



High Performing Teams During Times of Change

Article 3 of 5: Commitment

Why Should I Read This Article?

With the implementation of PPI, you will likely be faced with challenges and disruption in your teams. How can you prepare in advance, or recognize the signs of team dysfunction?

The focus of this article is on describing the lack of commitment and what you as a leader or individual team member can do to rebuild it.

What Does This Article Describe?

In this third of five article's on Patrick Lencioni's Five Dysfunctions of a team, you will learn about and begin to understand some of the common indicators that your team may experience during an absence of commitment along with tactics to rebuild it.

As each article builds upon each other, we suggest you read this article first before moving on to other articles.



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Lack of Commitment

True team commitment inspires individuals to follow through on actions with a common goal and awareness for interdependencies. With a strong foundation of team trust, and healthy conflict, the journey towards peak performance allows us to create an agile team capable of moving forward as one.

When experiencing change, a lack of commitment means that the team has not accepted the business reasons for a change and have decided to not work towards accepting the changes to their processes, technologies or job responsibilities.

By reviewing the below indicators of the lack of commitment allows you to identify when your team does not agree on a common goals, so that you can work towards a common understanding of your goals.



Indicators of the Lack of Commitment

Ambiguity



The team is unable to explain the team's direction and priorities. Answers are generic and ambiguous.

Analysis Paralysis



Too much time is spent considering alternatives or options. This excessive analysis can cause unnecessary delays.

Fear of Failure



Individuals appear to lack confidence and are less likely to speak in terms of success. Greater use of negative/failure-related language.

Decision Spinning



Discussions and meetings around a single topic are revisited multiple times as the team is unable to land on a single solution.

Second Guessing



More second guessing occurs from team members when decisions are made. Increased delays from individuals.

What you can do

Utilize team meetings to clarify questions and align the team on common objectives.

Provide direction on what the key success factors to help focus the team's planning efforts.

Develop a comfort level and the ability to learn from mistakes. Sometimes you have to put your best foot forward.

Harness competitive spirit and ask what the competitor may do and when. Move to take advantage of opportunities before others.

Most second guessing is an immediate reaction. Hold a Q&A at the end of a presentation if there are still concerns.