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Checklists

From the book: The Five Dysfunctions of a Team: A Leadership Fable

Book by Patrick Lencioni

Trust Dysfunction
- ❏ No trust
    - ❏ No productive work or growth
- ❏ Time wasted in self-protection and undermining others
- ❏ This is obvious when members:
    - ❏ Do not ask for help
    - ❏ Do not give feedback
    - ❏ Hide mistakes
    - ❏ Avoid each other
    - ❏ Hold grudges
    - ❏ Conceal weaknesses

Absence of Trust Solution
- ❏ Admit weaknesses and mistakes
- ❏ Give the benefit of the doubt
- ❏ Give feedback and ask for help
- ❏ Appreciate other's skills and experience
- ❏ offer/accept apologies
- ❏ Look for opportunities to work as a team
- ❏ Trust-building exercises
- ❏ Have a clear vision and focus
- ❏ Promote transparency
- ❏ Ensure 2-way communication

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Conflict Dysfunction
- ❏ Delays and boring meetings
- ❏ Time and energy spent avoiding conflict
- ❏ This is obvious when:
    - ❏ There is superficial harmony
    - ❏ Backstabbing and talking behind other people's back occur

Fear of Conflict Solution
- ❏ Accept that conflict can be productive
- ❏ Challenge and improve each other's ideas
- ❏ Avoid personal attacks and politics
- ❏ Encourage ideological conflict
- ❏ Avoid groupthink
- ❏ Have interesting meetings
- ❏ Ensure contributions from everyone
- ❏ Put critical topics on the table
- ❏ Work on assertiveness and courage
- ❏ The Decision-making process has to be constructed in a way that permits healthy debate and constructive conflict

Commitment Dysfunction
- ❏ Delay decisions
- ❏ Hold back
- ❏ Wait and see attitude
- ❏ Reflects possible unheard positions
- ❏ This is obvious when:
    - ❏ Opportunities are missed
    - ❏ People do not support decisions
    - ❏ Go round and round with the same decisions without implementing
    - ❏ Always trying to achieve consensus and certainty

Lack of Commitment Solution
- ❏ Be committed and into the process
- ❏ Accept that complete consensus is not always possible
- ❏ All members must feel they have been heard, that they have contributed and they are valuable

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- ❏ Create clarity around direction, priorities, goals, objectives, and intermediate steps
- ❏ Review, learn from mistakes, and change direction if necessary
- ❏ Move forward without hesitation, take advantage of opportunities and push for decisions to be taken
- ❏ Prepare contingency plans

Accountability Dysfunction
- ❏ Do not challenge others to improve
- ❏ Do not question others
- ❏ Cover for others
- ❏ This is obvious when:
    - ❏ They resent each other for different levels of responsibility
    - ❏ Leave discipline to team leader
    - ❏ Avoid direct conversations between members
    - ❏ Allow the team to fail

Avoidance of Accountability Solution
- ❏ Do not tolerate certain behaviors and lack of action towards goals
- ❏ Ensure goals and expectations are clear
- ❏ Make poor performers feel pressure to improve
- ❏ Ensure people are questioned
- ❏ Hold everyone to the same high standards
- ❏ Strengthen interpersonal relationships
- ❏ Establish the importance of accountability
- ❏ Reward team achievements
- ❏ Maintain regular communication between team members
- ❏ Give regular feedback on behaviors/ performance

Results Dysfunction
- ❏ Working on objectives not connected with the goals of the team
- ❏ Focusing on the team's image rather than the organization
- ❏ This is obvious when:
    - ❏ People focus on personal goals
    - ❏ People do not pull together to succeed
    - ❏ Achievement-oriented members leave

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- ❏ People are easily distracted

Inattention to results Solution

- ❏ Minimize individualistic behavior
- ❏ Enjoy success and suffer failure
- ❏ Avoid distraction
- ❏ Create an environment that focuses on results
- ❏ Rewards and compensation for accomplishing specific tasks/objectives
- ❏ Hiring a service-excellence coordinator
- ❏ Thinking more knowledge will close the gap
  - ❏ You will do it when you get more courage
- ❏ Letting assessment substitute for action
- ❏ Permitting managers to stall indefinitely with "How"

About Flexiana

We help companies improve and build digital services - **We are The Service Builders**. We provide quality and professional full-cycle applications, web applications, mobile applications, and custom software. We specialize in solving real problems and using opportunities to increase customer satisfaction and gain new customer groups, from idea to long-term cooperation. Drive and dedication have ensured Flexiana has delivered true value to business since 2016. Our values are Craftsmanship, Transparency, Autonomy, Diversity, Remote Work, and Agility.

To deliver consistently, we have lots of things, for example, checklists like these. To deliver the best practices, we read, we process information, we discuss and share and teach. And to improve continuously, learning, teaching, processing, and building knowledge is an integral part of our operations.