Why Teams Fail
and how to foster success
WHAT TO EXPECT

1. Our Story
2. Team dysfunction overview
3. Unproductive behaviors & tips to foster success
4. Lessons Learned
5. Q & A
OUR STORY
and the goal

"PROBLEMS ARE NOT STOP SIGNS, THEY ARE GUIDELINES."

ROBERT H. SCHULLER
Patrick Lencioni's model illustrates the root causes of team dysfunction and keys to overcoming them.
“Great teams consist of individuals who have learned to trust each other. Over time, they have discovered each other’s strengths and weaknesses, enabling them to play as a coordinated whole.”

-Amy Edmondson
Trust Issues

“Raisin cookies that look like chocolate chip cookies are the main reason I have trust issues.”
– Unknown

The opposite of trust is fear.

- stagnation
- discomfort
- reluctance
- self-preservation
What does a lack of trust in the workplace look like?

(please discuss in chat)
HOW DO WE BEGIN TO BUILD TRUST?

What is the difference between a group of kindergartners and a group of CEOs?

Kindergartners aren't afraid to trust.
CREATE PSYCHOLOGICAL SAFETY
The shared belief that the team is safe for interpersonal risk.

SHARE VULNERABILITY
Be able to take an honest look at how things are going and discuss it.

ESTABLISH TEAM NORMS
We're all comfortable with each other, but are we all on board?
Triangle of Trust

I EXPERIENCE THE REAL YOU
Foster diversity in the workplace.
Provide opportunities to meet face to face.

I BELIEVE YOU CARE ABOUT ME
Is everyone getting what they need?
Acknowledge ideas and dialogues.

I KNOW YOU CAN DO IT
They trust your judgement.
Empower your team.

AUTHENTICITY

EMPATHY

LOGIC
Team Norms

WHAT TO CONSIDER

"Team norms, the guiding principles for employee conduct in the workplace, provide a standard of set behaviors and attitudes that allow each person on the team to know what is expected of them."

- INDEED.COM
MEANING
How does your team derive meaning?

STRUCTURE & CLARITY
How do you express expectations for professional conduct?

IMPACT
Will you look ahead or reflect on the past?

LEADERSHIP
Are you setting norms for managers and supervisors?
Breaking It Down - Conflict

Fear of Conflict

"For good ideas and true innovation, you need human interaction, conflict, argument, debate."

-Margaret Heffernan
Where do you fall on the conflict scale?
Unhealthy Conflict Behaviors

**AVOIDANCE**
Withdrawal

**ACCOMODATION**
Give in

**PASSIVITY**
Denial

**AGGRESSION**
Dig in
Examples of Unhealthy Conflict

- Feeling psychologically unsafe
- Meeting-after-the-meeting
- Unfair & inefficient workarounds
- Withholding constructive feedback
- Failure to prioritize or compromise
- Resource dilution
Conflict Debt

“Conflict debt is the sum of all the contentious issues that need to be addressed to be able to move forward but instead remain undiscussed and unresolved.”

- LIANE DAVEY

Can you think of an example where failure to work through a conflict productively held back your team?
Creativity Break! Choose a color to represent conflict. (You can also draw what you think it looks like.)
Healthy Conflict
A Guideline

The best way to manage conflict is by giving your team the tools to handle it themselves.

- Find your motivation
- Encourage debates and open discussions
- Identify and defuse potential conflicts
- Encourage space for disagreement
EMOTIONAL INTELLIGENCE AND CONFLICT MEDIATION

EI (EQ): The capacity to be aware of, control, and express one's emotions and to handle interpersonal relationships empathetically.

FIVE KEY ELEMENTS OF EQ

- Self-awareness
- Self-regulation
- Motivation
- Empathy
- Social skills

MANAGING CONFLICT

- Teach EI
- Come up with conflict strategies
- Engage in Conflict Mining
Breaking It Down-
Commitment
Lack of Commitment

"Unless commitment is made, there are only promises and hopes; but no plans."

-Ralph Waldo Emerson

WHAT IT LOOKS LIKE AND WHY IT HAPPENS
LACK OF COMMITMENT

- Ambiguity
- Desire for consensus
- Need for Certainty

GETTING TO COMMITMENT

- Clarity
- Buy-in
- Avoid analysis paralysis
- "Disagree and commit"
- F.A.I.L.
Avoidance of Accountability

- Acceptance of poor performance.
- Wasted time and effort.
- Discomfort among team members.

"It is not only what we do, but also what we do not do, for which we are accountable."

— Molier
Managing Accountability Avoidance

HAVE CLEAR OBJECTIVES
Make sure that everyone is on the same page.

HAVE PROGRESS REVIEWS
Check in with the members of your team regularly.

REWARD YOUR TEAM
Celebrate their wins and growth.
Teams that trust one another, engage in conflict, commit to decisions, and hold one another accountable are very likely to set aside their individual needs and agendas and focus almost exclusively on what is best for the team."  -Lencioni

MAKING IT COME TOGETHER

- Commit to your desired results - make sure your team is holding each other accountable.
- Check that your outcomes align - define what success looks like for your team.
- Have a set of guidelines to fall back on.
Lessons Learned

WHAT'S CHANGED?

- Adopted team norms
- Implemented methods for feedback
- Regular supervisory staff meetings
- Team trainings and evaluation
- Clear learning outcomes for team members

We're still experimenting... and failing forward
DEBRIEF

1. Team Dysfunction - defined
2. Lencioni's five dysfunctions model
3. Strategies for healthier team behaviors
4. Lessons Learned
How are you feeling now?
For more information on the team dysfunction model we highlighted today:

The Five Dysfunctions of a Team, Patrick Lencioni

Select resources:

- Kim Scott, *Radical Candor in Six Minutes* video - [https://www.youtube.com/watch?v=YLBDkz0TwLM](https://www.youtube.com/watch?v=YLBDkz0TwLM)
- Amy Edmondson's TED Talks on leadership and teams – [https://www.ted.com/speakers/amy_edmondson](https://www.ted.com/speakers/amy_edmondson)
- Mary Scannell, *The Big Book of Conflict Resolution Games*
- Get to know your teammates with the Berkley Personality Lab: The Big Five Inventory [https://www.ocf.berkeley.edu/~johnlab/bfi.html](https://www.ocf.berkeley.edu/~johnlab/bfi.html)

For the full bibliography and resource list, see handout.
Thank you!

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