

# THE EXTRA POINT

BY JERRY ROBERTS



## # 697 Dysfunctions of a Team — Part 4

Is dysfunction making things tough in your workplace? I'm Jerry Roberts and today we'll look at a couple of more reasons why, next, on The Extra Point.

Patrick Lencioni wrote *The Five Dysfunctions of a Team*, and we've covered three of them so far. Today, the last two, and a lot of organizations are guilty of them. Here we go...

You might remember dysfunction # 3, lack of commitment. Well, how are you going to hold people accountable for stuff they don't commit to? I taught this lesson a bunch of years ago and one manager said to me: "We'll they never said they didn't commit." I said to the guy, "I'm sure you're absolutely right. They didn't say, and I'm guessing you didn't ask." He just sort of looked at me.

Really good teams are extremely comfortable calling each other out on their behaviors and actions, when the plan of action has been made clear and when everyone's voice has been heard. Those are people who are on the same page, and pulling in the same direction. Everything is out in the open, transparency is a key strength, and nobody is afraid to say the things that need be said.

Dysfunctional teams never hold each other accountable, because they worry that if they do speak up, somebody might get their feelings hurt and not like them anymore. Come on, you know that's true. We hold back, especially for our close work friends. What's the problem with that?

Not calling out a close coworker's shortcomings can be trouble. If everybody knows that Joe dropped the ball and then you, Joe's buddy, covers for him, that's likely to build resentment toward Joe — and you.

Peer pressure is important, but fairness is the key. Accountability is everybody's business, and

nobody should get a pass.

Dysfunction No. 5: inattention to results. Great teams focus on team results not individual results. Part of the reason is to avoid being called out by team members for not being accountable to the team.

One way to achieve this is to make sure rewards and recognition are based on how the team does. You don't have to totally ignore what individuals accomplish, but the emphasis should remain on how the team scores.

And if you don't have that? People will be people, and if the team is not the clear focus, they'll start thinking about what's best for them personally.

One suggestion is to shine a light on team goals, and make those goals ambitious. I like to say, "Reasonable, plus a little bit more."

Poet Robert Browning told us that a person's reach should exceed their grasp, or "What's a Heaven for?" Announce the goals in public, in front of everybody, and then turn everybody loose to go after them.

If you want people tuned into results, that's one way to do it. Giving a firm deadline will put people in a position where they have to consider the issues and decide what's right for them.

That's The Extra Point. Be responsible and make something good happen today. For 93.3 and the Ray Gibson Show, I'm Jerry Roberts.

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