



THEBIGIDEA

Find out what the 5 Dysfunctions of any team are and if there are things that you need to address to get your team functional again.

actionsteps

Alright, now the absence of trust brings about the second dysfunction--the fear of conflict. In this context, conflict isn't personal attacks. It's the ability to have a healthy debate so that you can get the best possible result in the shortest amount of time without leaving the debate with residual feelings. But if the people on your team can't trust each other to have good intentions, then there will be no debate.

So how do you overcome this? Well, the first step is to openly acknowledge with the team that conflict is productive and healthy for the team. If your team doesn't see value in debate, it will never occur. Second, you need to have someone who can bring to light buried tensions and disagreements. Unless they end up on table, they won't get resolved in a healthy manner. And lastly, you must recognize when tensions arise during these conversations. When they do, it's your job to diffuse them and remind the team why these debates are healthy.

Okay next, the fear of conflict leads into the third dysfunction which is a lack of commitment. Without healthy debate, team members are given no reason to buy into the decision especially if they disagreed with it. Instead, it becomes a sore area that only leads to more tension.

Two of the biggest causes of this dysfunction are consensus and certainty. Most times, it's impossible for everyone to agree on the same decision and even more possible to always know the outcomes. However, great teams make sure that they include everyone in the discussion and help to find ways for those who disagree to buy-in. They also rally together as a team and take pride in making a decision and moving forward even if they aren't positive it's the correct one.

To overcome this dysfunction, here are 4 things you should do. First, make sure that you end every meeting with a recap of what decisions were agreed upon so that everybody leaves with clarity. Second, be sure to create deadlines for when decisions must be made and stick to those deadlines.

Third, when faced with a tough decision, make sure to weigh out a worst case scenario. Often, this will reveal that even if you make the wrong decision, it won't be the end of the world. And lastly, get your team in the habit of making lower risk decisions even if there is little or no research. Many times, the decision made wouldn't be much different if there was time to research.

Alright the fourth dysfunction is an avoidance of accountability. This dysfunction arises because nobody wants to be held accountable for something that they didn't commit to or was not clear in the first place. But in order for a team to be healthy and work well, there needs to be room for team members to hold their peers accountable for attitudes and behaviors that could hurt the team.

In some cases, team members opt to not hold peers accountable because they are afraid of what that confrontation will do to their relationship. But in reality, if that behavior is allowed to continue, it will begin to affect the whole team and frustrations will damage the relationships anyways.

Here are 3 simple steps that can help you to get over dysfunction. First, make sure that you publicly announce the goals and standards that are expected so that everyone is on the same page. Second, there needs to be a regular review process that happens amongst team members to assess how they are doing in relation to the set standards. And third, the focus should be placed on team rewards instead of individual. That way the team works as a unit to accomplish the goals.

Alright, this leads us to the last of the 5 dysfunctions--inattention to results. This occurs when staff members are not held accountable and begin to focus on things outside of the team goals. For some, their focus shifts to maintaining their "team" status. They are happy being a part of the team, but see no need to inconvenience themselves to reach higher goals and expectations. For others, their focus shifts to themselves. They care more about their goals and their career than the success of the team.

If you are going to change this dysfunction, there are two things that you as a leader must do. The first is be very clear about what the results will be and share them publicly. When expected results are openly shared, it produces a healthy pressure that motivates the team to achieve those results. Second, it's also important to reward the team members based on the expected results. When teams don't produce the expected results, it shouldn't be communicated to them that lower expectations are accepted.