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Five Dysfunctions of a Team: Symptoms, Assessment & Intervention

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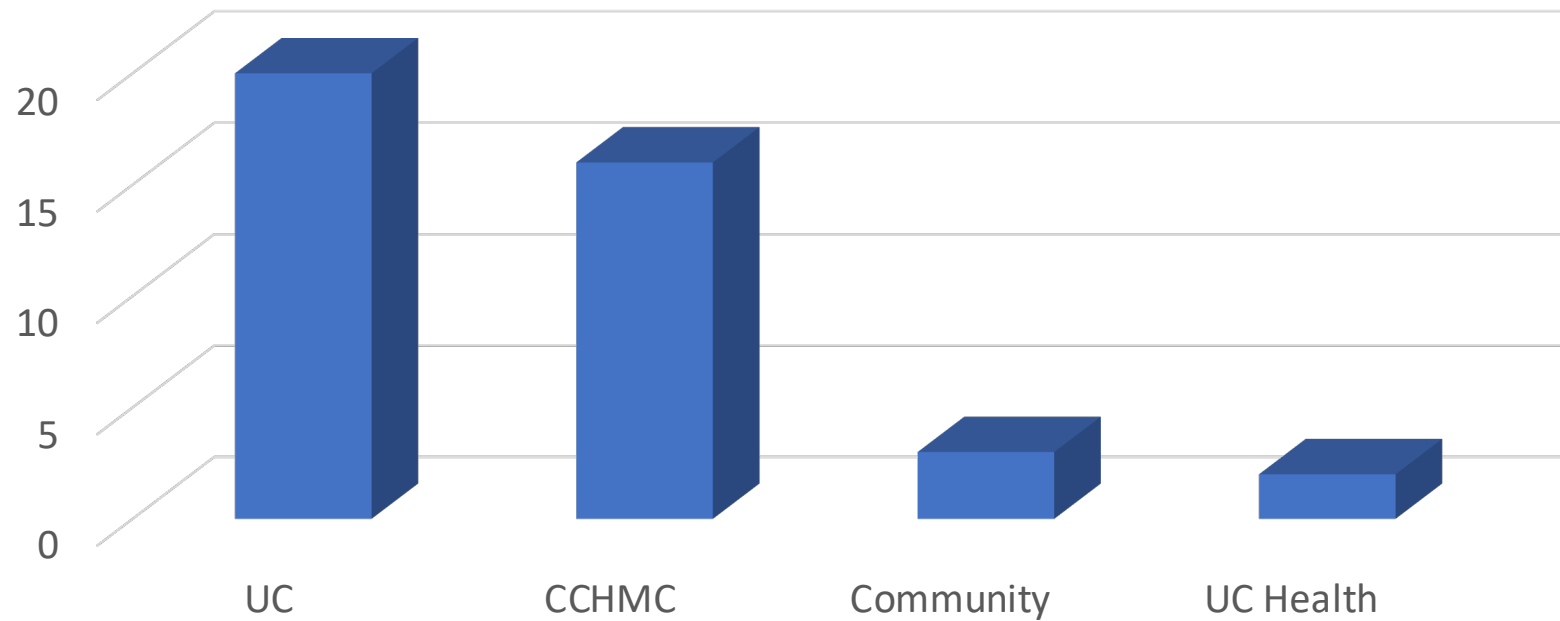
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Recording

