

# Effective communication within Teams

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When People work in teams, their impact is magnified be it positively or negatively.

# The FIVE DYSFUNCTIONS of a TEAM

by PATRICK LENCIONI



Inattention  
to Results

Avoidance of  
Accountability

Lack of Commitment

**Fear of Conflict**

**Absence of Trust**



## Learning outcomes

Show vulnerability and trust

Engage in productive conflict

Make a commitment to the  
decision

Build peer to peer accountability,  
and

Have a joint focus on collective  
results

# Dysfunctions #1



The fear to be vulnerable with team members prevents the building of trust within the team.

This is vulnerability based trust: "I was wrong", "I made a mistake", "I need your help"

Work with people to gain trust



# Show vulnerability and develop trust

The most expensive  
thing in this world is

**TRUST** 

It can take YEARS to EARN  
and only a matter of  
SECONDS to LOSE

**"Trust is the glue of life. It's the most  
essential ingredient  
in effective communication.  
It's the foundational principle that  
holds all relationships."**

- STEPHEN COVEY -

# Steven Covey

## 13

### Behaviours to build Trust

1. Talk Straight
2. Demonstrate Respect
3. Create Transparency
4. Right Wrongs
5. Show Loyalty
6. Deliver Results
7. Get Better
8. Confront Reality
9. Clarify Expectations
10. Practice Accountability
11. Listen First
12. Keep Commitments
13. Extend Trust



# Dysfunctions #2



The desire to preserve artificial harmony stifles the occurrence of productive, ideological conflict.

This is healthy, passionate debate: "What do you think of this idea?"

Trust is essential for conflict



# The Impact of Conflict on Today's Workplace

In 2019, John Wiley and Sons, Inc. conducted a "Workplace Conflict" survey asking 12,000 businesspeople ranging from executives to managers to individual contributors about their experience with conflict in today's modern workplace.

## #1 The sentiment around workplace conflict is almost exclusively negative

What's the first word that comes to mind when you think of conflict?

