

PART I

Getting Started



Introduction

The Five Dysfunctions of a Team workshop guides a team through a series of powerful exercises that help team members improve in each of five key fundamentals: trust, conflict, commitment, accountability, and results. This is a practical process that provides teams with information and strategies they can put to use immediately and apply on an ongoing basis.

You'll find that this workshop differs in several respects from other types of team training with which you might be familiar. For one thing, the focus is on providing tools that help the team improve in each of the five fundamentals. For another, instead of learning theory as a prelude to improvement, team members actually take the first steps toward becoming a more highly functioning team.



About This *Facilitator's Guide*

This *Facilitator's Guide* is designed to be used by those who want to help a team improve its performance, including internal and external consultants and team leaders. You do not need any special expertise in team development—the *Facilitator's Guide* includes everything you need to plan, prepare for, conduct, and follow up The Five Dysfunctions of a Team workshop. Facilitating the exercises can be tricky, however, so experience in human resources, training, or facilitation will be helpful.

The *Facilitator's Guide* includes:

- Objectives and outlines for two-day, one-day, and half-day formats
- Guidelines for planning a workshop, including checklists
- Suggestions for helping the workshop run smoothly
- An overview of The Five Dysfunctions of a Team model on which the workshop is based
- A “script” for a two-day workshop that you can use as is, or adapt to meet a team’s specific needs
- Suggestions for following up the workshop
- An Appendix with supplementary information, including answers to common questions and stories.
- A CD with a PowerPoint® presentation to accompany the workshop
- A poster of The Five Dysfunctions of a Team model
- A sample *Participant Workbook* for a two-day workshop
- A sample Team Assessment

NOTE: If you are conducting the workshop in a one-day or half-day format, you will use only some of the pages in the *Participant Workbook*. You can use the others in follow-up sessions.



Questions to Ask Before You Begin

There are a number of issues that can affect the success of The Five Dysfunctions of a Team workshop. Before setting up a workshop, consider these questions:

▲ *Is the team really a team?*

A team is a relatively small number of people (from three to twelve) who meet on a regular basis and are collectively responsible for the results of the group. The team members share common goals as well as the rewards and responsibilities for achieving them.

Not every group is a team. For example, a group that appears to be a team might simply be a collection of people who report to the same manager, but who have relatively little interdependence and mutual accountability. If your group does not meet the criteria of a true team, this workshop is unlikely to produce the results you expect.

▲ *Is this team ready for “heavy lifting”?*

The advantages of being a highly functioning team are enormous. But they can only be achieved if the team is willing to invest considerable time and emotional energy in the process. It won't work if the team is interested only in shortcuts and half-measures.

▲ *Is the leader truly committed to building a team?*

The fact is, leadership matters. If the team leader doesn't understand the power of teamwork and isn't prepared to lead the effort in terms of setting an example and dedicating time to it, then the chances of success

are basically zero. But it's important to note that many leaders who seem uninterested in teamwork are often just skeptical about the possibility of achieving it, or afraid that acknowledging the need for it might reflect poorly on them. In these cases success is possible as long as team leaders are willing to start the process with good intentions.

▲ *Is this the right time for a team workshop?*

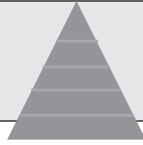
Certain situations make it difficult for a team workshop to succeed.

Reconsider holding a workshop if any of the following situations exist:

- The team is very new. A team should have been together for a minimum of six to eight weeks. For new teams, it would be better just to introduce the model and discuss how the team can avoid falling prey to the dysfunctions.
- There is about to be a change in the nature of the team. The time is probably not right if a team member will be leaving or the team's responsibilities are about to change significantly. In that situation, it would be better just to give a presentation on the model and then wait to hold the workshop until the team is stable.

▲ *Are you the right person to facilitate this workshop?*

As mentioned earlier, no special expertise in team development is needed to conduct The Five Dysfunctions of a Team workshop, but many of the exercises can be difficult to facilitate. The workshop will be more successful if the facilitator has experience in human resources, training, and/or facilitation. Additionally, facilitating the workshop when you are the team leader also poses special challenges, so if you're the team leader, see the Appendix for some guidelines.



About the Workshop

The Five Dysfunctions of a Team workshop is highly interactive, with numerous activities that engage team members in the process of assessing their strengths and areas for improvement and learning how to overcome each of the five dysfunctions.

- The two-day workshop, which includes activities that address all five dysfunctions, offers the best opportunity to make a significant, relevant, and lasting impact on the team.
- The one-day option focuses on the first two key areas, building trust and mastering conflict, and includes some simple activities for the remaining three.
- The half-day workshop addresses only trust and conflict. If you select this option, we recommend that you schedule time to address the other three dysfunctions in future team meetings.

