

Dysfunctional Team	Healthy Team
<p>Absence of Trust:</p> <ul style="list-style-type: none"> • Conceal weaknesses and mistakes • Hesitate to ask for help or offer constructive criticism • Hold grudges • Dread meetings • Find reasons to avoid spending time together 	<p>Trusting Teams:</p> <ul style="list-style-type: none"> • Admit weaknesses and mistakes • Ask for help • Accept questions and input about their areas of responsibilities • Give the benefit of the doubt • Focus on results, not politics • Offer and accept apologies without hesitation • Look forward to meetings and other opportunities to work together
<p>Fear of Conflict:</p> <ul style="list-style-type: none"> • Team meetings are boring • Back channel politics and personal attacks are permitted • Ignore controversial topics • Waste time posturing and managing personal risk 	<p>Healthy Conflict:</p> <ul style="list-style-type: none"> • Have lively, interesting meetings • Extract and exploit the ideals of all team members • Solve real problems quickly • Minimize politics • Put critical topics on the table for discussion
<p>Failure to Commit:</p> <ul style="list-style-type: none"> • Creates ambiguity among the team about direction and priorities • Watches windows of opportunity close due to excessive analysis and unnecessary delay • Breeds lack of confidence and fear of failure • Revisits discussions and decisions again and again • Encourages second-guessing among team members 	<p>Strong Commitments:</p> <ul style="list-style-type: none"> • Creates clarity around direction and priorities • Aligns the entire team around common objectives • Develops an ability to learn from mistakes • Takes advantage of opportunities before competitors do • Moves forward without hesitation • Changes direction without hesitation or guilt

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<p>Avoiding Accountability:</p> <ul style="list-style-type: none"> • Creates resentment among team members who have different standards of performance • Encourages mediocrity • Misses deadlines • Places an undue burden on the team leader as the sole source of discipline 	<p>Effective Accountability:</p> <ul style="list-style-type: none"> • 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 corrosive action
<p>Not Focused on Results:</p> <ul style="list-style-type: none"> • Stagnates/fails to grow • Rarely defeats competitors • Loses achievement-oriented employees • Encourages team members to focus on their own careers and individual goals • Is easily distracted 	<p>Collective Results:</p> <ul style="list-style-type: none"> • Retains achievement-oriented employees • Minimizes individualistic behavior • Enjoys success and suffers failures acutely • Benefits from individuals who subjugate their own goals/interests for the good of the team • Avoids distractions