

A black and white photograph of a person standing on a rocky ridge, looking out at a large, snow-capped mountain range under a starry night sky. The person is silhouetted against the lighter sky. The mountain range is in the background, with a layer of clouds or mist in the foreground.

Team Success Factors

The Five Dysfunctions of a Team, A Leadership Fable

Driving High Performance | Team Success Factors



*The Five Dysfunctions
of a Team, A
Leadership Fable*
Lencioni, Patrick





**Think About A Team
That Wants To Climb
Mt. Everest**

What is Driving Them?

.... A SHARED PURPOSE

To challenge themselves to do something extraordinary

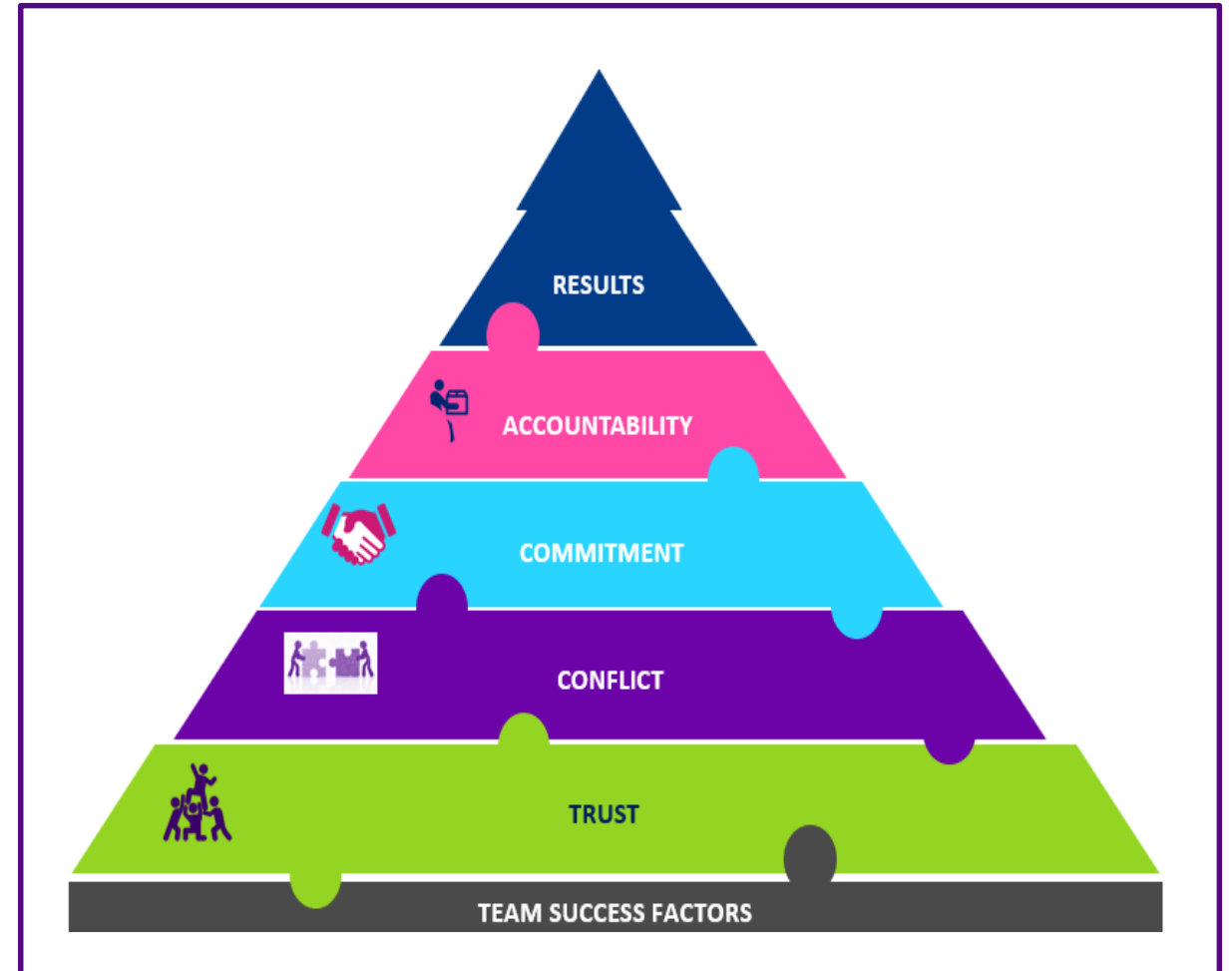


Team Success Factors

In order to achieve it,
which they will eventually do ...

it takes 5 key elements!

Let us discover step by step what
they are...



Element 1

The night before they leave their first base camp, they **CAN** feel safe and sleep well ...

