Toolkit Title

Make My Team Functional Again

Purpose of Toolkit

When you need to help people to be aware of the five team dysfunctions and propose acts of leadership to overcome the struggles faced in the team.

Toolkit Methodology and Application

See attached.

Case Study or Example

See attached.

Acknowledgements and Sources

See attached.

Toolkit Category

Organisation Development

Keywords

Organisation Development, Leadership, Team Dysfunctions, Team Development

Name and Email of Project Contact Person(s)
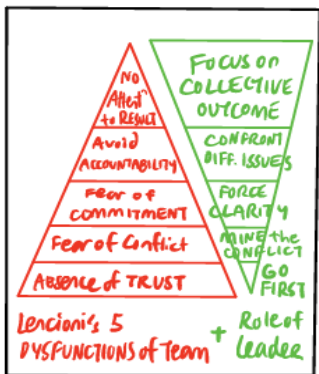
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MAKE MY TEAM FUNCTIONAL AGAIN (ACTS OF LEADERSHIP OF A TEAM)

#advanced #team

This tool outlines the root causes of politics and team dysfunctions. To overcome each dysfunction, there are also corresponding acts of leadership that can be taken.

1. Absence of Trust: Starts with the leader being vulnerable enough to share challenges

2. Fear of conflict: Ensure all team members have a say

3. Lack of commitment: Communicate clearly what you expect

4. Avoid accountability: Start having uncomfortable conversations early and consistently

5. No attention to results: Talk about team goals and give members a focus

Lencioni's 5 DYSFUNCTIONS of Team + Role of Leader

(pyramid labels top to bottom) No Attent to Result / Avoid Accountability / Fear of commitment / Fear of Conflict / Absence of TRUST

(right side top to bottom) FOCUS on COLLECTIVE OUTCOME / CONFRONT DIFF. ISSUES / FORCE CLARITY / MINE the CONFLICT / GO FIRST

* Used to help team see POSSIBLE DIRECTION FORWARD (Convo3)
* Used to highlight POSSIBLE REQUESTS & OFFERS (CONVO4)

MAKE MY TEAM FUNCTIONAL AGAIN
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<u>When to use:</u>
When you need to help people to be aware of the five team dysfunctions and propose acts of leadership to overcome the struggles faced in the team.

<u>How to use:</u>

1. Have each team member indicate the dysfunction which they observe the team experiencing currently.
2. Invite each member in the team conversation to share their observations. The observations could be arising from an incident or situation which the team member experiences in the team.
3. Invite all the members to think about the actions and acts of leadership which they can explore as a team, to restore functionality.
4. Invite members to share the actions. Seek collective agreement as a team to commit to taking action.

For more information, see Team Requests and Offers (Card 18).