Workshop Objectives

This workshop has one overall objective. The remaining objectives depend on the format you select.

Overall objective: Be able to make substantial progress toward becoming a more cohesive team.

Objectives for a Half-day Workshop

Be able to:

- Understand the expectations for a cohesive team, based on The Five Dysfunctions of a Team model

- Have a basic understanding of the degree to which the team meets the expectations (“know where we are”)
- Develop an action plan for improving teamwork

Additional Objectives for a One-day Workshop

Be able to:

- Take the first steps toward building trust and understanding conflict styles
- Establish a plan for making progress on commitment, accountability, and results

Additional Objectives for a Two-day Workshop

Be able to:

- Make further progress on improving trust and conflict
- Make progress on commitment, accountability, and results (with focus on commitment)



Workshop Agendas

TWO-DAY WORKSHOP

Day I

| <i>Workshop Segment</i> | <i>Estimated Time</i> |
|---|-----------------------|
| OPENING THE WORKSHOP Opening Statement | 10 minutes |
| THE FIVE DYSFUNCTIONS MODEL | 20 minutes |
| TEAM ASSESSMENT | 60–90 minutes |
| FUNDAMENTAL #1: BUILDING TRUST <ul style="list-style-type: none">• Personal Histories Exercise• Behavioral Profile Exercise | 3–4 hours |
| FUNDAMENTAL #2: MASTERING CONFLICT <ul style="list-style-type: none">• Conflict Profile Exercise• Conflict Norming Exercise• Conflict Resolution Model• Conflict Resolution Exercise | 2 hours |

TWO-DAY WORKSHOP, CONTINUED**Day 2**

| <i>Workshop Segment</i> | <i>Estimated Time</i> |
|--|-----------------------|
| FUNDAMENTAL #3: ACHIEVING COMMITMENT <ul style="list-style-type: none"> • Commitment Clarification • Cascading Communication • Establishing a Thematic Goal Exercise • Rules of Engagement | 3 hours |
| FUNDAMENTAL #4: EMBRACING ACCOUNTABILITY <ul style="list-style-type: none"> • Team Effectiveness Exercise | 2 hours |
| FUNDAMENTAL #5: FOCUSING ON RESULTS <ul style="list-style-type: none"> • Establishing a Team Scoreboard | 1 hour |
| CLOSING THE WORKSHOP <ul style="list-style-type: none"> • Strategies for Overcoming the Five Dysfunctions • Cascading Communication Agreement • Personal Commitments • Closing Statement | 1 hour |

ONE-DAY WORKSHOP

NOTE: You can cover the five dysfunctions in one day, but you will spend less time on some of the exercises and omit others.

| <i>Workshop Segment</i> | <i>Estimated Time</i> |
|---|-----------------------|
| OPENING THE WORKSHOP <ul style="list-style-type: none"> • Opening Statement | 10 minutes |
| THE FIVE DYSFUNCTIONS MODEL | 20 minutes |
| TEAM ASSESSMENT | 60–90 minutes |
| FUNDAMENTAL #1: BUILDING TRUST <ul style="list-style-type: none"> • Personal Histories Exercise | 30 minutes |
| FUNDAMENTAL #2: MASTERING CONFLICT <ul style="list-style-type: none"> • Conflict Profile Exercise <i>(take behavioral profile link out)</i> • Conflict Norming Exercise | 60 minutes |
| FUNDAMENTAL #3: ACHIEVING COMMITMENT <ul style="list-style-type: none"> • Commitment Clarification • Cascading Communication • Establishing a Thematic Goal Exercise | 2 hours |
| FUNDAMENTAL #4: EMBRACING ACCOUNTABILITY <ul style="list-style-type: none"> • Team Effectiveness Exercise | 2 hours |
| CLOSING THE WORKSHOP <ul style="list-style-type: none"> • Cascading Communication Agreement • Personal Commitments • Closing Statement | 45 minutes |

HALF-DAY WORKSHOP

NOTE: In a half-day workshop, you will include activities for only two fundamentals: trust and conflict. You can do the other activities later—at regular meetings or separate off-site events.

