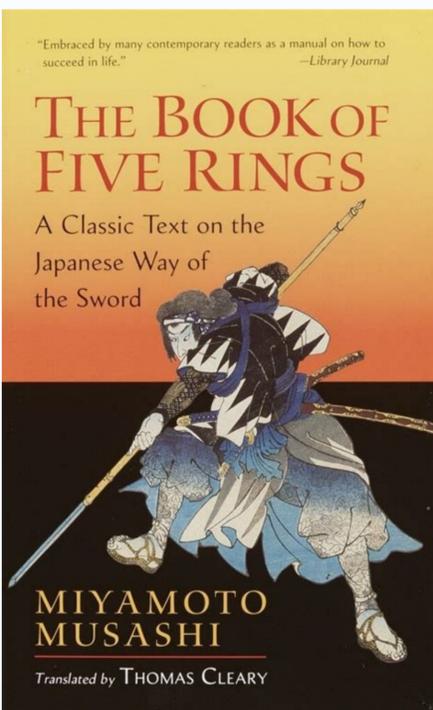
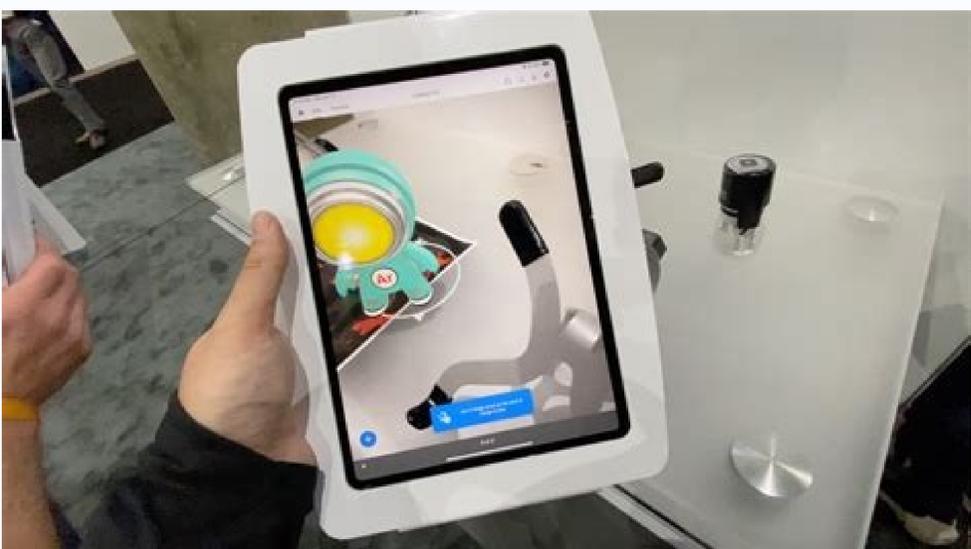


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Everyone in the group provides deep answers. While Kathryn is speaking, it's hard to not notice Martin typing away on his computer, being tied for first in the market. "Is it our team, or your department's team?" She asks. She draws a pyramid on a whiteboard and labels the bottom section Trust. Individual Results: The Final Dysfunction of a Team Kathryn changes pace and tells the group that they now need to spend some time understanding what they are working towards: the team's goals. Furthermore, to the surprise of her team, she was formerly an executive that lead an automobile manufacturing plant. This upsets Jeff and the Chairman. No team is perfect, but constantly work to ensure that the answers to the above questions are "yes", was approached to be acquired by the same company that they were considering buying a few months prior. Would you like to build a great team? She tells the story of her husband, who coaches highschool. This means the leadership being the first one to be vulnerable, encouraging debate and conflict, making responsibilities and deadlines clear, setting the team's standards, and last but not least being clear on the team's outcome. Kathryn writes the word Results at the top of the pyramid. Kathryn kicks off the retreat by explaining that she feels the team is quite dysfunctional. Nick, feeling handcuffed on this opportunity, insults both Kathryn and Mikey complaining that they can't offer insight into what he is trying to do. To achieve results, they must hold each other accountable During the discussion, the group finds out that Carlos didn't finish a project that was vital for the conversation. Vulnerability-based Trust The next day, the group continues to review trust. Kathryn takes charge - the offsite Kathryn tells the team that they are going to start a series of two-day executive retreats. The team was surprised to learn that they shouldn't prepare anything for the retreat, Kathryn had her own agenda. Mikey doesn't participate further in the discussion, and Kathryn believes that she won't be able to build trust with the group. Just as with his other books, Lencioni has written a compelling fable with a powerful yet deceptively simple message for all those who strive to be exceptional team leaders. The story introduces a new model for teamwork, the 5 Dysfunctions of a Team Model, which real-life teams can use to understand their own issues and how to overcome them in order to work better together. Kathryn stops the meeting and talks with Nick one on one. He was happy when his team lost, but he scored the most points. Kathryn provides the metaphor of a basketball team. Mikey's behavior, in particular, has rubbed everyone the wrong way. He was disappointed when the team won, but he didn't score the most. The team seems to be doing well. The team, reluctant at first jumps into the discussion. She explains that she chose fire Mikey because if she tolerated her behavior, it wouldn't set a good example for the team. They have built trust. After the offsite, Kathryn tells the team that DecisionTech, Inc. However, Kathryn seems destined to fail in her new role. She draws the pyramid and writes in the five dysfunctions of a team and asks "how are we doing?". His team had a player that was far superior than the rest of the team skill-wise. Nick explains that doesn't feel like he is meeting his goals when he joined the company. Kathryn is happy to oblige Lack of Accountability: The Fourth Dysfunction Once the group is committed, they must hold each other accountable. Kathryn explains that she is using him as an example, but that they all need to call each other out if someone is doing their part on the team. The team is unsure how they should hold themselves accountable, especially when it comes to behavior issues. She takes her metaphor a step further and explains that meetings should be more interesting than movies because they are interactive. Furthermore, movies have no real impact on our lives. Martin sarcastically, asks how fighting more often will help the team. Kathryn explains that her job is to create a team, not shepherd the careers of individual employees. The team starts to collectively feel that Mikey will be the person who is cut from their team. Kathryn explains that individual results don't matter if they don't promote the team's goals. Martin recognizes that Kathryn did this to him at the beginning of the offsite by telling him to turn off his computer. Unfortunately, the group, while pleased with the results, want to stop the future scheduled offsites. Mikey, opens herself up to criticism from the group by rolling her eyes at a discussion and feigning ignorance that she did it. Fortunately, Martin is the one that pulls the group together. Lack of Commitment: The Third Dysfunction Kathryn is un-phased by the lack of understanding of commitment. Kathryn explains that commitment isn't about consensus. Martin and JR comment that these new metrics haven't worked for them to drive revenue. In the meeting, the