# The FIVE Dysfunctions of a Team

**by Patrick Lencioni**

### Dysfunctions and ways to Overcome each one

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### Members of dysfunctional teams...

- 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

### Members of trusting teams...

- Retains achievement-oriented employees
- Minimizes individualistic behavior
- Enjoys success and suffers failure acutely
- Benefits from individuals who subjugate their own goals/interests for the good of the team
- Avoids distractions

### Dysfunctions

1. **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

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5. **Is easily distracted**
   - 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

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### Inattention to Results

- Public declaration of results
- Results-Based rewards
- Setting the tone for a focus on results from the leader

### Avoidance of Accountability

- Publication of goals and standards
- Simple and regular progress reviews
- Team rewards
- Ability of leader to allow the team to serve as the first and primary accountability mechanism

### Lack of Commitment

- Cascading Messaging
- Deadlines
- Contingency and Worst-case scenario analysis
- Low-risk exposure therapy
- Ability of leader to not place too high of a premium on consensus or certainty

### Fear of Conflict

- Mining for conflict
- Real-Time Permission
- Personality and Behavioral Preference tools
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### Absence of Trust

- Personal Histories Exercise
- Team Effectiveness Exercise
- Personality and Behavioral Preference Profiles
- 360-Degree Feedback
- Experiential Team Exercises
- Demonstration of vulnerability first by leader

### Members of trusting teams...

- Creates clarity around direction and priorities
- Aligns the entire team around common objectives
- Develops an ability to learn from mistakes
- Takes advantage of opportunities before competitors do
- Moves forward without hesitation
- Changes direction without hesitation or guilt

### Dysfunctions

1. **Create environments where back-channel politics and personal attacks thrive**
2. **Ignore controversial topics that are critical to team success**
3. **Fail to tap into all the opinions and perspectives of team members**
4. **Waste time and energy with posturing and interpersonal risk management**

### Lack of Commitment

- Creates clarity around direction and priorities
- Aligns the entire team around common objectives
- Develops an ability to learn from mistakes
- Takes advantage of opportunities before competitors do
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### Absence of Trust

- Admit weaknesses and mistakes
- Ask for help
- Accept questions and input about their areas of responsibility
- Give one another the benefit of the doubt before arriving at a negative conclusion
- Take risks in offering feedback and assistance
- Appreciate and tap into one another’s skills and experiences
- Focus time and energy on important issues, not politics
- Offer and accept apologies without hesitation
- Look forward to meetings and other opportunities to work as a group

### Fear of Conflict

- Have lively, interesting meetings
- Extract and exploit the ideas of all team members
- Solve real problems quickly
- Minimize politics
- Put critical topics on the table for discussion

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