The Five Dysfunctions of a Team

Dysfunction #1: Absence of Trust
Strategy for Overcoming:
• Identify and discuss individual strengths and weaknesses
• Spend considerable time in face-to-face meetings and working sessions

Dysfunction #2: Fear of Conflict
Strategy for Overcoming:
• Acknowledge that conflict is required for productive meetings
• Understand individual team member’s natural conflict styles, and establish common ground rules for engaging in conflict

Dysfunction #3: Lack of Commitment
Strategy for Overcoming:
• Review commitments at the end of each meeting to ensure all team members are aligned
• Adopt a “disagree and commit” mentality—make sure all team members are committed regardless of initial disagreements

Dysfunction #4: Avoidance of Accountability
Strategy for Overcoming:
• Explicitly communicate goals and standards of behavior
• Regularly discuss performance versus goals and standards

Dysfunction #5: Inattention to Results
Strategy for Overcoming:
• Keep the team focused on tangible group goals
• Reward individuals based on team goals and collective success

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