



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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