+table group

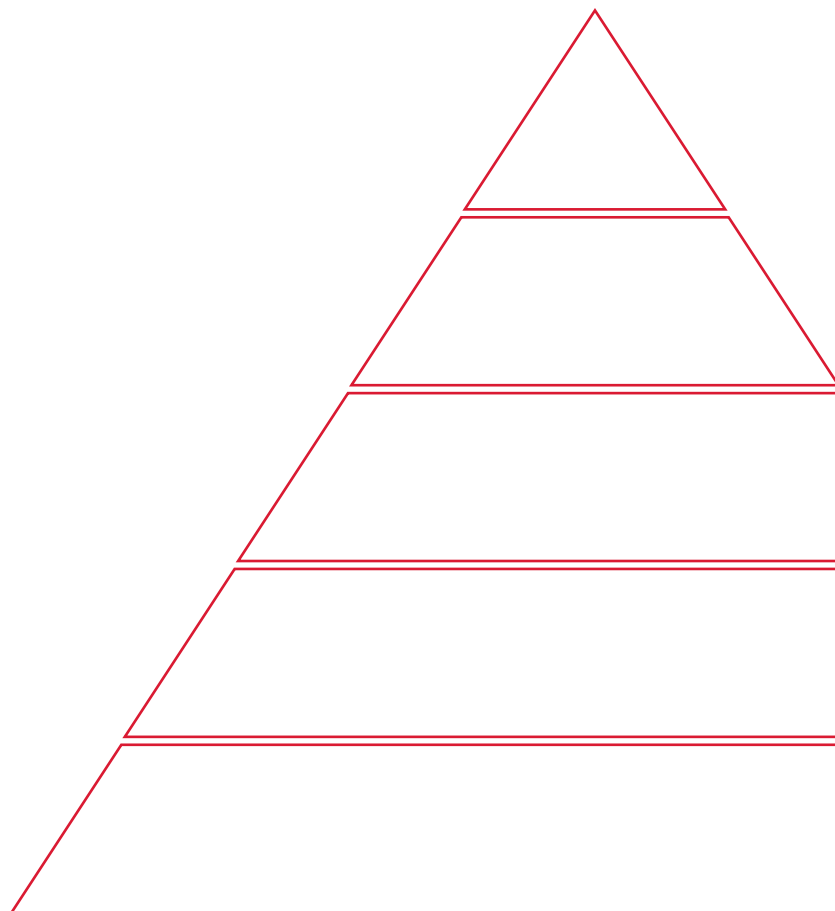# Team Assessment Progress Report

BASED ON THE MODEL IN THE BEST-SELLING BOOK, *THE FIVE DYSFUNCTIONS OF A TEAM*

A Sample Team Retest from A Sample Company

Completed: June 01, 2020
Original Assessment: January 01, 2020

Introduction

The Online Team Assessment Progress Report provides a side-by-side comparison of your team scores from the current and previous assessments. This report is designed to give your team insight into the progress you've made since your last assessment and to further discuss and develop the behaviors of a cohesive team. While the results are presented in a quantitative and data-driven way, the primary value of the report comes from the qualitative perspective it provides for your team, and the discussion it provokes around specific issues.

Remember, creating a cohesive team is simple but difficult. Teams who intentionally and repeatedly focus on overcoming the five dysfunctions will experience higher degrees of cohesion, fulfillment, and success.

"If you could get all the people in an organization rowing in the same direction, you could dominate any industry, in any market, against any competition, at any time."

– *The Five Dysfunctions of a Team*, by Patrick Lencioni
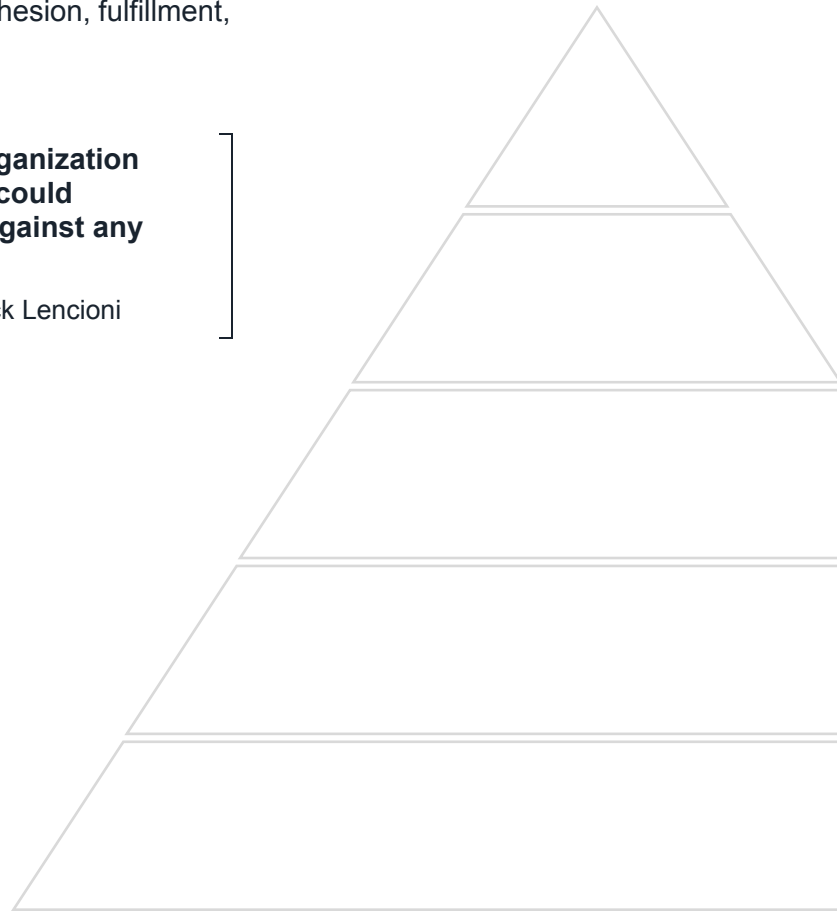
The Five Behaviors

01

BEHAVIOR #1:

ABSENCE OF TRUST

This occurs when team members are reluctant to be vulnerable with one another, and are thus unwilling to admit their mistakes, acknowledge their weaknesses or ask for help. Without a certain comfort level among team members, a foundation of trust is impossible.

