



# How Functional is Your Team?

## Part 1 – The Five Dysfunctions of a Team

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## Your Team Assessment - Lencioni

Now you may be thinking “so what’s the big deal”. This sounds simple. The reality may be further away than you think. The problem is that our human nature is to be selfish. It is work to put others on the team above yourself and to think of the team as a whole above your personal goals.

Let’s use the Lencioni Tool to evaluate your team.

Answer the following questions:

3 = Usually

2= Sometimes

1= Rarely

- \_\_\_\_\_ 1. Team members are passionate and unguarded in their discussions of issues.
- \_\_\_\_\_ 2. Team members call out one another’s deficiencies or unproductive behaviors.
- \_\_\_\_\_ 3. Team members know what their peers are working on and how they contribute to the collective good of the team.
- \_\_\_\_\_ 4. Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team.
- \_\_\_\_\_ 5. Team members willingly make sacrifices (such as budget, turf, head count) in their departments or areas of expertise for the good of the team.
- \_\_\_\_\_ 6. Team members openly admit their weaknesses and mistakes.
- \_\_\_\_\_ 7. Team members are compelling, and not boring.
- \_\_\_\_\_ 8. Team members leave meetings confident that their peers are completely committed to the decisions that were agreed on, even if there was initial disagreement.
- \_\_\_\_\_ 9. Morale is significantly affected by the failure to achieve team goals.
- \_\_\_\_\_ 10. During team meetings, the most important – and difficult- issues are put on the table to be resolved.
- \_\_\_\_\_ 11. Team members are deeply concerned about the prospect of letting down their peers.
- \_\_\_\_\_ 12. Team members know about one another’s personal lives and are comfortable discussing them.
- \_\_\_\_\_ 13. Team members end discussions with clear and specific resolutions and calls to action.
- \_\_\_\_\_ 14. Team members challenge one another about their plans and approaches.
- \_\_\_\_\_ 15. Team members are slow to seek credit for their own contributions, but quick to point out those of others.

**Complete this tool  
for a work team in  
which you are a  
member before we  
start.**

# Statement of disclosure

- I have no conflicts of interest

# Objectives of your attendance of this session

- Introduce you to the concepts of the 5 Dysfunctions of a Team and the Ideal Team Player
- Apply the utilization of a tool to measure baseline team effectiveness
- Identify the virtues of the ideal team player
- Understand the value of conducting a team building seminar in your department
- Describe how the virtues of the ideal team player contribute to team effectiveness

# Objectives of your attendance of a day long Team Building program

- Empower your team to turn their dysfunctions into team attributes of trust, healthy conflict, commitment, accountability and shared accomplishments
- Understand the virtues of the ideal player and determine if you have ideal players on your team and what to do about it
- Learn the practical steps of how to hire the ideal team player
- Assess the virtues of your current team and learn practical steps to enhance individual and team growth
- Develop a team building plan that all members can embrace and embed into your culture

# Team effectiveness assessment

- Each attendee completes the Lencioni team assessment tool for a team on which you are a member
- 5 minutes to complete the assessment tool
- Review results as a team to determine the team gaps and establish the baseline and need for improvement



# Is Team Functionality Eluding You?

- How do you gauge the effectiveness of your team?
- Complimentary nature of your team
- Learn to value the differences
- This is hard work

# The Five Dysfunctions of a Team - Defined

1. **Absence of Trust** – Team members reluctant to be vulnerable with each other, unwilling to admit mistakes, weakness or need for help. Lack of a comfort level with one another
2. **Fear of Conflict** – Teams lacking trust are unable to engage in unfiltered, passionate debate about key issues, causing situations where team conflict turns to veiled discussions and back channel comments. Lack of openly airing opinions with inferior decisions.
3. **Lack of Commitment** – Without conflict team members find it difficult to commit to decisions, creating an ambiguous environment, lacking direction, creating disgruntled employees, particularly the star players
4. **Avoidance of Accountability** – Teams that don't commit to clear plan of action hesitate to call their peers on actions and behaviors that are counterproductive.
5. **Inattention to Results** – Team members put their own needs ahead of the collective goals of the team when individuals aren't held accountable. The business will suffer.

