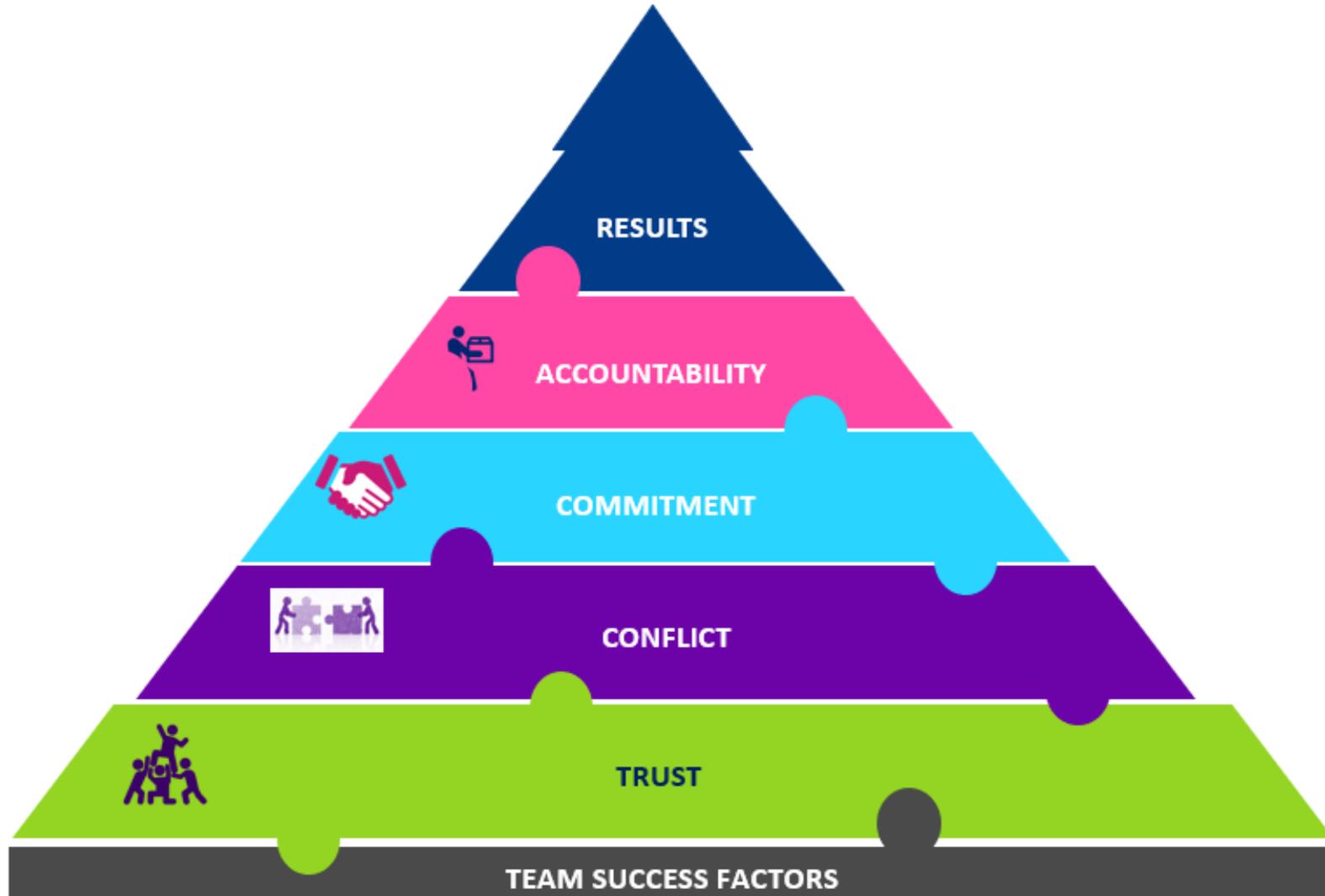


A person is silhouetted against a dark, starry night sky, standing on a rocky peak. In the background, a range of jagged, snow-capped mountains rises above a layer of mist or clouds. The overall scene is dark and atmospheric, with the stars providing a soft, scattered light.

