TEAMS - HANDOUT 2

High-Performing and Dysfunctional Teams

McKinsey conducted a research over a decade with 5,000 executives inviting them to think about "peak experiences" as a team member and to note down words that describe that environment. The results were consistent across the group and revealed three key dimensions of great teamwork:

- alignment on direction (shared belief about what the organization is striving toward and the role of the team in achieving this),
- high-quality interaction (trust, open communication, willingness to embrace conflict, high team maintenance and low self-orientation),
- a strong sense of renewal (an environment in which team members are energized because they feel they can take risks, innovate, learn, and achieve something that matters).

The following tables provide a summary of key elements that characterize high performance in teams (compiled from various sources) as well as potential dysfunctions that teams are invited to address (based on Patrick Lencioni's work).

You are invited to go to the Resources section to deepen more in both topics.

Insights on High-Performing Teams	
High-Performing Teams:	**Questions for Reflection:**
1) Learn from setbacks – Teams grow into being high-performing through experiences of success but also of failures.	What were three setbacks your team has experienced lately? How can they be opportunities to learn about your ways of work as a team and help you become more performing? In the Exercise Section: Refer to Learning from Failure, Johari Window, Giving Feedback, Appreciative Inquiry, the Four Parts of Speech, Keys to Effective Communication, Listening
2) Are aware of their purpose and deliver results	What is the purpose of you being together as a team? How do you stay connected to this purpose and keep in mind the end results you are expected to deliver? In the Exercise Section: Refer to Team Purpose
3) Are supported and given credit	Where do you find support as a team? What recognition and reward motivate you best? In the Exercise Section: Refer to Motivation and Empowerment, Giving Feedback, Developing your Team

Insights on High-Performing Teams (continued)	
4) Build on their members' individual skill sets	How well do you know your team members' skills and gifts? How are tasks distributed within your team? How can responsibilities be aligned to the strengths of each team member? In the Exercise Section: Refer to Team Roles, Motivation
5) Are held accountable	How do you keep your work on track? What happens when you don't deliver what you committed to? In the Exercise Section: Refer to Giving Feedback, Team Discipline, Team Performance Assessment
6) Thrive in collaborative environments	How do you describe the environment in which your team operates? How often do team members ask for support and share their perspectives with others? How comfortable are they doing so? In the Exercise Section: Refer to Team Building, Empathy Walk, Team Wellbeing, Listening
7) Are invested in developing team members for continued success	What opportunities does the team provide to hone individuals' skills and help them develop? What challenges and responsibilities would help team members explore new ways of working? In the Exercise Section: Refer to Giving Feedback, Coaching, Team Performance Assessment, Developing your Team
8) Collaborate and share resources (knowledge, expertise, finance,...) with others	As a team, how well do you collaborate with others?
9) Recognize the importance of team leadership	How can team members share leadership responsibilities with the formal team leader?
10) Motivate and empower team members	What methods keep your team members stimulated and inspired? In the Exercise Section: Refer to Motivation and Empowerment

Team dysfunctions

In his book The Five Dysfunctions of a Team, Patrick Lencioni identifies elements that hinder team cohesiveness and productivity and suggests ways to overcoming them. We summarize key insights below and invite you to add your reflections.

The Five Dysfunctions	Hindrances	Leadership Role	Reflection
Absence of Trust "we hide behind masks"	Fear of being vulnerable Unwillingness to admit mistakes Reluctance to reveal weaknesses or ask for help Avoiding interpersonal discomfort	Going first Daring vulnerability	
Fear of Conflict "peace at all costs…"	Lack of trust in others Artificial Harmony Incapacity to engage in healthy debate about key issues or name the elephant in the room Veiled discussions, gossip	Mining for conflict	
Lack of Commitment "what does it matter…"	Incapacity to disagree makes it difficult to commit to decisions Ambiguity Lack of clarity and direction	Forcing clarity and closure	
Avoiding Responsibility "that's the way I work"	Lack of commitment Hesitating to hold others accountable Accepting low standards	Confronting difficult issues and holding others accountable	
Inattention to Results "it's all about me"	Pursuit of personal status Ego and politics Focusing on individual needs instead of collective goals	Focusing on collective outcomes	