

FACILITATOR NOTES ONLY

Session Length: 1 HOUR

Supplies: Flipcharts (optional)

Preparation Required by LCP:

- *Review Dysfunction Survey output from NPM*

Preparation Required by Facilitator

- *Select which activities from this workbook will be done throughout the session - this workbook has ALL dysfunctions, so only pick 1*
- *Dry-run the session with the LCP*
- *Read dysfunction summary so you know exact theory of each one*

SELECT YOUR ACTIVITY FIRST

THE SLIDE DECK IS LONG AF, SO YOU NEED TO GO TO THE SLIDES THAT ARE ACTUALLY RELEVANT TO THE CONTENT YOU WANT:

Absence of Trust: [Starts Slide 6](#)

Fear of Conflict: [Starts Slide 16](#)

Lack of Commitment: [Starts Slide 21](#)

Avoidance of Accountability: [Starts Slide 31](#)

Inattention to Results: [Starts Slide 45](#)

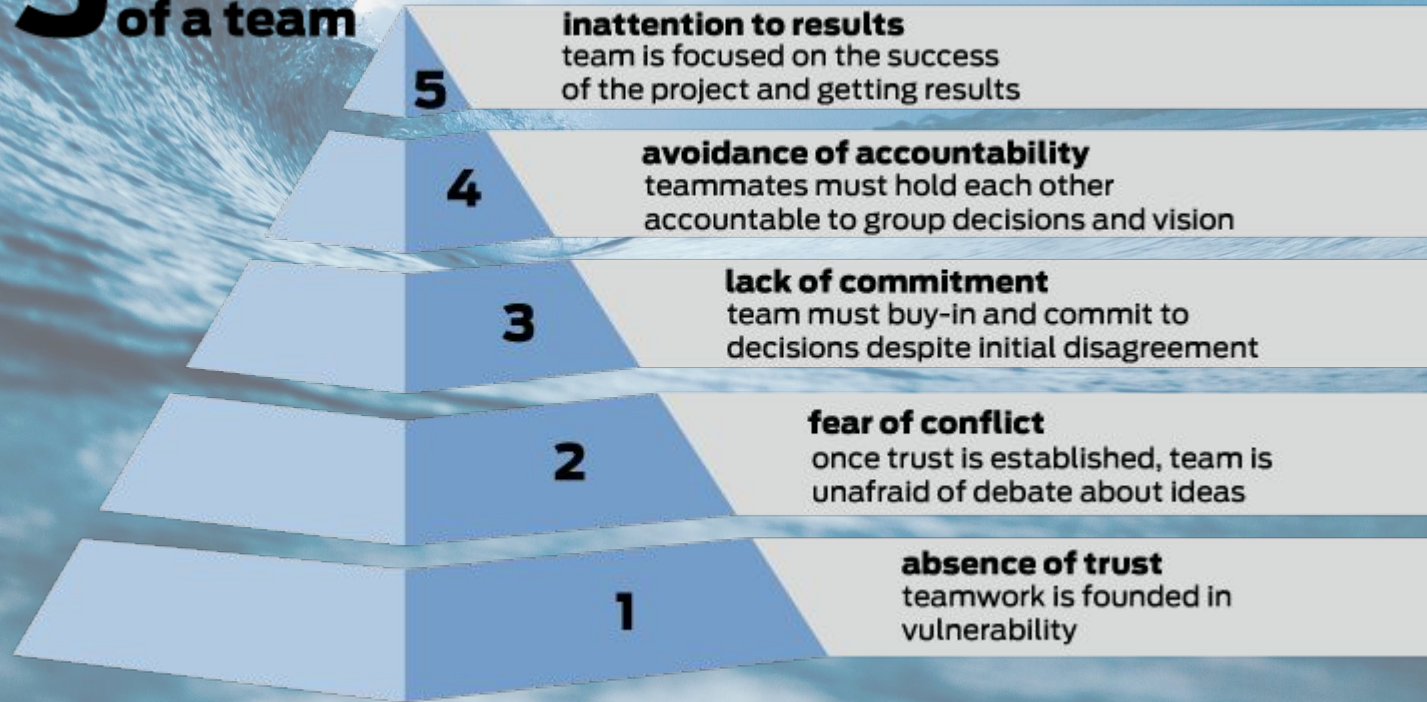
Dysfunctions Workbook



*If we don't address our own flaws, we're
holding our own members back.*



5 dysfunctions of a team



#1: Absence of Trust

Inability to be vulnerable within the group.