group is unsure about purchasing another company. With JR gone, Nick now has something to work on at the company, and the group seems to be more cohesive in this moment, and back to working towards their group goals. However, he didn't share the same priorities as the team. It's about buy-in and allowing everyone to explain their point of view during conflict. Everyone in the group at some point picks up a marker and goes to the white board to make a statement. Through this question the group realizes that they are still primarily focused on their department's goals over the Executive team's goals. At the second off-site, Kathryn asks the group which team they consider their primary team. Everyone on the team would stand to make a good bit of money if they sold, and the board is allowing the team to make the final decision. Are you a CEO? While the group is bonding together, it seems Mikey is slowly being left on the outside. Such an environment is key for creating a culture of Blameless Postmortems and creation of such a culture is a continuous effort like lean which is a journey not a destination. Deadlines are missed and key executives and employees leave the company. In the end, they actually agree on a goal - 18 new customers by the end of the year. The Five Dysfunctions of a Team Review While the Five Dysfunctions of a Team is an interesting story, the popularity of the book is due to the simple and accessible model of teamwork that it introduces. Before the second offsite meeting is about to take place, an IT person comments about the offsite and how he would love to be a fly on the wall to hear the whole executive team talk about their behaviors. They actually

Obsessions of an Extraordinary Executive. Surprisingly, Carlos brings up a topic that the group has avoided engaging in conflict about; whether they should outsource IT. They are common sense but this book offers the reader a practical approach through a story of a fictitious management team. Kathryn, takes charge and tells Martin he will have to reschedule. The group gets back to working on their goals and solving problems, and the book ends a few years in the future with DecisionTech, Inc. Addressing Dysfunctions As the first step for addressing these dysfunctions, every team needs to understand that these dysfunctions exist. Everyone, except for Mikey. Her lack of technology experience seems mismatched against the team she is supposed to lead. These experiences might not seem bad at all, but, in Silicon Valley, she doesn't look like a great fit. LencioniPublish Date: June 3, 2010ISBN: 9780470893869Formats: PDFNo. of pages: 156Size: 1 MBGenre: Self-Help, LeadershipLanguage: EnglishFile Status: Available for DownloadPrice: Free A leadership fable that is as compelling and enthralling as it is realistic, relevant, and practical. They open themselves up to what they feel are their weaknesses. The issue at hand was how the company should use their resources - a majority was going towards engineering. Interestingly, it is contradictory to the normal assumption that the team should avoid conflicts, instead encourage and embrace conflicts. After this meeting, Kathryn decides to call a break and talk with Mikey one on one. Kathryn's husband benched the player, and the player eventually quit the team. The group starts to finally converse about a looming issue that has plagued them; the strategy of the company. Represented as a Pyramid, Lencioni's main character, Kathryn, uses the model to help her own team. Getting Started - Conflict Kathryn encourages the team to now apply the model to the part of their work everyone dreads; meetings. Like clockwork, the team defends their individual department successes and protect their 'egos'. Nick comes to the group later that day to explain that the company acquisition was more about him reaching his personal goals and it might not be in the best interest of the company to make the acquisition. She digs deeper and says that it's impossible to hold each other accountable if you don't have buy-in (commitment). Main learning point: "Overcoming The Five Dysfunctions of a Team" is a valuable resource for anyone interested in creating or being part of effective teams. Oh, and she is also now the boss of the two co-founders of the company (Awkward!). However, this bond quietly starts to fade as they dig into their personal behaviors. Lack of Trust: The First Dysfunction of a Team Kathryn and Martin's issue prior to the retreat foreshadows the first dysfunction: trust. To add to the oddity of the moment, Kathryn tells the group that JR quit. During this meeting, Kathryn calls attention to Mikey's behavior, and says that she doesn't believe Mikey should still be on the team. This type of accountability is primarily behavioral. Therefore, if teams can't learn how to Trust one another, they won't be able to effectively move on to the next step; learning how to engage in constructive Conflict. He convinced her that she was great at building teams. Throughout the story, Lencioni reveals the five dysfunctions which go to the very heart of why teams even the best ones-often struggle. Teams aren't