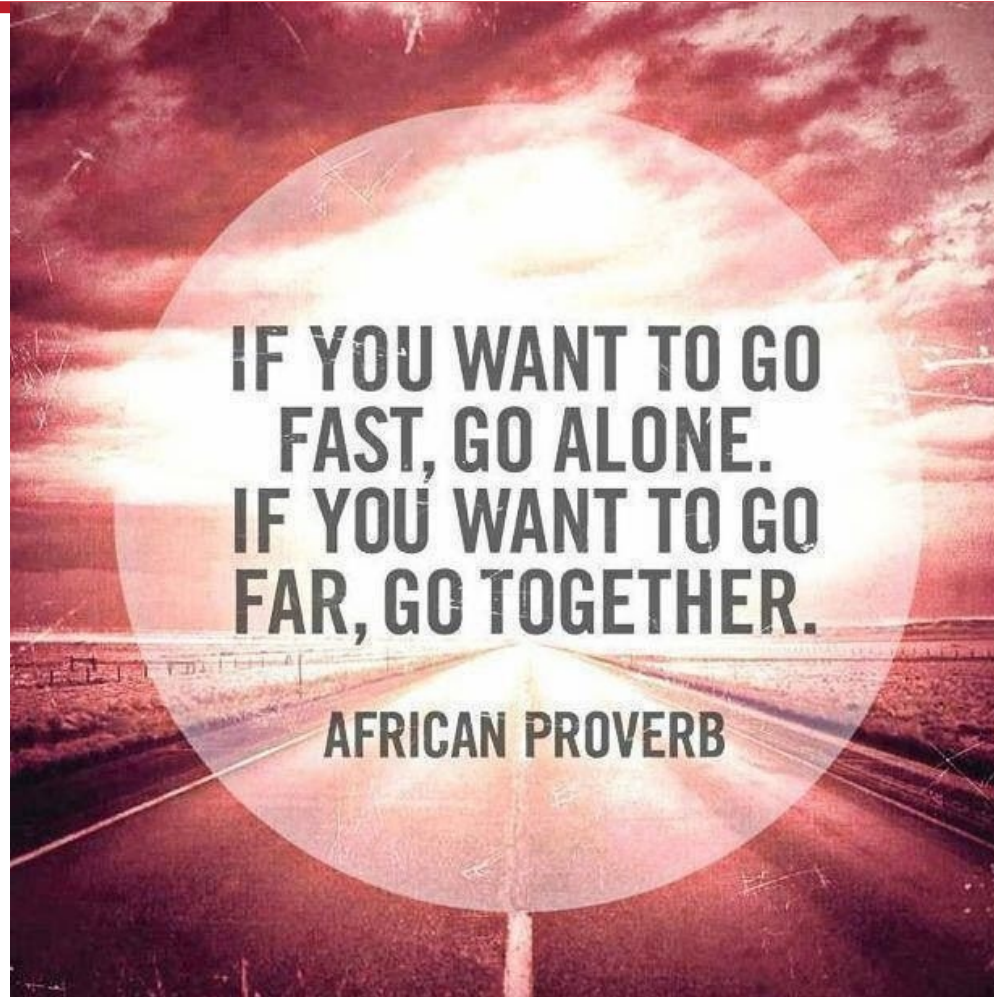
- This workshop is being recorded in WebEx. The camera is focused on the podium and only your voice might be heard on the recording.
- We will also take a few pictures during activities for promotional materials; please sign a release form or let us know if you have concerns.

Welcome! Who's Here?

