

The 5 dysfunctions of a team

[Business](#), [Management](#)



In a team with closed communication lines, team members rarely commit to clear and agreed-upon decisions. Without a lucid commitment to a clear plan of action, hesitation of each member to be accountable for his action will most likely follow. Whenever accountability is not held by members of a team, the results of the team will be unnoticed. Inattention to results will consequentially create an environment wherein team members put their individual needs above that of those of the group. As we can see the existence of one creates a chain reaction that often results in the emergence of the rest.

What engenders the greatest impact on me upon reading Lencioni's solutions to these five dysfunctions masterpiece is the author's solutions or countermeasures to the first dysfunction, the lack or absence of trust. He first stressed the importance of having a competent leader in a group. He will instigate discipline and persistence that the rest of his team members need. He should initiate the solutions posed by Lencioni. Being a chef in a start-up restaurant, I need to first instill trust in and among my subordinates.

For Lencioni, to breed trust, the leader should collate the comprehensive personal history of each team member. This is done by identifying the most important contribution each member has through psychology tools to know the personality and behavioral preference profiles of each member, and by getting feedback from anyone in the organization about each team member. Being the leader, I should be the first one to be subjected to these tests. I should also create an environment that does not punish vulnerability.

Lencioni's advice to create an environment where vulnerability is unpunished

is very striking to me. We live in a world where leaders are taught to power exercise power by being strong from his appearance to his resolve and personality. Without the ability to intimidate, a leader feels powerless and ineffective. Lencioni's advice is, at first glance, inappropriate for solving the issue of breeding trust. However, after reflecting on his imparted wisdom I realized that he is right. To trust someone, I have to know him openly and truthfully. I have to know his vulnerabilities and also let him know my own vulnerabilities too. This way we can mutually create ways to help each other improve our performance for the benefit of the group. This is then will serve as the spark plug for effective and fruitful teamwork in the future.