02

BEHAVIOR #2:

FEAR OF CONFLICT

Trust is critical because without it, teams are unlikely to engage in unfiltered, passionate debate about key issues. This creates two problems. First, stifling conflict actually increases the likelihood of destructive, back-channel sniping. Second, it leads to sub-optimal decision-making because the team is not benefiting from the true ideas and perspectives of its members.

03

BEHAVIOR #3:

LACK OF COMMITMENT

Without conflict, it is extremely difficult for team members to truly commit to decisions because they don't feel that they are part of the decision. This often creates an environment of ambiguity and confusion in an organization, leading to frustration among employees, especially top performers.

04

BEHAVIOR #4:

AVOIDANCE OF ACCOUNTABILITY

When teams don't commit to a clear plan of action, peer-to-peer accountability suffers greatly. Even the most focused and driven individuals will hesitate to call their peers on counterproductive actions and behaviors if they believe those actions and behaviors were never agreed upon in the first place.

05

BEHAVIOR #5:

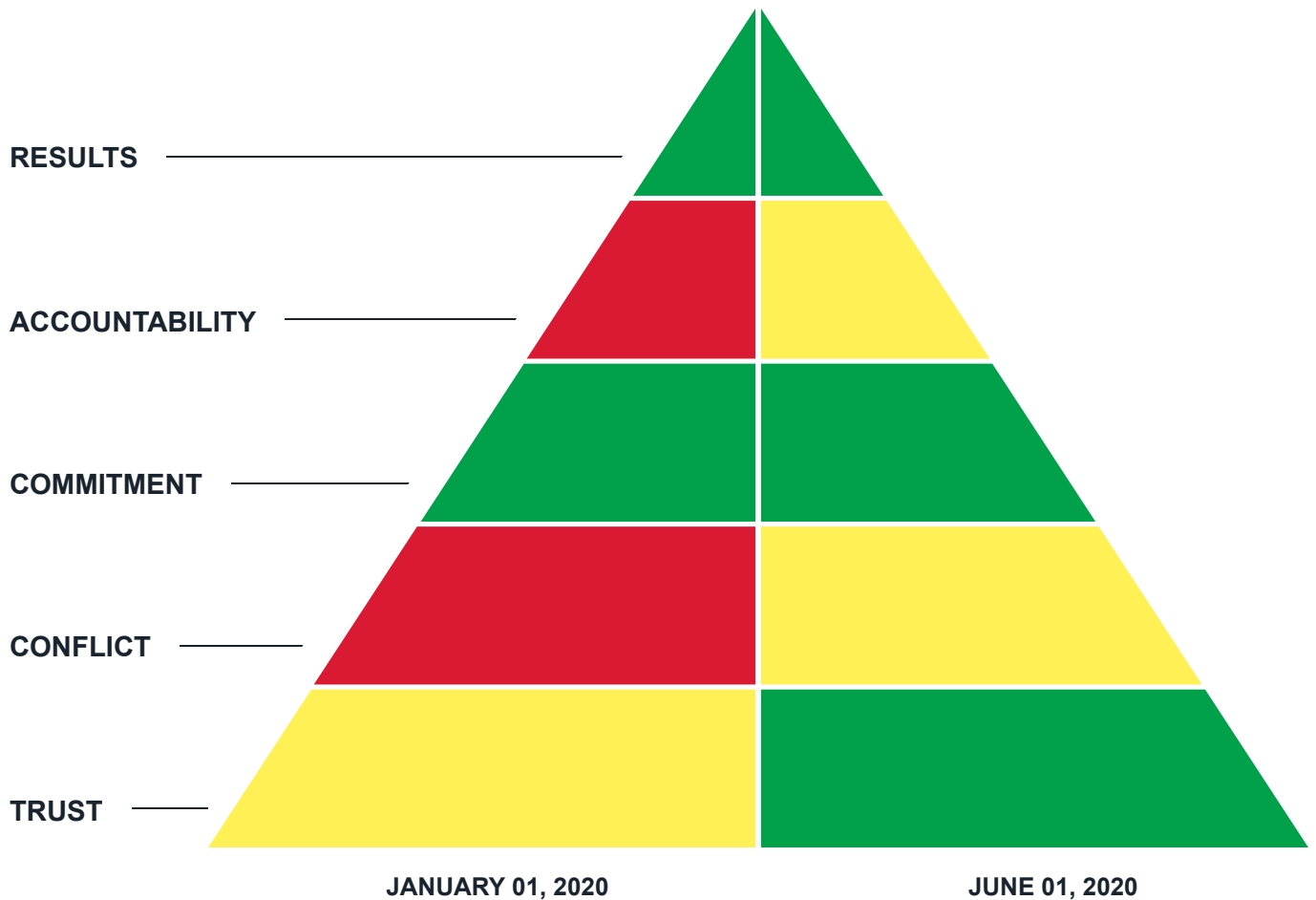### INATTENTION TO RESULTS

When team members are not holding one another accountable, they increase the likelihood that individual ego and recognition will become more important than collective team results. When this occurs, the business suffers and the team starts to unravel.
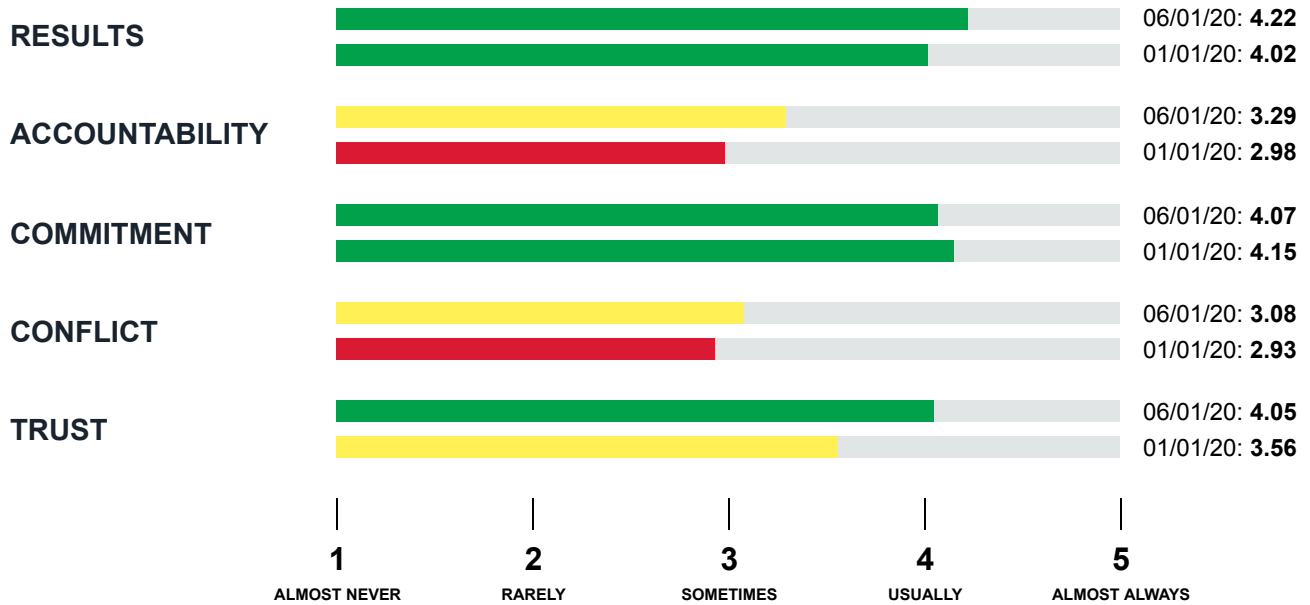
Team Summary

■ **HIGH** (4 & ABOVE)

■ **MEDIUM** (3 — 3.99)

■ **LOW** (LESS THAN 3)

RESULTS

ACCOUNTABILITY

COMMITMENT

CONFLICT

TRUST

JANUARY 01, 2020   **JUNE 01, 2020**

The Five Behaviors

Behavior	06/01/20	01/01/20
RESULTS	4.22	4.02
ACCOUNTABILITY	3.29	2.98
COMMITMENT	4.07	4.15
CONFLICT	3.08	2.93
TRUST	4.05	3.56

1 — ALMOST NEVER
2 — RARELY
3 — SOMETIMES
4 — USUALLY
5 — ALMOST ALWAYS

RESULTS

Your team scores high on results. This is the same as your previous score.

ACCOUNTABILITY

Your team scores medium on accountability. This is an improvement from your previous score.

COMMITMENT

Your team scores high on commitment. This is the same as your previous score.

CONFLICT

Your team scores medium on conflict. This is an improvement from your previous score.

TRUST

Your team scores high on trust. This is an improvement from your previous score.