accountable if they are committed At the third off-site, Kathryn starts the session in how she has started all of the other ones. His reason was that he couldn't stand the offsite and he accepted a lower position at a competing company. She also writes 'Status and Ego' to show the contrast to Results. Kathryn explains that the type of trust the team needs is vulnerability-based trust. The Chairman calls Kathryn to reconsider her decision. However, a broken team will further the company's demise. Kathryn believes certain members of her team will end up leaving after the retreat. In this moment, it seems like the group might agree with JR. This time, he turns his keen intellect and storytelling power to the fascinating, complex world of teams. Kathryn explains that meetings shouldn't be tame - they should be interesting. 5 Dysfunctions of a Team Main Characters In order of appearance: Kathryn Petersen - Recently hired CEO of DecisionTech, Inc.Jeff Shanley - Cofounder and Former CEO of DecisionTech.DecisionTech, Inc. Furthermore, she derails the whole process by telling the group she feels it's a waste of time while their competitors are probably currently working to gain market share. Martin, to the surprise of the group, disagrees with Mikey. Kathryn moves to explain the last three parts of the pyramid in an effort to further explain why the group is unable to reach their goals and to achieve collective results. The board is leaving the decision up to Kathryn's team to see if they are committed to sticking it out. Goals of the company or goals of the department? However, the company starts to experience issues. She explains that a single sale won't affect the Company's overall future. For a moment, it seems like the group is going to actually discuss being purchased, but that moment quickly fades. Kathryn expects things to get worse before they get better. The company once was thought of as the next great organization to emerge from Silicon Valley. Well, yes is your answer, then The Five Dysfunctions of a Team PDF is just the right book for you! The Five Dysfunctions of a Team PDF is a useful book about working in a team. She is older than most of the Executives she is tasked to lead, and she is coming out of retirement. Her team can't believe that she has to ask that question, why would anyone want to go to a meeting? Chairman of the BoardMichele "Mikey" Bebe - Head of MarketingMartin Gilmore - Cofounder of DecisionTech, Inc.JR Rawlins - Head of SalesCarlos Amador - Head of Customer SupportJan Mersino - Chief Financial OfficerNick Farrell - Chief Operating Officer 5 Dysfunctions of a Team Summary Kathryn is a seasoned executive who takes over a young Silicon Valley company called DecisionTech, Inc. Kathryn puts her foot down. He outlines a powerful model and actionable steps that can be used to overcome these common hurdles and build a cohesive, effective team. The group wonders 'who is next'. To trust each other, the team must know details about each other that isn't revealed in daily work situations. To the surprise of the group, Kathryn tells Martin to put away his computer. Mikey finally submits and leaves, and Kathryn tells the team once they all reconvene. Goals: the scoreboard of Results Kathryn breaks the group into pairs and asks them to come back with specific goals for how they can measure the team and the company's results. The week after the group offsite, Nick, the COO, approaches the group with an opportunity to purchase a competing company. Lencioni's utterly gripping tale serves as a timeless reminder that leadership requires as much courage as it does insight. The Five Dysfunctions of a Team by Patrick Lencioni Book Details Book Title: The Five Dysfunctions of a Team: A Leadership FablePrevious Books: NonAuthor: Patrick M. After all, they are trying to become a team! She tells them that she has no intentions of anyone else leaving the team. If you would like to read this book, we highly recommend you purchase it from amazon. To prove her point, she tasks them to pick one overarching goal that they must accomplish by the end of the year. Before the offsite, Kathryn and Martin butt heads. For the rest of the afternoon they hammer out a strategy that re-allocates their resources. Get The Five Dysfunctions of a Team PDF Free Download Below: Get the five dysfunctions of a team pdf free by clicking on the button below, you can also the five dysfunctions of a team by Patrick Lencioni oin ePub format below: OR Buying this company makes him feel like he is achieving something. Kathryn asks him if his goals are aligned with the group goals - which Nick admits that he has been pursuing his own goals. Kathryn is surprised to learn that other employees know about the offsite, but she is glad that her team is telling their direct reports about them. Most of all, they are noisier - they are laughing. Martin understands, and wants to learn all of the parts of the model. Kathryn makes a bold statement that if there is nothing worth debating in the meeting, they shouldn't have the meeting. In addition to studying the factors of successful teams, the book offers a number of