



Better teamwork - by avoiding five pitfalls

Good teamwork - by avoiding five pitfalls

Building a well-functioning team is difficult - but it doesn't have to be complicated.

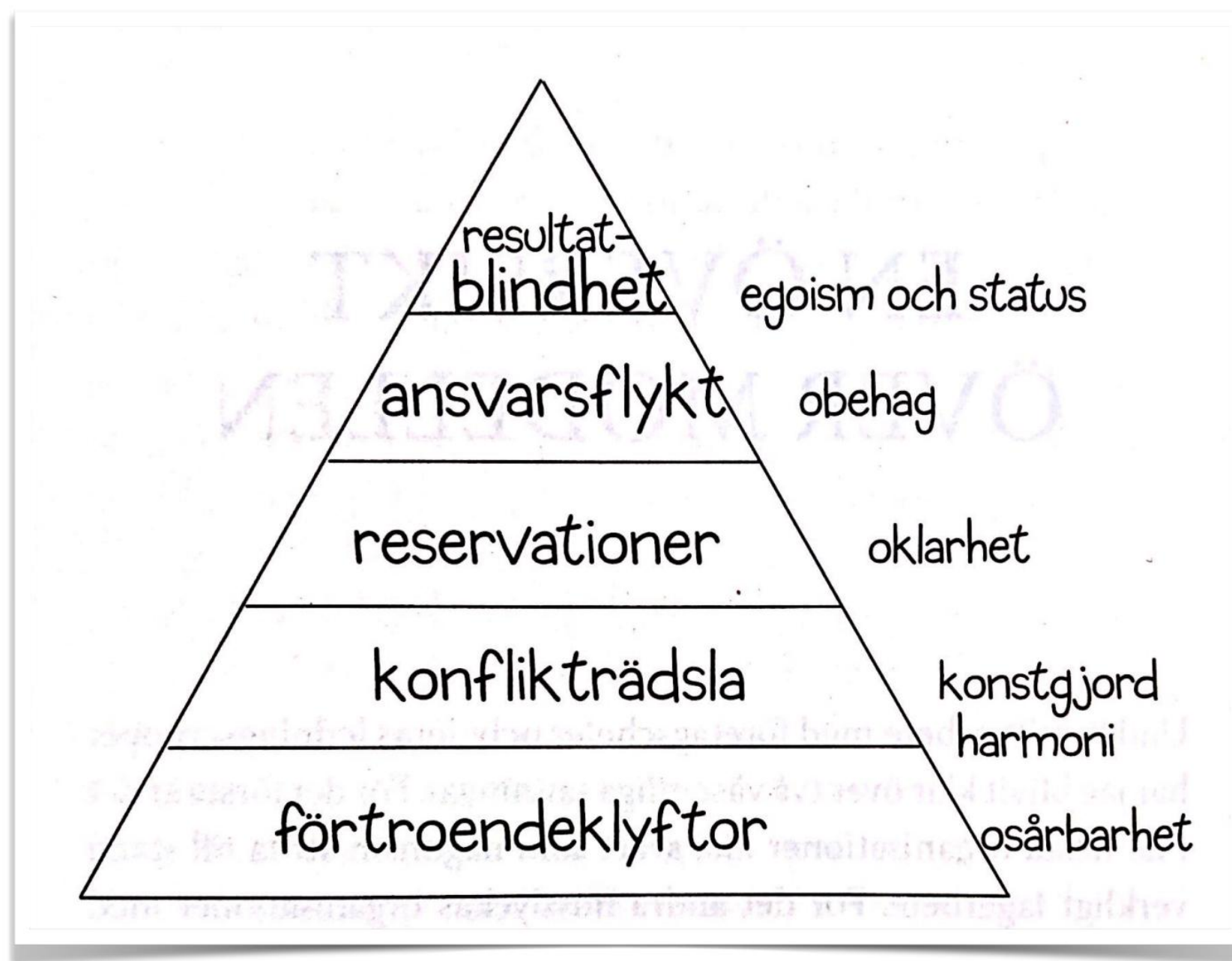
With the help of a good model, the work itself can be simple, but still be hard and demanding work.

