

LENCIONI'S MODEL

5 BEHAVIOURS OF A COHESIVE TEAM



Lencioni, P. M. (2007). *The Five Dysfunctions of a Team: A Leadership Fable*. Hoboken: John Wiley & Sons.



RISKS/ROAD BLOCKS



When any or all of these behaviours are not nurtured, they become Dysfunctions.

- Trust becomes an *Absence of Trust*
- Conflict becomes a *Fear of Conflict*
- Commitment becomes a *Lack of Commitment*
- Accountability becomes an *Avoidance of Accountability*
- Results become an *Inattention to Results*

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SAMPLE TEAM ACTIVITY:

What are the behaviours of teams with trust / absence of trust?

Trusting Teams	Teams with an Absence of Trust
<ul style="list-style-type: none">○ Admit weaknesses and mistakes○ Ask for help○ Accept questions and input about their areas of responsibility○ Give one another the benefit of the doubt before arriving at a negative conclusion○ Take risks in offering feedback and assistance○ Appreciate and tap into one another's skills and experiences○ Focus time and energy on important issues, not politics○ Offer and accept apologies without hesitation○ Look forward to meetings and other opportunities to work as a group	<ul style="list-style-type: none">○ Conceal their weaknesses and mistakes from one another○ Hesitate to ask for help or provide constructive feedback○ Hesitate to offer help outside their own areas of responsibility○ Jump to conclusions about the intentions and aptitudes of others without attempting to clarify them○ Fail to recognize and tap into one another's skills and experiences○ Hold grudges○ Dread meetings and find reasons to avoid spending time together.

REFLECTION/DISCUSSION QUESTIONS

- Do you (team members) know about one another's personal lives and are you comfortable discussing them with each other?
- Do you (team members) quickly and genuinely apologize to one another when you say or do something inappropriate or possibly damaging?
- Do you (team members) openly admit your weaknesses and mistakes?