

SKILL BOOSTER 7: 5 FUNCTIONS OF A HIGH PERFORMING TEAM



REIGNITE DEVELOPMENT
Reflect, Refocus, Results

Introduction

Patrick Lencioni is the author of a book – 5 dysfunctions of a high-performing team. His book and model, developed in 2002 cleverly looks at how you can create a dysfunctional team – thereby if you focus on the reverse as a leader, you can build and lead a high performing team.

His model is similar to Maslow's Hierarchy of Needs: you must start at the bottom and work upwards, without the lower layers, Lencioni's theory suggests you will not get the upper results.

Taken from his book, his model is illustrated as below:



Absence of Trust

Absence of trust is the foundation of all dysfunctions. The root of it is the inability and unwillingness of team members to be vulnerable and open to each other. The team should be a group of people who trust each other. They are in it together. They must accept the risk of being vulnerable. Teams which share personal insights and experiences always show better results!

Fear of Conflict

Conflict is nothing bad. In fact, if regulated, it's usually more productive than you can imagine. Artificial harmony does nobody any good. So, dare to disagree. As a team, master the Art of Disagreement.

Teams built on trust know that disagreements are the only way to make some progress. Their members want to be part of the discussion – to reach the best final decision.

Lack of Commitment

Healthy conflict usually results in commitment. People may struggle to fully commit where they feel they have had to compromise and react even more negatively to 'orders'. Lack of conflict and discussion often leads to lack of commitment to the final decision.

Of course, if the opinion of every team member is heard and discussed, commitment shouldn't be a problem. Once agreed, FULLY commit!

Avoidance of Accountability

If you are fully committed to something, this will drive responsibility and accountability.

Hold Yourself and Others Accountable for the Plan

Not only is every member of a functional team responsible for their own action, but they also hold others accountable for theirs. There's No "I" in Team: Focus on the Collective Result

Inattention to Results

The worst thing that can happen to a team is to become a group of individuals. Take any sports team and you'll understand how healthy teamwork leads to better results. If everyone works for themselves, the results will never come.

Everybody works for the team. Even if that means self-sacrificing from time to time.