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Unlock the potential of your business software

The word "enable" is written in a teal, lowercase, sans-serif font. It is enclosed within a pink, double-lined rectangular border that has arrowheads at the top and bottom, pointing outwards.

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Building Teams for Change

Cat McManus | Group Chair, Vistage

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“If you could get all the people in an organization rowing in the same direction, you could dominate any industry, in any market, against any competition, at any time”

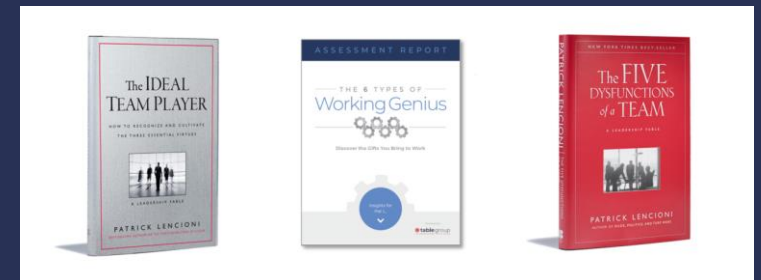
Patrick Lencioni



Who is this guy?

Patrick Lencioni is the founder and president of The Table Group, a firm dedicated to providing organizations with ideas, products and services that improve teamwork, clarity and employee engagement.

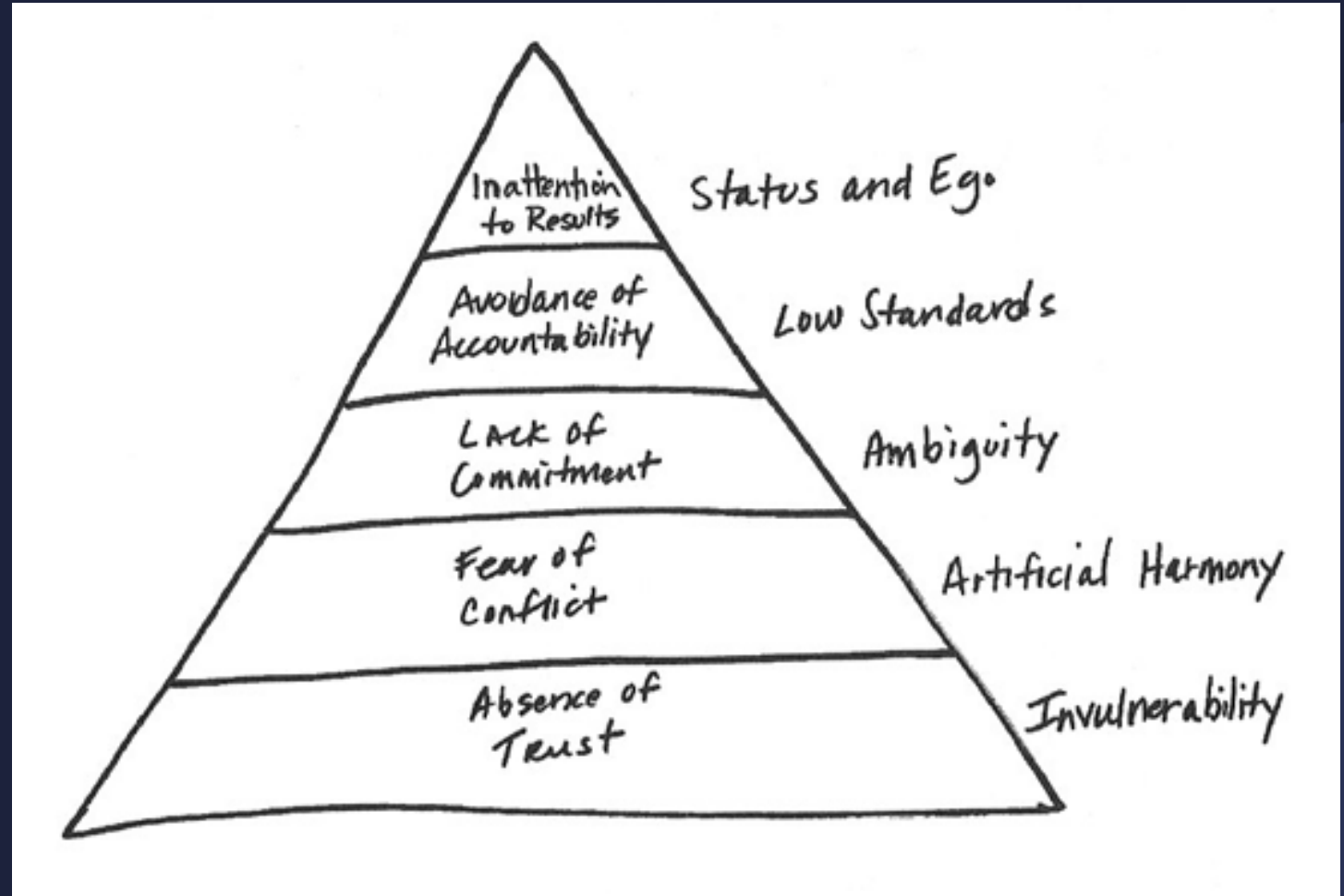
He is the author of eleven best-selling books with over six million copies sold. His capstone book, *The Advantage*, is the pre-eminent source on organizational health. After 20 years in print, his classic book, *The Five Dysfunctions of a Team*, remains a weekly fixture on national bestseller lists.



