



# Team Breakout

November 2019

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## Two Requirements for Success:

### SMART

- Strategy
- Marketing
- Finance
- Technology

### HEALTHY

- Minimal Politics
- Minimal Confusion
- High Morale
- High Productivity
- Low Turnover

**Health receives disproportionately little attention from  
leaders in most organizations.**



### **Discipline 1: Build a Cohesive Leadership Team**

Cohesive teams build trust, eliminate politics, and increase efficiency by...

- Being open and building trust
- Engaging in constructive ideological conflict
- Committing to clear decisions
- Holding one another accountable for behaviors
- Focusing on collective results

### **Discipline 2: Create Clarity**

Healthy organizations minimize the potential for confusion by clarifying...

- Why do we exist?
- How do we behave?
- What do we do?
- How will we succeed?
- What is most important, right now?
- Who must do what?



### **Discipline 4: Reinforce Clarity**

Organizations sustain their health by ensuring consistency in...

- Hiring
- Managing performance
- Rewards and recognition
- Employee dismissal
- Meetings

### **Discipline 3: Over-Communicate Clarity**

Healthy organizations align their employees around organizational clarity by communicating key messages through...

- Repetition
- Simplicity
- Multiple Mediums
- Cascading messages



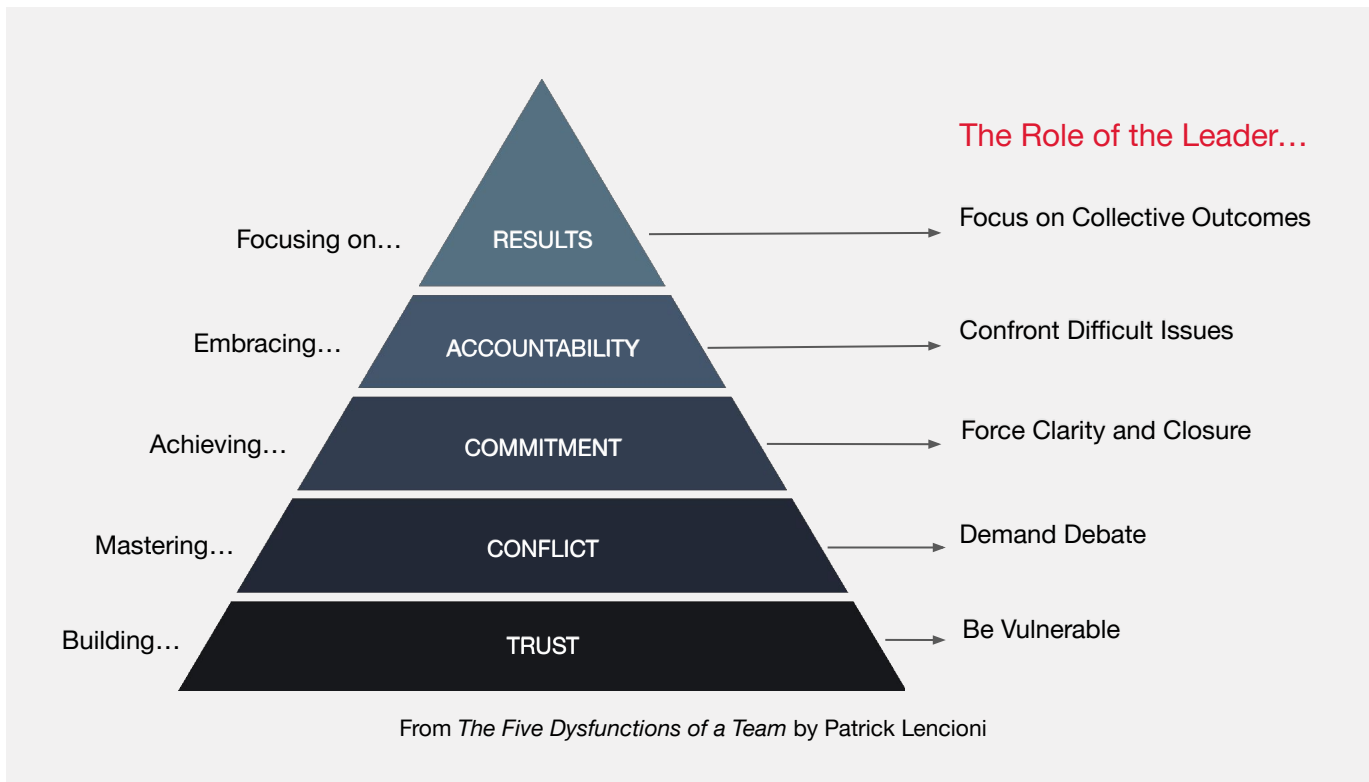
# Discipline 1: Build a Cohesive Leadership Team



From *The Advantage*, by Patrick Lencioni.