# 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***

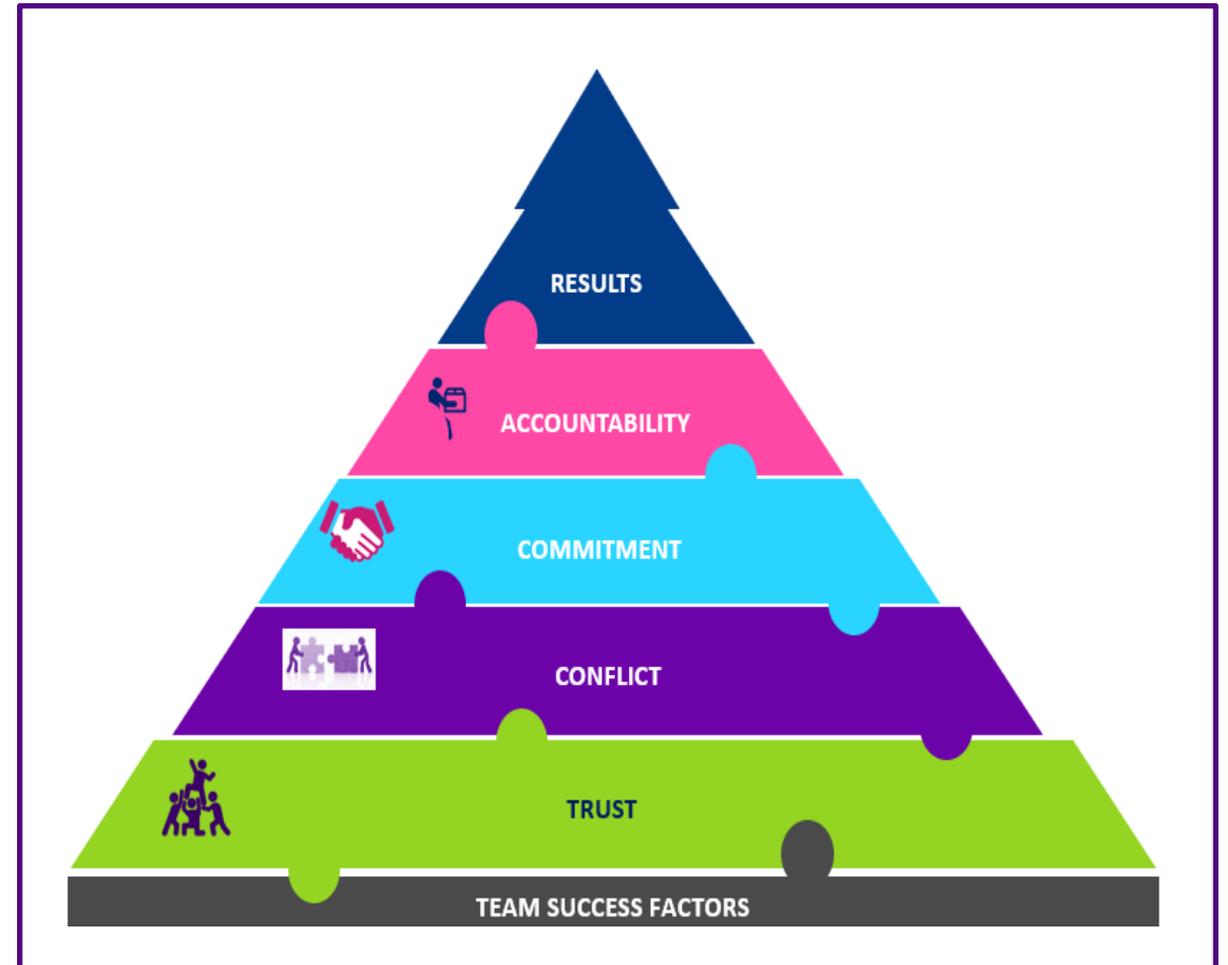


## Team Success Factors

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?*



**...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

$$T = C + R + I$$

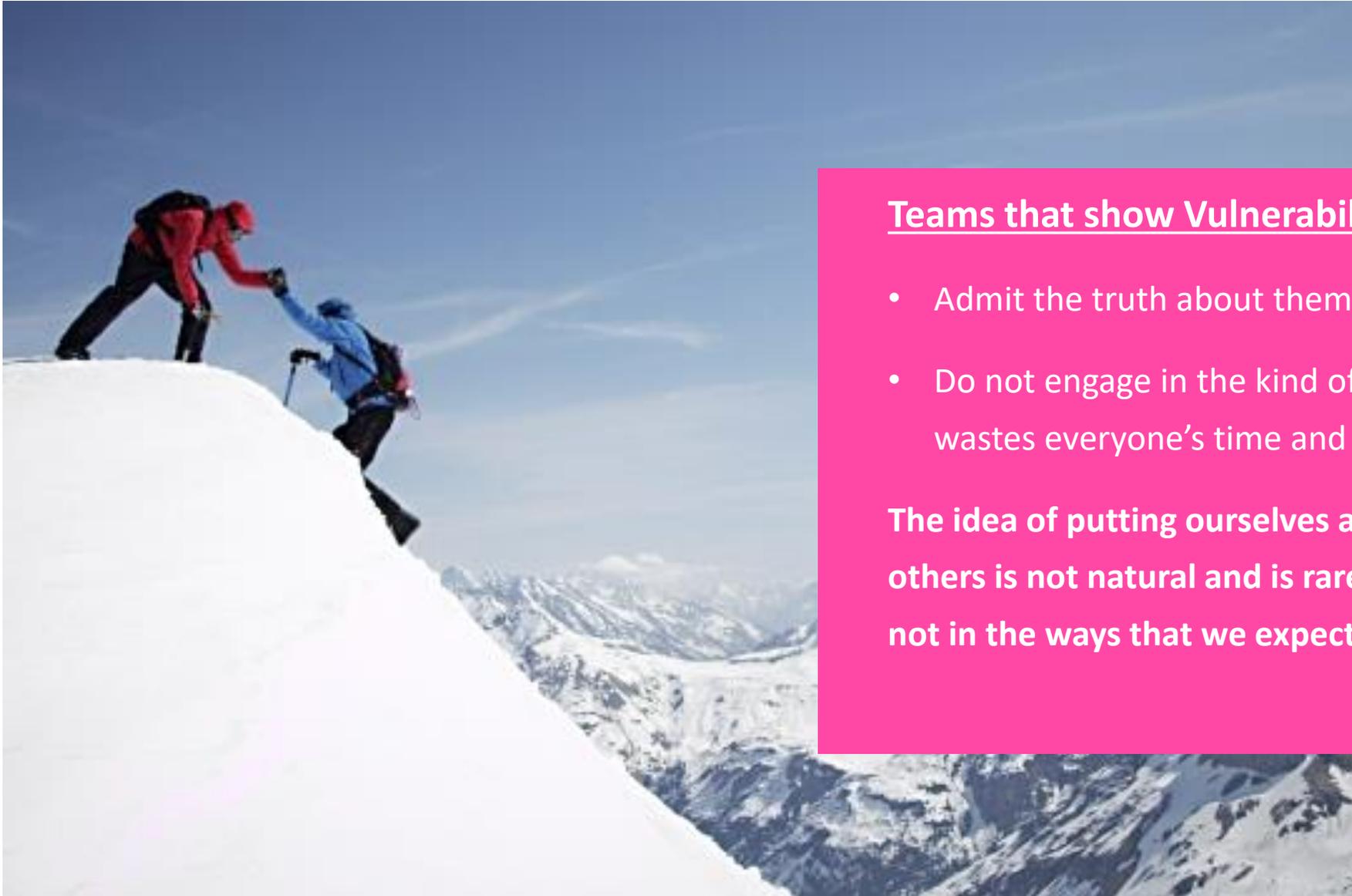
TRUST

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



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



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



# 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...**



# How does this apply to the teams we work in?



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



## 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	<p><b>Behavioural examples</b></p> <ul style="list-style-type: none"> <li>⚡ Are easily <b>distracted</b></li> <li>⚡ <b>Lose</b> achievement-oriented employees</li> <li>⚡ <b>Stagnate</b> and <b>fail to grow</b></li> <li>⚡ <b>Rarely</b> defeat competitors</li> </ul>	<p><b>Behavioural examples</b></p> <ul style="list-style-type: none"> <li>✔ <b>Avoid</b> distractions and keep focus on the common goal</li> <li>✔ <b>Retain</b> achievement-oriented individuals</li> <li>✔ Subjugate their <b>own goals &amp; interests</b> for the <b>good of the team</b></li> <li>✔ <b>Minimize</b> individualistic behaviours</li> </ul>
		



# Driving High Performance | Team Success Factors



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