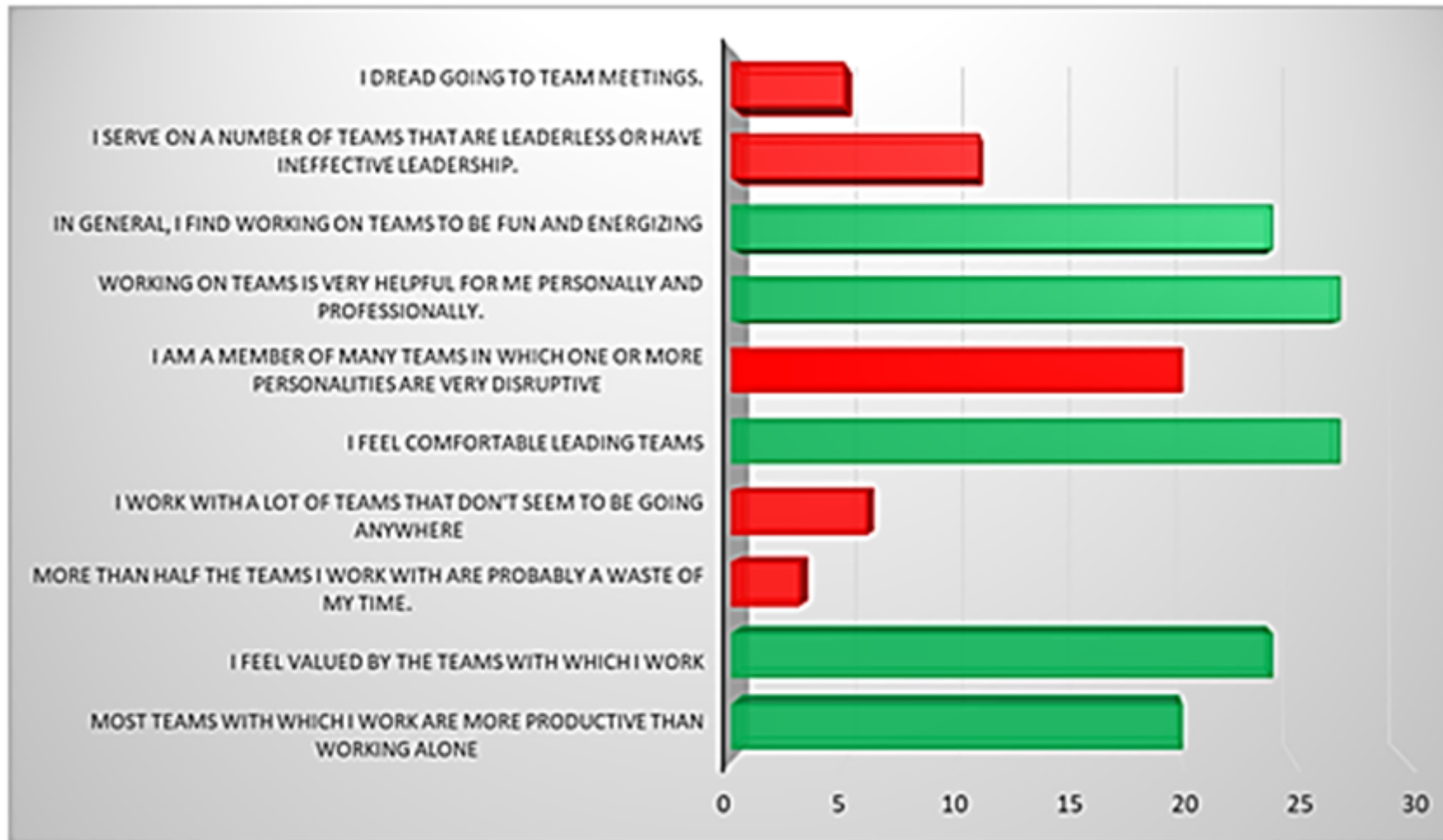
Primary Affiliation



Introduction



Pre-work: Your Experience in Teams



Objectives

1. Understand the functions of a team
2. Apply tools to assess the functional levels of a team
3. Assess the need for, and value of, interventions to address team dysfunctions
4. Describe various types of interventions based on level of dysfunction

Functional Areas of Teams

Task Functions

- Initiating
- Information seeking
- Information giving
- Opinion seeking
- Clarifying
- Elaborating
- Coordinating
- Developing procedures
- Summarizing