Areas of Greatest Improvement

The questions listed below represent the top 5 areas where your team made the most improvement relative to other questions.

22.   **Team members willingly apologize to one another.**

BEHAVIOR: **TRUST**	AVG. SCORE 06/01/20: **4.25**
Your team's score improved by 1.00 pt for this statement.	AVG. SCORE 01/01/20: **3.25**

08.   **Team members point out one another's behaviors that hold the team back.**

BEHAVIOR: **ACCOUNTABILITY**	AVG. SCORE 06/01/20: **3.38**
Your team's score improved by 0.88 pts for this statement.	AVG. SCORE 01/01/20: **2.50**

01.   **Team members admit their mistakes.**

BEHAVIOR: **TRUST**	AVG. SCORE 06/01/20: **3.75**
Your team's score improved by 0.87 pts for this statement.	AVG. SCORE 01/01/20: **2.88**

14.   **When the team fails to achieve collective goals, each member takes personal responsibility to improve the team's performance.**

BEHAVIOR: **RESULTS**	AVG. SCORE 06/01/20: **4.75**
Your team's score improved by 0.87 pts for this statement.	AVG. SCORE 01/01/20: **3.88**

16.   **Team members are quick to confront peers about problems in their respective areas of responsibility.**

BEHAVIOR: **ACCOUNTABILITY**	AVG. SCORE 06/01/20: **3.75**
Your team's score improved by 0.75 pts for this statement.	AVG. SCORE 01/01/20: **3.00**

Areas of Greatest Decline

The questions listed below represent the top 2 areas where your team fell behind relative to other questions.

19. **Team members end discussions with clear and specific resolutions and calls to action.**

BEHAVIOR: **COMMITMENT**	AVG. SCORE 06/01/20: **4.13**
Your team's score declined by 0.25 pts for this statement.	AVG. SCORE 01/01/20: **4.38**

11. **Team members leave meetings confident that everyone is committed to the decisions that were agreed upon.**

BEHAVIOR: **COMMITMENT**	AVG. SCORE 06/01/20: **3.63**
Your team's score declined by 0.25 pts for this statement.	AVG. SCORE 01/01/20: **3.88**

The Strongest Areas

The questions listed below represent the top 5 areas where your team scored highest relative to other questions in the assessment, along with the corresponding score in the original assessment. Understanding and continuing to leverage your team's strengths is as important as identifying and correcting its weaknesses.

