



LEADERSHIP insights

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By Jo Anne Preston
RWHC Workforce
& Organizational
Development Manager

The five concepts

in this newsletter are based on the book The Five Dysfunctions of a Team, by Patrick Lencioni. It has some excellent ideas for turning a team around.

If interested in purchasing book:
[Click here for more information.](#)

HIGH FUNCTIONING Leadership Teams

First, the bad news:

There is no quick fix for a broken team.

There is no one magic “play” in the play book that will take your team to the equivalent of a state championship title. What matters most is the quality of the team relationships which come down to TRUST, which-

- probably matters more than anything to a team (and to your organization)
- can be hard to establish
- can be even harder to repair once it's broken

The good news:

You can develop high functioning teams when you work hard on the following *five team building skills*:

1 Vulnerability based trust-

this means leaders who are willing to be genuinely real, human and who have weaknesses just like everyone else and are willing to talk honestly about them. It means knowing that you struggle too. When it comes to showing vulnerability, “you go first” applies to the leader of a team-**you set the tone** and you make it safe for others to do so as well. This doesn't require a group hug or divulging deeply personal information-it just means being real, admitting mistakes, saying you don't know when you don't and honoring others by asking for help when you need it.

2 Fight it out- Constructive Conflict.

Fairly and honestly, bring your thoughts to the table and deal with conflict to INCREASE productivity. Often we are too afraid of conflict

and keep quiet/give in, (and complain about it to others) or we are too blustery and overpower others. And tension is not the same as conflict! Leaders can create an environment where people will speak up for the good of the team. When we don't go **through** the conflict constructively, there are long lasting repercussions instead of short term discomfort.

3 On great teams everyone feels heard.

This is not the same as consensus. Tell the truth, make your points for the good of the team, and when you feel **heard** you can support something that may not have been your first choice. Most people just really want to be heard, and as a leader, this is something you can work on.

4 Call members on behaviors that hurt the team-accountability.

Easier said than done. Having ground-rules and agreements helps. When employees are frustrated by different standards for different groups, (*i.e.*, “Why do we have to fill out these forms, none of the other departments have to use them”), it is a **direct result** of leaders not making a commitment to common goals. Following through on agreed upon commitments with your leadership team strengthens morale among the rest of the employees of the organization.

5 Focus on results. Make goals public; it's not enough just to “do good things.” Team goals override individual ego in high functioning teams. Strong teams declare “we will” rather than “we will try”.

jpreston@rwhc.com
Rural Wisconsin Health Cooperative
880 Independence Lane
Sauk City, WI 53583
Phone: 608-644-3261
Fax: 608-643-4936