## The Five Behaviors of a Cohesive Team



- 1. Building Trust:** Team members who trust one another are comfortable being open, even exposed, to one another about their failures, weaknesses and fears.
- 2. Mastering Conflict:** When trust is present, teams are able to engage in unfiltered ideological debate around ideas, issues and decisions that must be made.
- 3. Achieving Commitment:** The ability to engage in conflict and provide input enables team members to buy-in or commit to decisions.
- 4. Embracing Accountability:** After commitment is established, team members must be willing to hold one another accountable for their behaviors and remind each other when actions are counterproductive to the team.
- 5. Focusing on Results:** Collective team results must supersede any departmental or personal objectives or pursuits.

From *The Five Dysfunctions of a Team* and *The Advantage* by Patrick Lencioni.



## Assessing the Five Behaviors

### Team Assessment

Using your top of mind response, please use the following scale to indicate how each statement applies to your particular team. Keep in mind that the following assessment is more qualitative than quantitative and is intended to be a simple indicator of the relative cohesiveness of your team.

3 = Usually   2 = Sometimes   1 = Rarely

- \_\_\_ 1. Team members are passionate and unguarded in their discussion of issues.
- \_\_\_ 2. Team members call out one another's unproductive behaviors.
- \_\_\_ 3. Team members know what their peers are working on and how they contribute to the collective good of the team.
- \_\_\_ 4. Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team.
- \_\_\_ 5. Team members willingly make sacrifices (such as budget, turf, head count) in their departments or areas of expertise for the good of the team.
- \_\_\_ 6. Team members openly admit their weaknesses and mistakes.
- \_\_\_ 7. Team meetings are compelling and not boring.
- \_\_\_ 8. Team members leave meetings confident that their peers are completely committed to the decisions agreed upon during the meeting, even if there was initial disagreement.
- \_\_\_ 9. Morale is significantly affected by the failure to achieve team goals.
- \_\_\_ 10. During team meetings, the most important and most difficult issues are put on the table to be resolved.
- \_\_\_ 11. Team members are deeply concerned about the prospect of letting down their peers.



## Team Assessment

- \_\_\_ 12. Team members know about one another's personal lives and are comfortable discussing them.
- \_\_\_ 13. Team members end discussions with clear and specific resolutions and calls to action.
- \_\_\_ 14. Team members challenge one another about their plans and approaches.
- \_\_\_ 15. Team members are slow to seek credit for their own contributions but quick to point out those of others.

### Scoring

Insert the scores from the previous questions to the items listed below.

#### Behavior 1:

Trust

4. \_\_\_\_\_

6. \_\_\_\_\_

12. \_\_\_\_\_

#### Behavior 2:

Conflict

1. \_\_\_\_\_

7. \_\_\_\_\_

10. \_\_\_\_\_

#### Behavior 3:

Commitment

3. \_\_\_\_\_

8. \_\_\_\_\_

13. \_\_\_\_\_

#### Behavior 4:

Accountability

2. \_\_\_\_\_

11. \_\_\_\_\_

14. \_\_\_\_\_

#### Behavior 5:

Results

5. \_\_\_\_\_

9. \_\_\_\_\_

15. \_\_\_\_\_

### Total:

(Add Scores)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### Score Key

**8 – 9** = Probable indication that the behavior is not a problem for your team

**6 – 7** = Indicates that the behavior could be a problem

**3 – 5** = Indicates that the behavior needs to be addressed



## Team Assessment Discussion

To which Dysfunction is your team most susceptible?

How does that Dysfunction manifest itself on your team?

How would improved cohesion affect your team's performance?

What immediate steps could you take to address this dysfunction on your team?