



## THE LEADING EDGE

AUTUMN 2006

*for UW leaders at all levels*

### The Five Dysfunctions of a Team

*As leaders, we often talk about the importance of developing a strong team—but only rarely do we take time to address issues that undermine team cohesion.*

To improve your team and better understand the level of team dysfunction you are facing, start by asking yourself these simple questions:

- 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 challenge one another about their shortcomings?
- Do team members sacrifice their own interests for the good of the team?

Although no team is perfect, and even the best teams sometimes struggle with one or more of these

issues, well-functioning teams could typically answer “yes” to these questions. If you came up with more “no” than “yes” answers, it may be time to tackle the politics and confusion within your team. Understanding the five dysfunctions of a team can help.

**DYSFUNCTION 1: ABSENCE OF TRUST.** This occurs when team members are reluctant to be vulnerable with one another and are unwilling to admit their mistakes, weaknesses, or need for help. Without a certain comfort level among team members, a foundation of trust is impossible.

**DYSFUNCTION 2: FEAR OF CONFLICT.** Teams that are lacking trust are incapable of engaging in unfiltered, passionate debate about key issues, causing situations where team conflict can

### IN THIS ISSUE

- The Five Dysfunctions of a Team
- **Leadership Seminar—**  
Overcoming the Five Dysfunctions
- Welcome to ‘The Leading Edge’
- Ask an Expert
- Consultant Spotlight
- Leadership by the Book
- Campus Leadership Opportunities

*Fostering positive change in individuals and organizations at the University of Washington.*



continued pg 4



<http://www.washington.edu/admin/hr/pod>

## OVERCOMING THE FIVE DYSFUNCTIONS OF A TEAM— **OCTOBER 25**

**T**eamwork remains the ultimate competitive advantage, both because it is so powerful and so rare. If all the people in your organization started rowing in the same direction, you could achieve incredible results.

Based on the best-seller *The Five Dysfunctions of a Team*, this interactive seminar will uncover the natural human tendencies that derail teams and lead to politics and confusion in so many organizations. Learn the ground rules for establishing trust, engaging in productive conflict, creating commitment, holding team members accountable, and paying attention to the collective results of the team.

Seminar participants will gain specific information and practical tools for overcoming team dysfunctions, as well as an increased ability to make their teams more functional and cohesive.

**INSTRUCTOR** Maureen Moriarty founded her consulting practice, Pathways to Change, in 2000 and brings more than 20 years' experience in designing and implementing business strategies and leading teams. She is a professional accredited coach through the prestigious Hudson Institute of Santa Barbara. Come watch Maureen bring her team model to life through case studies and real-world stories developed from her work as a consultant to executive teams. □

October 25, 8:30 a.m.—4:00 p.m. • HUB 108 • \$180 per person

Space is limited; register early at <http://www.washington.edu/admin/hr/pod/catalog/gen/1/V0110.html>

## welcome to 'the leading edge'

BY ELIZABETH WARRICK

In pursuing a Doctorate in Educational Leadership and Policy Studies at UW, I've been exposed to some of the best literature on leadership—in general and in higher education specifically. One article I read estimated that private companies spend 1.4% of their payroll budgets on professional development, with the lion's share invested in leadership.

While many of us may not have the funds to host upscale retreats for our teams or keep a cadre of consultants on our payrolls, leadership development is just as important at UW as it is in the private sector.

I strongly believe that higher education thrives when there are ample opportunities to hone leadership skills. As we become stronger and more effective leaders, we can build stronger and more effective teams; in turn, we and our teams will be better equipped to serve the mission of the University.

continued pg 3



## Ask an expert

**QUESTION** When staff members ask about the "big picture," what do they really want to know?

**ANSWER** Your staff members are probably wondering what's happening at higher levels and how management decisions or priorities could affect them. Instead of assuming you know what they need to hear, encourage additional questions.

Facilitating small group discussions may help you discover more about staff members' concerns. Ask groups to talk about how leadership decisions might affect their work and identify areas that need more clarity. Then, share summaries of these discussions with your larger team.

The **UNIVERSITY CONSULTING ALLIANCE** can help your team identify direction and priorities through strategic planning and meeting facilitation. Call 206-616-8461. ■



## Consultant Spotlight

When the topic of professional ethics arises, people think about honesty or about trying to “do the right thing.” But answers to ethical questions are usually quite complex, and it often seems that the instruction manual on how to be an ethical leader and promote integrity within an organization is missing.

Sound business reasons support leading and managing ethically. For instance, a focus on ethics may cultivate teamwork and productivity. When employees feel alignment between their values and those of the organization, they typically respond with increased motivation, performance, and trust.

