
THE FIVE DYSFUNCTIONS OF A TEAM



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#1

Absence of Trust

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

#2

Fear of Conflict

The desire to preserve artificial harmony stifles the occurrence of productive, ideological conflict

#3

Lack of Commitment

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

#4

Avoidance of Accountability

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

#5

Inattention to Results

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

THE FIVE FUNCTIONS OF AN EFFECTIVE TEAM

from The Five Dysfunctions of a Team by Patrick Lencioni

Members of highly effective teams:

1

Trust one another

- Individuals understand each other, are open with each other, and are comfortable with their own vulnerabilities.
- Team members readily admit mistakes and concerns without fear of reprisal.

*With **trust**, team members are able to:*

2

Engage in unfiltered “conflict” around issues and ideas

- Team member passionately engage in ideas-based (not person-based) debate and don't settle for artificial harmony.
- Team members recognize that effective relationships require productive conflict, but are not cynical or sarcastic.

*With **unfiltered conflict around ideas**, team members will readily:*

3

Commit to team decisions and plans of action

- Members feel listened to and are clear about what the team has decided.
- Members fully support team decisions even if the decision wasn't their preferred option, because they've weighed in fully.

*With real **commitment** to team decisions, team members will:*

4

Hold one another accountable for delivering on plans

- Team members are mutually responsible to each other and support each other's personal and professional development.
- Members call each other on actions and behaviors that are unproductive to the overall good of the team.

*When able to **hold one another accountable**, team members will:*

5

Focus on achieving collective results

- Team members quickly point out the contributions and achievements of others.
- Team members do not engage in politics and backstabbing.