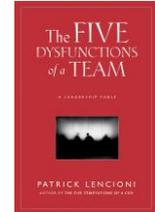




The Five Dysfunctions of a team, Patrick Lencioni, (Jossey-Bass, 2005)

The Need

In our increasingly competitive environment where more work can be achieved by a team rather than an individual, managers of corporations and business enterprises as well as team leaders of sales groups need to have solutions for team management at their finger-tips. If your job requires you to be part of a team as a member or a team manager or a facilitator of group seminars, this one-page summary of Patrick M. Lencioni's *Overcoming the Five Dysfunctions of a Team* will certainly be for you.



Learning Outcomes

In this summary, you will learn:

1. The five dysfunctions of a team
2. The solutions to each dysfunction
3. The process of building a healthy team

The Book in One Page

The five dysfunctions and their solutions:

	Dysfunctions	Solutions
1.	Distrust	For a team to function effectively members must sacrifice their individual ego for the common goal. Team members nurture trust by becoming vulnerable through sharing their personal stories. Leaders have to be vulnerable first, setting the example.
2.	Conflict	Actual conflicts at work place and the "fear of conflicts" can impede the spirit of mutuality and collaboration that is needed for a team to function well. One way of mastering and overcoming conflicts in a team is to focus on issues and ideas rather than personal attacks.
3.	Lack of Commitment	Achieving commitment in a team means pulling together to get things done. Sometimes it is difficult to get everyone to agree to a decision. Two qualities help to solve the problem of lack of commitment. I). Buy-in: emotionally support the decision of a team even when you think a different decision may be more appropriate. II). Clarify: make sure everyone understands clearly the decision that the team has resolved.
4.	Lack of Accountability	For a team to function properly, members should be accountable to one another other. The team must set a defined standard and be ready to monitor each person's behaviour. Point out unacceptable behaviour and be open to constructive feedback.
5.	Failure to Focus on Results	Your team must focus on results despite the distraction of individual interests and personal goals. Develop a scoreboard that measures progress and concrete results

What is the most effective process of building a healthy team?

To build a healthy team, leaders should focus on 1) being realistic about time, space and personnel; 2) Including only the individuals who need to be on the team for it to succeed; and 3) Establishing an atmosphere of trust to enable you address dysfunctional behaviour efficiently.