3

Leading Change

Building a Cohesive Team

In each edition you'll explore a leadership framework accompanied by questions for you and your team to work through, helping you to be even more effective in leading through challenging times.

Inside

Elisabeth Kubler-Ross's Change Cycle

Rosabeth Moss Kanter's Theory on Sources of Resistance to Change

✓ Patrick Lencioni's 5 Dysfunctions of a Team

Hello and Welcome

This short video and supporting workbook is designed to help you lead successfully these challenging times.

The workbooks can be read alongside or separate from the accompanying video series and is yours to keep as a resource in your leadership journey. We hope the video series and workbooks will be helpful whether you are an aspiring or established leader.

This series will introduce teams to skills and behaviours that generate greater engagement, trust, transparency, heightened performance and cultures where all can thrive.

The third in the series will introduce Patrick Lencioni's 5 Dysfunctions of a Team.
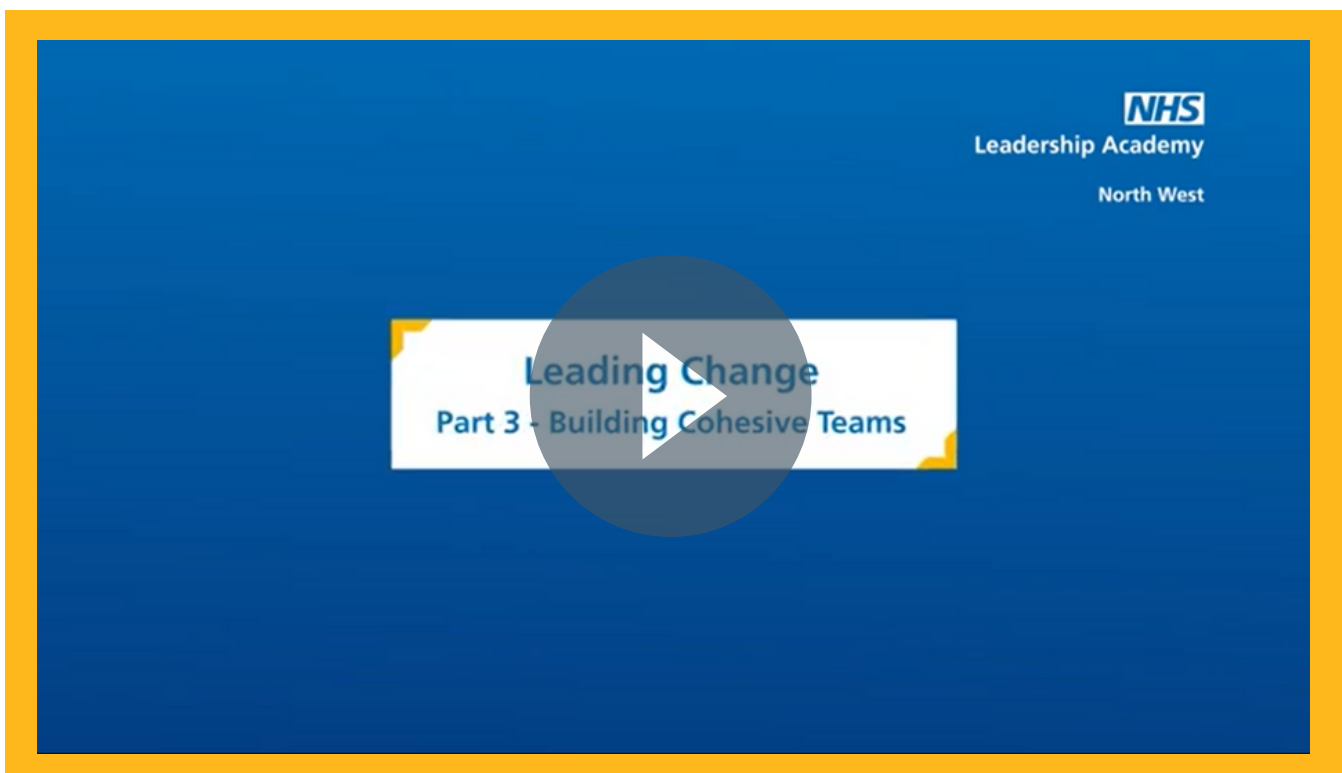
Managing change is not always easy. These workbooks will cover three models that can help you to lead and manage change effectively.