14. **When the team fails to achieve collective goals, each member takes personal responsibility to improve the team's performance.**

BEHAVIOR: **RESULTS**	AVG. SCORE 06/01/20: **4.75**
	AVG. SCORE 01/01/20: **3.88**

24. **The team is clear about its direction and priorities.**

BEHAVIOR: **COMMITMENT**	AVG. SCORE 06/01/20: **4.50**
	AVG. SCORE 01/01/20: **4.50**

03. **Team members are quick to point out the contributions and achievements of others.**

BEHAVIOR: **RESULTS**	AVG. SCORE 06/01/20: **4.50**
	AVG. SCORE 01/01/20: **4.00**

28. **The team is aligned around common objectives.**

BEHAVIOR: **COMMITMENT**	AVG. SCORE 06/01/20: **4.38**
	AVG. SCORE 01/01/20: **4.38**

09. **The team has a reputation for consistently achieving its objectives.**

BEHAVIOR: **RESULTS**	AVG. SCORE 06/01/20: **4.38**
	AVG. SCORE 01/01/20: **4.38**

The Weakest Areas

The questions listed below represent the bottom 5 areas where your team scored lowest relative to other questions in the assessment, along with the corresponding score in the original assessment. To improve the cohesiveness of your team, it is critical that you understand and address these areas.

07.   **Team members voice their opinions even at the risk of causing disagreement.**

BEHAVIOR: **CONFLICT**	AVG. SCORE 06/01/20: **2.00** AVG. SCORE 01/01/20: **2.00**

23.   **Team members communicate unpopular opinions to the group.**

BEHAVIOR: **CONFLICT**	AVG. SCORE 06/01/20: **2.50** AVG. SCORE 01/01/20: **2.50**

26.   **All members of this team are held to the same high standards.**

BEHAVIOR: **ACCOUNTABILITY**	AVG. SCORE 06/01/20: **2.75** AVG. SCORE 01/01/20: **2.75**

12.   **During discussions, team members challenge one another about how they arrived at their conclusions and opinions.**

BEHAVIOR: **CONFLICT**	AVG. SCORE 06/01/20: **2.88** AVG. SCORE 01/01/20: **2.88**

21.   **The team ensures that members feel pressure from their peers and the expectation to perform.**

BEHAVIOR: **ACCOUNTABILITY**	AVG. SCORE 06/01/20: **3.00** AVG. SCORE 01/01/20: **3.00**

Areas of Key Differences

!

The questions listed below represent the areas where your team members' scores differed from each other in a significant manner. Each question indicates an area that needs to be better understood across the team. The numbers below each question identify the distribution of responses within the team. If there are no questions listed below, each member of your team answered consistently.

* Statements 1 , 15 , 21 , 23 and 26 were previously in your Areas of Key Differences section.

* 26. **All members of this team are held to the same high standards.**
Number of team members in each category:

2	2	0	4	0
ALMOST NEVER	RARELY	SOMETIMES	USUALLY	ALMOST ALWAYS

BEHAVIOR: **ACCOUNTABILITY**   AVG. SCORE: **2.75**

* 23. **Team members communicate unpopular opinions to the group.**
Number of team members in each category:

2	2	3	0	1
ALMOST NEVER	RARELY	SOMETIMES	USUALLY	ALMOST ALWAYS

BEHAVIOR: **CONFLICT**   AVG. SCORE: **2.50**

(!)

(Continued from the previous page.)

* 15. **Team members willingly make sacrifices in their areas for the good of the team.**

Number of team members in each category:

1	**0**	**0**	**4**	**3**
ALMOST NEVER	RARELY	SOMETIMES	USUALLY	ALMOST ALWAYS

BEHAVIOR: **RESULTS**   AVG. SCORE: **4.00**

* 21. **The team ensures that members feel pressure from their peers and the expectation to perform.**

Number of team members in each category:

1	**2**	**1**	**4**	**0**
ALMOST NEVER	RARELY	SOMETIMES	USUALLY	ALMOST ALWAYS

BEHAVIOR: **ACCOUNTABILITY**   AVG. SCORE: **3.00**

* 01. **Team members admit their mistakes.**

Number of team members in each category:

0	**1**	**3**	**1**	**3**
ALMOST NEVER	RARELY	SOMETIMES	USUALLY	ALMOST ALWAYS

BEHAVIOR: **TRUST**   AVG. SCORE: **3.75**

Team Culture Questions
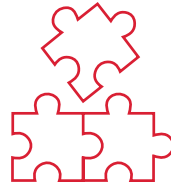
> The Five Dysfunctions of a Team model is the foundation for building cohesive and effective teams. However, the expression of these behaviors can vary from team to team depending on the team's unique culture. This section is intended to help tee up conversations to help your team overcome the five dysfunctions.
>
> No comparative analysis is included in the team culture section.

BUILDING TRUST
WHAT IS NEEDED TO BUILD TRUST?

As part of the assessment, you and your team members were asked to identify specific areas to build more trust. The number of team members who selected each response appears below. You and your team members had the option to select all that apply.

There would be more trust on our team if people:

7	Let go of grudges
5	Were more forthright with information
4	Would give credit where credit is due
4	Understood each other's working styles
3	Admitted their mistakes
2	Spent more time together
2	Readily apologized
2	Got to know each other on a personal level
1	Reduced the amount of gossiping
0	Shared professional failures and successes

Team Culture Questions
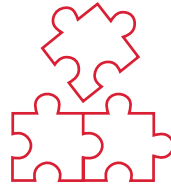
(Continued from the previous page.)

MASTERING CONFLICT
WHAT IS ACCEPTABLE BEHAVIOR DURING CONFLICT?

As part of the assessment, you and your team members were asked whether certain behaviors or actions are acceptable while engaging in conflict and how many of you display them at work.

RESPONSE TO CONFLICT:	UNACCEPTABLE	TOLERABLE	PERFECTLY ACCEPTABLE	# OF TEAM MEMBERS WHO ADMIT THEY DO THIS AT WORK
Raising your voice when you get passionate	6	2	0	6
Expressing anger through indirect actions rather than voicing it directly	4	3	1	7
Avoiding someone when you're angry	4	3	1	3
Excluding other team members from difficult conversations	3	3	2	3
Using strong language when you're upset	3	2	3	4
Going beyond the meeting end time to resolve an issue	3	2	3	3
Being outwardly emotional	2	5	1	3

Team Culture Questions

(Continued from the previous page.)