We will now consider such a model, from Patrick Lencioni. This model is taken from "Five malfunctions in a group", and has been met with both praise and praise.

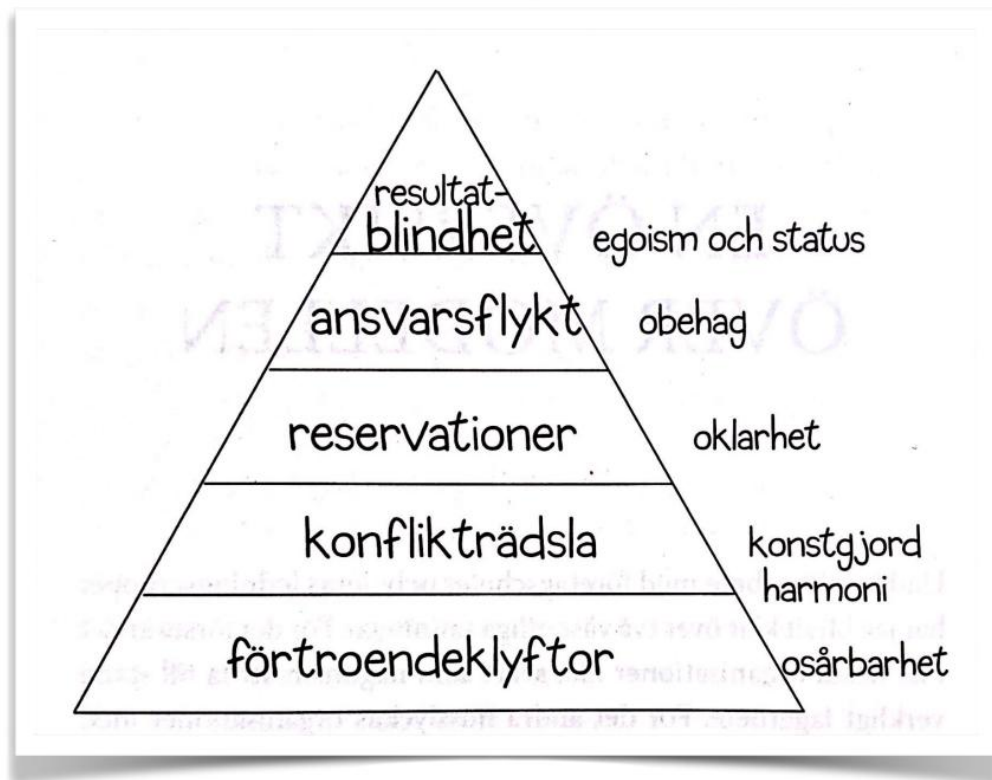
The advantage of the model is that it is simple and is generally considered sound, even if it is not scientifically substantiated.

We can benefit from the model also to see a larger context between group development-conflicts-leadership and the whole of, for example, a project.

Five Linked Errors - Patrick Lencioni



Five linked errors (1)



The first malfunction: **trust gaps** are primarily due to reluctance to show openness and vulnerability in the group.

Members who do not want to talk openly with each other about their mistakes and weaknesses make it impossible to build the necessary foundation of trust. (Members prioritize feeling invulnerable over exposing their weaknesses.)

Here we can draw clear parallels to Amy Edmondsson's theories about the foundation of effective teams - for example creating security to be able to "speak out".