Frustrations

**Drama**

Petty

Inefficient Gossip

Arguments

Fights Bullying

**90%** of the responses were negative

## #2 Conflict presents a drag on workplace efficiency



**70%** of manager-level and above said conflict negatively impacts the efficiency in their department

**3.2 hours/week** spent dealing with conflict for manager-level respondents and above



## #3 Conflict fuels employee turnover



**40%** said they have left a job (!!) in the past because of unhealthy conflict

**69%** said their job satisfaction would improve if their coworkers handled conflict more effectively



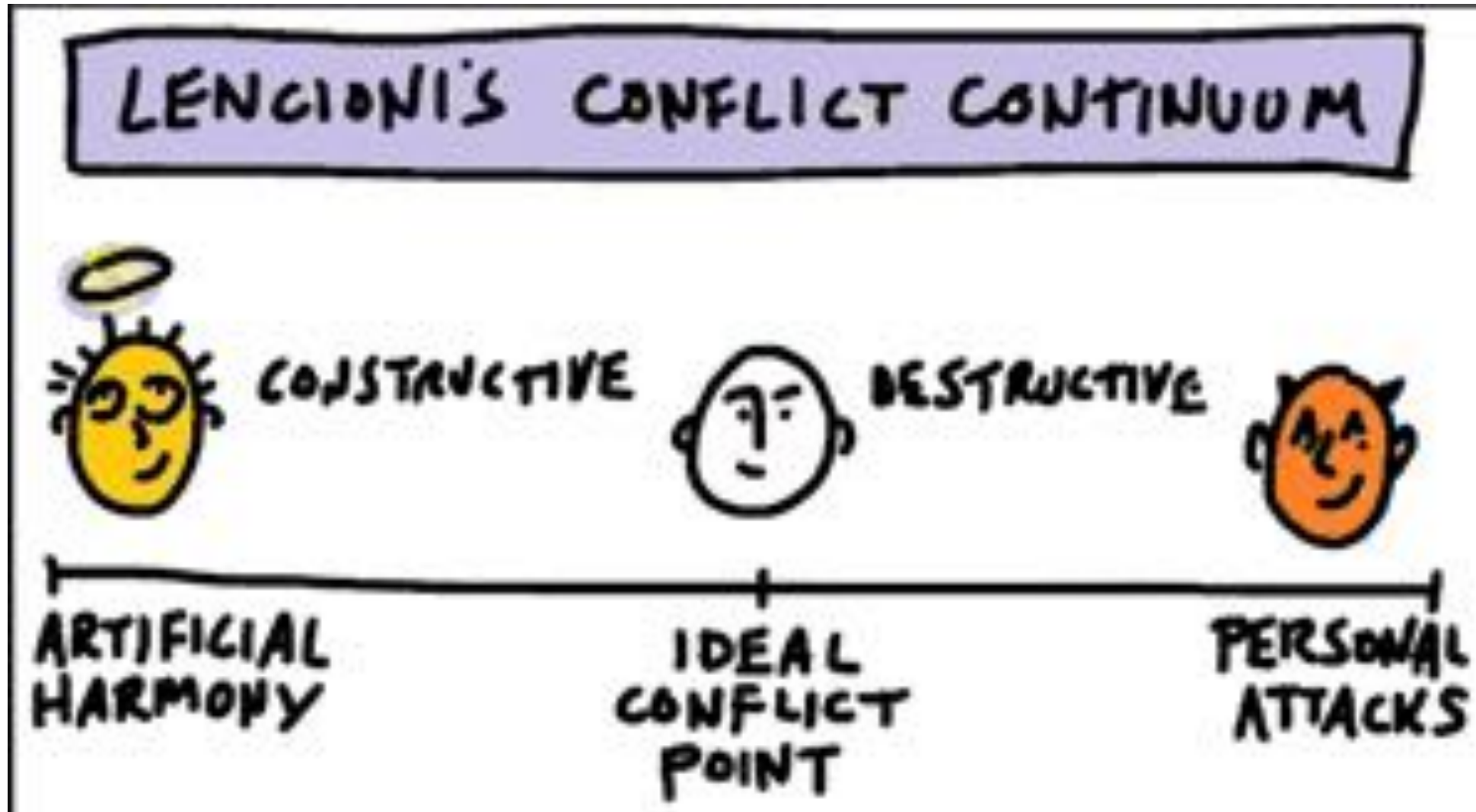
What type of conflict is there?

What type of conflict is Just Right?

The Goldilocks Dilemma



.....Engage in : PRODUCTIVE conflict

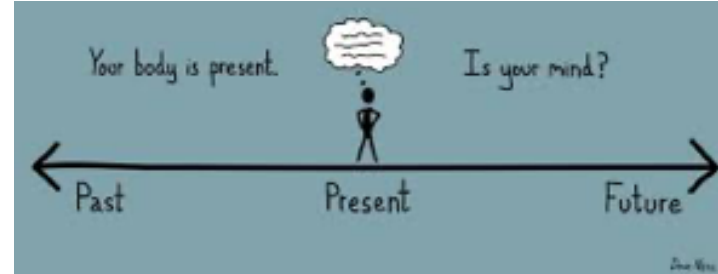


ARE YOU...

Mind Full?

or

Mindful?