# The Five Dysfunctions of a Team

**Takes Time**



# The Lencioni Tool for Team Evaluation

– This is where to go in a day long program

## Have a Group Discussion Time And Share Results

- Share individual scores with your team in your groups.
- Where do you agree and disagree?
- What are we going to do about this????
- From this we develop the road map

# Overcoming the Team Dysfunction

- 1. Building trust – What it looks like
  - Members can let their guard down
  - Be vulnerable
  - Free and natural flow
  - High comfort level
  - No pretenses
  - Recognition of the complementary nature of teams
  - Non competitive nature of team
- How to build trust
  - Get to know each other personally
  - From your discussion, did you discover anything new about your co-workers?
  - Show your interest in others
  - Have their best interest in mind
  - Demonstrate follow through

# Overcoming the Team Dysfunction

Explore the details of each

- 2. Trust allows healthy team conflict
  - Purpose is for the greater good of the team
  - How to do it
- 3. Commitment requires understanding through debate and team buy-in
  - Decisions made that team rally's around
  - What does it look like?
- 4. Accountability flows from commitment
  - What does this look like?
- 5. Accountability flows to attention to results
  - What does this look like?

# Use the Lencioni Tool for Team Evaluation and Development of Team Goals

## Recommend Group Discussion Time

- As a group identify specific areas to improve on as a team in each of the Five dysfunctional groups.
- Develop 2 goals for each of the five dysfunctions.