Overcoming trust gaps

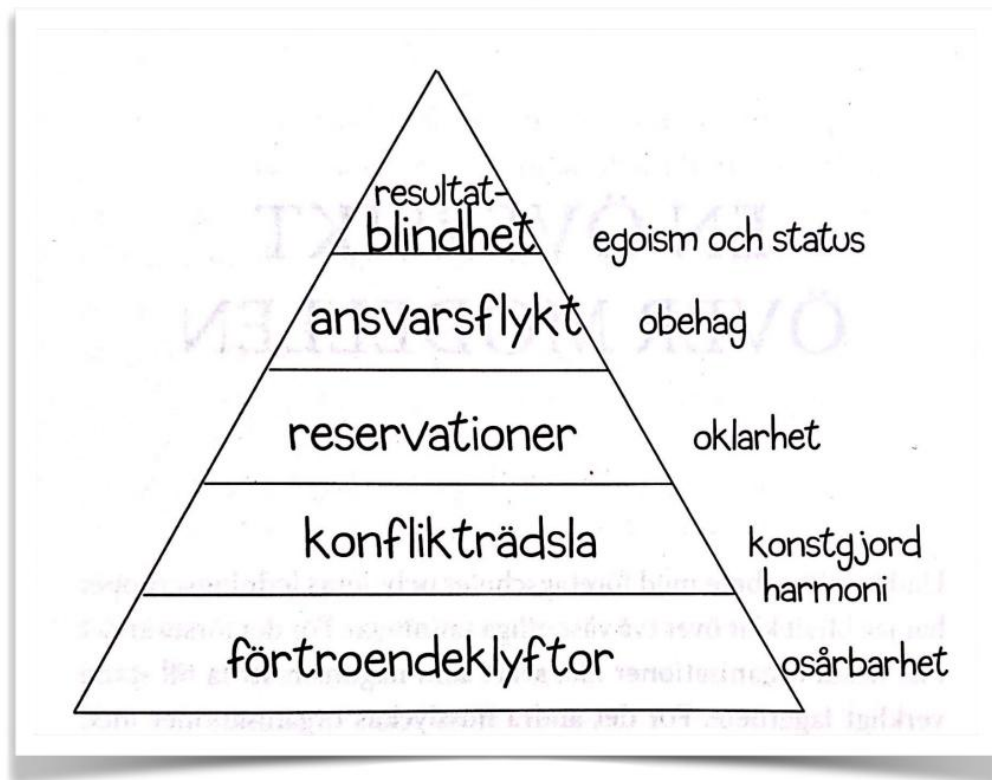
Trust is not created by instruction - it arises as people interact with each other.

An active group leader can, however, make efforts to speed up the establishment of trust, and also prevent through, for example, conflict prevention leadership, group dynamic planning, team building, etc.

Some other examples, as inspiration;

- Work with personal presentations - everyone in the team gets to tell more about themselves, their life, family, hobby, background - or in a project about interesting past experiences in similar challenges. The increased personal insight tends to create better conditions for image-building.
- Some advocate the use of personality analyzes *with associated discussion afterwards* as one way to build trust in a group.
- 360-degree feedback is another method which, however, is based on having already done some work together.
- The leader can take the lead and show confidence in the group, and share their own vulnerability. Thereto can the leader act so that vulnerability is not punished in the group environment.

Five linked errors (2)



The second malfunction: **fear of conflict** arises as a reasonable consequence of the lack of trust.

As a result, the group is unable to engage in an uninhibited and passionate debate of ideas. Instead, they resort to cautious comments and awkward (cowardly) attempts at ideas and solutions.

This can be experienced as a harmony - "we have no conflicts" - but it is an artificial and unhealthy so-called harmony.

Here we can think about the conflict processes, the benefit of constructive conflicts and what happens with group dynamics in the absence of conflict.

