



At Talent International we believe that everyone has talent (s). In a rapidly changing world it is important that you continue to develop talent in order to be effective and competitive as an organization. We are experts in guiding development and change in people and organizations. We do this, among other techniques, through evidence-based training and coaching. We also like to share knowledge, experience and insights through our website and social media. This is one of them.

## THE 5 DYSFUNCTIONS OF A TEAM.

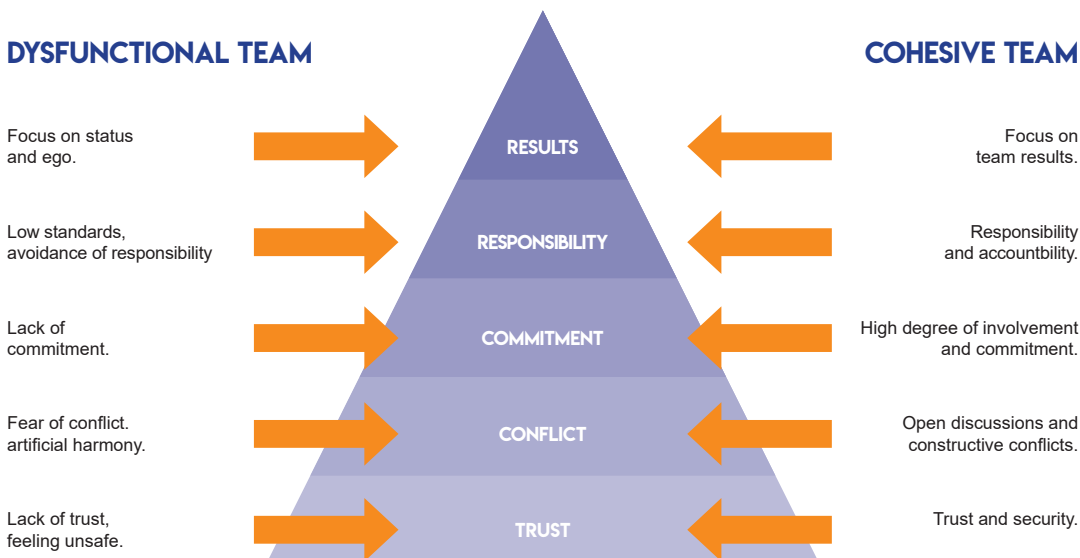
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Working in a team can ensure that the sum of the talents present is surpassed. This can be hugely motivating for the team members. Unfortunately, the reverse is also true: working in a team can be frustrating and lead to worse results than what you would expect from the team members..

### HOW DO YOU MAKE SURE YOU HAVE A GOOD TEAM?

Patrick Lencioni is president of The Table Group, an American management consultancy specialized in the development of management teams and organizational health. As consultant and keynote speaker, he has worked with senior executives and executive teams in organizations ranging from Fortune 500's and high-tech startups to universities and non-profit organizations. He is the author of several management books including, "The Five Dysfunctions of a Team" (Lencioni, 2009), in which he describes the five main pitfalls of a team. Based on insight into these dysfunctions, you can work on a effective (or even a high performing) team.

Lencioni's model is built as a pyramid where the underlying level must be completed in full first, before working on the next phase. In addition, the properties of the lower levels are very important and more difficult to achieve than the higher levels. In many organizations the emphasis is on the responsibilities of the team members and the final result, while according to Lencioni the hard (business) result is achieved only when sufficient work has been done on the (soft) emotional human value, like trust.



## **TRUST.**

Trust is the foundation in every team. Without confidence and trust, team members do not dare to speak out because they are unsure whether all team members have the same positive intentions. Trust in each other means that you can make yourself vulnerable in the team, because you are respected. If team members are invulnerable, not trusting each other and keeping a distance, then teamwork becomes impossible. Based on trust, people dare to move, develop and take initiatives.

Trust is created by sharing ideas, feelings, experiences and personal stories. A realistic image of the strengths and weaknesses of the team members, as well as each other's qualities and pitfalls, makes it easier to ask for or offer mutual help. .

Characteristics of a team where trust reigns:

- Team members dare to ask each other for help and weaknesses and / or mistakes are admitted.
- There is appreciation for each other and for their skills, and experiences of all team members are useful and put to practice.
- Energy and time are invested in important matters (not in ego games).
- If necessary, apologies are offered and accepted

## **CONFLICT.**

If there is trust (the basis), then team members dare to speak up, give their opinion and encourage others to do the same. While the term "conflict" has a negative connotation to some, constructive conflicts are actually extremely productive for teams: they can cause faster and smarter problem solving. People who do not trust each other don't dare to be honest in a discussion for fear of conflict. Open and honest discussions are necessary to create and generate good (new) ideas.

The opposite of (constructive) conflict is artificial harmony: everyone is friendly and apparently there are no problems. But below the surface unnamed problems lie dormant that remain undiscussed and unresolved. Teams in which discussion is not stimulated and conflict is avoided, are less productive and are often teams entering into conflicts:

- Do not avoid difficult topics and discuss critical points with each other.
- Have lively and engaging discussions.
- Listen to ideas from all team members and take advantage of them.
- Solve problems by using combined brainpower.