# Two Team Goals in Each Dysfunction

Focus  
on Team  
Results

1. \_\_\_\_\_

2. \_\_\_\_\_

Establish  
Expectations

1. \_\_\_\_\_

2. \_\_\_\_\_

Develop Committed  
Decisions

1. \_\_\_\_\_

2. \_\_\_\_\_

Encourage Healthy Conflict

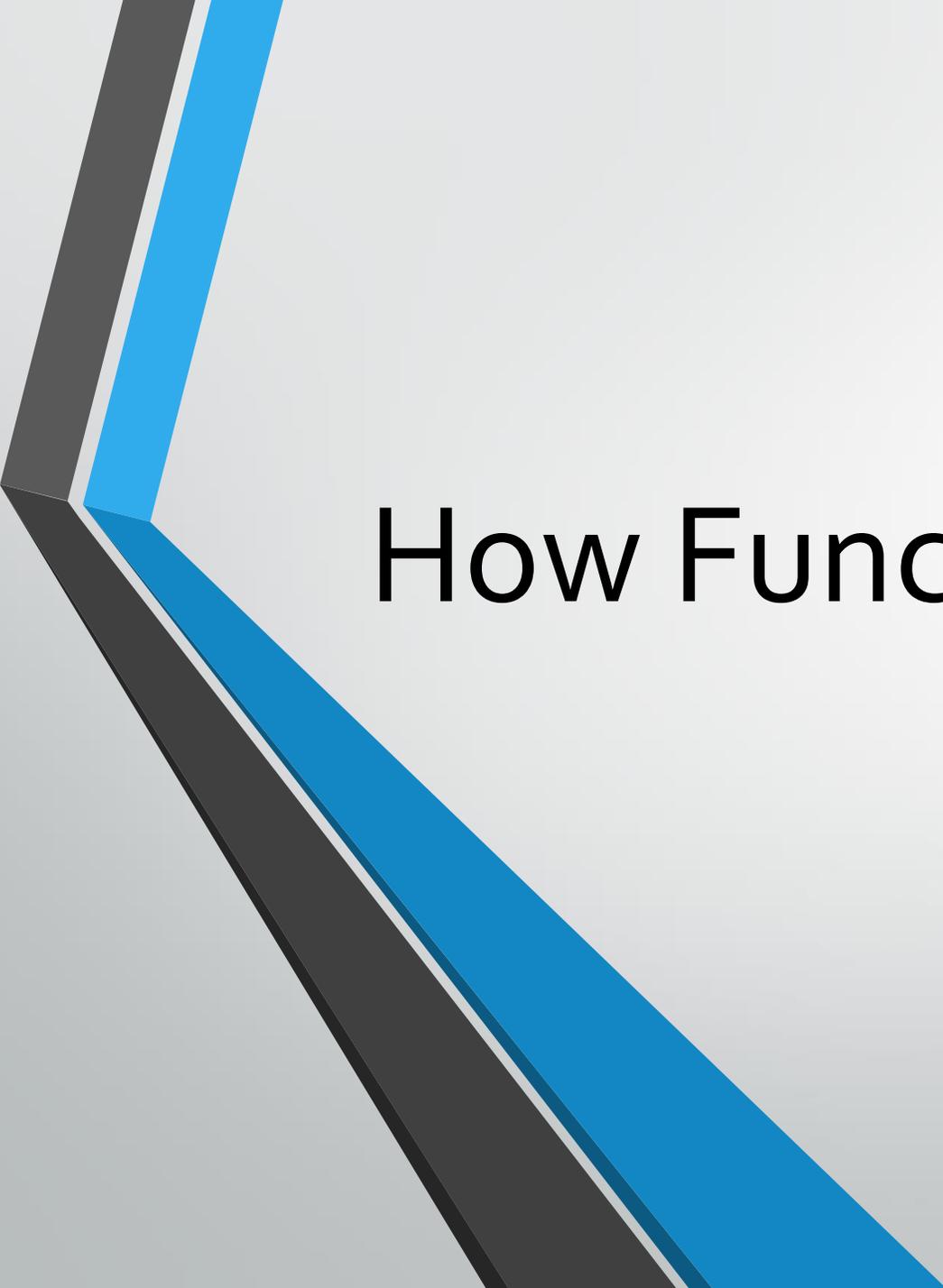
1. \_\_\_\_\_

2. \_\_\_\_\_

Build Trust

1. \_\_\_\_\_

2. \_\_\_\_\_



# How Functional is Your Team?

## Part 2 - The Ideal Team Player

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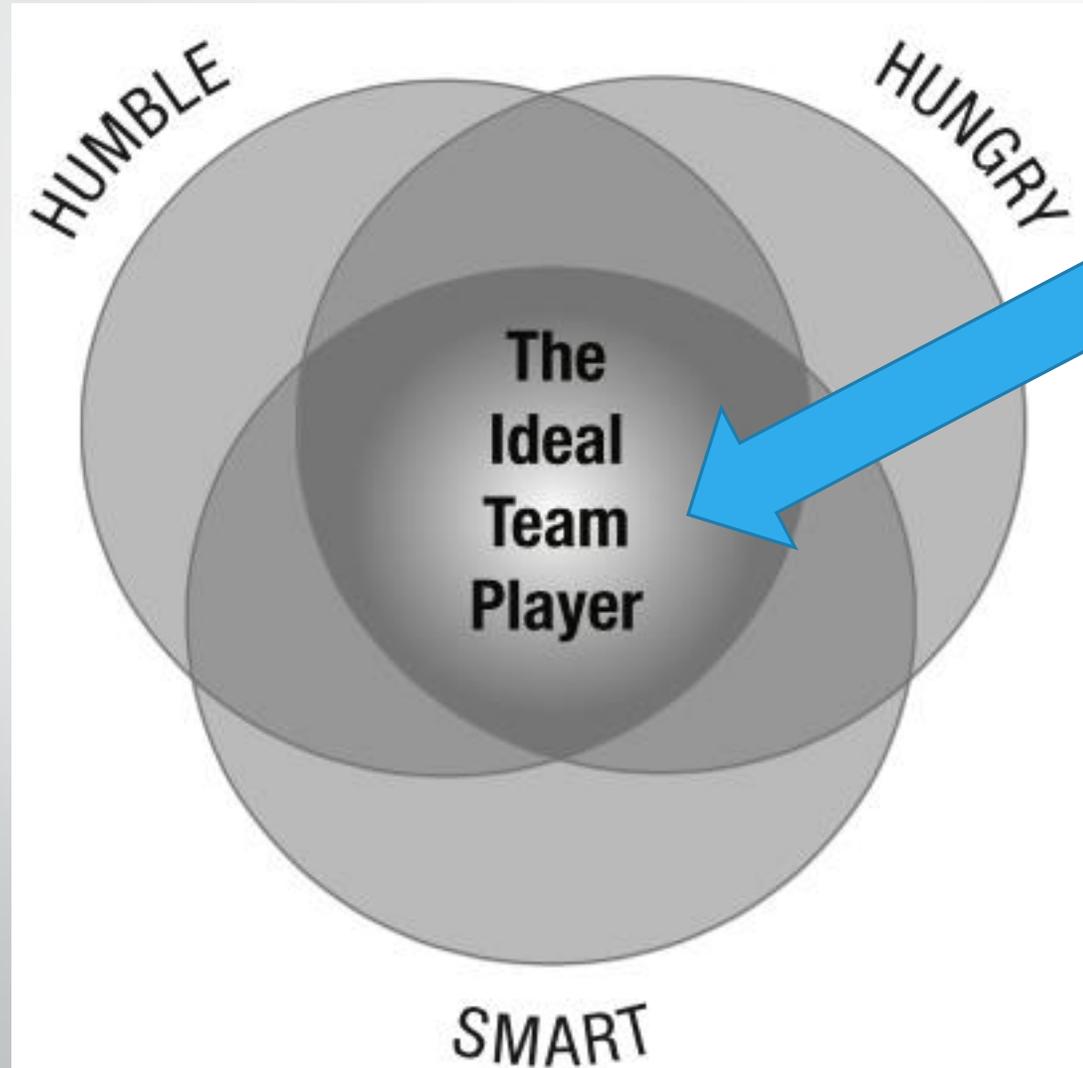