ACTIVITY 1: PERSONAL HISTORIES

Where did you grow up?

ACTIVITY 1: PERSONAL HISTORIES

Happiest childhood memory?

ACTIVITY 1: PERSONAL HISTORIES

Most physical pain you've experienced?

ACTIVITY 1: PERSONAL HISTORIES

Most emotional pain you've experienced?

ACTIVITY 1: PERSONAL HISTORIES

Biggest mistake you've ever made?

ACTIVITY 1: PERSONAL HISTORIES

What did you learn about the team? Will this change the way that you work together?



ACTIVITY 2: PROFILE PREFERENCES

Choose one of the tests and have the EB take it prior:

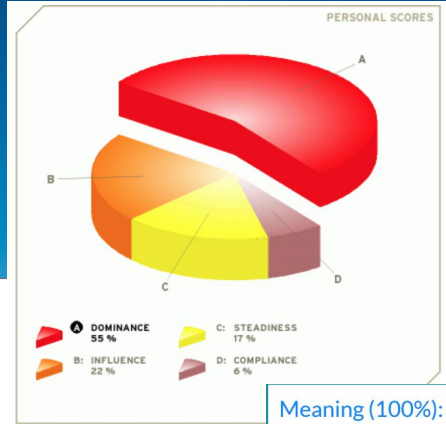
DISC: <http://tinyurl.com/DISCTesting>
[EBs have taken this - results are in LC Coaching Folder]

TALENT TODAY: <http://www.talentsite.com>

MOTIVATIONS QUIZ: <http://tinyurl.com/MotivateStep>

5 LOVE LANGUAGES: <http://www.5lovelanguages.com>

Working with Others (DISC)



Modes of Appreciation (Love Languages)

Your Scores

- 10 Quality Time
- 8 Acts of Service
- 6 Physical Touch
- 6 Words of Affirmation
- 0 Receiving Gifts

Leadership Strengths (TalentToday)

PERSONALITY RADAR



Motivations (Motivation Quiz)

- Meaning (100%): your motto is: "I make a real difference in the world"
- Mastery (88%): your motto is: "I am excellent in my chosen vocation"
- Teamwork (88%): your motto is: "I am a member of the group"
- Recognition (76%): your motto is: "I am recognized & respected by others"
- Autonomy (64%): your motto is: "I do it my way"
- Status (56%): your motto is: "I have social standing"
- Stability (44%): your motto is: "I like to know the future"
- Wealth (40%): your motto is: "I am prosperous"
- Power (36%): your motto is: "I control others"

ACTIVITY 2: PROFILE PREFERENCES

DISCUSSION

Have each EB member present the results of the test.

- 1. What does this mean for how to work with this person?*
- 2. Are these things we knew about each other before?*

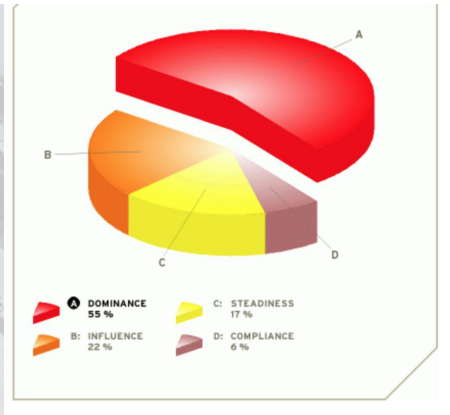
#2: Fear of Conflict

Inability to have conflict holds the team back from challenging ideas and expressing their thoughts.

ACTIVITY #1: RECOGNIZING BEHAVIORS

Use DISC or MBTI Test

<http://tinyurl.com/DISCTesting>



<http://16personalities.com>

Analysts



"ARCHITECT"
INTJ (-A/-T)

Imaginative and strategic thinkers, with a plan for everything.