YOU HEARD,  
BUT DID YOU  
**LISTEN?**





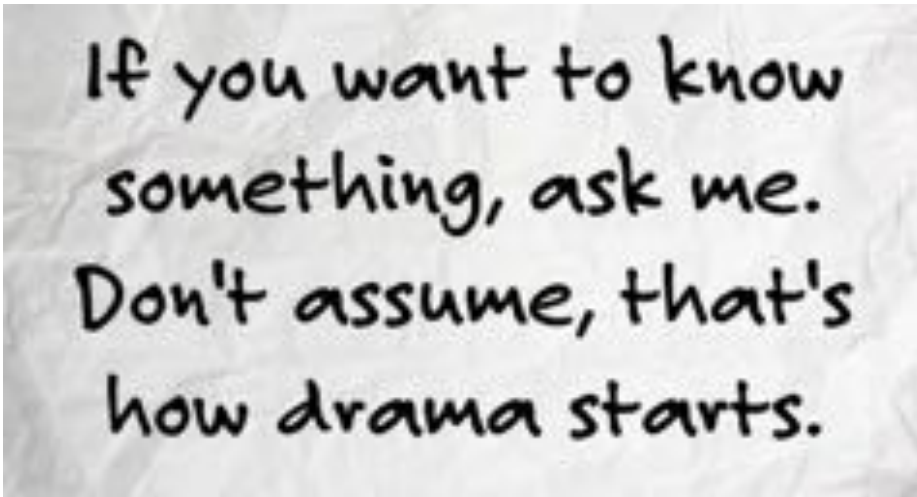
1. lost listener



## LISTENING FAILS



2. interrupting listener



3. shrewd listener

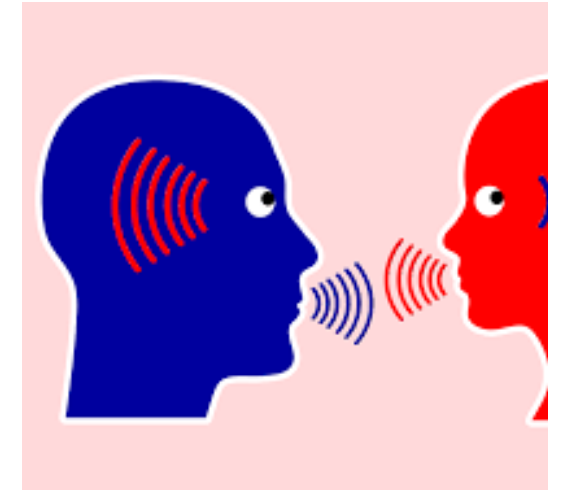


4. dramatic listener

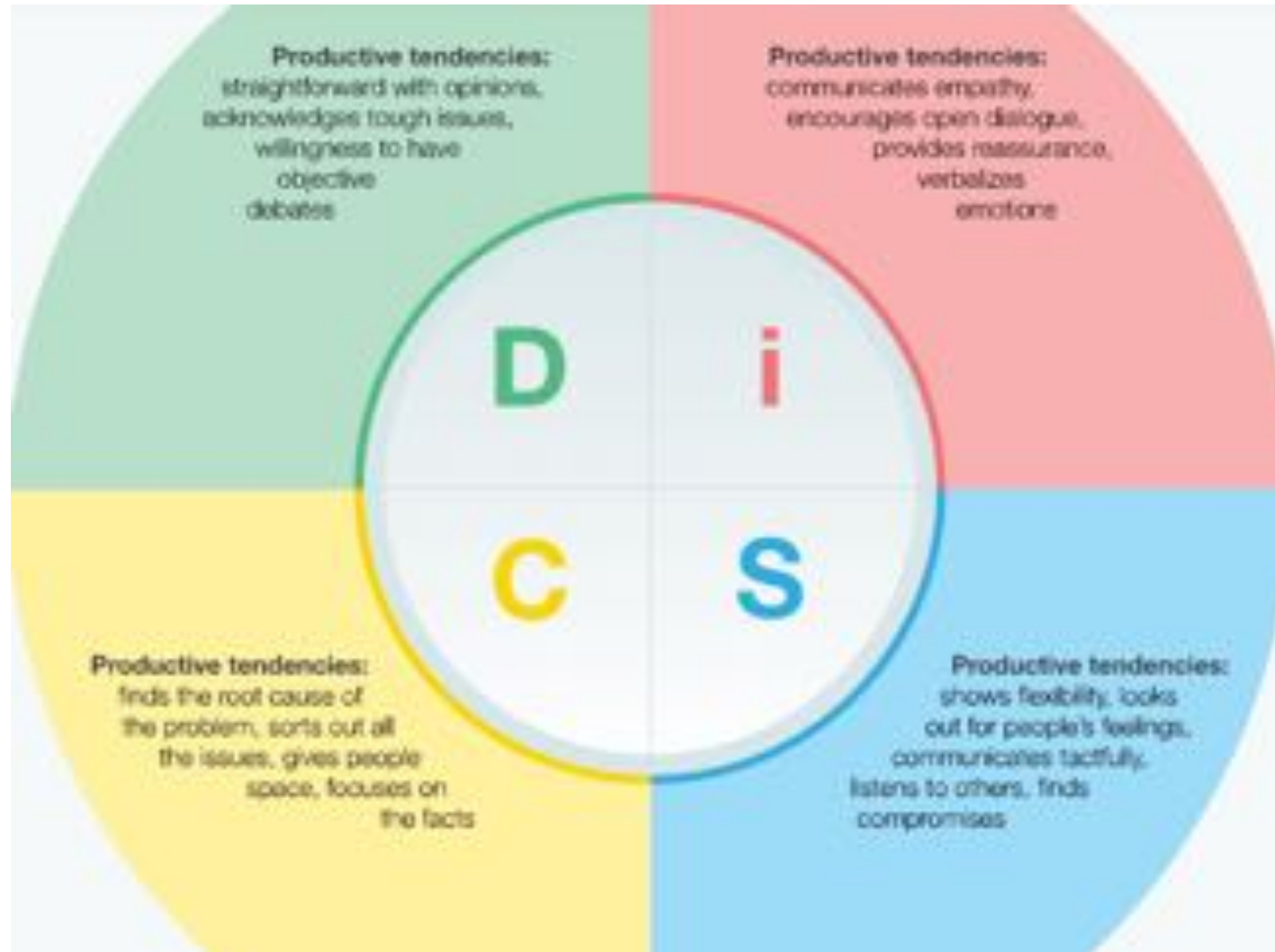


# DEEP LISTENING

- Ready yourself
- Listen to the content
- Listen to the context
- Listen to what wasn't said
- Listen for the meaning



# We can each have a part to play in Productive Conflict





We make all sorts  
of assumptions  
because we don't  
have the courage to  
ask questions.

ALWAYS check for common  
understanding or  
Agreement

Because  
ASSUMING,  
makes an  
ASS (of) U + ME

# Dysfunctions #3



The lack of clarity and/or fear of being wrong prevents team members from making decisions in a timely and definitive way.

This is all the cards on the table: "Can you commit to this idea?"

Healthy debate leads to commitment

The uncommitted find fault to  
justify their lack of  
commitment.





## Teams that fail to commit

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- Create excessive ambiguity among the team about direction and priorities
- Watch windows of opportunity close due to excessive analysis and delay
- Breeds lack of confidence and fear of failure
- Revisits discussions and decisions again and again
- Encourages second-guessing among team members



# Demonstrate commitment

Encourage open discussion amongst the team  
the team to close off and resolve outstanding  
issues

Set clear deadlines and expectations

Ensure ALL team members make a  
commitment to the decisions made

Once a commitment is made, there should be  
no tolerance of underhand dissent or  
white-anting.

# Dysfunctions #4



The need to avoid interpersonal discomfort prevents team members from holding one another accountable for their behaviors.

This is holding others accountable for their behavior  
Peer to peer is powerful

# Avoidance of Accountability

- No clear plan of action
- Fear of calling out problems (disempowered)
- No clear expectation
- Unwillingness to tolerate personal discomfort
- Personal relationships interfere, alliances are reinforced outside of the group
- Relationships deteriorate and issues become 'personal'
- Loss of respect for one another
- Loss of motivation
- Loss of enthusiasm
- Standards of the group erode- LOW STANDARDS

Accept responsibility  
for your actions.

Be accountable for  
your results.

Take ownership of your  
mistakes.