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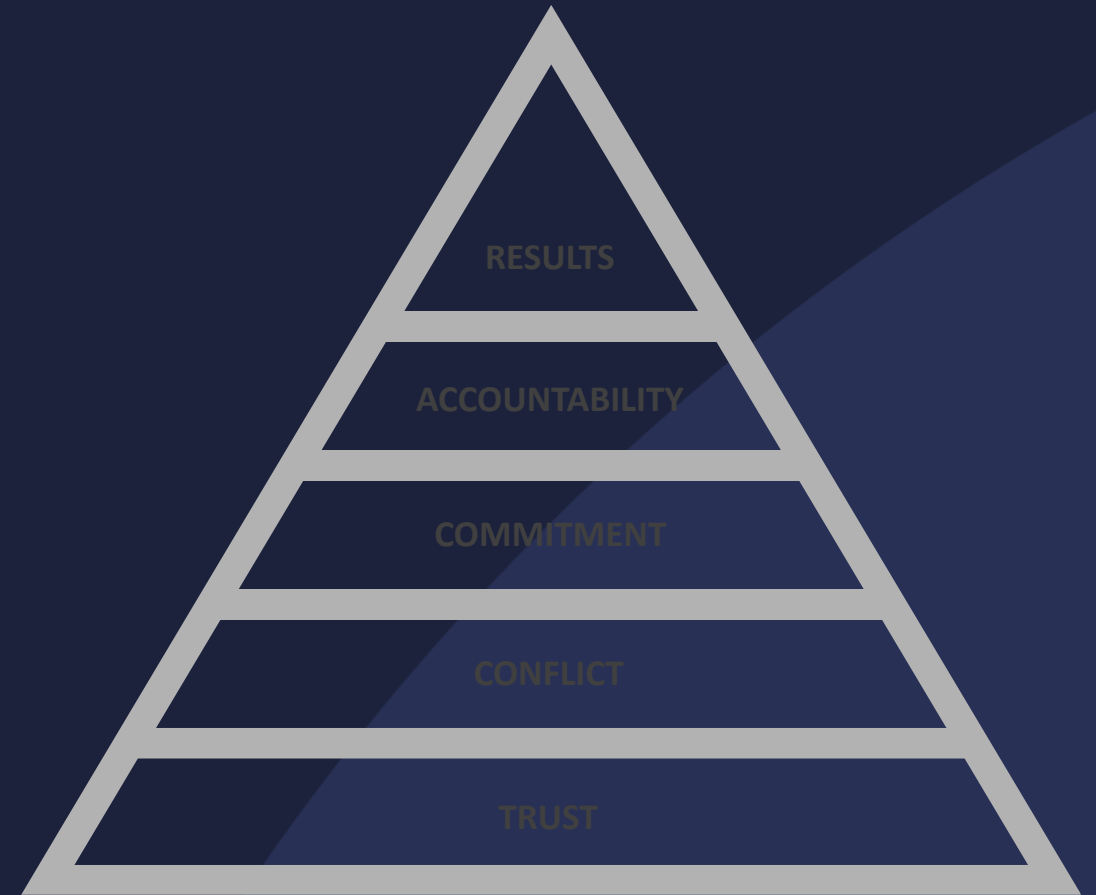
Five Dysfunctions of a Team