"LOGICIAN"
INTP (-A/-T)

Innovative inventors with an unquenchable thirst for knowledge.



"COMMANDER"
ENTJ (-A/-T)

Bold, imaginative and strong-willed leaders, always finding a way – or making one.

ACTIVITY #1: RECOGNIZING BEHAVIORS

Discuss:

- *What does your assessment say about how you respond to conflict?*
- *Can you give some examples about when this has happened in the past?*
- *Has your approach to conflict changed over this term?*

ACTIVITY #2: CONFLICT NORMS

Answer the following questions as a team and keep them readily available in your office/a workplace your team frequents.

ACTIVITY #2: CONFLICT NORMS

Answer the question for each team member.

1. What are your three most highly upheld beliefs? Have these ever been challenged throughout this experience?
2. When you have a conflict with a team member, how do you usually react?
3. How do you like to be approached if there is a disagreement?
4. How do you like to receive difficult feedback?
5. What behaviors should we exhibit as a team when we have conflict?
6. What behaviors should we NOT exhibit as a team when we have conflict?
7. When there is conflict amongst the team as a whole, what role do you usually play?

#3 Lack of Commitment

Teams that do not commit to key decisions hold back their own progress.



ACTIVITY 1: MESSAGING MECHANISM

What are the key decisions that are causing a lack of consensus or commitment from the team? Write them in the form of questions on separate flipcharts.

ACTIVITY 1: MESSAGING MECHANISM

*Time to create the
“Litmus Test” for all the important
decisions in your organization.*

ACTIVITY 1: MESSAGING MECHANISM LITMUS TEST

*For each important stakeholder in the organization,
this is the end impact we want our decision to make:*

Member:

EP:

VP:

Enabler:

TL:

Partners:

ACTIVITY 1: MESSAGING MECHANISM

Example:

Member: Our decision should empower members towards achievement & personal productivity

VP: Our decision should hold VPs accountable to day-to-day work that **actually affects results.**

TL: Our decision should set TLs up to be the next leaders of the organization.

EPs: Our decision should attract the types of EPs that are suitable for our focus projects.

Enablers: Our decision should attract the types of enablers suitable for our product.

Partners: Our decision should succinctly represent to any external what we are about and what we value - if they were looking at the decision we made.

ACTIVITY 1: MESSAGING MECHANISM

For each key issue, evaluate who are the primary stakeholders affected.

ACTIVITY 1: MESSAGING MECHANISM

Now ask: what decision would yield our desired outcome for the stakeholders in question?

ACTIVITY 1: MESSAGING MECHANISM

BIG ISSUE = How should we organize LCM Management & Agenda Topics?

Stakeholder(s) Most Affected: Members

Desired Outcome for Members: Our decision should empower members towards achievement & personal productivity.

ANSWER TO QUESTION: EB members should first ask what is holding the members back from achieving in their roles, and compose the agenda based off that. For this month, members are not believing in our products. So the agenda will be themed around a launch and celebration of our products. VPs of Products will prime agenda.

ACTIVITY 1: MESSAGING MECHANISM

Do this activity for the rest of the tough decisions/questions that your team is facing.

ACTIVITY 1: MESSAGING MECHANISM

ULTIMATE OUTCOME:

Using your Litmus Test, your team can make aligned decisions and commitments anytime, anywhere.

#4 Avoiding Accountability

Teams are reluctant to call out behaviors that contradict the team's vision, beliefs, and/or that prevent the team from achieving its goals.

ACTIVITY #1: BUILDING A HABIT

Write down the answers these two questions about **EVERY** member of the team:

1. **What is the one thing that this person brings to the team?**
2. **What is the one behavior or action of this person that is holding the team back?**

ACTIVITY #1: BUILDING A HABIT

Have each person on the team share their feedback for the leader of the team. By the time everyone is done sharing, the leader would've received feedback from every team member on the two questions asked.

Then repeat this sharing for every person on the team.