**NOT FINANCE. NOT STRATEGY. NOT TECHNOLOGY.  
IT IS TEAMWORK THAT REMAINS THE ULTIMATE COMPETITIVE ADVANTAGE,  
BOTH BECAUSE IT IS SO POWERFUL AND SO RARE.**

- PATRICK LENCIONI -

## **COMMITMENT.**

The next layer in Lencioni's pyramid is commitment. If the team members are willing to argue with each other, commitment arises. Team members feel committed when they contribute to decision-making and are involved in implementation. Commitment is about clarity and support. Well-functioning teams make clear decisions. The team develops opportunities to learn from mistakes and takes advantage of opportunities and change, if necessary, without hesitation of strategy or direction. This creates a (self) developing team. Fear for conflict leads to lack of involvement. When team members can't express their opinions openly and honestly, they will find it difficult to commit to team agreements.

Committed teams:

- Provide clarity in goals, directions and priorities.
- Learning from mistakes, changing direction and making adjustments when necessary.
- Support common team goals, even if they do not correspond completely with personal goals.



## RESPONSIBILITY.

Only when there is trust in a team, constructive conflicts can take place and the team members feel involved. Each team member can take responsibility and also hold others accountable for theirs. It is important to make clear agreements with each other: who is responsible for what and when is the deadline? If team members do not do what they agree on, they will not achieve their goals or they don't do a good job as a team. This will lead to frustration and disagreement in the team. If you don't succeed in (entirely) achieving certain goals, the team members indicate this in a timely manner and ask each other for tips or help.

## RESULT.

At the top of the Lencioni pyramid is "result." This represents the objectives to which the team has committed itself and what the team members contribute. If the team members don't hold each other responsible for everyone's focus, attitude and behavior, then own interests (ego, status or personal interest) take precedence over team results.

Things that contribute to the optimization of results are:

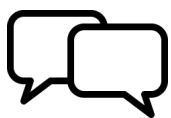
- Making statements publicly and with each other about the desired goals and results.
- Expressing appreciation for results (celebrating successes).
- Giving appreciation to team members who really contribute to the realization of group objectives.

To ensure that the (team) results are achieved, you regularly coordinate whether everyone is still working on the same goals and results.

## COVID-19: SUCCESSFUL REMOTE COLLABORATION.

Trust arises in collaboration. You know what to expect from each other, see each other regularly and that's how you build a relationship of trust. Now that many people are working from home, the social aspects of working together have largely disappeared. That is why it is more important than ever that we are able to rely on everyone doing their job properly. Having confidence and communicating this in remote settings, is a big challenge. The team now literally has to bridge the distance. The frustrations of teamwork that Lencioni mentions: absence of trust, fear of conflict, lack of commitment, avoidance of responsibility and lack of result, turn out to be hugely topical in remote working. The uncertainty that COVID-19 entails puts teamwork under pressure.

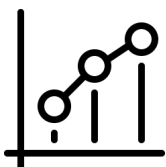
## 6 TIPS FOR REMOTE COLLABORATION:



Collaborating and communicating remotely requires clear agreements about how the team interacts with each other and how goals are achieved. The basis of cooperation is trust. That trust creates room to discuss differences of insights and possible conflicts. Now that we work remotely more often, this is more important than ever.



What does the fear of conflict mean today? Does everyone dare to express themselves (also remotely)? Talk about it. Let them know that you trust each other and act accordingly. When team members don't trust each other and there is a lack of clarity about one's role in the team, it leads to tension or conflict. Especially when working remotely, it is important to investigate unspoken feelings and other dormant things that irrevocably lead to hassle.



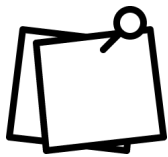
You will have to explicitly ask for commitment online. Try to keep projects manageable. You cannot oversee annual targets at the moment. Therefore, think about monthly or quarterly goals. Name them together and ask for commitment. When setting smaller goals, there are more often successes to celebrate, which in turn leads to positive feelings and more involvement.



There are many online platforms where you meet in a different way than the usual Zoom or Teams meeting. Explore how to plan a creative session with your team via for example [Miro](#), [Aww](#) or [Mindomo](#)) to work and communicate with each other in a different way. Or make a team pub quiz (for example with [Kahoot](#), [Mentimeter](#) or [Socrative](#)) with questions about the organization, the team and the individual colleagues. This helps to grow confidence as well as involvement.



Open door policy. Leave the virtual door open at fixed times: turn on Teams or Zoom so that colleagues can walk in spontaneously (together). Stick to a day- or week start or Friday afternoon drink. This way you create space for informal talk and to get to know each other better. Think also of colleagues who were added to the team during COVID-19. In some cases they have been working in a team for months without ever meeting anyone in person. A virtual cup of coffee without a business topic might be very welcome.



Be open and share your input and your feelings. Is an online meeting stiff or does it feel tedious and boring? Other team members will probably feel the same way. Name it and try other fun, effective and / or more creative forms of collaboration. Give each other feedback and share hunches. Always have another colleague prepare a meeting without a fixed format, this could lead to more energetic and surprising work forms.



**IDENTIFICATION + INSPIRATION = DEVELOPMENT.**

By working with these three values, we mean that you have to understand what is going on in the organization (identification) before you take action. Are you fighting symptoms? Or do you tackle the cause? Based on validated assessments and thorough investigation of the (work) situation we deliver substantiated and motivational interventions (inspiration). In this way we achieve successes together and develop people and organizations (development).

Since there are no “standard problems”, we do not believe in standard solutions. We work evidence-based and offer substantiated solutions for the specific issues at stake in your organization. All Talent International programs can be either in-house, virtual or blended.

Would you like to know more about remote collaboration and how to approach it in your specific work context? Then view our [website](#) or [contact us](#). We like to think along with you.

IDENTIFICATION + INSPIRATION = DEVELOPMENT.

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