Patrick Lencioni





Overcoming the Dysfunctions

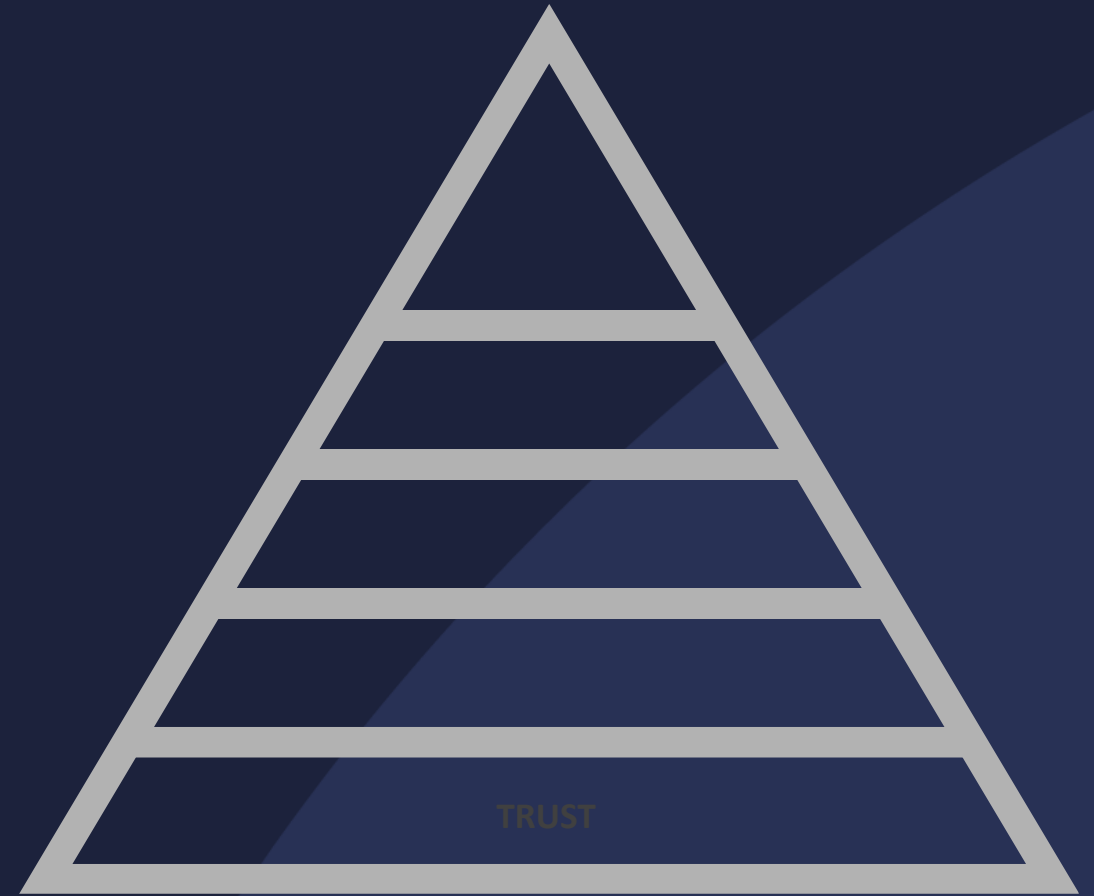




Overcoming the Dysfunctions

DYSFUNCTION #1: ABSENCE OF TRUST

The fear of being vulnerable prevents team members from building trust with each other.