Overcome conflict fear

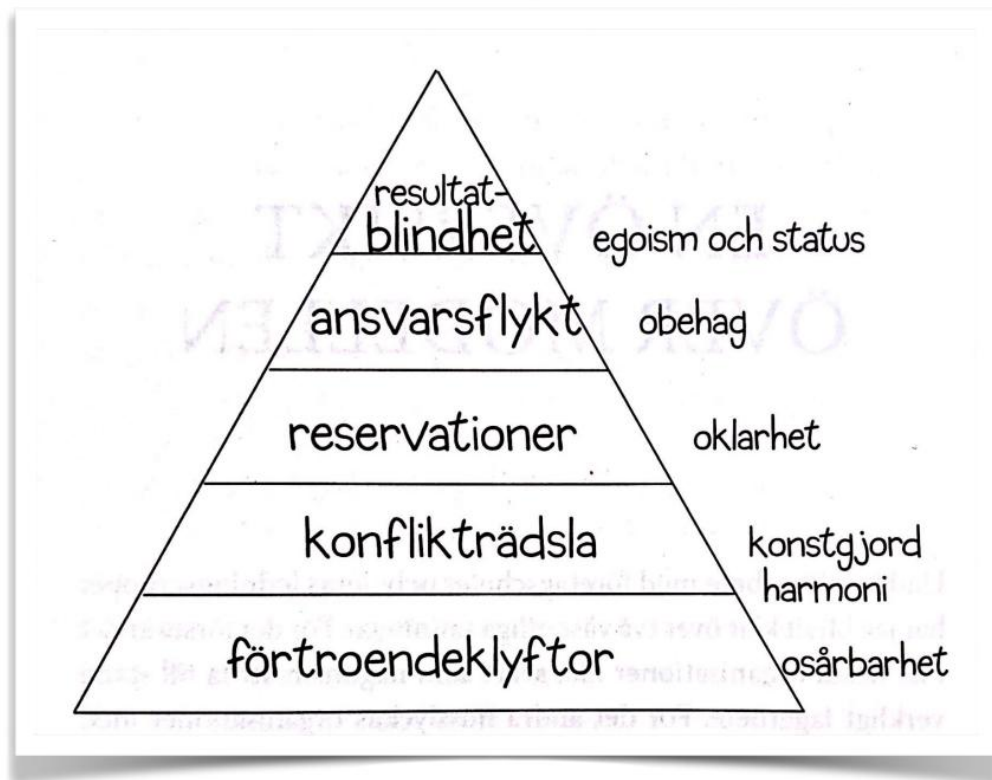
Creating a good level of trust in the group is a good start to reduce the fear of conflict.

It may also be appropriate to speak more openly about conflicts - why not go through the generally established so-called "five conflict styles" and let each member analyze their preference?

Increased knowledge and insight, as well as a common language about conflicts, can reduce the fear of conflict and also increase the likelihood that the conflicts that exist in the group are handled better.

As a group leader, it is a difficult balancing act between allowing conflicts to actually exist (it is associated with the risk of not handling them early) and stepping in yourself. A strong leader who steps into most conflicts early can increase the fear of conflict in the group - so when there is a constructive conflict, it can be beneficial for the leader to be more passive. At the same time, the leader himself must not appear afraid of conflict and thereby become a wrong example...

Five Linked Errors (3)



Without "healthy" conflicts, the group will easily reach the third malfunction: **reservations**, which are followed by a lack of commitment. The members try to stay out of large parts of commitments and work. It can lead to large parts of ex one

projects suffer from obscurity, as no one is committed enough to tackle it.

Without emotional additions and slightly livelier discussion, it is difficult to find motivation for commitment.

The effectiveness of the group goes down.

Overcome Reservations

The two main reasons for reservations are *the desire for consensus* and *the need for security*.

Strong teams recognize the danger in striving for consensus on most things.

- Instead, a good team wants to elicit everyone's ideas before decisions
- When the decision is made, then everyone can stand behind it, even if they had a different idea they believed more in person.
- *Amazon Leadership rule #13 Have Backbone; Disagree and Commit*
 - *Leaders are obliged to respectfully challenge decisions when they disagree, even when doing so is uncomfortable or exhausting. Leaders have conviction and are tenacious. They do not compromise for the sake of social cohesion. **Once a decision is determined, they commit entirely.***