Because, of course, the one thing that is constant is change.

We are always experiencing it and these days we hear leaders talk about how we are living in times of unprecedented change.

And its easy to see why. We have just been through a global pandemic, have had to move warp speed towards new ways of working and politically, economically and environmentally it has been a tumultuous time as well. And for many staff, these changes, and the fall-out from them, have created huge pressures at work and at home.

So being able to empathise, put oneself in the shoes of those we are wanting to influence and persuade, is crucial if we are to achieve the goals we set ourselves.

The 3 models will you to do just that and will put you and your team on a good footing for success in the years ahead:

✓ **Elisabeth Kubler-Ross's change cycle** - also known as the ' 5 stages of grief' - is a model that describes the common emotional responses that people may experience when faced with significant change or loss.

✓ **Rosabeth Moss Kanter's theory on Resistance to Change** is a useful framework for understanding and managing resistance which can come from a variety of sources, including personal factors, group dynamics and structural factors. In this video you will find a number of strategies to help manage this.

✓ **Patrick Lencioni's work on the 5 dysfunctions of a team,** which emphasises the importance of team cohesion, trust & effective communications to achieve common goals.

As you go through the models, you'll be invited to take a few minutes to reflect on what they mean for you and your team and how you can use them. You could even read this paper or watch the accompany video, as a group, pausing occasionally to share your reflections and explore how you can apply what you're learning.

Patrick Lencioni's 5 Dysfunctions of a Team

An introduction and questions for your team

The third model we are using as part of the Leading Change series is based on the work of Patrick Lencioni, a business author and speaker who has written extensively about the importance of teamwork and effective communication in organizations.

In his work, Lencioni emphasizes the importance of building a cohesive team that is able to work effectively together to achieve common goals.

When leading change, team cohesion, built on trust and transparency, are vital for the success of any change programme.

Lencioni starts with the dysfunctions of a team in his model because he believes that these are the fundamental issues that must be addressed in order for a team to be healthy and effective.

In Lencioni's model, the dysfunctions of a team are represented by the five levels of the pyramid, with each level representing a different aspect of team dysfunction:
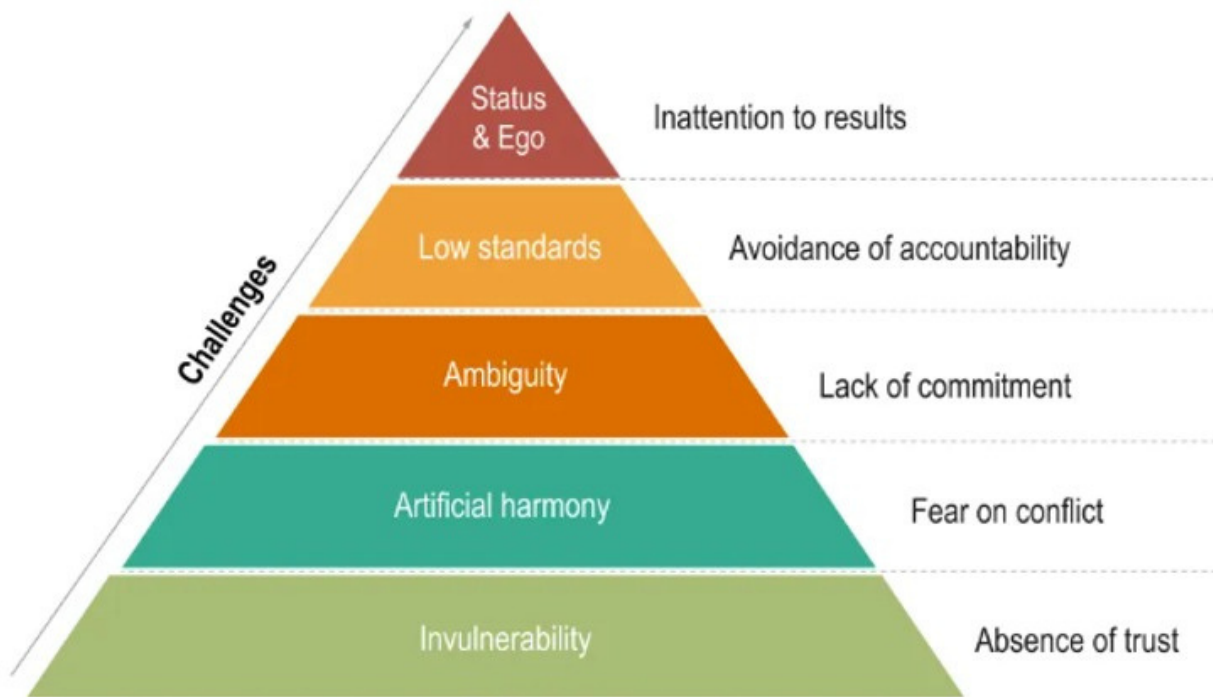
The first level of the pyramid, which represents the foundation of the model, is trust. When there is an absence of trust, team members hesitate to ask for help and, conceal weaknesses. They dread meetings and avoid each other.