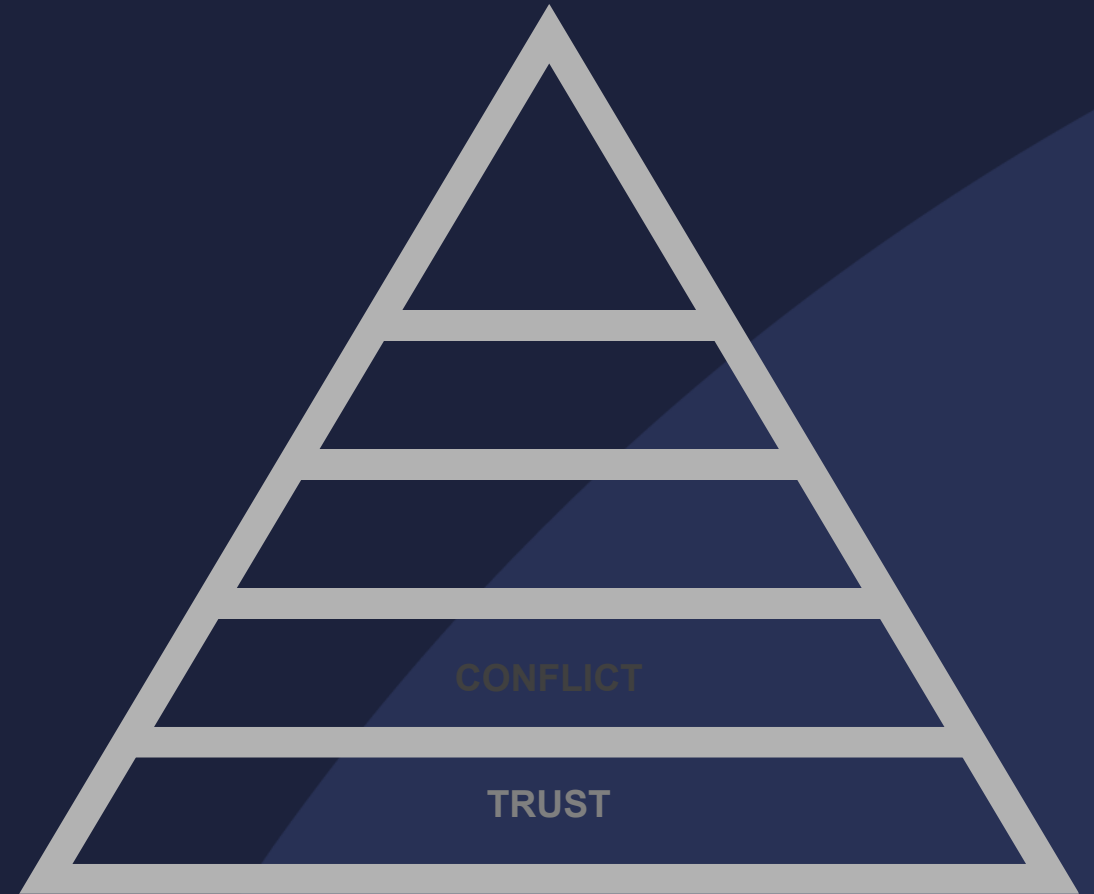




Overcoming the Dysfunctions

DYSFUNCTION #2: FEAR OF CONFLICT

The desire to preserve artificial harmony stifles productive ideological conflict within the team.





Overcoming the Dysfunctions

DYSFUNCTION #3: LACK OF COMMITMENT

The lack of clarity and/or buy-in prevents team members from making decisions they stick to.





Overcoming the Dysfunctions

DYSFUNCTION #4: AVOIDANCE OF ACCOUNTABILITY

The need to avoid interpersonal discomfort prevents team members from holding each other accountable for their behaviors and performance.





Overcoming the Dysfunctions

DYSFUNCTION #5: INATTENTION TO RESULTS

The pursuit of individual goals and personal status erodes the team's focus on collective success.





Things to consider on TRUST

How good are you/your team on:

- Admitting weaknesses and mistakes
- Readily apologising
- Spending time together
- Knowing each other better
- Giving credit where credit is due

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Things to consider on

CONFLICT

It's NOT about being mean spirited – the conflict is about issues and not being afraid to speak up

- It's not negative or personal, but it is sometimes uncomfortable
- This needs trust so it's not manipulative – it's not about harming someone
- With trust, it's just the pursuit of truth/what is best
- It's about being open and leaving nothing off the table
- No water cooler moments!

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A team that fears **CONFLICT**

- Has boring meetings
- Create environments where personal attacks thrive
- Ignores controversial topics that are critical to the team
- Fails to tap into all the opinions and perspectives of team members
- Wastes time and energy with posturing and interpersonal risk management

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A team that engages in CONFLICT

- Has lively, interesting meeting
- Extracts and exploits the ideas of all team members
- Solves real problems quickly
- Minimises politics
- Puts critical topics on the table for discussion
- Becomes more aligned
- Has less “I told you so” moments



Things to consider on COMMITMENT

This is about:

- Clarity around decisions
- Complete buy in from the team, even if at the beginning there was some disagreement
- Brilliant team work



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How good are you/your team on:

- Being clear about overall direction?
- Ending meetings with clear and specific calls to action?
- Leaving meetings confident that everyone is committed to the decisions agreed, even if they originally disagreed?