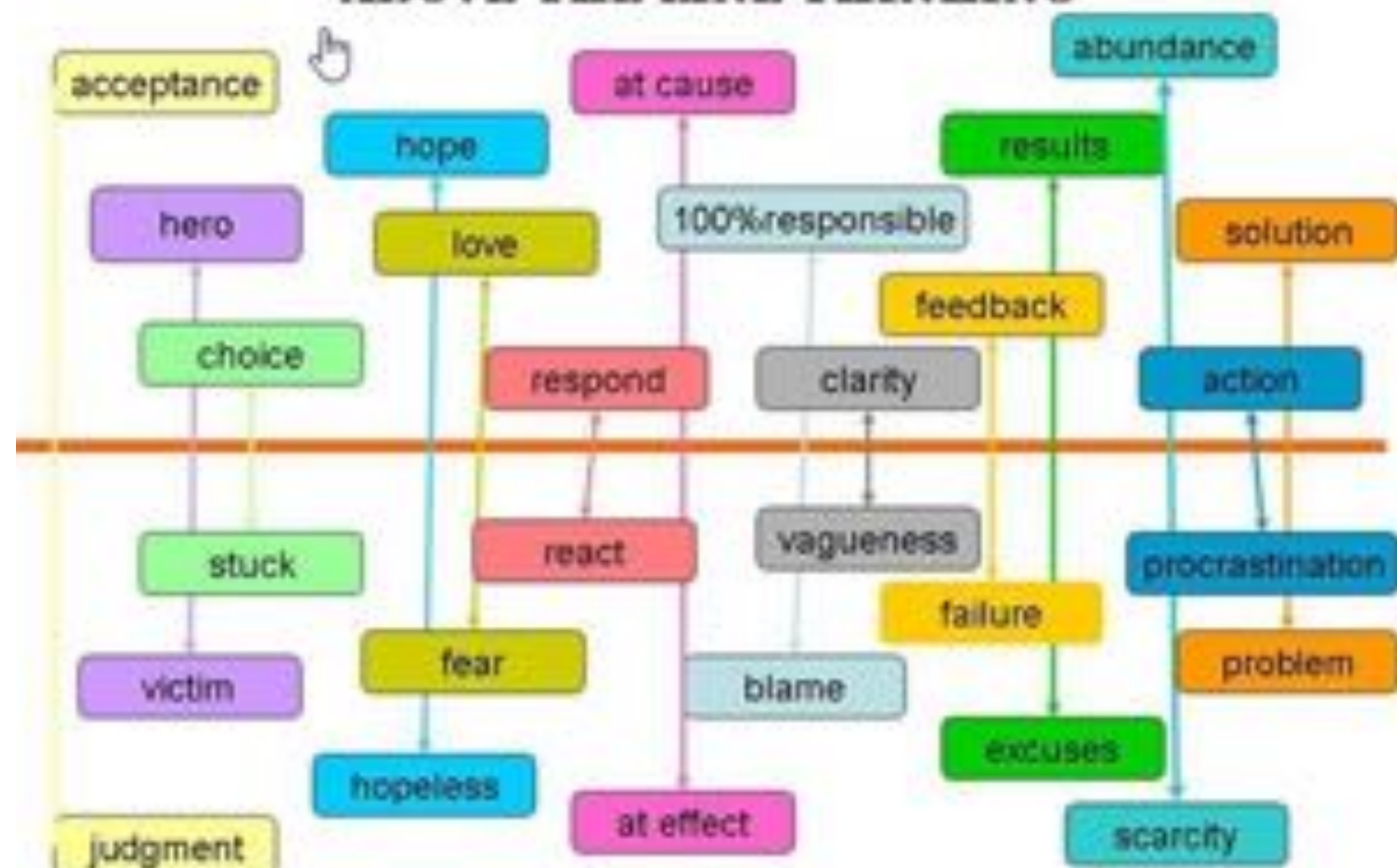
[LightboxLeadership.com](http://LightboxLeadership.com)

# Have peer to peer accountability

NOTE: This is  
dependent on 100%  
COMMITMENT



## ABOVE THE LINE THINKING



## BELOW THE LINE THINKING

## Avoidance of accountability



### A team that avoids accountability . . .

creates resentment among team members who have different standards of performance

encourages mediocrity

misses deadlines and key deliverables

places an undue burden on the team leader as the sole source of discipline

### A team that holds one another accountable

ensures that poor performers feel pressure to improve

establishes respect among team members who are held to the same high standards

develops an ability to learn from mistakes

avoids excessive bureaucracy around performance management

# Dysfunctions #5



The desire for individual credit erodes the focus on collective SUCCESS.

This is about what the team is trying to achieve more than a member's personal interest



A joint focus on collective results



# Act as a TEAM





'The Five Behaviors of a Cohesive Team' is a trademark of John Wiley & Sons, Inc.

# 5 Behaviours Pyramid.



# thanks for listening



- As always, call me for a complimentary chat if you have a curly situation & you think I might be able to help ...
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People Productivity Potential