5 Keys to Effective Teams

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Overview

Leading effective teams requires critical leadership skills.

Lencioni, in his book <u>The Five Dysfunctions of a Team</u>, describes five components that must be optimized to support the most effective and productive team.

- Build trust
- Engage in productive conflict
- Ensure commitment
- Hold the team accountable
- Focus on results

The session examines the importance of trust in team-building, the value of positive conflict in moving the project forward, and methods to ensure commitment of all team members.

Trust is the foundation to building a good team because it creates safety. When trust is missing, people hesitate to ask for help or provide constructive feedback to each other. People jump to conclusions about each other's intentions and attitudes. When there is trust on a team, people begin to engage in productive conflict.

Commitment comes when people are engaged. Facilitating team progress is very important because when facilitation isn't successful, it leads to confusion about direction and priorities. There is an increase in lack of confidence and failure, and the team revisits discussions/decisions again and again -- but nothing is ever resolved.

Strategies to raise the level of accountability include clear lines of feedback, and who does what and when. Encourage team members to focus on their own issues and personal goals.

Focusing on results, not simply activities, magnifies priorities and clarifies the way forward.

Objectives

After this presentation, participants will:

1. Describe the components of a highly functioning and effective team.
2. Engage in an interactive conflict resolution process.
3. Identify impact of personal confusion and agenda on team dynamics.

Important Teaching Points

- Teams that fear conflict create environments where politics, gossip and personal attacks thrive.
- Controversial topics are often important for success and progress.

- Rules of engagement -- or ground rules -- provide a structure to create safety that allows for productive conflict.
- An opportunity should be provided at the outset for everyone to suggest their best ideas for rules of engagement.
- Each meeting every member of the team must hold him/herself accountable for what they have/have not done.
- Commitment involves a shared goal -- involving and inspiring others, developing a sense of pride and enthusiasm, and oriented towards a common goal.
- Accountability involves leveled responsibility, satisfaction, respect and fun.
- Results are achieved by reaching a common goal, with efficiency, productive fun, and consensus.

Slides

Unfortunately, we do not have permission to share the slides that were developed by the presenters for this session. We recommend that you read the following resources to enhance your understanding and comfort with the material.

Resources / References

1. Lencioni, P. (2002). The Five Dysfunctions of a Team. San Francisco, CA: Jossey-Bass.
2. Zachary, L.J. (2011). The Mentor's Guide: Facilitating Effective Learning Relationships (2nd ed.). San Francisco, CA: Jossey-Bass.
3. Zachary, L.J. & Fischler, L.A. (2009). The Mentee's Guide: Making Mentoring Work. San Francisco, CA: Jossey-Bass.