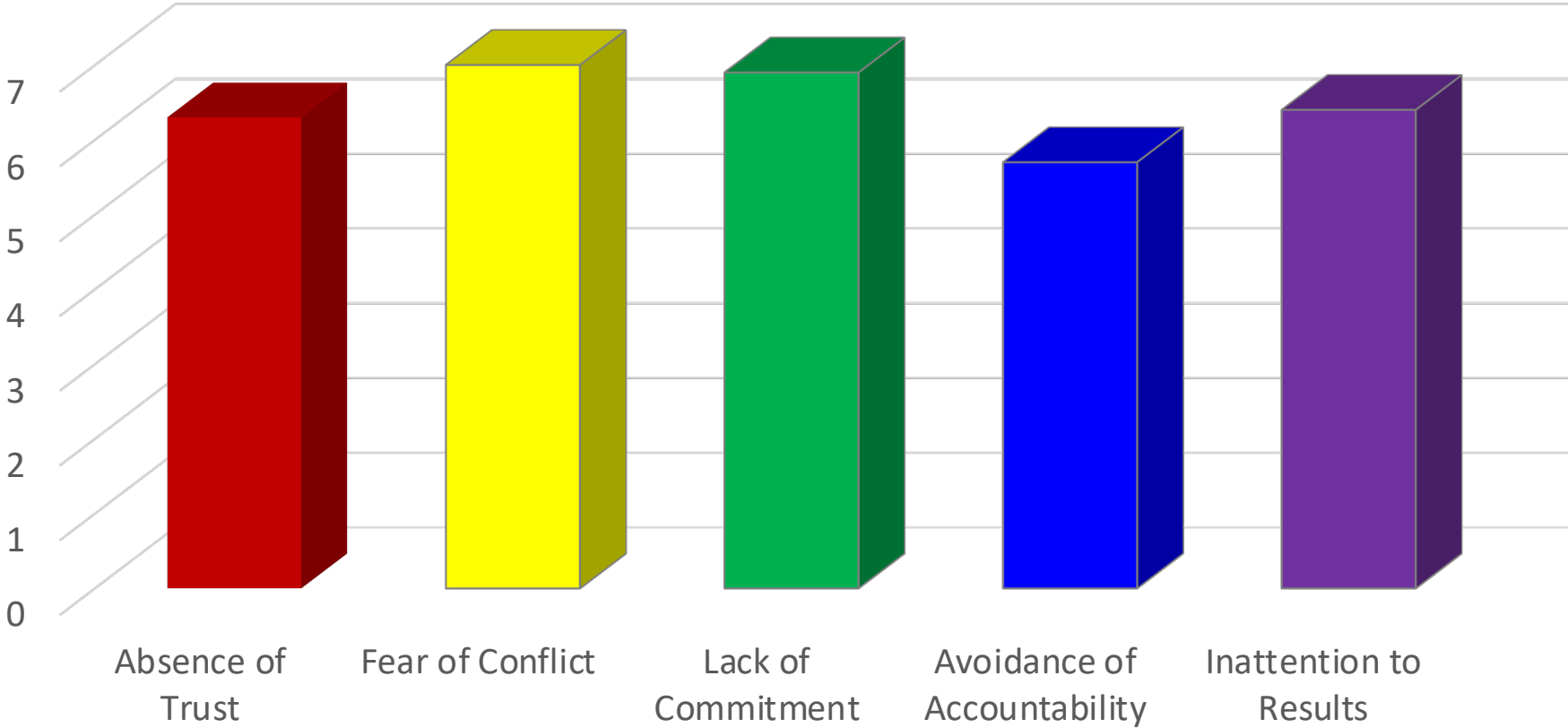
Maintenance (Team) Functions

- Encouraging
- Expressing feelings
- Having fun
- Compromising
- Facilitating communication
- Interpreting
- Listening
- Following
- Declaring success

The Hierarchy of Challenges



Results From Team Assessment Inventory



Understanding

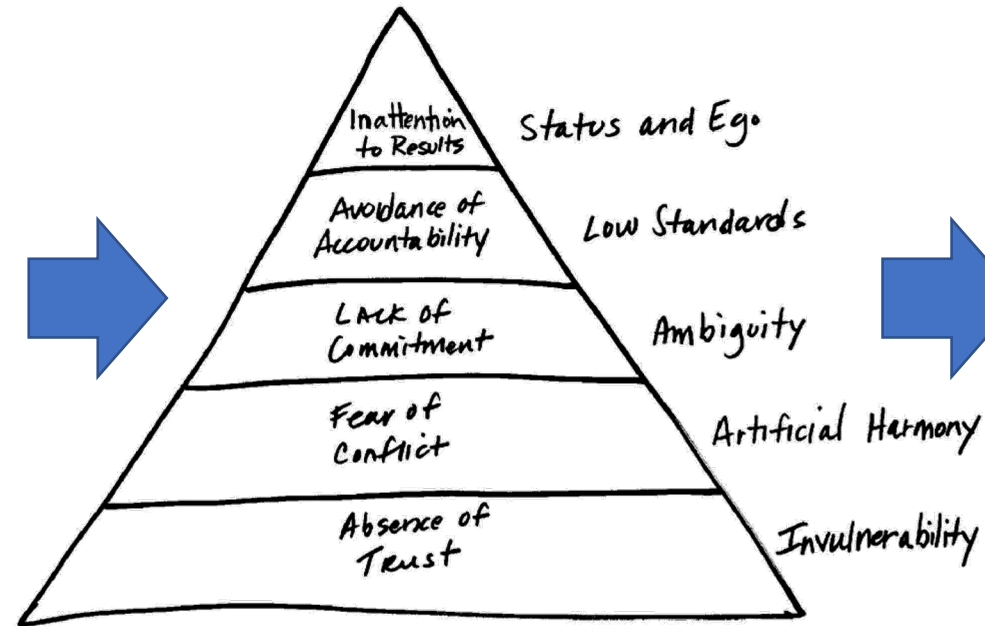


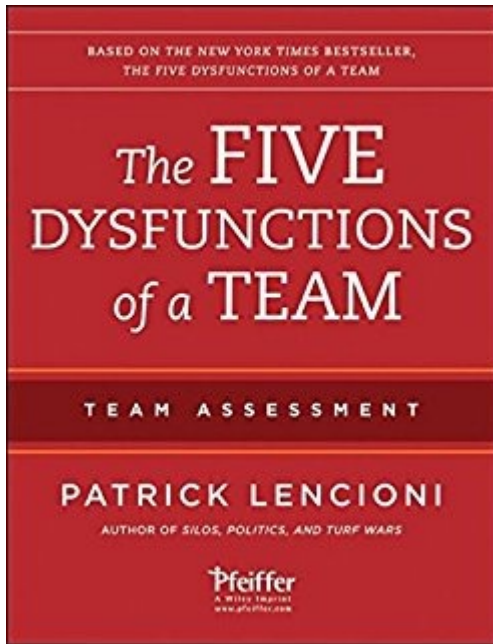
Assessmen



Intervention

**The
Nature of Teams**





Focusing on Results

Tales from the Trenches:

The Troubles We've Seen...