WHY?



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...because they TRUST one another....

Element 1 - TRUST



So what is TRUST ?

CREDIBILITY - Relates to our words & is revealed in our credentials and honesty

RELIABILITY - Relates to our actions & is revealed by keeping our promises

INTIMACY - Relates to our emotions; people feel safe talking about difficult agendas

$$T = C + R + I$$

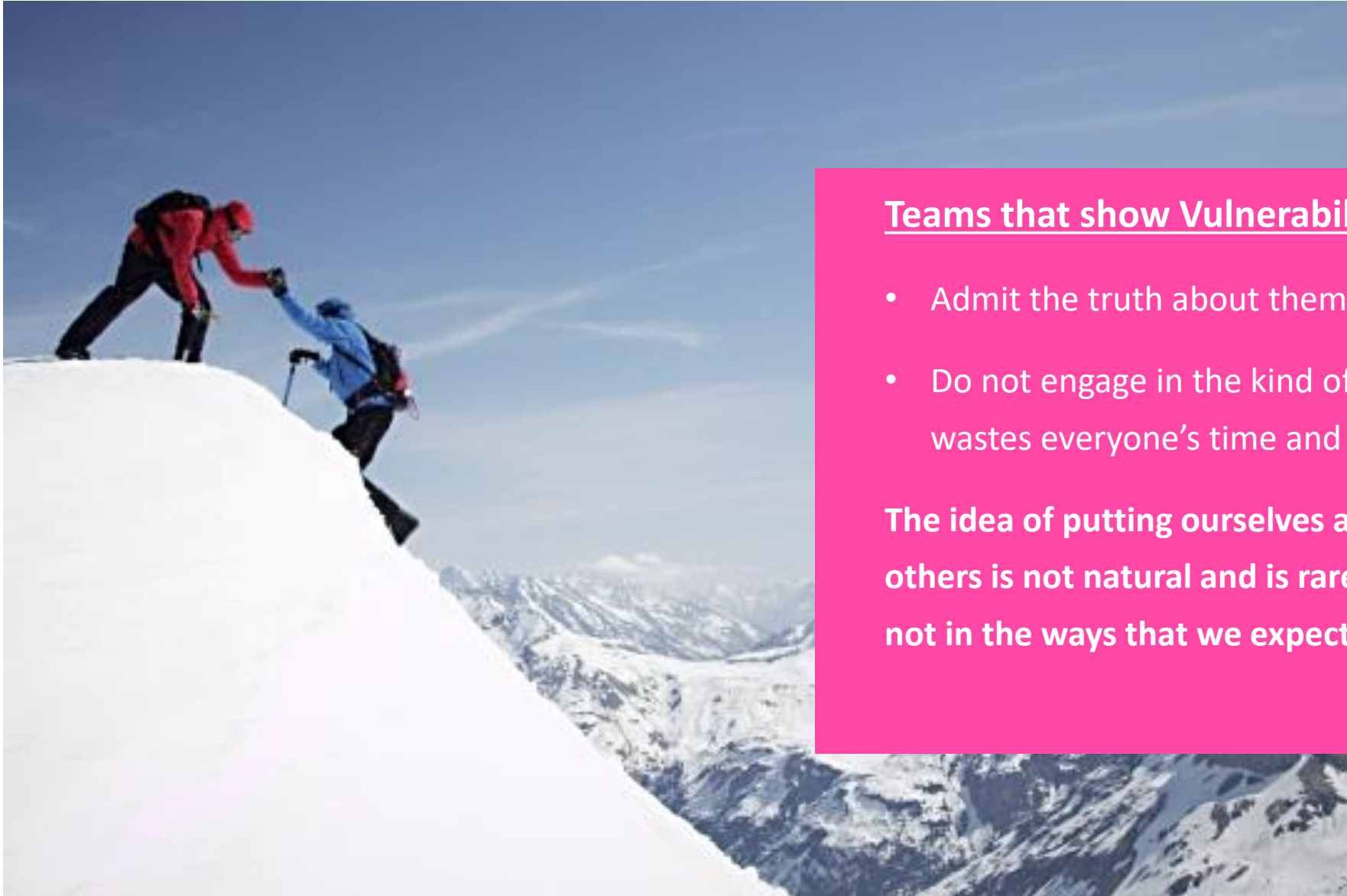
TRUST

S

SELF-INTEREST - Relates to our caring and is revealed in our focus (us or them?)