ACHIEVING COMMITMENT

WHAT PREVENTS TEAM MEMBERS FROM COMMITTING TO DECISIONS?

As part of the assessment, you and your team members had an opportunity to identify reasons that could be contributing to the lack of commitment. The number of team members who selected each option appears next to the corresponding bar. You and your team members had the option to select all that apply.

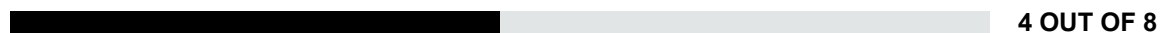**I sometimes don't buy-in to the team's decisions because:**
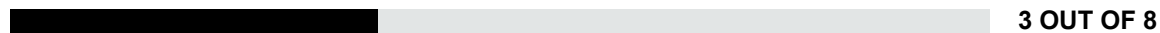
Decisions are counter to my personal goals
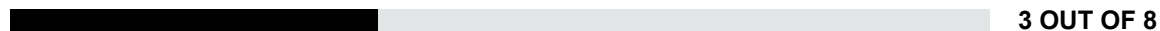
6 OUT OF 8

There is not enough time during meetings

4 OUT OF 8

I don't have all the information

4 OUT OF 8

We are not clear about priorities

3 OUT OF 8

I don't trust my team to follow through

3 OUT OF 8

Team Culture Questions

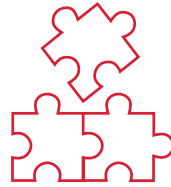*(Continued from the previous page.)*

EMBRACING ACCOUNTABILITY
WHAT WOULD IMPROVE YOUR TEAM'S ABILITY TO HOLD ONE ANOTHER ACCOUNTABLE?

As part of the assessment, you and your team members had an opportunity to identify areas where it would be possible to hold one another accountable more. The number of team members who selected each response appears below. You and your team members had the option to select all that apply.

Our ability to hold one another accountable could improve if we challenged one another to:

4	Spend more time together
4	Call one another on unproductive behaviors
4	Give one another feedback
3	Follow through on personal commitments
3	Have clearer priorities and goals
3	Be more direct
2	Publicly share goals
2	Review progress against goals during team meetings
1	Have more productive meetings
1	Address missed deadlines immediately

Team Culture Questions

(Continued from the previous page.)

FOCUSING ON RESULTS

WHAT IS NEEDED TO FOCUS ON RESULTS?

As part of the assessment, you and your team members had an opportunity to identify what you believe might be a distraction from achieving results. The number of team members who selected each option appears next to the corresponding bar. You and your team members had the option to select all that apply.

Some distractions that keep us from focusing on results are:

Vague or shifting goals

5 OUT OF 8

Emphasis on career status or progression
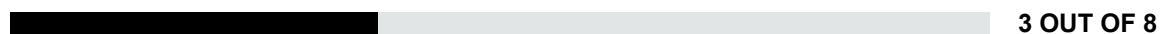
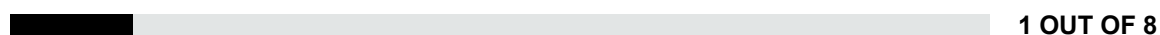**4 OUT OF 8**
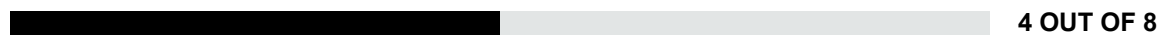
Lack of drive and urgency

4 OUT OF 8

Insufficient/ineffective processes and structure

4 OUT OF 8
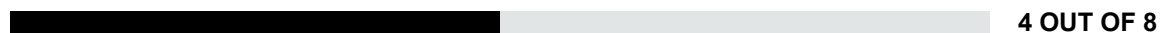
More emphasis on personal goals than team goals

3 OUT OF 8

Lack of shared rewards

1 OUT OF 8

Trust

01.   **Team members admit their mistakes.**

06/01/20: **3.75**

01/01/20: **2.88**

06.   **Team members acknowledge their weaknesses to one another.**

06/01/20: **4.25**

01/01/20: **3.75**

10.   **Team members ask for help without hesitation.**

06/01/20: **3.75**

01/01/20: **3.75**

13.   **Team members ask one another for input regarding their areas of responsibility.**

06/01/20: **4.13**

01/01/20: **3.75**

17.   **Team members acknowledge and tap into one another's skills and expertise.**

06/01/20: **4.25**

01/01/20: **4.00**

22.   **Team members willingly apologize to one another.**

06/01/20: **4.25**

01/01/20: **3.25**

31.   **Team members are unguarded and genuine with one another.**

06/01/20: **4.13**

01/01/20: **3.63**

32.   **Team members can comfortably discuss their personal lives with one another.**

06/01/20: **3.88**

01/01/20: **3.50**

1	2	3	4	5
ALMOST NEVER	RARELY	SOMETIMES	USUALLY	ALMOST ALWAYS

Conflict

02. **Team members are passionate and unguarded in their discussion of issues.**

06/01/20: **3.38**

01/01/20: **2.88**

04. **Team meetings are interesting and compelling (not boring).**

06/01/20: **3.38**

01/01/20: **3.13**

05. **During team meetings, the most important—and difficult—issues are discussed.**

06/01/20: **3.50**

01/01/20: **3.00**

07. **Team members voice their opinions even at the risk of causing disagreement.**

06/01/20: **2.00**

01/01/20: **2.00**

12. **During discussions, team members challenge one another about how they arrived at their conclusions and opinions.**

06/01/20: **2.88**

01/01/20: **2.88**

18. **Team members solicit one another's opinions during meetings.**

06/01/20: **3.63**

01/01/20: **3.63**

23. **Team members communicate unpopular opinions to the group.**

06/01/20: **2.50**

01/01/20: **2.50**

27. **When conflict occurs, the team confronts and deals with the issue before moving to another subject.**

06/01/20: **3.38**

01/01/20: **3.38**

1	2	3	4	5
ALMOST NEVER	RARELY	SOMETIMES	USUALLY	ALMOST ALWAYS

Commitment

11. **Team members leave meetings confident that everyone is committed to the decisions that were agreed upon.**

