Five Dysfunctions of a Team

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May 17, 2013
How to Grow a Core Team of Leaders

• The senior managers MUST represent the culture and values of the organization (both the U and their department) to be leaders.
• The team members must trust each other to be vulnerable with ideas.
• The team members must be willing to engage in constructive conflict (How does this relate to “MN Nice” and “civility” in higher education?)
• The team members must agree on common goals & objectives.
• The team members must hold each other accountable to these goals.
• The team members must be driving towards common results and never personal success.
The Five Functions

1. Inattention to Results
2. Avoidance of Accountability
3. Lack of Commitment
4. Fear of Conflict
5. Absence of Trust

- Status and Ego
- Low Standards
- Ambiguity
- Artificial Harmony
- Invulnerability
How Does the IT Leadership Team Define “Trust”? 

- Willingness to share thoughts and ideas (including your weaknesses and parts of your personal life)
- Willingness to confide in your team
- Ability to keep a confidence
- The feeling that feedback from you is important to me
- You care about me and the team
- Your word has meaning to it
- You give me the benefit of the doubt because sometimes I will use the wrong word
- Respect & understanding for predictability of your skills
## “Trust” Exercises for IT

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<thead>
<tr>
<th>Leadership Team</th>
<th>Extended Leadership Team</th>
<th>OIT Staff</th>
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<tbody>
<tr>
<td>Foster leaders that are willing to publicly admit “I don’t know” and share appropriate personal stories</td>
<td>Training &amp; process for giving and receiving feedback (refresher on ITLP method of “are you read for some feedback?”)</td>
<td>Email message to all staff about definition of “trust”</td>
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<td>MTBI Assessment &amp; open discussion</td>
<td>Social Styles Assessment &amp; open discussion</td>
<td>Awareness of leadership’s training on “feedback methods” and understanding of use.</td>
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<td>Short Term: 1 on 1 social activities to get to know each other</td>
<td>Ritual to start each XLT meeting with a member sharing a 10min “leadership journey”</td>
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<td>Med Term: 360 feedback and group discussion about each others’ feedback. Intent is to help have each others’ backs by leveraging each others’ strengths/weaknesses</td>
<td>5 dysfunctions worksheet to discuss differences in each of our views</td>
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<td>Long term: Give each other feedback (strengths and weaknesses) in a safe group setting.</td>
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