

## **FIVE BASIC DYSFUNCTIONS OF TEAMS**

### **A. absence of trust**

- among team members
- unwillingness to be vulnerable within a group
- team members must be open with each other
- team members must be willing to admit mistakes

### **B. fear of conflict**

- because a person does not trust, a person is afraid of conflict
- inability of an open discussion about the issues,
  - good ideas get lost
  - bad ideas do not get corrected
- discussions become protective
  - members of the team do not want to get hurt

### **C. lack of commitment**

- when one does not trust and is afraid of conflict one is most likely not willing to commit.
- in order to be perceived as part of the team one might even fake Commitment

### **D. avoidance of accountability**

- one does not want to make a commitment
- one does certainly not want to be held accountable
- if one is avoiding accountability, one is not willing to correctly supervise their employees
- if supervision is not correct, work will be poor both quality and quantity
- inability for a clear plan to develop
- lack of cohesiveness in team
- actions and behaviors of individuals are counterproductive to team goal

### **E. inattention to results**

- this is often expressed as “I don’t care”
- when that stage is reached individuals look out for themselves and neglect the team
- personal goals have become more important than team goals
- the chain is broken, end of team work

Every function A—E is of equal importance.

**True teams:** - trust one another.

- have open communication, constructive dialogue
- commit to decisions and plans of action
- hold one another accountable to produce results according to plan
- focus on the achievement of the team