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Things to consider on

ACCOUNTABILITY

Some definitions that you might find helpful:

- **Accountability:** To be answerable for something within one's power or control, or having the obligation to report, explain or justify something
- **Integrity:** Keeping one's promises and doing the right thing
- **Responsibility:** Taking 100% ownership for one's decisions, words, actions, behaviours and results

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Things to consider on **ACCOUNTABILITY**

EXCUSES: An explanation put forward to defend or justify a fault, offense or situation
I had some level of control over what happened

REASONS: An explanation put forward to defend or justify a fault, offense or situation
I had no control over what happened



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Things to consider on

ACCOUNTABILITY

You and your people have (at least) three choices

1. I can choose to be accountable – I can take ownership with my actions and behaviours – I willingly take it
2. I can give the appearance of accountability – I say all the right things but my behaviour is incongruent
- 3 I can be accountable from a fear of retribution – I'll be accountable because the penalty of not being is too great

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Things to consider on ACCOUNTABILITY

Some reasons why we don't see it:

- Unwillingness of peers to call each other out
- The avoidance of difficult conversations
- Unclear roles/responsibilities
- Lack of clear deliverables or KPIs/publication of goals or standards
- Lack of simple progress review meetings and/or a system to track actions

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Things to consider on

ACCOUNTABILITY

How can you hold someone accountable – top tips:

- Get to the point and be clear on what you're saying
- Be outcome focused
- Make it about the work and not the individual
- Ensure feedback lands, be mindful of poor feedback styles
- Overcome the fear of feeling uncomfortable, and reframe it as helping the individual AND the Team

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A team that avoids **ACCOUNTABILITY**

- Creates resentment
- Encourages mediocrity
- Misses deadlines
- Places too much on the leader as the sole source of discipline

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A team that embraces **ACCOUNTABILITY**

- Establishes respect and improves culture
- Means you hit the deadlines
- Allows people to keep raising the bar
- Takes pressure of individuals
- Raises performance of those needing it
- Allows you to identify problems early



Phil Jackson:
*“Let go of the me for
the we”*

Things to consider on RESULTS

The ultimate goal of trust, healthy conflict, commitment, and accountability is to achieve RESULTS.

In the context of a cohesive team, results:

- Refer to the collective goals of the team
- Are not limited to financial expectation
- Are more broadly related to expectations and outcome-based performance



Things to consider on RESULTS

Avoid the Common Distractions, where there's:

- More emphasis on personal goals than team goals
- Lack of shared rewards
- Emphasis on career status or progression
- Vague or shifting goals
- Insufficient/ineffective processes and structure
- Lack of drive and urgency
- A lack of team members calling each other out when someone puts their own needs ahead of the team

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A team that is **NOT** focussed on

RESULTS

Stagnates/fails to grow

- Rarely defeats competitors
- Loses achievement-oriented employees
- Encourages team members to focus on their own careers and individual goals
- Is easily distracted