**“I could be a more effective member of the team
if the others would just shut up and go away.”**

Some of My Favorite Dysfunctions

1. I'll do it.....I'll do it.....I'll do it.....Sorry, I just can't do it.

2.



3. It won't work!!!

Tell us about your experiences with Team Dysfunction



Using the sticky notes at your table

- Write down, in a few words:
 - Dysfunctions you have seen in teams
 - Problems you've experienced in teams
 - Stories you've heard about bad behavior in teams
 - Bad team outcomes
 - Other horror stories about teams
- One thought, experience, story, per sticky

Tell us about your experiences with Team Dysfunction



Place your stickies on the wall next to the dysfunction that you believe it **BEST** represents

- Inattention to Results
- Avoidance of Accountability
- Lack of Commitment
- Fear of Conflict
- Absence of Trust

Be careful with “Quick Fixes” !



Symptoms and Diagnosis

Team Exhibits These Symptoms

- Conceal weaknesses & mistakes, hesitate to ask for help
- Jump to conclusions about intentions

Main Issue:

- Shared Situational Awareness



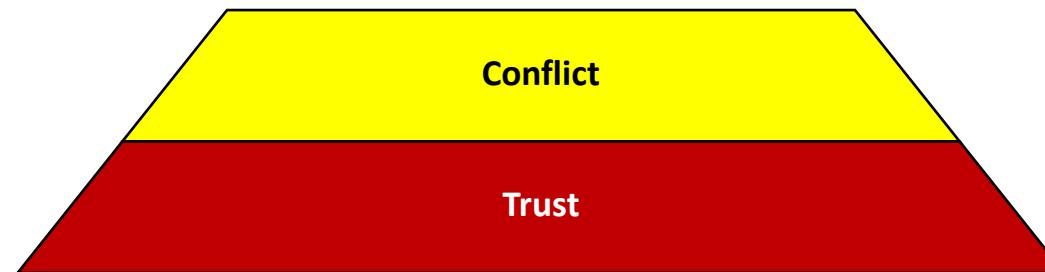
Symptoms and Diagnosis

Team Exhibits These Symptoms

- Back-channel politics and personal attacks thrive
- Waste time and energy with posturing

Main Issue:

- Communication



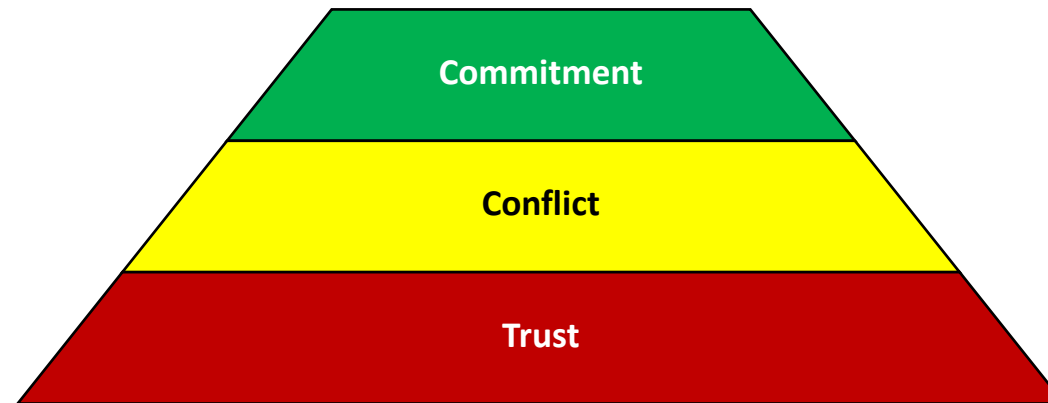
Symptoms and Diagnosis

Team Exhibits These Symptoms

- Revisit discussion and decisions
- Ambiguity about direction and priorities

Main Issue:

- Clear Command Instruction



Symptoms and Diagnosis

Team Exhibits These Symptoms

- Misses deadlines and key deliverables
- Mediocre performance

Main Issue:

- Shared Experience



Symptoms and Diagnosis

Team Exhibits These Symptoms

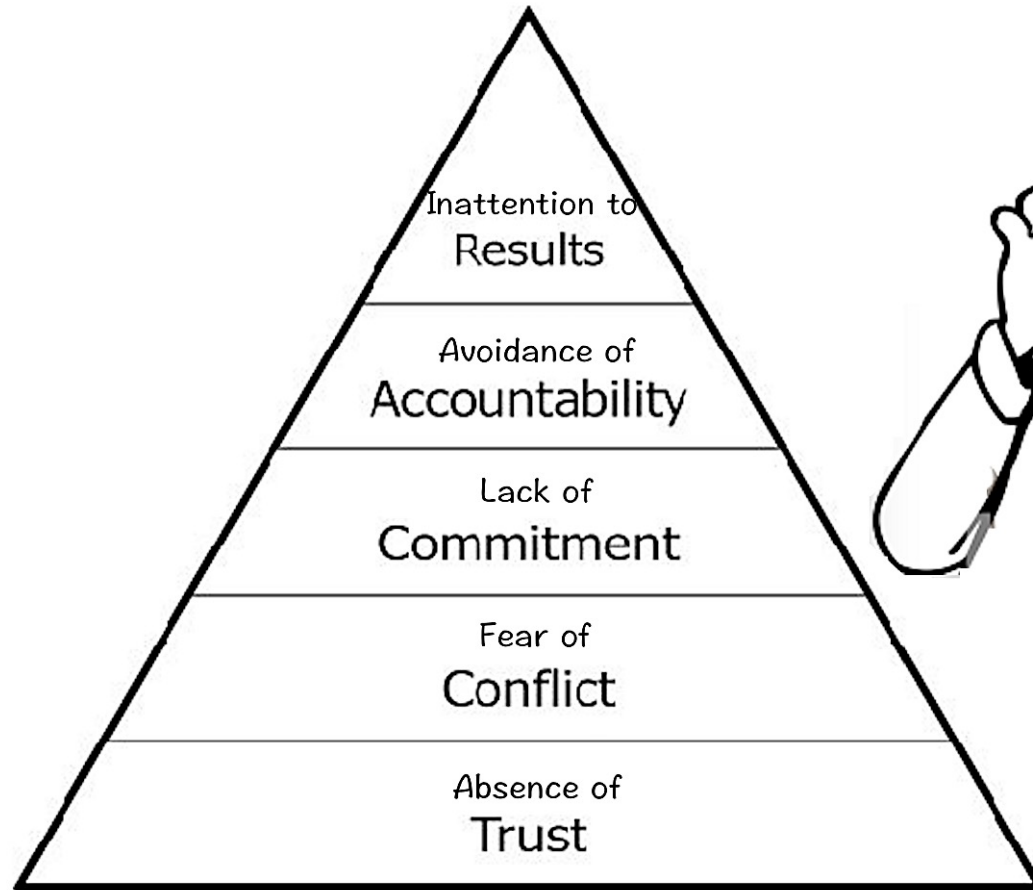
- Stagnates or fails to grow.
- Avoids Obstacles and individuals goal focus.



Main Issue:

