**﻿The Five Dysfunctions of a Team**

Patrick Lencioni

2002, Jossey-Bass, San Francisco, CA

p 188        Absence of Trust

* stems from unwillingness to be vulnerable

                 failure to build trust sets a tone for

                Fear of Conflict

* incapable of engaging in unfiltered and passionate debate of ideas
* instead, veiled discussions and guarded comments

                Lack of Commitment

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* without airing their opinions, team members rarely buy in and commit to decisions

                Avoidance of Accountability

* without committing to a clear plan, people hesitate to all their peers on action and behaviors that seem counterproductive

                Inattention to results

* occurs when team members put their individual needs above the collective goals of the team

        A cohesive team behavior:

* Trust one another
* engage in unfiltered conflict around ideas

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* Commits to decisions and plans of action
* Hold one another accountable for delivering against those plans.
* Focus on achievement of collective results.