06/01/20: **3.63**

01/01/20: **3.88**

19. **Team members end discussions with clear and specific resolutions and calls to action.**

06/01/20: **4.13**

01/01/20: **4.38**

24. **The team is clear about its direction and priorities.**

06/01/20: **4.50**

01/01/20: **4.50**

28. **The team is aligned around common objectives.**

06/01/20: **4.38**

01/01/20: **4.38**

29. **The team is decisive, even when perfect information is not available.**

06/01/20: **3.75**

01/01/20: **3.75**

33. **The team sticks to decisions.**

06/01/20: **4.00**

01/01/20: **4.00**

37. **Team members support group decisions even if they initially disagreed.**

06/01/20: **4.13**

01/01/20: **4.13**

1	2	3	4	5
ALMOST NEVER	RARELY	SOMETIMES	USUALLY	ALMOST ALWAYS

Accountability

08. **Team members point out one another's behaviors that hold the team back.**

06/01/20: **3.38**

01/01/20: **2.50**

16. **Team members are quick to confront peers about problems in their respective areas of responsibility.**

06/01/20: **3.75**

01/01/20: **3.00**

20. **Team members question one another about their current approaches and methods.**

06/01/20: **3.38**

01/01/20: **2.88**

21. **The team ensures that members feel pressure from their peers and the expectation to perform.**

06/01/20: **3.00**

01/01/20: **3.00**

26. **All members of this team are held to the same high standards.**

06/01/20: **2.75**

01/01/20: **2.75**

34. **Team members consistently follow through on promises and commitments.**

06/01/20: **3.63**

01/01/20: **3.63**

35. **Team members offer unprovoked, constructive feedback to one another.**

06/01/20: **3.13**

01/01/20: **3.13**

1	2	3	4	5
ALMOST NEVER	RARELY	SOMETIMES	USUALLY	ALMOST ALWAYS

Results

03. **Team members are quick to point out the contributions and achievements of others.**

06/01/20: **4.50**

01/01/20: **4.00**

09. **The team has a reputation for consistently achieving its objectives.**

06/01/20: **4.38**

01/01/20: **4.38**

14. **When the team fails to achieve collective goals, each member takes personal responsibility to improve the team's performance.**

06/01/20: **4.75**

01/01/20: **3.88**

15. **Team members willingly make sacrifices in their areas for the good of the team.**

06/01/20: **4.00**

01/01/20: **4.00**

25. **Team members are humble regarding their own contributions to the team.**

06/01/20: **3.88**

01/01/20: **3.88**

30. **Team members value collective success more than individual achievement.**

06/01/20: **4.13**

01/01/20: **4.13**

36. **Team members place more importance on team results than on titles and status.**

06/01/20: **3.88**

01/01/20: **3.88**

1	2	3	4	5
ALMOST NEVER	RARELY	SOMETIMES	USUALLY	ALMOST ALWAYS

Item Ranking

These pages show the ranking, from the most frequent to least frequent, of all 37 statements. A dotted red line separates the 10 least frequent behaviors from the others.

14.   **When the team fails to achieve collective goals, each member takes personal responsibility to improve the team's performance.**

BEHAVIOR: **RESULTS**	AVG. SCORE: **4.75**

24.   **The team is clear about its direction and priorities.**

BEHAVIOR: **COMMITMENT**	AVG. SCORE: **4.50**

03.   **Team members are quick to point out the contributions and achievements of others.**

BEHAVIOR: **RESULTS**	AVG. SCORE: **4.50**

28.   **The team is aligned around common objectives.**

BEHAVIOR: **COMMITMENT**	AVG. SCORE: **4.38**

09.   **The team has a reputation for consistently achieving its objectives.**

BEHAVIOR: **RESULTS**	AVG. SCORE: **4.38**

17.   **Team members acknowledge and tap into one another's skills and expertise.**

BEHAVIOR: **TRUST**	AVG. SCORE: **4.25**

22.   **Team members willingly apologize to one another.**

BEHAVIOR: **TRUST**	AVG. SCORE: **4.25**

06.   **Team members acknowledge their weaknesses to one another.**

BEHAVIOR: **TRUST**	AVG. SCORE: **4.25**

37.   **Team members support group decisions even if they initially disagreed.**

BEHAVIOR: **COMMITMENT**	AVG. SCORE: **4.13**

31.   **Team members are unguarded and genuine with one another.**

BEHAVIOR: **TRUST**	AVG. SCORE: **4.13**

Item Ranking

(Continued from the previous page.)

30. **Team members value collective success more than individual achievement.**

BEHAVIOR: **RESULTS**   AVG. SCORE: **4.13**

13. **Team members ask one another for input regarding their areas of responsibility.**

BEHAVIOR: **TRUST**   AVG. SCORE: **4.13**

19. **Team members end discussions with clear and specific resolutions and calls to action.**

BEHAVIOR: **COMMITMENT**   AVG. SCORE: **4.13**

33. **The team sticks to decisions.**

BEHAVIOR: **COMMITMENT**   AVG. SCORE: **4.00**

15. **Team members willingly make sacrifices in their areas for the good of the team.**

BEHAVIOR: **RESULTS**   AVG. SCORE: **4.00**

32. **Team members can comfortably discuss their personal lives with one another.**

BEHAVIOR: **TRUST**   AVG. SCORE: **3.88**

36. **Team members place more importance on team results than on titles and status.**

BEHAVIOR: **RESULTS**   AVG. SCORE: **3.88**

25. **Team members are humble regarding their own contributions to the team.**

BEHAVIOR: **RESULTS**   AVG. SCORE: **3.88**

01. **Team members admit their mistakes.**

BEHAVIOR: **TRUST**   AVG. SCORE: **3.75**

10. **Team members ask for help without hesitation.**

BEHAVIOR: **TRUST**   AVG. SCORE: **3.75**

Item Ranking

(Continued from the previous page.)