| <i>Workshop Segment</i> | <i>Estimated Time</i> |
|---|-----------------------|
| OPENING THE WORKSHOP <ul style="list-style-type: none"> • Opening Statement | 10 minutes |
| THE FIVE DYSFUNCTIONS MODEL | 20 minutes |
| TEAM ASSESSMENT | 60–90 minutes |
| FUNDAMENTAL #1: BUILDING TRUST <ul style="list-style-type: none"> • Personal Histories Exercise | 30 minutes |
| FUNDAMENTAL #2: MASTERING CONFLICT <ul style="list-style-type: none"> • Conflict Profile Exercise (<i>take behavioral profile link out</i>) • Conflict Norming Exercise | 60 minutes |
| CLOSING THE WORKSHOP <ul style="list-style-type: none"> • Cascading Communication Agreement • Personal Commitments • Closing Statement | 30 minutes |



Planning a Workshop

No matter which workshop format you select, begin your planning process by reading *The Five Dysfunctions of a Team* book. This short, lively leadership fable provides a vivid and comprehensive overview of The Five Dysfunctions of a Team model that is the basis for the workshop. Because all or some of the team members are likely to have read it, you will also want to know the characters and how the story unfolds.

Once you have decided what format is appropriate for the team, you need to begin planning the workshop. On page 16 is a Planning Checklist that provides an overview of the steps. What you do first, second, and so on will depend on the specific situation.

Below are guidelines and points to consider about each of the steps.

1. *Schedule the workshop.* The workshop is designed as a development experience for an entire team, and everyone needs to be there. You will need to find a date or dates on which everyone can be available. This will be difficult for some teams, so begin the scheduling process well in advance.

If one or more team members are unavailable on your first choice of dates, we recommend rescheduling the workshop.

NOTE: If a team member is unable to attend because of a last-minute emergency and you cannot reschedule, you will have to go ahead with the workshop. Bring the missing person up to date as soon as possible and revisit the key points at the next team meeting.

2. *Secure a location.* We recommend holding this workshop off-site so the team can concentrate away from workplace-related distractions and interruptions. If it's not possible to take the team off-site, try to find a private room where you are least likely to be disturbed.

3. *Notify participants.* The team leader should talk with the team about the reasons for the workshop and tell people what to expect. Then you or the team leader need to send everyone an e-mail with the details, including the date(s), location, and pre-work assignments.

Here are some “talking points” the team leader can use when telling team members about the workshop:

- We need to take our team to the next level because we have big goals ahead of us.
 - This workshop is based on the simple, proven model for team development described in Patrick Lencioni’s best-selling book, *The Five Dysfunctions of a Team*—thousands of teams have benefited from this model.
 - The workshop is built around the same exercises that *Fortune* 500 teams have experienced and found useful.
 - The workshop is designed so that the team can make a lot of progress in a short amount of time.
 - You’ll find that this is different from other team programs you might have been involved in—it’s very practical and results-oriented.
4. *Assign pre-work.* The work that team members need to complete depends on the workshop format and options you choose. The pre-work options include the following:

- *Team Assessment.* No matter what workshop format you use, the development process begins with an assessment that helps the team members think about how they are working together and establish a benchmark for their performance. There are two options for completing the team assessment:

- ▲ **Online Assessment**

The Online Assessment provides a detailed report that helps team members see where they are now and where they want to go. We recommend this option when you have at least two to four weeks to administer the assessment before your workshop. For information about the Online Assessment or to request a complimentary sample report, please call us toll-free at 866-888-5159.

▲ Print Assessment

A sample of the Print Assessment is included in this *Facilitator's Guide*. Team members can complete the assessment as pre-work or at the beginning of the workshop. The assessment is self-scored. While it does not result in a printed report, it is useful in stimulating discussion about the team members' perspectives on how they are performing in each of the five fundamentals.

- *Behavioral profiling assessment.* A behavioral profiling assessment that helps team members identify their own and their colleagues' personality types is an important component of the workshop. We recommend the Myers-Briggs Type Indicator® (MBTI®), but no matter which behavioral profiling instrument you use, having team members complete it as pre-work will save valuable workshop time.

NOTE: Most behavioral profiling instruments require a trained and/or certified instructor.

- *Reading.* Although participants will learn about the five dysfunctions model during the workshop, the more they know ahead of time, the better. Encourage them to read, *The Five Dysfunctions of a Team* book before the workshop begins.
5. *Prepare yourself.* The more you know about The Five Dysfunctions of a Team model and methodology, and the more familiar you are with this *Facilitator's Guide*, the more successful your workshop will be.