# Complete the Ideal Team Player Self-Assessment & Evaluation of Supervisor before we begin.

Name/Company _____		Score
<b>HUMBLE</b> MY TEAMMATES WOULD SAY:	1. I compliment or praise them without hesitation.	
	2. I easily admit to my mistakes.	
	3. I am willing to take on lower-level work for the good of the team.	
	4. I gladly share credit for team accomplishments.	
	5. I readily acknowledge my weaknesses.	
	6. I offer and accept apologies graciously.	
	<b>TOTAL HUMILITY SCORE</b>	
<b>HUNGRY</b> MY TEAMMATES WOULD SAY:	7. I do more than what is required in my own job.	
	8. I have passion for the "mission" of the team.	
	9. I feel a sense of personal responsibility for the overall success of the team.	
	10. I am willing to contribute to and think about work outside of office hours.	
	11. I am willing to take on tedious or challenging tasks whenever necessary.	
	12. I look for opportunities to contribute outside of my area of responsibility.	
	<b>TOTAL HUNGER SCORE</b>	
<b>SMART</b> MY TEAMMATES WOULD SAY:	13. I generally understand what others are feeling during meetings and conversations.	
	14. I show empathy to others on the team.	
	15. I demonstrate an interest in the lives of my teammates.	
	16. I am an attentive listener.	
	17. I am aware of how my words and actions impact others on the team.	
	18. I adjust my behavior and style to fit the nature of a conversation or relationship.	
	<b>TOTAL SMART SCORE</b>	

Name/Company _____		Score
<b>HUMBLE</b> MY DIRECT REPORT...	1. Compliments or praises teammates without hesitation.	
	2. Easily admits to mistakes.	
	3. Is willing to take on lower-level work for the good of the team.	
	4. Gladly shares credit for team accomplishments.	
	5. Readily acknowledges his/her weaknesses.	
	6. Offers and accepts apologies graciously.	
	<b>TOTAL HUMILITY SCORE</b>	
<b>HUNGRY</b> MY DIRECT REPORT...	7. Does more than what is required in his/her own job.	
	8. Has passion for the "mission" of the team.	
	9. Feels a sense of personal responsibility for the overall success of the team.	
	10. Is willing to contribute to and think about work outside of office hours.	
	11. Is willing to take on tedious or challenging tasks whenever necessary.	
	12. Looks for opportunities to contribute outside of his/her area of responsibility.	
	<b>TOTAL HUNGER SCORE</b>	
<b>SMART</b> MY DIRECT REPORT...	13. Generally understands what others are feeling during meetings and conversations.	
	14. Shows empathy to others on the team.	
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	16. Is an attentive listener.	
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	<b>TOTAL SMART SCORE</b>	