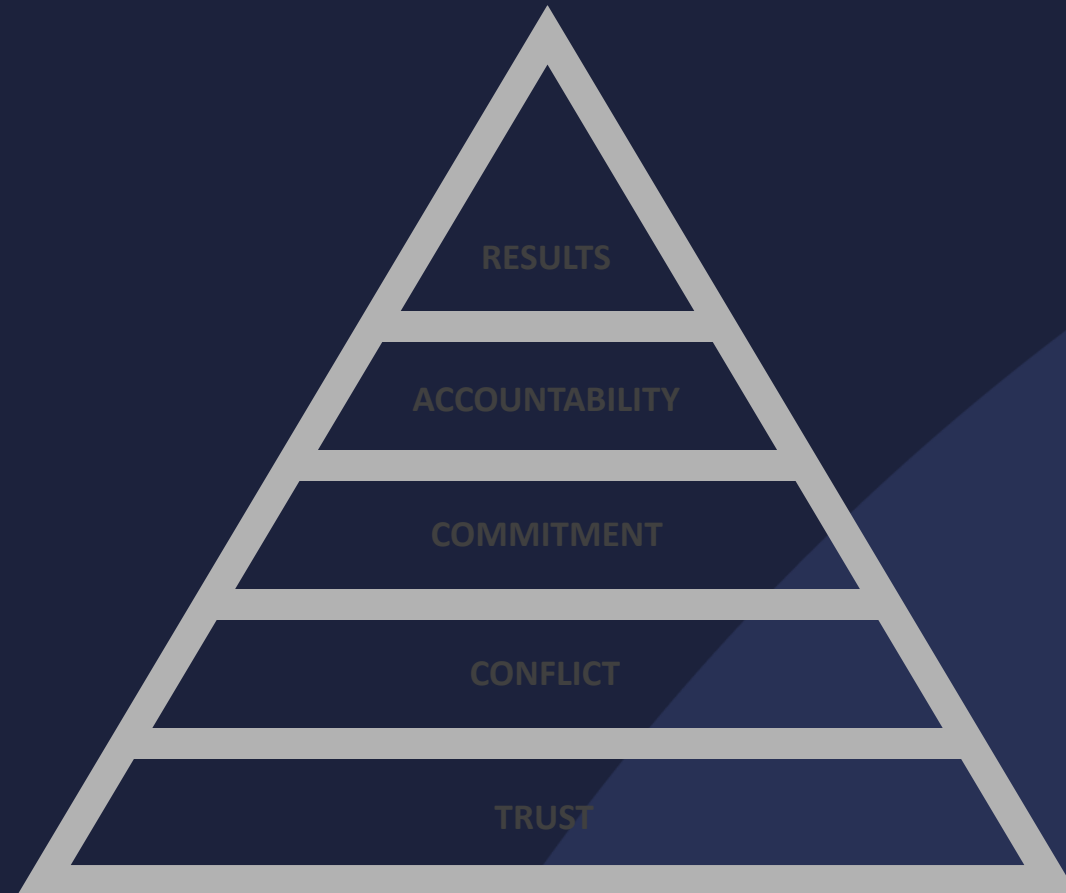


A team that IS focussed on RESULTS

- Retains achievement-oriented employees
- Minimalises individual behaviour
- Enjoys success
- Can outpace the competition
- Benefits from individuals who don't let their own goals/ interest get in the way of what's best for the team
- Avoids distraction

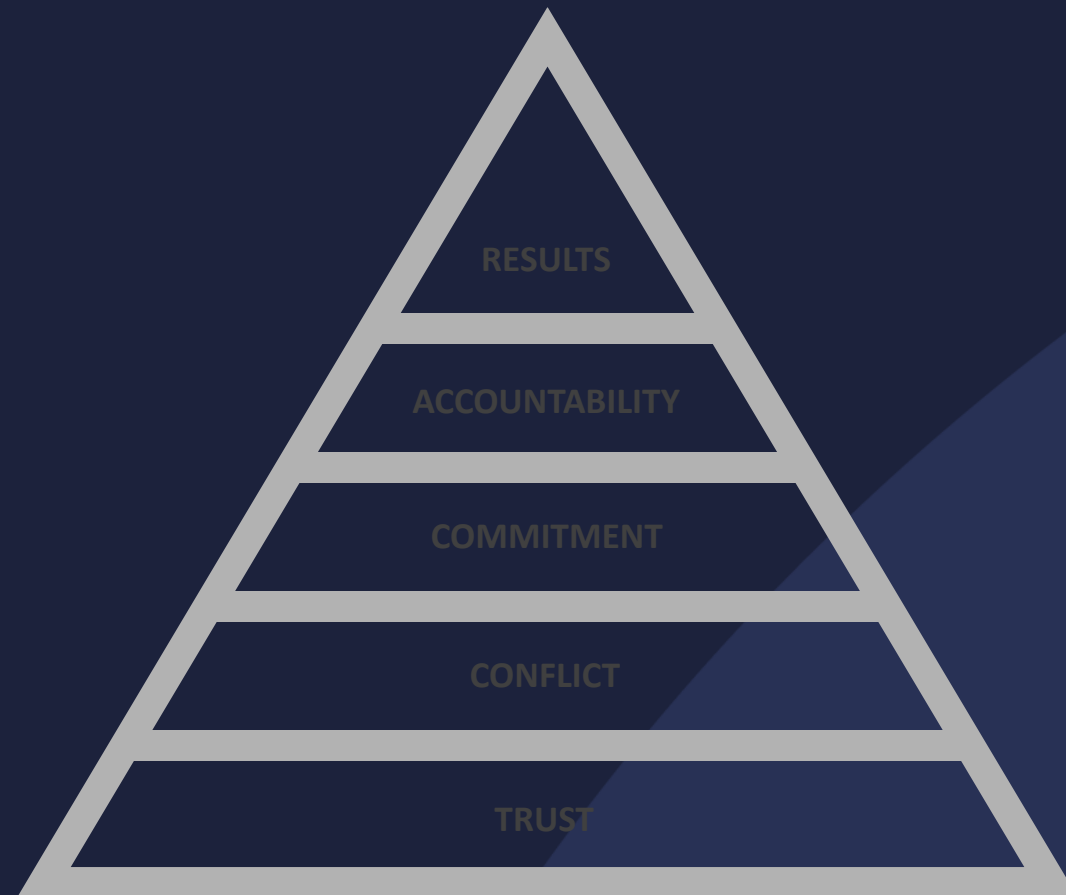
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Overcoming the Dysfunctions



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Any Questions?





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