The second level of the pyramid is conflict, and in teams that cannot manage this, there is artificial harmony. Team members are unable to engage in open and honest discussions and debate. Instead they go around problems, don't voice their ideas and concerns and so fail to confront tough issues or behaviours. This all leads to poor decision-making and a lack of innovation.

The third level of the pyramid is commitment, which is when the team members cannot come to a clear and shared understanding of their goals and objectives. When this happens there is ambiguity and they are less likely to work together effectively or
to support one another.

The fourth level of the pyramid is accountability, which refers to the failure of team members to hold one another accountable for their actions and behaviors. When team members are not accountable to one another, they are less likely to follow through on their commitments, standards are low and fail to work together effectively to achieve their goals.

The fifth level of the pyramid is results, which is when the team is failing to achieve the outcomes it is striving for. The focus is on status and ego rather than the team. When a team can't utilize the first four levels of the pyramid, it is likely to struggle to achieve the results it is seeking.

Why is vulnerability important in Lencioni's pyramid model?

Vulnerability is important in Lencioni's pyramid model because it is a key component of trust, which is the foundation of the pyramid.

In order for team members to trust one another, they must be willing to be vulnerable with one another and to share their thoughts, feelings, and concerns openly and honestly.

When team members are able to be vulnerable with one another, they are able to build stronger relationships and foster a sense of connection and support. This can create a more collaborative and supportive team environment, which can help team members to feel more comfortable sharing their ideas and perspectives and to work together more effectively to achieve their goals.

Additionally, vulnerability can help to build trust by demonstrating that team members are willing to take risks and to be open and transparent with one another.

Let's look at the well functioning team and how this is reflected in the pyramid:

1. Trust
Trust is the foundation. It is the belief that team members have in each other. When they trust each other they are more open which fosters collaboration and support.

2. Conflict
When team members can manage conflict it means they can engage in open and honest discussions. They express ideas and concerns openly and honestly, which leads to better decision-making and problem-solving.

3. Commitment
When team members have a clear and shared understanding of goals and objectives they work together effectively and support one another as they work towards these.

4. Accountability
When team members are accountable to one another, they are more likely to follow through on their commitments and have higher standards.

5. Results
Finally when a team is able to utilize the first four levels of the pyramid, it is better able to achieve the results it is striving for.

Think it through

Let's pause here fore you to explore some questions with your team to see how well it is functioning and where it can improve. These first focus on the dysfunction in a team.

1. Which of the 5 dysfunctions do you think is the most prevalent in your team? Why do you think that is the case?

2. Can you think of a specific example when your team struggled with one of the 5 dysfunctions? How did it impact the team's performance?

3. How has your team worked to overcome one of the 5 dysfunctions in the past? What steps did you take and what was the outcome?

4. In what ways does your team actively work to avoid or mitigate the 5 dysfunctions?

5. How can your team improve on one of the 5 dysfunctions in the future? What specific actions can be taken to address this issue?

Let's move on now to look at the positive aspects of team behaviours.

1. How does your team currently demonstrate trust among team members? What could be done to further strengthen trust within the team?

2. How does your team handle conflicts and differences of opinion? What could be done to improve the way your team handles conflict?

3. How does your team ensure that all team members are committed to team goals and decisions? What could be done to increase commitment within the team?

4. How does your team foster open and honest communication among team members? What could be done to improve communication within the team?

5. How does your team ensure that all team members are held accountable for their actions and contributions to the team? What could be done to increase accountability within the team?