# THE IDEAL TEAM PLAYER

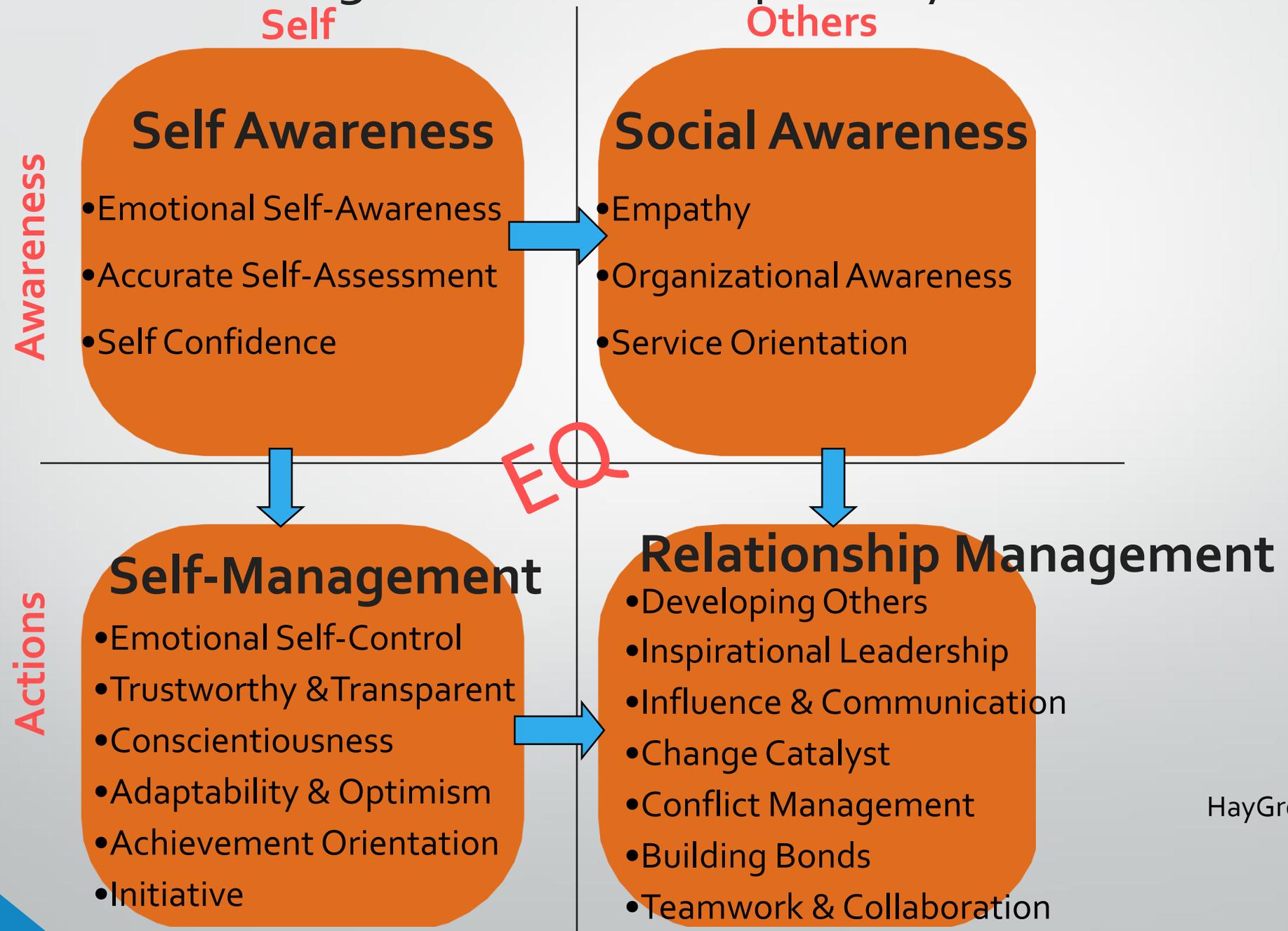


The Ideal Team Player is the combination of all three virtues

# THE IDEAL TEAM PLAYER - Defined

- HUMBLES
  - Lack excessive ego or arrogance
  - Not concerned with status
  - Share credit quickly
  - Emphasize others over self
- HUNGRY
  - “Go getters”
  - Look for more to do, more to learn and more responsibility to assume
  - Accomplishments as a team and not individual
- SMART
  - Not I.Q. but E.Q.
  - Common sense about people
  - Understand and read group dynamics to move it positively

# Emotional Intelligence – The Competency Framework



# Recommend a Group Discussion Time

- Manager present evaluation of each employee
- Be open and receiving of feedback in order to build trust and grow
- Now, what can we do about becoming the ideal team player ?