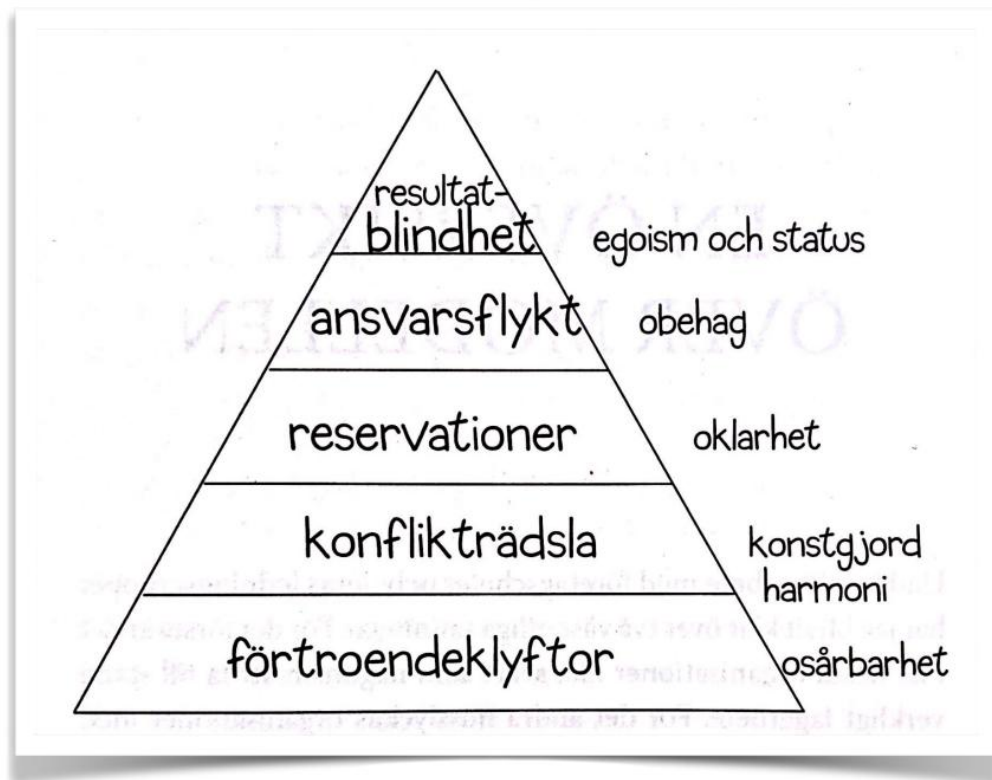
The need for security can, for example, lead to not making a decision, (instead of making an uncertain decision that can then be changed.). Instead, they try to guard themselves and postpone the important, which leads to more reservations and increased uncertainty.

Overcome Reservations

Some concrete efforts to counter the reservations:

- information control - by summarizing the main points and the decision at the end of a meeting (resp.), members will realize when they are not on the same page, which leads to increased clarification. This often leads to the fact that different opinions of the decision-makers can be discussed openly and become "generally known" without major problems - which reduces the idea that consensus always prevails and should prevail
- Time limits - by setting clear time frames for partial decisions, measures, etc., more decisions will be made are taken and fewer are postponed.
- preparedness analysis and scenario planning - by preparing for possible problems and working with them scenario outcomes, more realistic outcomes of possible wrong decisions are realized - which is often less than feared and then the reservation risk is lower.

Five Linked Errors (4)



When members lack commitment to the group's work, the fourth malfunction occurs: **shirking responsibility**.

