

Top Talent Tips —June 2009  
Tips for Talent Development Professionals  
**Curing Dysfunctional Teams**  
By Bob Moore, CMC, MCC, The Effectiveness Coach®

Do you have clients who are struggling for survival or preparing for growth on the other side of the recovery? Both strategies require a winning team with the right players in the right positions with the right skills. As a talent development professional you are probably familiar with Patrick Lencioni's best-selling book, *The Five Dysfunctions of a Team*. He comments on the importance of teamwork in the first sentence, "Not finance. Not strategy. Not technology. It is teamwork that remains the ultimate competitive advantage, both because it is so powerful and so rare."

In my book, *Turning Good People Into Top Talent: Key Leadership Strategies for a Winning Company*, I draw some parallels particularly in the chapter on High Performing Teams with quote from Katzenback and Smith classic, *The Wisdom of Teams*, "A team remains the most flexible and most powerful unit of performance, learning and change in any organization." Their definition is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for they hold themselves mutually accountable, and deeply committed to one another's personal success and growth.

What prevents a team from winning? Here is where the five dysfunctions come in:

- Dysfunction 1: Absence of Trust
- Dysfunction 2: Fear of Conflict
- Dysfunction 3: Lack of Commitment
- Dysfunction 4: Avoidance of Accountability
- Dysfunction 5: Inattention to Results

**Imagine...**The positive impact on your clients bottom line by having a fully engaged team of top talent executing your strategy everyday. . . with the following five characteristics:

1. Consistently demonstrating high levels of trust for each another.
2. Effectively addressing conflict when discussing ideas.
3. Assuring commitment to decisions and plans of action.
4. Holding one another accountable for appropriate actions as plan.
5. Always focusing on the achievement of collective, mutually established results.

Are you looking for fresh solutions to an old issue ... developing high performing teams on a limited budget? I recommend you begin with a behavioral assessment that illustrates the level of trust building skills. Contact me to discuss how I can assist you to prepare your clients for recovery or help assure their survival. Email [Bob@effectiveness.com](mailto:Bob@effectiveness.com) or call 888-669-3923.

Enthusiastically,

Bob

Bob Moore, CMC, MCC, President

To learn how the Effectiveness Coach Approach can assess the level of team functioning and enhance trust building behaviors, contact [Bob@Effectiveness.com](mailto:Bob@Effectiveness.com) or call 888-669-3923 to schedule a no obligation phone consultation.  
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