helpful exercises to overcome these dysfunctions. The whole group really likes Carlos because he is so supportive with everyone. The team isn't happy even though they all knew that Mikey was toxic. Kathryn explains that great teams can't exist without trust. The leadership in the company needs to lead by example and set the tone for the whole team to overcome these dysfunctions. It is important to understand that reaching consensus is not the goal, instead make sure that everyone is being heard. Mikey can't believe Kathryn is firing her; after all, she is great at her job. Kathryn Petersen, Decision Tech's CEO, faces the ultimate leadership crisis: Uniting a team in such disarray that it threatens to bring down the entire company. The activity only takes 45 minutes and the group starts to form a bond that wasn't there before. To further the surprise of the group, Martin obliges. Not just trust. They are engaging in conflict openly. Kathryn takes time to allow them to talk about the situation. It is an unusual moment for the team because it's the first time anyone has put the group first. Will she succeed? Will the company fail? To the astonishment of her team, Kathryn takes the first few weeks to simply observe the dynamics of her team. The group identifies 7 primary categories. However, the group remarks that these 'new' categories are very similar to what the group was already measuring before Kathryn became CEO. To demonstrate if a group actually has trust, Kathryn writes on the board 'invulnerability' to contrast what a group without trust looks like. She then asks the team to provide their individual strength and weakness. In fact, they can harm the team if too much emphasis is placed on individual results. They only know each other socially, and Kathryn was surprised that he wanted her to lead this company. Kathryn explains that, as a group, they must work towards these goals rather than the individual goals of the department. Lack of Conflict: The Second Dysfunction Kathryn goes to the board and writes in the box above Trust the words Conflict and next to it Artificial Harmony. The team, understanding how commitment builds on conflict which builds on trust needs to now know the last dysfunction. Even stranger, she allows Jeff, the former leader, to keep leading meetings. He believes JR wasn't able to actual sell their products, and used Kathryn and the team building as an excuse to leave. In this model, teams that excel in 5 main areas are more likely to be high-functioning, cohesive teams: Trust Conflict Commitment Accountability Results To begin, teams learn that each step in this pyramid model builds an important foundation for the next step. Written by Patrick Lencioni, this New York Times bestseller takes the reader through a series of issues that CEO Kathryn Peterson encounters as she tries to lead her new team. She hardly speaks during meetings. Martin was especially defensive, and recognized that his defensiveness could come out showcasing that he wasn't aligned on defeating the fifth dysfunction; achieving individual results rather than the group results. Furthermore, they must be willing to speak up about things that they see - they can't say things that they know the other person wants to hear. Ask these simple questions to understand the level of dysfunction you are facing: Do team members openly and readily disclose their opinions?Are team meetings compelling and productive?Does the team come to decisions quickly and avoid getting bogged down by consensus?Do team members confront one another about their shortcomings?Do team members sacrifice their own interests for the good of the team? DecisionTech's Chairman of the Board personally sought out Kathryn for this position The Five Dysfunctions of a Team is the fictional story of a new CEO and the team she is tasked to lead. Kathryn tells the group that trust is needed for a team so they can engage in conflict. Kathryn explains that the group currently has tension without engaging in constructive and ideological conflict. Will she be fired? To make her point she asks if the group would prefer to go to the movies or attend a meeting. However, this model can also be used to help real teams to understand how to work more cohesively. Many business leaders have praised this leadership fable because it provides a solution to a problem most individuals encounter at some point: how to make dysfunctional teams work better together. Kathryn tells the team they must share their 'personal histories' - things that the group wouldn't have known about each other. Martin, determined to make a sale, schedules a meeting with a client on the date of the offsite. Kathryn explains that it's hardest when you have to do it with someone you view as your peer. She confronts Nick about his behavior and why he wants them to buy this other company. Kathryn stands up to the Chairman. Using behavioral tools like Everything DiSC, the group started to understand each others personalities and how the play into their work. Jumping on the opportunity, Kathryn calls out Carlos for his behavior.

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