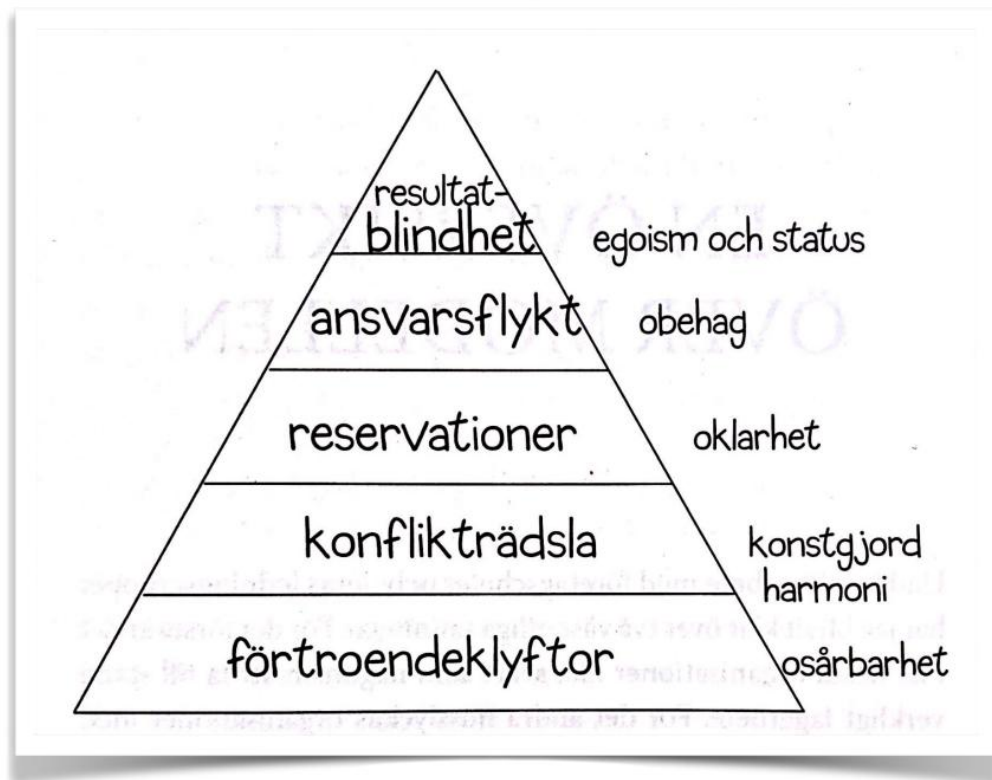
In the lack of commitment and thus a clearer and clearer action plan, even goal-oriented and dynamic members become hesitant to, for example, criticize the actions of other members. That is - no one really wants to take proper responsibility - there can be a feeling of discomfort as a result.

Overcome Shit

Responsibility can be increased by:

- Disclosure of goals and standards
 - Through clarifications and "marketing" of goals, etc., it becomes more difficult to escape responsibility them. Both *what* and *who* then become clear.
- Simple and regular reviews of the development.
 - Through structure - where reports, information flows, etc. are controlled, expectations of responsibility increase, which often leads to at least partial responsibility being taken. (In projects, this is particularly desirable as frequent follow-up of results is also important for other reasons.)
- Team Rewards
 - By rewarding the entire team, a culture of responsibility is established. (conversely, you don't want to be the one who cheers for the whole team...)

Five Linked Errors (5)



If there is no demand for responsibility, the fifth malfunction can instead thrive: **result blindness**.

This malfunction means that members instead put their own results or individual needs (or their department's needs) above those of the group.

Overcoming Outcome Blindness

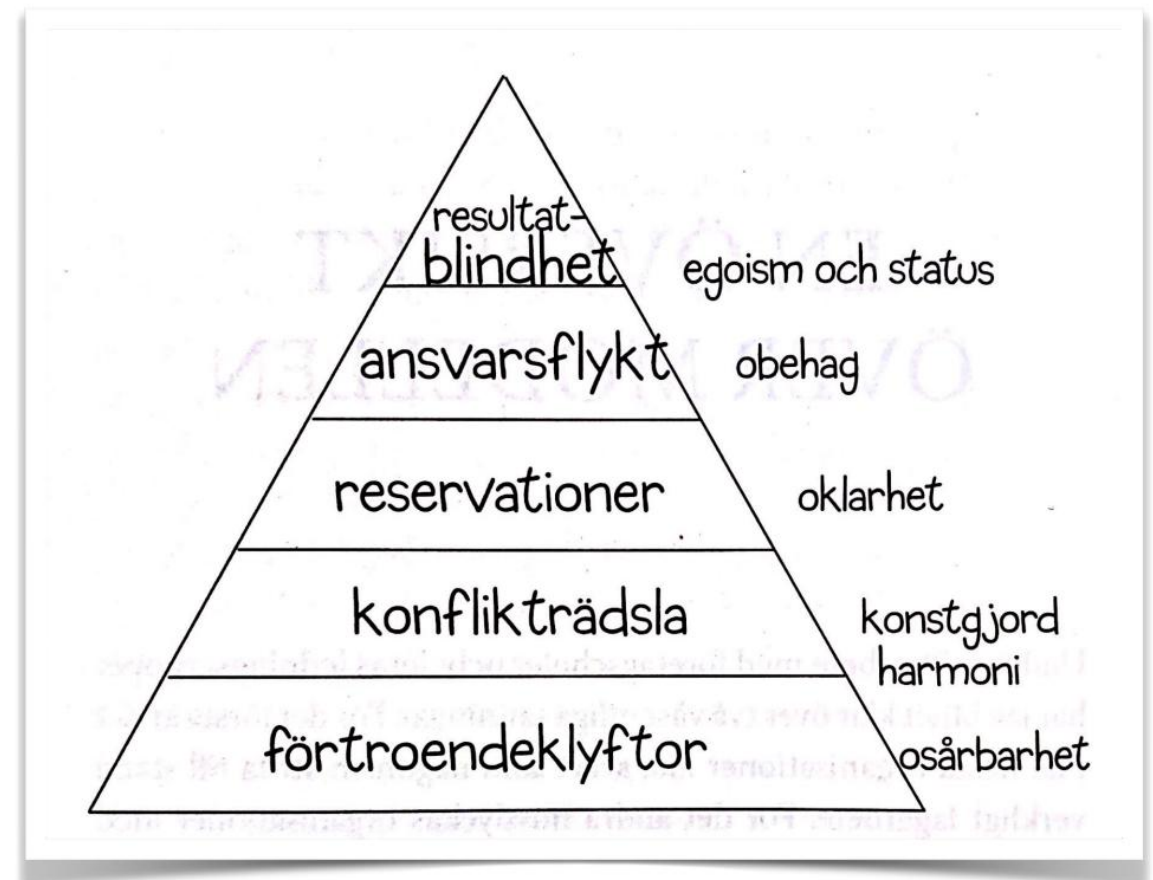
To reduce the individualistic tendencies, the focus needs to increase on the group's results.