- Shared Values

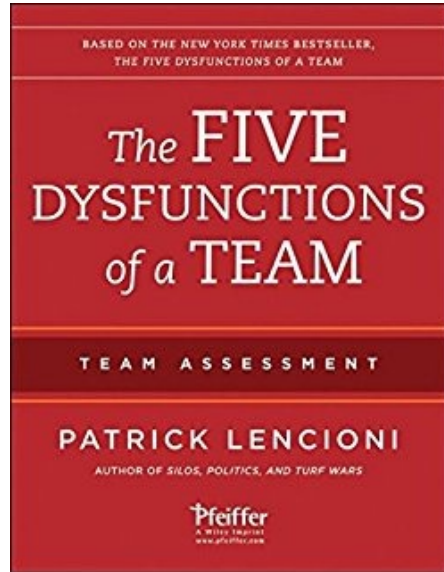
Team Dysfunction Causes and Results



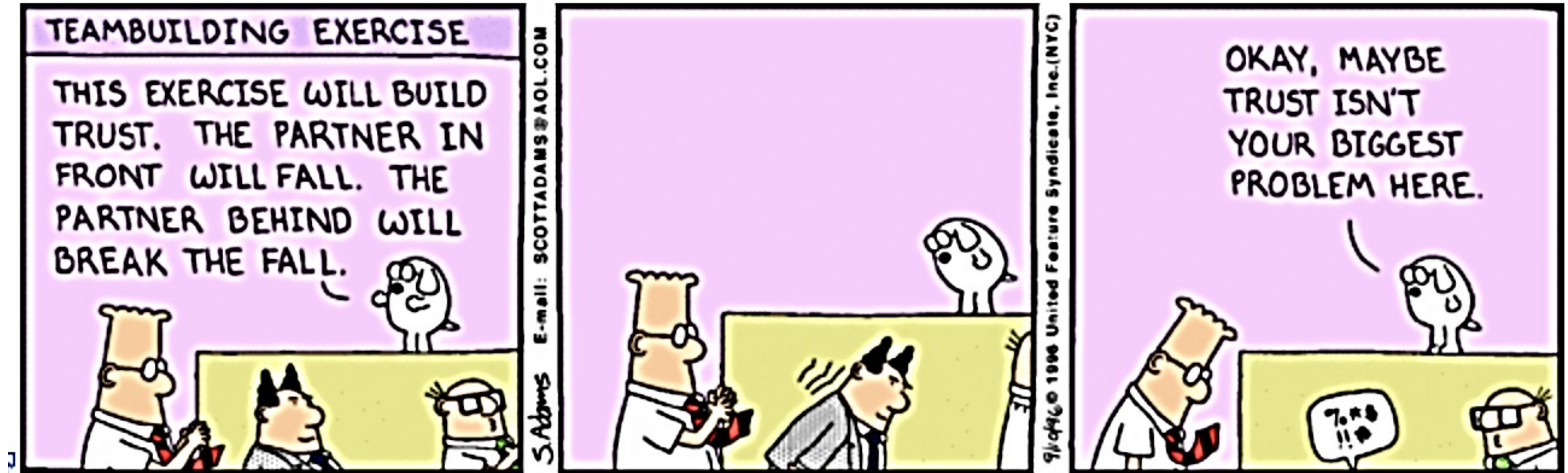
Evidence:

- ← Ego and Politics
- ← Low Standards
- ← Ambiguity
- ← Artificial Harmony
- ← Invulnerability

Addressing Dysfunction from the Ground Up



Absence of Trust



Absence of Trust

- Team members afraid to ask for help
- Mistakes are hidden
- Skills and experience not shared
- Jump to conclusions about the intentions and aptitudes of others

Teams who Trust

- “Teamwork begins by building trust. And the only way to do that is to overcome our need for invulnerability.” –*Patrick Lencioni*
- Are honest about their abilities
- Not afraid to say they were wrong about something
- Feel comfortable asking for help
- Not afraid to say, “I’m sorry”



Table Activity: Building Trust

- Connect as humans:
 - Tell something about yourself that may surprise others
 - Discuss the responses of the table members, noting similarities and differences of experiences

Trust Take-Home Ideas

TRUST ISN'T ABOUT LIKING
YOUR TEAM. IT'S ABOUT
BEING ABLE TO COUNT ON
YOUR TEAM.

~ Adam Grant ~

A team is not a group
of people who work
together. A team is a
group of people who
trust each other. -

- It's not about who you are, it's about who you are together.
- Why do we have the meeting *after* the meeting?

Fear of Conflict



Fear of Conflict

- The meeting-after-the-meeting to vent
- Arguments make people uncomfortable
- Fear of hurting someone's feelings

Teams that Master Conflict

- Agree on how to handle conflict
- Accept that some have skills others don't have
- Are not afraid to disagree, challenge and question one another
- Don't go behind each other's back
- Get ideas from all the members
- Don't play politics



Table Activity: Mastering Conflict

- Setting Conflict Management Norms:
 - Each person should write down their preferences for acceptable & unacceptable behaviors around discussions & debates (e.g., tone of voice, use of language, participation, etc.)
 - After sharing, develop a list of no more than 5 items that represent the team's idea of productive discussion
 - At completion of the activity, we'll share some of your rules of engagement

Conflict Take-Home Ideas

- Challenge the idea, not the person.
- If everyone is on the same page at the beginning, it's probably not going to be a very interesting story.
- Agreement is the destination, debate and discussion pave the road.
- Assume positive intent.
- Aim for “social, intellectual, and professional” integration of all members of the team.
- Express appreciation every time you feel it; the more you express it, the more you feel it, and the more it comes back around.

Lack of Commitment



Lack of Commitment

- Members are confused about purpose
- Afraid to take wrong action
- Second guess each other
- Keep discussing the same issues

Teams that Achieve Commitment...

- Know where they are going
- Learn from their mistakes
- Move forward
- Get there first



Strategies for Building Commitment

1. Establishment of a common goal
 - Intent is to provide the team with a common sense of purpose
2. Organizational clarification
 - Intent is to clarify team direction
3. Clarification of team principles
 - Intent is to create a set of norms for managing the life of the team:
 - e.g., meeting structure & schedule, preferred method(s) of communication, etc.

Table Activity: Achieving Commitment

- What symptoms of lack of team commitment have you observed on your past or current teams? Create a list at your table.
- Choose a strategy (treatment) from the list provided (***or come up with your own***), to address a symptom you listed.

