Question 1

There are five types of dysfunctions introduced in the model:

1. Absence of trust – trust foundation is collapsed in a team when team members hold back to speak honestly to each other to avoid offense or uncomfortable situation, or are unwilling to expose weakness, express need for help, be in lack of courage to face their own mistakes. It is harmful as trust is the key to team success without which unfiltered communication, compelling and effective collaboration and interaction is impossible. As an agile team leader, I would clarify the severity of absence of trust and promote trust by direct the team to shared values and goals from unprofessional individual focus.
2. Fear of conflict – team members are unable to air their opinions freely due to the fear of conflicting one and another, tend to compromise in debates on key decisions causing superior result impossible. I would encourage team members to be professional on the conflict in work, as in the conflicting opinions we as a team can complement our team wisdom and strive together towards success.
3. Lack of commitment – based on lack or fear of conflict, the decision made is unlikely to be a shared goal. Therefore, team members are difficult to work collaboratively and cohesively aiming towards the direction. It is awful as unambiguity will prevail in such an environment without commitment. I would revert the situation by raising trust, fearlessness of conflict in the team in hope of making commitment prevails over unambiguity.
4. Avoidance of accountability – when team is not committing to a definite path to goal, even the most talented members are discouraged in lack of motivation to execute what is needed for the success of the team. This is dreadful as team will continue to misconduct and fail their destination when unaccountability fills the room. I would hold team member accountable for the unfulfilled duty, on the other hand, encourage accountability by remedying the first three dysfunctions.
5. Inattention of results – eventually it comes the worst outcome, results delivered by the team did not meet expectation as individuals are not following the team goal and not responsible for the inferior results. I would reminder the team to be results-oriented and return from personal focus like ego, career development to greatness of the team.

In conclusion, the five dysfunctions are companions of each other and in sequence lead to the next one, in order to build a successful team, we need to examine ourselves periodically and mirror in front of the dysfunctions model.

Question 2

What is the purpose of the delegation Poker and Delegation board?

The purpose is to enable team members to make better decision.

What does it achieve?

It can be achieved by cultivating trust in the organization or system, which can be enabled and grown by practicing the seven levels of delegation.

What are the seven delegation levels?

The seven delegation levels are:

- Tell – I, as a manager, will tell the team how to do.
- Sell – I will try and sell my idea to the team.
- Consult – I will first consult them before making the decision.
- Agree – the team and I will agree together.
- Advise – I will add my advice and leave the decision to the team.
- Inquire – they team have the full power to decide, but I will inquire them afterwards.
- Delegate – I will completely delegate to the team

How does it work?

The delegation levels will enable the team to self-organized in a safe way based on trust.

Give a concrete example.

For example, I, as a manager need a decision on the technical design of our new lunched project, where I can apply delegation level 6 Inquire to allow the technical professionals to analyze and finalize the design, but I will need to be informed.

How does this relate to a Freedom Matrix?

The Freedom matrix is based on trust, likewise, the delegation model is also based on trust among the system, the more trust there is, the higher delegation we can apply in the decision making process.