

## Video transcript

### The five dysfunctions of a team

Now, many years ago, a great writer by the name of Patrick Lencioni wrote a book called the *Five Dysfunctions of a Team*. If you get a chance, please read it. It's a very thin book. You'll read it in an hour or two.

And what he talked about is the concept of trust and how trust sits at the bottom of every organization. And if you don't have trust, you have a sense of invulnerability.

So, what that means is the more vulnerable you are, the more you are open, the more people trust you. That's almost an oxymoron, isn't it? So, you have to put yourself out there and dare to do something.

You actually build trust, as opposed to break it down. And if you don't have trust, then there will be fear of conflict. So, when you go for your meeting, you get what is called the kiss of yes. Yes, yes, yes, yes, yes. And everybody inside is going no, no, no, no, no.

So, you don't have any discussion. There's no arguments. You must have conflict, and I'm using the word conflict because there must be strong discussions with the respect for each other on the subject.

It shouldn't be personal conflict. This is conflict about a proposal, a suggestion. You have to discuss it hard with passion because that's where the magic happens. If everybody says yes, yes, yes, no problem, nothing will happen.

Now, if you don't have this hard discussion and you have artificial harmony, then you will have ambiguity. It won't be clear. You left the meeting...how many of you sometimes go for a meeting and you think, what was that about? Does it happen sometimes?

Sometimes, it does happen. Yeah? And then you go, hmm. But did you...so you need the discussion and then you get no commitment if you don't have that discussion.

And finally, you don't get the result. So, what happens? Everything at work is all about who's the boss, what did they say, how do I do this, how do I get my promotion, blah, blah, blah. It just becomes a mess. You don't want to work there. You don't want to work in a company like that. Nobody does.

You want to work in a place where there is trust and you can have a good discussion. You don't always have to be right, but you want to be able to say what you think and be committed, be accountable, and finally, deliver great services.