

The FIVE DYSFUNCTIONS of a TEAM

THE LEADERSHIP FABLE

rightnow MEDIA +  the table group
a patrick lencioni company

HANDOUT

SESSION ONE: The Five Dysfunctions

Before going through the questions on this handout, watch Session One: *The Five Dysfunctions*

○ Review

How would you define the concept of teamwork? In what ways did your thoughts change after hearing Patrick's explanation?

In what ways do you try to encourage teamwork among your peers? How well does your current team work together?

If teamwork is a struggle, what might be some of the reasons driving that challenge? What might need to change for teamwork to become successful?

○ Explore the Principles Further

Absence of Trust

Why do you think this kind of trust is so foundational to teamwork? How have you seen its absence affect the culture of the teams you've been a part of?

Of the symptoms Patrick listed that result from a lack of vulnerability-based trust, which resonated most with you? Why?

At the moment, how do you try to build trust with your fellow team members? What could you do to improve your efforts?

Fear of Conflict

How does productive conflict strengthen a workplace?

What does conflict look like in your team's dynamic? Do you feel the freedom to engage in productive conflict with the other members of your team? Why or why not?

How have you experienced unhealthy conflict in a team environment? How did it affect the team? What factors fueled the unhealthy conflict?

Lack of Commitment

How strong is the commitment level of your team? In what ways could it be improved?

What are some of the practical consequences of a team that lacks commitment?

Why could a focus on consensus be mistaken for the value Patrick describes as commitment? What would you say is the difference between the two? Why is it important? What might commitment look like for your team?

Avoidance of Accountability

How is your team kept accountable to deliverable goals? What are some ways accountability could be strengthened among your team members?

According to Patrick, what is the difference between conflict and accountability?

What are the advantages for a team when each person is committed to keeping one another accountable to their tasks? Where do you need to grow in this regard? What about your team?

Inattention to Results

How well does your team focus on collective results? What are some of the obstacles that stand in the way?

In what ways do you encourage your fellow team members to focus on collective results?

How did you respond to Patrick's explanation of his Team Number One concept? How does his advice impact your priorities with your current team?

○ Apply What You've Learned

Select an activity from the list below to begin applying the lessons of this session to your organization.

Memorize: Commit to memory the five dysfunctions of a team. Create a simple description of each in your own words to help you recognize them in the future.

Write it Down: Set aside some time to consider and take note of the top three behaviors within your team that could lead to dysfunction. Under each, list some ways you can help encourage growth in those areas.

Interact: Reach out to someone you know who belongs to a team that deals well with dysfunction. Schedule some time with him or her to learn how you could better interact with your own team.

Read: If you have not already done so, read "The Fable" portion of Patrick Lencioni's, *The Five Dysfunctions of a Team* and pages 187–190 to further develop your understanding of the primary dysfunctions threatening the success of teams.

Act Differently: Consider which of the five dysfunctions has the most potential to surface in your life. Be intentional about confronting that area for the sake of personal growth in the way you relate to your team.

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SESSION TWO: Case Study and Q&A with Patrick Lencioni

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◦ Review

Having studied each of the five dysfunctions, which one or ones appears in your current team?

What steps has your team taken to mature in that dysfunction? What results have resulted from those efforts?

Of the five dysfunctions, which best describes the area where you need to grow personally? In what ways can you begin that process this week? Who can you invite into your development for support?

◦ Explore the Principles Further

How well do you and your fellow team members demonstrate trust in one another? What are some factors that encourage deeper trust? What obstacles stand in the way?

What has been your previous experience with a lack of trust within a team? How did you respond to it personally? What impact did your actions have as a result?

Of the exercises Patrick mentioned, which do you think would most help your team to begin building a similar culture? How could you begin to engage your team members with some of the principles of these exercises in the coming weeks?

How big is your team? In light of Patrick's advice, do you think anything should change about the size of your team? Why or why not?

What experience have you had with virtual teams? What have you learned that will help you create trust with others in a virtual environment going forward?

How did Patrick's comments about generational, gender, and cultural differences strike you? In what ways did they cause you to think differently about those differences among the members of your team?

Considering Patrick's comments, how could you practically interact with more boldness toward those team members who are different than you?

As a result of this study, how could you begin to integrate the information you have learned into your own practices? What will you do differently to interact with your team in a way that overcomes dysfunction?

◦ Apply What You've Learned

Select an activity from the list below to begin applying the lessons of this session to your organization.

Memorize: Commit to memory the links between the dysfunctions. Remembering how they connect to one another will help you recognize potential dysfunction earlier than you might have previously.

Write it Down: Of the five dysfunctions, note the one that is most likely to appear in your interactions with your team. Underneath, write down three practical lifestyle changes you can make to pursue growth in that area.

Interact: Practice building vulnerability-based trust with your fellow team members by sharing with them the areas where you are pursuing professional growth. Invite them into that process for personal accountability.

Read: Read pages 191–222 in *The Five Dysfunctions of a Team* and select at least two practical changes you could make that would help you embed a healthier team culture into your organization.

Act Differently: Think about a time when you experienced dysfunction on a team and reacted to it poorly. Consider ways in which you could have responded in a more positive manner. Resolve to use your experience to address dysfunction better in the future.