- publish the results
 - By having publicly stated goals and performance ambitions, focus and efforts increase.
(the opposite is a team that "does its best"...)
- Performance-based rewards
 - By linking rewards, bonuses, prestige, etc. to the results, the participants' focus also increases on the group's joint results.
 - (However, there is a risk here with too much focus on, for example, financial results that it is perceived as skewed or distorted)

Five linked right?

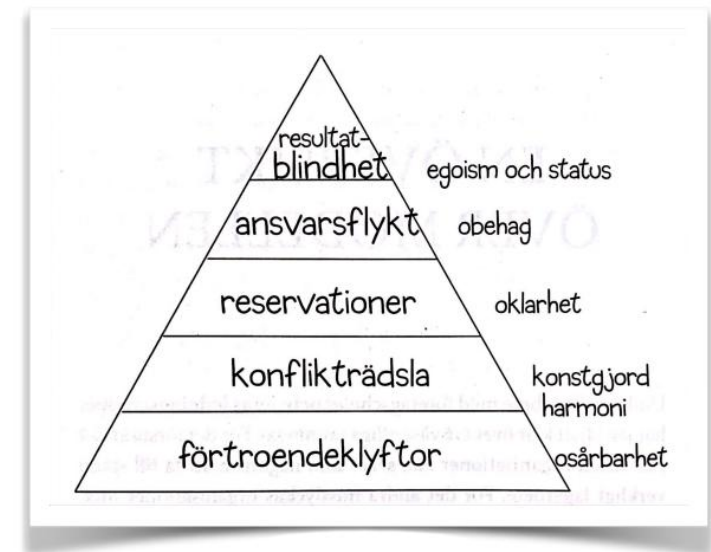
Inverting the five faults, we can see the five good things that distinguish a good collaborative team;

- They trust each other (trust)
- They fight unrestrainedly about ideas (constructive conflicts)
- They fully commit to decisions and action plans
- They take responsibility and hold each other accountable for the actions and actions these plans require
- They focus on joint achievements and collective results.



Exercise - *Lencioni's Five Pitfalls*

- *Separate instruction*
- Analyze the situation based on Lencioni's five pitfalls
 - Who/what is problematic based on the pitfalls?
 - Prioritize the pitfalls - motivate
 - Concrete efforts to counteract the problems
 - Reflect on the balance between individual and group-oriented efforts.



**Coming together is a beginning.
Keeping together is progress.
Working together is successful.**

Henry Ford