29. **The team is decisive, even when perfect information is not available.**

BEHAVIOR: **COMMITMENT**   AVG. SCORE: **3.75**

16. **Team members are quick to confront peers about problems in their respective areas of responsibility.**

BEHAVIOR: **ACCOUNTABILITY**   AVG. SCORE: **3.75**

18. **Team members solicit one another's opinions during meetings.**

BEHAVIOR: **CONFLICT**   AVG. SCORE: **3.63**

11. **Team members leave meetings confident that everyone is committed to the decisions that were agreed upon.**

BEHAVIOR: **COMMITMENT**   AVG. SCORE: **3.63**

34. **Team members consistently follow through on promises and commitments.**

BEHAVIOR: **ACCOUNTABILITY**   AVG. SCORE: **3.63**

05. **During team meetings, the most important—and difficult—issues are discussed.**

BEHAVIOR: **CONFLICT**   AVG. SCORE: **3.50**

04. **Team meetings are interesting and compelling (not boring).**

BEHAVIOR: **CONFLICT**   AVG. SCORE: **3.38**

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27. **When conflict occurs, the team confronts and deals with the issue before moving to another subject.**

BEHAVIOR: **CONFLICT**   AVG. SCORE: **3.38**

20. **Team members question one another about their current approaches and methods.**

BEHAVIOR: **ACCOUNTABILITY**   AVG. SCORE: **3.38**

Item Ranking

(Continued from the previous page.)

02.   **Team members are passionate and unguarded in their discussion of issues.**

BEHAVIOR: **CONFLICT**   AVG. SCORE: **3.38**

08.   **Team members point out one another's behaviors that hold the team back.**

BEHAVIOR: **ACCOUNTABILITY**   AVG. SCORE: **3.38**

35.   **Team members offer unprovoked, constructive feedback to one another.**

BEHAVIOR: **ACCOUNTABILITY**   AVG. SCORE: **3.13**

21.   **The team ensures that members feel pressure from their peers and the expectation to perform.**

BEHAVIOR: **ACCOUNTABILITY**   AVG. SCORE: **3.00**

12.   **During discussions, team members challenge one another about how they arrived at their conclusions and opinions.**

BEHAVIOR: **CONFLICT**   AVG. SCORE: **2.88**

26.   **All members of this team are held to the same high standards.**

BEHAVIOR: **ACCOUNTABILITY**   AVG. SCORE: **2.75**

23.   **Team members communicate unpopular opinions to the group.**

BEHAVIOR: **CONFLICT**   AVG. SCORE: **2.50**

07.   **Team members voice their opinions even at the risk of causing disagreement.**

BEHAVIOR: **CONFLICT**   AVG. SCORE: **2.00**

Tips & Exercises

**PRACTICAL GUIDELINES
FOR OVERCOMING
THE FIVE DYSFUNCTIONS**

Trust lies at the heart of a functioning, cohesive team. It is the foundation, and without it, real teamwork cannot occur. Team trust comes from the vulnerability of members' sharing their weaknesses, skill deficiencies, interpersonal shortcomings, mistakes, requests for help, etc. Such trust enables team members to focus on the job at hand rather than on protecting themselves, their turf, or their individual jobs.

TIPS & EXERCISES

⊕ **Personal Histories Exercise**   Download a PDF

One of the simplest and most effective ways to build vulnerability on a team is to use the Personal Histories Exercise. This exercise consists of three simple questions, takes no more than 25 minutes and without fail, team members walk away with a deeper knowledge of one another's stories. This is a great place to start building vulnerability and trust on the team.

⊕ **Personality Instrument**

All team members are wired differently. Personality instruments (i.e., Myers-Briggs, DiSC or Social Styles) help team members understand one another's different preferences, skills and attitudes, and identify collective strengths and potential blind spots of the team. This will help team members avoid making unproductive judgments about one another and instead leverage the diverse approaches and perspectives of the team.

⊕ **Fundamental Attribution Error**   Watch the Video

The fundamental attribution error occurs when human beings falsely attribute the negative behaviors of others to their character (an internal attribution), while they attribute their own negative behaviors to their environment (an external attribution). View the video on the Fundamental Attribution Error and discuss how using a personality instrument can help team members avoid making bad judgments about one another's character and intentions.

TIPS & EXERCISES

⊕ **Self-Ranking Exercise** [Download a PDF]

In Pat's related book *The Ideal Team Player*, he looks at the individual team member and identifies three essential virtues of real team players. When individuals on a team are humble, hungry, and smart, it makes overcoming the five dysfunctions of a team much more attainable. This self-ranking exercise is a great way for team members to assess themselves against the three virtues and build trust by sharing with the team.

Additional content: Watch Pat's TED talk, *Are you an ideal team player?*

⊕ **An Important Note for Virtual Teams...**

Virtual teams need to commit to spending face-to-face time together, as much and as often as possible, and to use that time wisely. That means working hard to build vulnerability-based trust with one another. It's hard enough for people who work in the same office every day and who look at each other in the face during meetings to do this well. Teams who don't have that luxury are going to have to be much more intentional about getting to know one another during their virtual meetings and when they are together.

Overcoming the Fear of Conflict

Once trust is established, conflict on a team becomes nothing but the pursuit of the best idea. True conflict is about the productive exchange of diverse ideas and opinions in a focused and unfiltered way. Without conflict, decision-making suffers and relationships among team members stagnate. Additionally, if healthy conflict around ideas is not a regular part of team meetings and discussion it generally degenerates to mean-spirited, back-channel comments behind closed doors.

TIPS & EXERCISES

⊕ **Real-time Permission** Watch the Video

For most teams, conflict can feel foreign and uncomfortable. Real-time permission is when the leader interrupts team members who are in the midst of an uncustomary debate, to remind them that what they are doing is okay. It is the role of the leader to provide real-time permission when healthy conflict is occurring, encouraging the team to continue to passionately debate in pursuit of the best answer.

