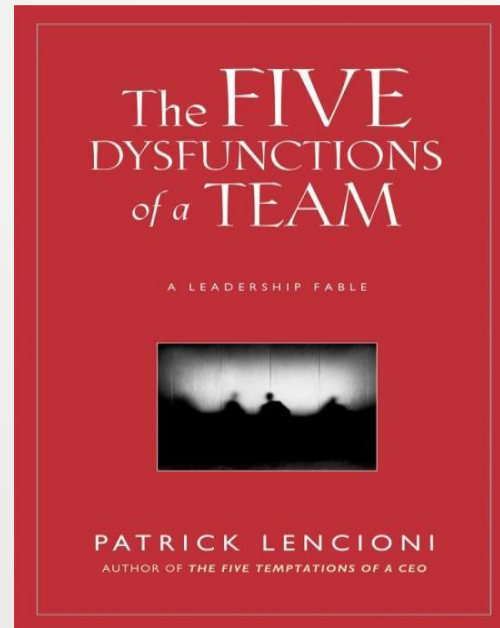


# Building a Team Out of Dysfunction

Overcoming Five Dysfunctions to Build a Cohesive Team







The fear of being vulnerable with team members prevents the building of a foundation of trust within the team.

## Overcoming Dysfunction One: Embrace Vulnerability

- ★ Admit weaknesses and mistakes
- ★ Ask for help
- ★ Accept questions and input about areas of responsibility
- ★ Give one another the benefit of the doubt before arriving at a negative conclusion
- ★ Take risks in offering feedback and assistance
- ★ Appreciate and tap into one another's skills and experiences
- ★ Offer and accept apologies without hesitation



Teams that lack trust are incapable of engaging in unfiltered and passionate debate of ideas; instead resorting to veiled debate and guarded comments.

## Overcoming Dysfunction Two: Welcoming Conflict

- ★ Have lively, interesting meetings
- ★ Extract and exploit the ideas of all team members
- ★ Solve real problems quickly
- ★ Minimize politics
- ★ Put critical topics on the table for discussion



The lack of clarity or buy-in prevents team members from making decisions they will stick to.

## Overcoming Dysfunction Three: Buy In & Commitment

- ★ Creates clarity around direction and priorities
- ★ Aligns the entire team around common objectives
- ★ Develops an ability to learn from mistakes
- ★ Moves forward without hesitation
- ★ Changes direction without hesitation or guilt





The need to avoid interpersonal discomfort prevents team members from holding one another accountable for their behaviors and performance.

## Overcoming Dysfunction Four: Holding Each Other Accountable

- ★ Ensures that 'poor performers' feel pressure to improve
- ★ Identifies potential problems quickly by questioning one another's approaches without hesitation
- ★ Establishes respect among team members who are held to the same high standards
- ★ Avoids excessive bureaucracy around performance management and corrective action



The pursuit of individual goals and personal status erodes the focus on collective success.

## Overcoming Dysfunction Five: The Team – NOT The Individual

- ★ Retains achievement-oriented team members
- ★ Minimizes individualistic behavior
- ★ Enjoys success and suffers failure acutely
- ★ Benefits from individuals who subjugate their own goals/interests for the good of the team
- ★ Avoids distractions

## How Members of Cohesive Teams Behave



- Trust one another
- Engage in unfiltered conflict around ideas
- Commit to decisions and plans of action
- Hold one another accountable for delivering against those plans
- Focus on the achievement of collective results

# Addressing and Overcoming the Five Dysfunctions

To begin improving your team and to better understand the level of dysfunction you are facing, ask yourself these simple questions:

1. Do team members openly and readily disclose their opinions?
2. Are team meetings compelling and productive?
3. Does the team come to decisions quickly and avoid getting bogged down by consensus?
4. Do team members confront one another about their shortcomings?
5. Do team members sacrifice their own interests for the good of the team?

Thank you for attending and for all your energy, passion, and time you give to make an impact in your schools and communities.

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