerful.

Vulnerability-based Trust is essential. Without Trust, Conflict will not effectively occur. Without proper Conflict, effective Commitment will not be possible. Without Commitment, Accountability will be avoided. Without Accountability, Results will not be fully achieved.



12 Best Practices to Eliminate Dysfunction on Your Team

1. MAKE THIS RETREAT A TURNING-POINT

Every team has its challenges. While some team challenges are more significant than others, a Five Dysfunctions of a Team Retreat can truly be a launch pad to address short and long-term team and interpersonal issues.

The reality is that very soon after the retreat, the good feelings and lessons learned wear off as every team member goes back to “normal.”

The real work occurs after the retreat.

Recognizing this fact, in combination with committing to a long-term team improvement plan, can mean the difference between short-term feel good and real long-term change.

Average teams make a Five Dysfunctions Retreat an event. Committed teams make it a turning-point. Do not be average.

As the leader, you owe it to your team and organization to seriously consider making this retreat a true turning-point in how your team relates to one another and works together.

DO NOT BE AVERAGE.

2. USE AN EXPERIENCED FACILITATOR

While you can certainly facilitate your own team, chances are you and your team will have a much better experience partnering with an experienced outside facilitator to help your team get the most out of your time together. A disinterested third party is just that - a disinterested third party.

An experienced facilitator has likely “been there, done that.” They can share that experience with you and assure you that you and your team are completely “normal.”

One powerful lesson we have learned is to focus from the “bottom up” in order to solve issues that are higher in the Five Dysfunctions of a Team Model.

For example:

Trust amongst your team may be good (not great) and Accountability may seem like it really needs to be the focus (and it probably does). However, much of the foundation that is required to truly maximize Accountability is laid through work in Trust, Conflict and Commitment - not just in Accountability itself.

An experienced facilitator will know this truth and will be able to help guide you through the work.

Furthermore, it is exceedingly difficult to be the facilitator AND a participating team member. It is awkward and challenging. Do not do it. **FOCUS FROM THE “BOTTOM UP”.**

3. GO BEYOND THE BEHAVIORS

Personality assessments are essential. If you are even thinking about completing a Five Dysfunctions of a Team session without first assessing your team members, please reconsider. When you do use assessments, choose them wisely.

Most personality assessments stop at behaviors only. That is a real shame. What really makes team members “tick” is always deeper than what behaviors alone will explain.

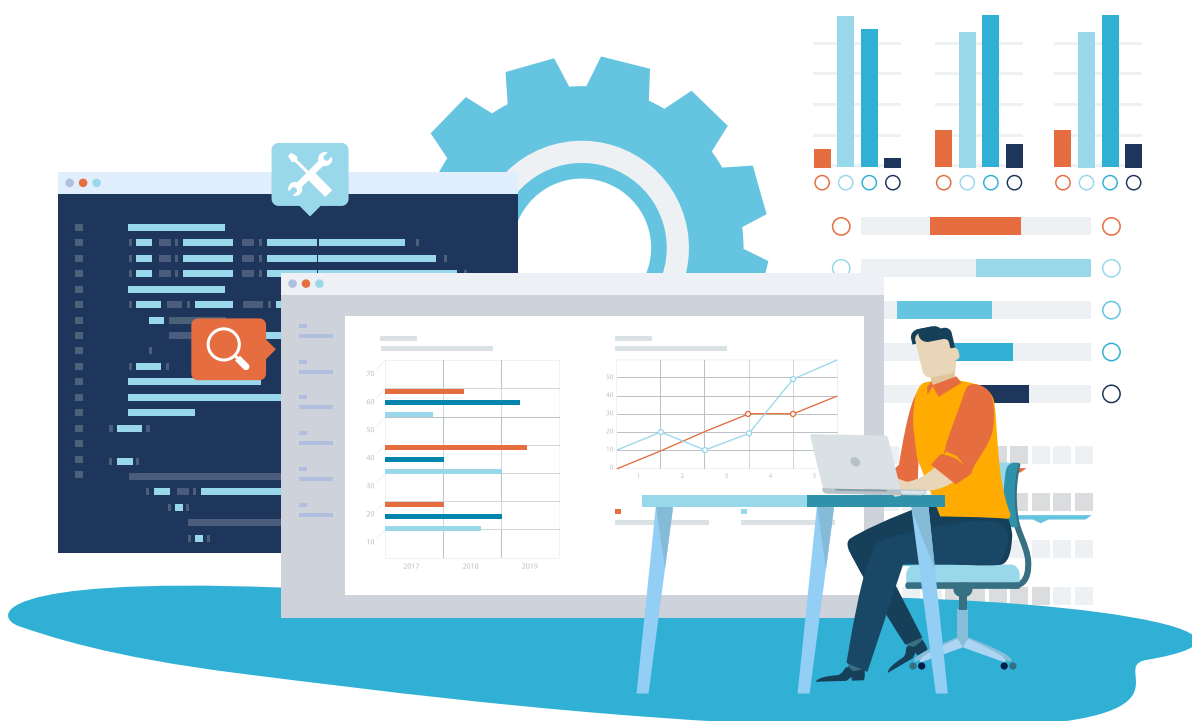
Strongly consider using a personality assessment that measure behaviors **AND** values. This will also give an experienced facilitator a better understanding of how to customize interactions and the retreat further.