⊕ **Mine for Conflict**

If team members remain hesitant to engage in conflict or avoid sharing dissenting opinions, it is the leader's job to provoke team conflict. We call this "mining for conflict." It is important that a team member, most often the leader, is responsible for drawing out any potential unresolved issues and forcing the team to confront them.

⊕ **Personality Instrument**

Many personality instruments include an analysis of how each style or type deals with conflict. Explore and discuss how different team members naturally engage in conflict.

TIPS & EXERCISES

⊕ **Conflict Norms**

Establish rules of engagement for dealing with conflict within the team (e.g., behaviors, displays of emotion, language, process). Having clear standards of behavior allows a team to focus on the discussion of issues without having to slow down to think about what is and is not appropriate. Capture the team conflict norms and refer to them in meetings.

⊕ **Conflict Continuum**   Watch the Video

The conflict continuum is a spectrum depicting the full range of conflict, from artificial harmony (zero conflict) to aggressive and destructive politics (extreme conflict). At the middle of the continuum is the point where conflict changes from constructive and ideological to destructive and personal. View the video on the conflict continuum and discuss where the team might fall on the scale. Discuss ways artificial harmony shows up and identify how to introduce more healthy conflict into team meetings and discussions.

Teams that have a strong level of commitment understand that members do not need to get their way to support a decision but only need to know that their opinions have been heard and seriously considered. Teams with high levels of commitment can unite behind a decision even though there is no certainty that the decision is correct. They know that *a* decision is better than *no* decision and that it is better to make a choice, act with boldness, be wrong and change direction than it is to waffle or wait for 100% certainty.

TIPS & EXERCISES

⊕ **Weigh-in to Buy-in**

A team cannot achieve commitment without conflict. Team members will not actively commit to a decision if they have not had the opportunity to provide input, ask questions, and understand the rationale behind it. If people don't weigh-in, they can't buy-in. It is the job of the leader to solicit the input of each team member during meetings and discussions.

⊕ **Thematic Goal**   Download a PDF

With a foundation of trust and a good dose of healthy conflict, a team needs to agree upon their most important near-term priority, a thematic goal, and how they are going to go about achieving it. Agreeing on a top priority and reviewing progress towards it during weekly meetings reinforces commitment.

⊕ **Meetings**

The Meeting Advantage is an online tool designed to help a team focus on their most important priorities by using the thematic goal to guide weekly meetings.

Additional content: The Meeting Advantage

TIPS & EXERCISES

⊕ **Cascading Communication**

At the end of every meeting, a team should explicitly review the key decisions made and agree on what needs to be communicated to employees and other constituents. The use of this simple exercise, called cascading communication, demonstrates a public commitment to agreements and aligns employees throughout the organization around common objectives. Even naturally hesitant team members commit to decisions when they have communicated them to their direct reports.

⊕ **Clarity and Closure**

Force the team to achieve clarity and closure. Leaders of teams who commit to decisions demand that their people eliminate ambiguity and leave meetings and discussions clear about what they are agreeing to do. Do the hard work of wrestling issues to the ground. Be sure not to shy away from lively, often lengthy discussion around big strategic topics or to move on to new agenda items too early for the sake of time.

Overcoming the Avoidance of Accountability

For teams, accountability means the willingness of team members to call their peers on behaviors that might hurt the team's performance. Team members avoid accountability because of the personal discomfort that comes from calling a peer on his/her behaviors and a more general tendency to avoid difficult conversations. Holding peers accountable means that team members must "enter the danger" with one another. Of course, they can do this only if levels of trust, healthy conflict and commitment are sufficiently high.

TIPS & EXERCISES

⊕ **Team Effectiveness Exercise**   Download a PDF

The Team Effectiveness Exercise provides a forum for quick and effective exchange of feedback. Ask team members to identify and communicate one another's positive and negative actions/behaviors. By doing so, teams can quickly and constructively surface issues that might take months to address using a more formal, politically divisive 360-degree program.

⊕ **The Lightning Round—Meetings**

While a sense of accountability should pervade virtually every aspect of organizational life at a great company, the place where it must be demonstrated and addressed most clearly is meetings. Start a weekly meeting with a lightning round. A lightning round allows each team members 30 seconds to share what they are working on in the coming week. When team members keep one another informed about what they are doing, it allows peers to provide feedback and advice on whether team members are focused on the right things as well as ensure those things are moving toward completion.

⊕ **The Thematic Goal—Meetings**

During every weekly meeting, review progress on the team's agreed upon thematic goal. When a team ensures deviations from plans are identified quickly, they make it more likely that performance issues of team members will be highlighted and addressed. The Meeting Advantage is an online tool that can help a team measure progress on shared goals and hold one another accountable to their commitments.

Additional content: The Meeting Advantage

Overcoming the Inattention to Results

One of the main reasons to work in teams is that they can achieve results that would be impossible for an individual working alone. An unrelenting focus on collective goals is a requirement for any team that judges itself on results. Teams that have this dysfunction suffer because individuals work to satisfy their individual status, ego or departmental needs, rather than focusing on the collective goals of the group.

TIPS & EXERCISES

⊕ **Team #1**   Watch the Video

Getting all members of the team to value and emphasize the collective success of the group over their own personal needs or departmental goals is essential for effective teams. Results suffer when team members put a higher priority on the activities of their own departments or divisions. Review the video and ensure each individual commits to the team goals/results as his/her top priority.

⊕ **The Thematic Goal—Meetings**

During every weekly meeting, a team should focus on its thematic goal. This is a way of reinforcing collective results in a public way, and team members are much more likely to follow through and less likely to let personal needs take precedence. The Meetings Advantage is an online tool that can help a team measure progress on shared goals and hold one another accountable to their commitments, which ultimately leads to team-based results.

Additional content: The Meeting Advantage

⊕ **Team-based Rewards**

Ensure that team-based rewards form the basis for most compensation and recognition programs. When team members have incentives to focus on their individual performance objectives and not those of the team, it becomes easy for results to take a back seat to personal financial goals and career development.