ACTIVITY #1: BUILDING A HABIT

TO CLOSE:

- ❑ Each person should share one action they will take to act on the feedback given.
- ❑ The team leader should schedule the next feedback loop (no more than a month later) and make sure to note the actions that each person committed to so that it may be brought up at the next feedback loop.

ACTIVITY #2: CALLING OUT THE TEAM

On “Moving Your Bus”, there are different types of people

1. Drivers
2. Joggers
3. Runners
4. Walkers
5. Riders

ACTIVITY #2: CALLING OUT THE TEAM

1. On a piece of paper, each person of the team should categorize where their team members fall on the bus. More than 1 person can be in a category, and some categories can be left empty.
2. When finished, the facilitator will collect the pieces of paper and consolidate the results by most common answer for each person on the team.

ACTIVITY #2: CALLING OUT THE TEAM

The facilitator should read out the categories that were assigned to each member of the team. After, the team should discuss:

- 1. Was the team surprised by the results of the assessment?**
- 2. Why does each person think they got the category that they got?**
- 3. Why does the team think that certain people were assigned in certain categories?**

ACTIVITY #2: CALLING OUT THE TEAM

TO CLOSE:

- 1. Does the team believe people can change? Have team members share experiences of when their roles or personalities changed during a team or work experience.***
- 2. In order to move the bus, it needs drivers and joggers. What does the team commit to doing to make sure themselves and their peers are one of the two?***

ACTIVITY #3: ESTABLISHING NORMS

TO START

*How can we hold each other accountable to results and actions,
if we do not know what the **right results and actions** are?*

ACTIVITY #3: ESTABLISHING NORMS

STEP 1:

Write down all the key touch-points your LC has as an organization (Portfolio Meetings, EB Meetings, VP 1:1s, Member 1:1s, Performance Reviews LCMs, Conferences, BoA Meetings, etc.). Make space on the flipchart.

ACTIVITY #3: ESTABLISHING NORMS

STEP 2:

Recite your Team Stance.

“e.g. Strive. We Are One Canada. Demanding Excellence.”

ACTIVITY #3: ESTABLISHING NORMS

STEP 3:

Beside each touch-point, answer: What does living our stance look like during every touch-point?

ACTIVITY #3: ESTABLISHING NORMS

EXAMPLE:

Portfolio Meetings: Teach every member as though they were going to take over your VP role tomorrow.

**Make your phrases short, sticky, memorable.*

ACTIVITY #3: ESTABLISHING NORMS

OUTPUT:

For every EB touch-point, assess whether or not the actions of the EB lived up to what you described as your stance.

#5: Inattention to Results

The pursuit of individual results or status erodes the focus on collective success.

ACTIVITY #1: CHANGING RECOGNITION

If we change our systems for how we reward our teams, it will shift how we perceive team success.

ACTIVITY #1: CHANGING RECOGNITION

STEP 1: EB LEVEL

Open your EB Hammer Tracker. Under each VP, insert 1 cross-functional metric that each EB member is accountable to.

ACTIVITY #1: CHANGING RECOGNITION

EXAMPLE:

TM → All Portfolios: **Productivity Rate**

MarCom → OGX: **Conversion Rate**

OGX → TM: **# of IXP**

LCP → All Portfolios: **% Goal Achievement**

ACTIVITY #1: CHANGING RECOGNITION

For the next 2-3 weeks, select the metric that is most important to the team. Each EB member should write 1 priority that will contribute to excelling in that cross-functional measure of success.

ACTIVITY #1: CHANGING RECOGNITION

STEP 2: MEMBER LEVEL

*What is the main measure of success for the LC at this time?
(e.g. Approves and Raises since it's Summer Peak).*

Does each member's JD align with contributing to that MoS?

ACTIVITY #1: CHANGING RECOGNITION

Take some time to refine the main deliverables and measures of success on the JD of each of your members if it does not align.

ACTIVITY #1: CHANGING RECOGNITION

ACTIVITY TIME:

Each EB member will pitch a team reward for a portfolio/the LC if a collective goal is reached. The winner of the pitch will be the reward that the team commits to if the LC/portfolio hits the collective goal?