

## How to develop a high performing team

**High performing teams come with challenges but they are where you learn and progress the most.**

The better you become at working effectively in teams and understanding what makes your team *functional* or *dysfunctional*, the more effective you can be in your squiggly career.

*"Teamwork requires some sacrifice up front; people who work as a team have to put the collective needs of the group ahead of their individual interests."*

**- Patrick Lencioni**

### The 5 dysfunctions of a team and what to do differently



#### 1. Absence of Trust

*Looks like: holding grudges, not asking for help, hiding mistakes or weaknesses, avoidance.*

##### Team coaching question

What helps and hinders this team's success?



##### Action



##### Create connection

**Make a 5-minute call.** Recent research shows high performing teams pick up the phone to each other much more to create connection and clarity.

#### 2. Fear of Conflict

*Looks like: agreeing all the time, no bad news, no disagreement or different opinions expressed.*

##### Team coaching question

What stops us from challenging each other?



##### Action



##### Tackle tough topics

**Name the knots.** What's not working? Share any knots so that you can see, untangle, and solve these together as a team.

#### 3. Lack of Commitment

*Looks like: no ownership, missing moments, gathering data for too long without deciding, repeat discussions.*

##### Team coaching question

When do we need to make this decision by, so we don't lose momentum?



##### Action



##### Involve don't solve

**Connect to-do lists with whys.** Know why this matters to me / to my team / to my organisation. This creates prioritised commitment and emotional connection.

#### 4. Avoidance of Accountability

*Looks like: actions not getting done, blame culture, rely on team leaders to call out mistakes or give feedback.*

##### Team coaching question

How can we share actions and status so everyone's up to date without having to ask?



##### Action



##### Peer to peer accountability

**Design rewards around team rather than individual performance.** Ask others in your team what they want to be rewarded with after achieving milestones that matter.

#### 5. Inattention to Results

*Looks like: distracted by work that isn't a team priority.*

##### Team coaching question

When a result is at risk, what do we do?



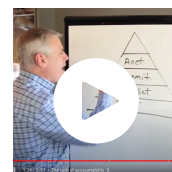
##### Action



##### Risk response

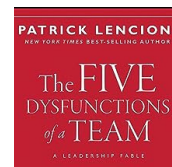
**Fast flag and team follow up.** Flag results that are at risk and then make the point to resolve as a team.

### Recommended resources



#### Five Dysfunctions of a Team by Patrick Lencioni

A short & useful video explaining Lencioni's team development model and the causes of team failure.



#### The Five Dysfunctions of a Team by Patrick Lencioni

Patrick Lencioni uses storytelling to understand the complexity of teams.