

The Five Dysfunctions of a Team

High Performing Team

Dysfunctional Team

- Extraordinary and recurring performance, Team-based results
- Highly motivated Team

Inattention to RESULTS

- Poor performance and results
- Team turnover

- Poor performers are managed and held accountable
- Same standards apply to everyone

Avoidance of ACCOUNTABILITY

- Missed deadlines and key deliverables
- Poor performance is tolerated and creates environment of resentment and hopelessness

- Buy-in and alignment on common objectives
- Clarity on direction and priorities
- Highly engaged Team members

Lack of COMMITMENT

- Ambiguous direction and priorities
- Revisit discussions again and again
- Absenteeism

- Confront problems and issues quickly
- Develop practical solutions
- Get input from all Team members, minimal politics

Fear of CONFLICT

- Go around problems
- Do not confront tough issues or behaviors
- Lack of transparency drives confusion

- Safe environment to speak up
- Team members help each other
- Leverage strengths for the Team

Absence of TRUST

- Hesitate to ask for help
- Conceal weaknesses
- Dread meetings/avoid Team members