To help promote business ethics and leading with integrity, the

University Consulting Alliance welcomes the **CENTER FOR ETHICAL LEADERSHIP** to its roster of approved consultants. The Center’s mission includes motivating people to practice ethical leadership and inspiring institutions to create cultures of integrity. They provide consulting and training, organizational assessments, employee and team development programs, and strategic planning.

Through the Alliance, departments can access the training and consulting services of the Center for Ethical Leadership, and many other individuals and organizations, at competitive rates. For more information, visit the Alliance online at <http://www.washington.edu/admin/hr/pod/alliance/>.

## LEADERSHIP BY THE BOOK

Leadership and management are hot topics for today’s business readers. Here are a few POD staff favorites:

***Becoming a Master Manager: A Competency Framework*** by Robert E. Quinn, Sue R. Faerman, Michael P. Thompson, Michael McGrath, Lynda St. Clair. “This is one of my favorite ‘how-to’ books for improving management skills. The examples from real organizations are entertaining and insightful. A practical, hands-on resource for new and seasoned managers.” –Elizabeth Warrick, Director

***Generations at Work: Managing the Clash of Veterans, Boomers, Xers, Nexters in Your Workplace*** by Ron Zemke, Claire Raines, Bob Filipczak “Generations at Work offers solutions to generational conflicts using humor, creative insights, and case studies. By addressing generational differences head on, this book provides the fresh perspective of the young and the wisdom of the experienced.” – Bruce Wynn, Special Programs Manager

In each issue, POD will feature resources on leadership topics. Do you have a favorite book, article, or movie on leadership? Let us know at <https://catalysttools.washington.edu/survey/?sid=26676&owner=kmishra>.

*No person will be a great leader who wants to do it all or get all the credit for doing it.*

–Andrew Carnegie

## WELCOME TO ‘THE LEADING EDGE’ continued from pg 2

At UW, leaders at all levels can advance their abilities and enrich their knowledge in a variety of ways, for instance by volunteering for challenging assignments, by participating in University-wide committees, or by working with a mentor. POD can also lend a hand.

Throughout the year, POD brings innovative leadership seminars to campus at a fraction of the cost normally charged corporate clients. We also have negotiated steep discounts on organizational development and leadership coaching consultants to maximize affordability for UW departments.

At the UW, you have the autonomy to create your own leadership development path. I hope this newsletter will become a valuable resource for you. ■

Elizabeth Warrick is the Director of Professional & Organizational Development

**THE FIVE DYSFUNCTIONS...**  
continued from pg 1

easily turn into veiled discussions and back-channel comments. In a work setting where team members do not openly air their opinions, inferior decisions are often the result.

**DYSFUNCTION 3: LACK OF COMMITMENT.** Without conflict, it is difficult for team members to commit to decisions, creating an environment where ambiguity prevails. Lack of direction and commitment can make employees, particularly star employees, disgruntled.

**DYSFUNCTION 4: AVOIDANCE OF ACCOUNTABILITY.** When teams don't commit to a clear plan of action, even the most focused and driven individuals hesitate to call their peers on actions and behaviors that seem

counterproductive to the overall good of the team.

**DYSFUNCTION 5: INATTENTION TO RESULTS.** When individuals aren't held accountable, team members tend to put their own needs—such as ego, career development, and recognition—ahead of the collective goals of the team. If a team loses sight of the need for achievement, the organization ultimately suffers. ■

Adapted from *The Five Dysfunctions of a Team: A Leadership Fable* by Patrick Lencioni.

Ready to learn more about solving team dysfunctions? Register for the Leadership Seminar Series on Overcoming the Five Dysfunctions of a Team.



*A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be.*

—Rosalynn Carter

## Campus Opportunities for Leadership Development

Stretch your leadership skills and do something good for our community. Every year, UW faculty and staff join employees from across the state in a workplace giving campaign that raises millions of dollars for nonprofit organizations.

This year, the UW's **COMBINED FUND DRIVE** (CFD) is asking department campaign coordinators to build teams within their units to raise awareness of the campaign and sponsor fundraising events.

Contact your department campaign coordinator to learn how your leadership skills can help advance the success of this year's campaign. If you're not sure who your coordinator is, contact the UW CFD campaign headquarters at 206-616-5437.

This year's Combined Fund Drive runs from October 4 to December 4. Visit the campaign's website (<http://www.washington.edu/uwcfid>) to learn more. ■



**THE LEADING EDGE** is published by Professional & Organizational Development, a division of UW Human Resources.

Submit comments or contributions, to Bruce Wynn at [wynnb@u.washington.edu](mailto:wynnb@u.washington.edu).