

FIVE HABITS OF HIGH PERFORMING TEAMS

What characterizes a highly effective team? This tool, drawn from the book “The Five Dysfunctions of a Team” by Patrick Lencioni,¹ provides you a quick look at what high performing teams really do.

High performance	Dysfunction
<p>Attention to results</p> <ul style="list-style-type: none"> ▪ Team members regularly monitor their progress toward achieving the results. They don't gloss over their performance, but talk about it. 	<p>Status and ego</p> <ul style="list-style-type: none"> ▪ Individual team members seek out recognition and attention at the expense of results. They dismiss the monitoring process as “unimportant.”
<p>Accountability</p> <ul style="list-style-type: none"> ▪ Team members hold each other accountable for their performance. When someone under-performs, the team tells them immediately and in direct, honest terms. 	<p>Low standards</p> <ul style="list-style-type: none"> ▪ When people fail to follow through on their commitments, people let it slide out of a feeling that they don't want to hurt people's feelings or “it's not my job” to manage them.
<p>Commitment</p> <ul style="list-style-type: none"> ▪ Everyone adopts a common goal or set of goals and commits to achieving them. Goals are defined simply enough to be easily grasped, specific enough to be actionable. 	<p>Ambiguity</p> <ul style="list-style-type: none"> ▪ People are ambiguous in their commitment. Ownership of common goals is not shared. People have conflicting goals.
<p>Creative conflict</p> <ul style="list-style-type: none"> ▪ People ask tough questions of one another and challenge each other's assumptions. They probe an argument until they are satisfied. 	<p>Artificial harmony</p> <ul style="list-style-type: none"> ▪ People don't engage in tough questioning because they fear it will hurt people's feelings and impede group harmony. The result is buried conflict.
<p>Trust</p> <ul style="list-style-type: none"> ▪ Team members open up to each other. They admit their mistakes, weaknesses, concerns without fear of reprisal. 	<p>Absence of trust</p> <ul style="list-style-type: none"> ▪ People protect themselves. They stay quiet. They don't bring “undiscussables” to the team. They appear to be invulnerable.

¹ “The Five Dysfunctions of a Team,” by Patrick Lencioni, Jossey-Bass, 2002