Element 1 - Vulnerability-based TRUST



Teams that show Vulnerability – Based Trust:



- Admit the truth about themselves
- Do not engage in the kind of political behaviour that wastes everyone's time and energy

The idea of putting ourselves at risk for the good of others is not natural and is rarely rewarded, at least not in the ways that we expect



How does this apply to the teams we work in?



| | Teams with an absence of TRUST | Teams with high levels of TRUST |
|------------------|--|--|
| Element 1: TRUST | <p>Behavioural examples</p> <ul style="list-style-type: none">⚡ Conceals their weaknesses and mistakes from one another⚡ Hesitates to provide constructive feedback⚡ Doesn't offer help to people outside of their own areas of responsibility⚡ Jumps to conclusions about the intentions of others without attempting to clarify them | <p>Behavioural examples</p> <ul style="list-style-type: none">✓ Offers and accept apologies without hesitation✓ Accepts questions and input about their areas of responsibility✓ Taps into one another's skills and experiences✓ Focuses time and energy on important issues, not politics |
| |  |  |



Element 2

Element 2: Productive Conflict



The team debated on the best route for them to take...



**...they are not afraid to engage in productive
conflict to get to the best solution....**

Element 2: Productive Conflict

What is productive conflict?



A **helpful mindset** – *“Conflict is both necessary and good”*

- Healthy conflict includes **passionate and emotional** debate over **ideas**
- Good conflict is not about winning a debate, it is about **listening** to someone else’s ideas and **considering** their point of view
- It **is not about** politics, insults, or personal comments



How does this apply to the teams we work in?



| | | Teams that fear CONFLICT | Teams that encourage PRODUCTIVE CONFLICT |
|--------------------------------|----------------------|---|---|
| Element 2: PRODUCTIVE CONFLICT | Behavioural examples | <ul style="list-style-type: none"> ⚡ Ignores controversial topics that are critical to team success ⚡ Fails to tap into all the opinions and perspectives of team members ⚡ Creates environments where back-channel politics and personal attacks thrive | <ul style="list-style-type: none"> ✓ Exploits the ideas of all team members ✓ Puts critical topics on the table for discussion and solve real problems quickly ✓ Have lively, interesting meetings ✓ Creates an environment where back channel politics are unacceptable |
| | |  |  |



ELEMENT 3



Now the team have agreed the route, what does it take to get there?

Element 3: COMMITMENT

Full Commitment



Clarity

&

Buy In



How does this apply to the teams we work in?



| | | Teams that fail to COMMIT | Teams that are fully COMMITED |
|-----------------------|----------------------|--|--|
| Element 2: COMMITMENT | Behavioural examples | <ul style="list-style-type: none"> ⚡ Create ambiguity among the team about direction and priorities ⚡ Watch windows of opportunity close due to excessive analysis and unnecessary delay ⚡ Breed lack of confidence and fear of failure ⚡ Revisit discussions and decisions again, and again | <ul style="list-style-type: none"> ✓ Create clarity and align the team around common objectives, priorities and direction ✓ Develop an ability to learn from mistakes ✓ Breed confidence and comfort to take “reasonable” risks ✓ Take advantage of opportunities fast, before competitors do |
| | |  |  |



ELEMENT 4

Element 4: Accountability



...they hold each other accountable for the team's joint success!



Element 4: Accountability


...accountability is about keeping each other to the team standards...



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How does this apply to the teams we work in?

| | Teams that avoid ACCOUNTABILITY | Teams that hold one another ACCOUNTABLE |
|---------------------------|---|--|
| Element 2: ACCOUNTABILITY | <p>Behavioural examples</p> <ul style="list-style-type: none">⚡ Create resentment among team members who have different standards of performance⚡ Encourage mediocrity⚡ Miss deadlines and key deliverables⚡ Place an undue burden on the team leader as the sole source of discipline | <p>Behavioural examples</p> <ul style="list-style-type: none">✓ Ensure that poor performers are encouraged & feel pressure to improve✓ Identify potential problems quickly by questioning one another's approaches✓ Release team leader from burden as unique source of discipline✓ Establish respect among team members who are held to the same high standards |
| |  |  |



Element 5 : Results Focused

...the team synchronise their efforts & keep focused on the collective **results**...



Element 5 : Results Focused





...Especially when
facing adversity and
challenge



How does this apply to the teams we work in?



| | | Teams that don't focus on RESULTS | Teams that keep focused on RESULTS |
|--------------------------|----------------------|--|--|
| Element 2: RESULTS FOCUS | Behavioural examples | <ul style="list-style-type: none">⚡ Are easily distracted⚡ Lose achievement-oriented employees⚡ Stagnate and fail to grow⚡ Rarely defeat competitors | <ul style="list-style-type: none">✔ Avoid distractions and keep focus on the common goal✔ Retain achievement-oriented individuals✔ Subjugate their own goals & interests for the good of the team✔ Minimize individualistic behaviours |
| | |  |  |



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