Commitment Take-Home Ideas

- You have to know where you are going before you start your trip.
- Make sure your team is traveling together.
- It may not be a lack of commitment, it may be a lack of direction.

Avoidance of Accountability



“To address this mistake we must use root-cause analysis. I’ll begin by saying it’s not my fault.”

Avoidance of Accountability

- Some members coast
- Team achieves uninspired outcomes
- The project drags out
- One person does all the work

Teams that Embrace Accountability

- Hold each other to standards for behavior and results
- Give constructive feedback
- Respect each other



Table Activity: Embracing Accountability

- Team Effectiveness Exercise
 - For each person in the group, respond to the following question about their team members:
 - What is the single most important behavioral characteristic demonstrated by this person that contributes to the team's strength?
 - For higher functioning teams:
 - What is one behavior or characteristic demonstrated by a team member that can sometimes obstruct team progress?

Accountability Take-Home Ideas

ACCOUNTABILITY
is the glue that ties
COMMITMENT
to **RESULTS**

ACCOUNTABILITY
BREEDS
RESPONSE-ABILITY.
~STEVEN COVEY



Model vulnerability to create a culture of accountability

HOLDING YOUR TEAM
ACCOUNTABLE ISN'T
AN EXERCISE IN
CONTROL.

IT'S AN EXERCISE IN
EMPOWERMENT.

Inattention to Results



"As soon as I text, IM, tweet, and update my status to 'getting right down to it,' I'll get right down to it."

<http://cdn.arkathick.com/wp-content/uploads/2013/04/productivity-at-work-tips-social-media-distractions.jpg>

Inattention to Results

- Get nothing accomplished
- Work on the wrong things
- Lose star performers
- Team members take care of themselves

Teams that Focus on Collective Results....

- Get things done!
- Stay focused
- Keep star performers
- Take care of each other



Large Group Discussion: Focusing on Results

One potential intervention to focus on

results:

1. Clarify a common goal for your team
2. Discuss & agree upon several objectives that must be accomplished in order to achieve the goal
3. Create a timeline for expected deliverables, including who is responsible
4. Set up a team dashboard to track progress toward your goal! Update the team regularly.

Attention to Results Take-Home Comments

**WHERE YOU PUT YOUR
ATTENTION IS WHERE YOU
GET YOUR RESULTS.**

marcus hay's motto

Where attention goes, energy
flows and results show.

T. Hay Day

Attention with intention gets results
worthy of mention.

— Mark Victor Hansen —

Functional Teams



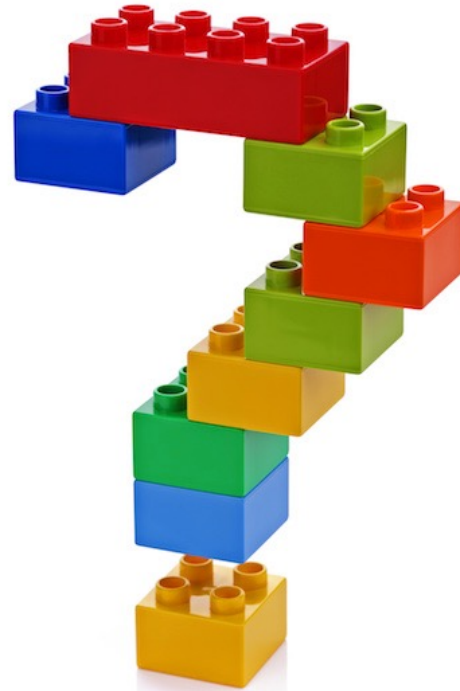
Final Thoughts

- **Effective Teams:**
 - Turn common dysfunctions into strengths
- Any thoughts about how you will be able to apply these skills to your teams?

Citations

- Lencioni P. *The Five Dysfunctions of a Team*. San Francisco, CA: Jossey-Bass; 2002.
- Lencioni P. *Overcoming the Five Dysfunctions of a Team*. San Francisco, CA: Jossey-Bass; 2005.
- Scholtes PR, Joiner BL, Streibel BJ. *The Team Handbook*. 3rd ed. Edison, NJ: Oriel Stat A Matrix; 2010.

Questions



More Team Science Resources

- CCTST CIS Website: cctst.org/programs/CIS
- National Cancer Institute (NCI) Team Science Toolkit:
<https://www.teamsciencetoolkit.cancer.gov/public/Home.aspx>
- Northwestern University Clinical & Translational Sciences Institute:
<http://www.teamscience.net>

Four learning modules about Team Science (simulations)

- The Science of Team Science
- Team Science Research Process in Behavioral Science
- Team Science Research Process in Basic Medical Science
- Team Science Research Process in Clinical Medical Science