4. BENCHMARK YOUR TEAM'S DYSFUNCTION'S

Patrick Lencioni's Team Assessment Report (TAR) is a powerful way to benchmark where your team is right now. Chances are, some areas you believe you are weak at, you may actually be strong in. And areas where you believe your team is strong, you may actually be weaker in.

In the Team Assessment Report, you will have the ability to drill down into each question to see exactly how the team feels. This is a powerful and safe dialogue starter and what gets measured, gets improved.

We recommend re-assessing your team 6 to 9 months after your retreat to see how much your team has improved and areas that require additional work.



5. MEASURE YOUR TEAM'S CULTURE

Again, what gets measured, gets improved. You cannot improve what you do not understand. We find that measuring team culture can be a powerful way to see what the team as a whole is thinking collectively.

We recommend a powerful, yet simple culture scan instrument that identifies the current culture, the desired culture, and key words that describe each team member's own respective values. This insight can help you understand mentally where the team is at collectively.

WHAT GETS MEASURED, GETS IMPROVED

6. MAKE TIME TO DO THIS WELL

Give your team retreat the time it deserves. Set aside two full days.

As powerful as the Five Dysfunctions of a Team model is, it still takes time. The greater the dysfunction, the larger your team, the more time you need to take.

It is that important.

If you are planning to pound through the workshop in a half day or a day, go back to number one and ask yourself, "Is this an event or a turning-point in the team and company?"

THE LARGER YOUR TEAM, THE MORE TIME YOU NEED TO TAKE



7. POST SESSION FOLLOW-UP

Completing the 30-60-90 Day Rainmaker Five Dysfunctions Follow-Up Program is your glue. This is what will make things stick.

If you are committed to making your Five Dysfunctions of a Team retreat a turning-point for your team, it is critical that you have a 30-60-90 day follow-up program to ensure the commitments and accountabilities are adhered to. It can take six weeks to break old habits. It takes “constant gentle pressure” to ensure the new norms and ways of engaging one another stick.

8. FEEDBACK LOOPING

Teams who are committed to turning their team performance around have team meetings focused on what matters most – they share 331 information:

- 3 things going well
- 3 things not going well
- 1 area needing improvement

Candid feedback looping is essential to strong team performance.

9. CREATE A PLAYBOOK

Complete a team “playbook” to create awareness around team norms, communication style, preferences, etc.

There are key take-aways that your team can use in the short and long-term to improve how they work together and as a reminder of what they must do to improve team function. This information is best collected and shared via a “playbook.”



RECOMMENDED INFORMATION TO INCLUDE IN YOUR PLAYBOOK:

- Communication “do and don’t” lists from each team member.
- Team commitments
- Team norms
- Individual strengths and growth opportunities
- Rules of engagement (rules agreed upon during the meeting) and meeting standards.
- 331 information



