Ian Mutahi

CS3250

**Five Dysfunctions Of A Team Summary/ Analysis**

Based on the contents of this book, the author Patrick Lencioni unveils the basics of teamwork through the portrayal of a technology company that is struggling to succeed and find new clientele. The new CEO recognizes the potential that is present in her new organization; however, none of the executives are working together as a team, and because of this, are negatively impacting the entire organization. The team continually struggles to accept responsibilities and come to any agreements, which ends up drastically affecting their morale. After reading further into the story, the five dysfunctions of a team become revealed: fear of conflict, absence of trust, lack of commitment, avoidance to accountability, and inattention to results. After being presented with this information, the reader is then informed that the only way to reduce the misunderstandings and confusions found within a lousy team is to understand that there are five dysfunctions and each one needs to be addressed depending on the situation.

*Absence Of Trust*

Absence of trust stems primarily from team members being unable to show their weakness; to be open and vulnerable with one another. The lack of trust is a humongous waste of energy and time because team members hide their true feelings from one another, which makes them reluctant to ask for help from or assist each other in completing tasks.

**Question for Me: How can teams overcome this?**

Teams can overcome this dysfunction by always sharing their experiences, demonstrating credibility, and becoming aware of the unique characteristics of its team members

*Fear Of Conflict*

Organizations that lack trust are incapable of having unfiltered passionate debates on things that matter, which causes them to avoid conflict and instead replace it with an artificial harmony. When this happens, poor choices are commonly followed. When working in teams, it's essential to know that conflict is good.

*Lack Of Commitment*

Without conflict, it is not easy for team members to commit themselves and make decisions, which results in an environment where ambiguity prevails. People will invest in something when their opinions are included in the decision-making process. Productive teams make collaborative and transparent decisions with the confidence that they have the support of each team member in the process.

*Avoidance of accountability*

When teams do not commit, you can't have accountability because team members are not going to hold each other accountable if they haven't clearly bought into the plan. For a team to be well functioning, each team member needs to be responsible, and they also need to be held accountable by others. The measurement of progress is the key to success:making clear what the standards are, and what needs to be done by whom and by when.

*Inattention to results.*

A team can only be results-oriented If each team-member puts the team's results first. When individuals are not held accountable, team members naturally tend to look out for their own interests rather than the interests of the group. Teams overcome this dysfunction by making the results for the group clear and rewarding the behaviors that contribute to the team's results. The primary role of the leader in helping overcome these dysfunctions is to lead by example and set the tone for the entire team whether it's setting up deadlines, getting everyone involved, and clearly defining expectations.

*Thoughts/ Personal Analysis:*

I enjoyed the information that this book provided in regards to how to become a better team member and how to create a strong team. The setting that the author was trying to portray was ideal for showing the reader how these dysfunctions manifest in a workplace, what the cues are to identify them, and what are the best ways to deal with any dysfunction. This book was very relevant for this class (and also in many different aspects of life) because we operated in a team setting, and the contents derived from this book served to set a standard for what is and what isn't expected on a team setting.