



High Performing Teams During Times of Change

Article 1 of 5: Trust

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 absence of trust and what you as a leader or individual team member can do to re-gain and/or build trust.

What Does This Article Describe?

In this first 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 trust, 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.



High Performing Teams During Time of Change | Dysfunction #1 - Trust

How to Perform During Times of Change

Periods of change are when Team performance can be impacted while it builds an understanding of how to use new technologies, processes or adapt to new responsibilities. By understanding Lencioni's Five Dysfunctions of a Team, you will be able to address some of the common indicators for dysfunction while you navigate through change.

Five Dysfunctions of a Team

Failing to focus on results has been identified as the ultimate team breaker and refers to the tendency of individual team members' desires to be outside of the scope of the collective goals and the mission of the group.

The Five Dysfunctions of a Team describes how the team can grow together to work through each dysfunction in order to be focused on results or a high performing team.

What you can do

Make organizational / project results part of individual performance goals / objectives

Start having the uncomfortable conversations early and consistently (talk about the elephant in the room)

Communicate expectations clearly and document in decision log

Encourage all team members to have a say

Be vulnerable by sharing challenges and limitations

Impact to a Team

Individual results prioritized over the organizational or project goals / objectives

Team members not held to their individual performance requirements

Decisions are not clear and don't stick

Issues don't get resolved

Fear of being vulnerable with team members prevents the building of trust



Absence of Trust

Trust is the foundation of any team and about how vulnerable we are willing to be with our team members. It is difficult to build and can be easily lost without conscious effort to maintain and sustain what you have gained.

When experiencing change we are required to be vulnerable as we

unravel our personal responsibilities at work and expose them to the process of moving to a new process, technology or accept new job responsibilities.

If we do not feel comfortable going through the change process as we are worried that we may expose weaknesses to our team members.

By reviewing the below indicators of the absence of trust we can quickly identify when both ourselves and our team members have an absence of trust so that we can take appropriate next steps to improve upon the absence.

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Indicators of the Absence of Trust

Lack of Vulnerability



The fear of being vulnerable with the team prevents the building of trust

Low Standards



Avoiding situations that cause social conflict and laissez-faire attitude to team member expectations

Artificial Harmony



Not wanting conflicts or avoiding confrontation can lead to constructive criticism and stifles new ideas

Ambiguity



Lack of clarity and buy-in make it difficult for people to make decisions and stick with them

Status & Ego



More time is spent on personal goals and there is little attention to the results of the entire team

What you can do

- Build trust with team ice breakers
- Encourage open and transparent dialogue

- Communicate your expectations of each individual
- Have the team agree on clear accountability

- Open meetings and discussion with the expectation for new ideas

- Increase commitment by encouraging group discussions and brain storming sessions

- Align the team on group metrics and performance goals