In addition to reading *The Five Dysfunctions of a Team* book, we also recommend doing the following to prepare for the workshop:

- Read this entire *Facilitator's Guide* carefully, including the information in the Appendix. Study the FAQs in the Appendix so you will be able to answer questions that team members are likely to ask.
- Read *Overcoming The Five Dysfunctions of a Team: A Field Guide*, which provides detailed information and greater context to help you understand the tools and exercises used in this workshop.
- Watch *The Five Dysfunctions of a Team: A Video Presentation*. We recommend using the first half of the video in the workshop to introduce the five dysfunctions model. Even if you decide not to

use the video, it will provide you with a good overview that can give you more confidence when you facilitate the workshop.

- Become familiar with the assessment process by taking the Team Assessment and the behavioral profiling instrument yourself.
 - Study the workshop script and practice delivering the material. Make sure that you know how to introduce and debrief the exercises. Highlight key sections and make notes on the script of things you want to keep in mind. Check the timing.
 - Make the script your own. Without changing the sequence of activities or deleting essential content, adapt the workshop as needed to meet the needs of the team. For example, you can bring in some of the supplementary activities you will find in the Appendix, and you can create your own stories to illustrate the concepts.
6. *Arrange for equipment and prepare materials and supplies.* See the Planning Checklist for a list of what you need to conduct this workshop.
 7. *Follow up the pre-work assignments.* Check to make sure that all the team members have completed the Team Assessment and the behavioral profiling assessment. Send reminders as needed.
 8. *Print Team Assessment Reports or purchase copies of Print Assessments.* If you are using the Online Assessment, print a copy of the Team Assessment Report for each team member. If you assigned the Print Assessment as pre-work, purchase and distribute copies for the team members.
 9. *Print behavioral profiles.* If the behavioral profiling instrument you are using has a printed report, print a copy for each member of the team.
 10. *Set up the room.* On the day of the workshop, arrive early enough to make sure the room is set up properly.

The room setup should allow team members to see you, each other, the flip charts, and the screen easily and to hold comfortable discussions. A U-shaped table works well for groups of more than six people; a smaller group can fit comfortably around a single boardroom-style table.

Before team members arrive, check the equipment to be sure it is in working order. If you are using the video, make sure it is ready to go.



Planning Checklist

8-16 Weeks before the Session

- Schedule the workshop and secure a location
- Notify participants

4 Weeks before the Session

- Take the Team Assessment and behavioral profiling assessment yourself
- Make pre-workshop reading assignments
- Do your own pre-workshop reading and watch the video
- Study the *Facilitator's Guide*
- Make any adaptations in the workshop that are needed for the specific team

2-4 Weeks before the Session

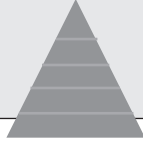
- Ask team members to take the Team Assessment and the behavioral profiling assessment
- Practice delivering the workshop

1 Week before the Session

- Arrange for equipment
- Prepare materials and supplies

On the day of the Workshop

- Set up the room and make sure the equipment is in working order



Supplies, Materials, and Equipment Checklist

Depending on the format and options you choose, you will need the following to conduct The Five Dysfunctions of a Team workshop:

- This *Facilitator's Guide*
- A *Participant Workbook* and a writing tablet for each team member
- The Five Dysfunctions poster (which you will post on the wall at the beginning of the workshop)
- (If you are using the Online Assessment) A copy of the Team Assessment Report for each team member
- (If you are assigning the Print Assessment as pre-work or asking team members to complete it during the workshop) A copy of each team member's completed scoring sheet from their assessment.
- (If you are asking team members to take the behavioral profiling instrument as pre-work) A copy of each person's behavioral profile
- At least two easels with flip chart pads
- Flip chart marking pens and masking tape for posting flip chart pages
- A laptop computer set up with the PowerPoint presentation as well as a projector and screen
- (If you are using *The Five Dysfunctions of a Team: A Video Presentation*) A DVD player or VCR and a television monitor, or a computer with DVD drive, a projector, and screen



Suggestions for Helping the Workshop Go Smoothly

The best way to make sure that the workshop runs smoothly is to prepare carefully, become as familiar as possible with the material you will be delivering, and stay attuned to the group.

Here are some things to keep in mind.

▲ *This is a highly interactive workshop.*

The exercises and discussions are designed to help the group become a more cohesive, productive team. Thus, there is a minimum of theory and “lecture.” Keep explanations brief and manage discussions so that they remain focused.

▲ *Keep your eye on the time.*

No matter which workshop format you choose, there is a great deal to accomplish in the available time. Move as quickly as you can without rushing through key explanations, discussions, and activities. The script includes estimated times, but each workshop will differ, so make sure to keep your eye on the clock.

▲ *Break up large teams into smaller groups.*

For a team with twelve or more members, ask people to do some exercises with a partner or in small groups, then debrief the exercise in the whole group.