# The Ideal Team Player Model

## (Humble, Hungry & Smart)

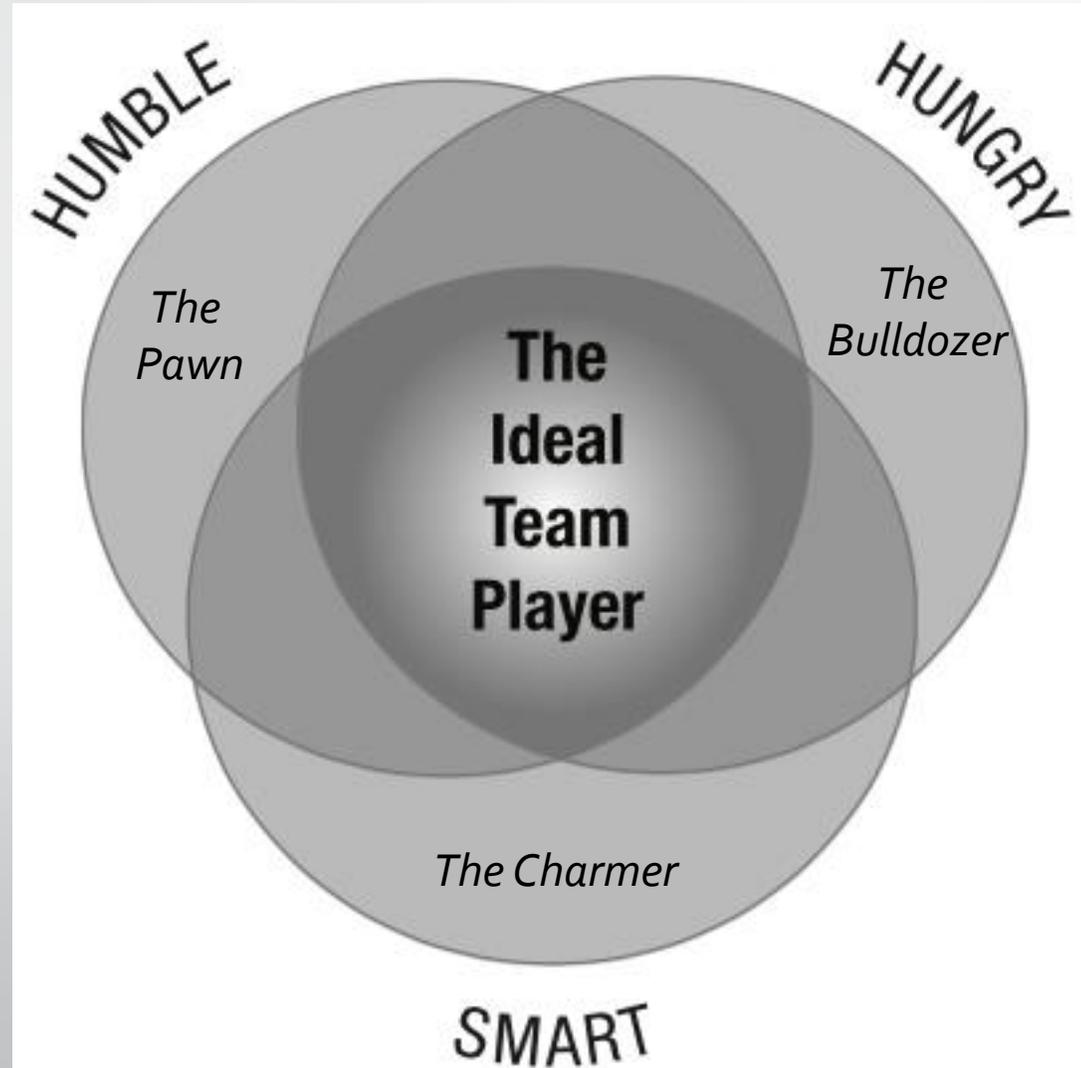
- The Categories
  - 0 for 3 – Little chance of being a valuable team player
  - 1 for 3 – Will be an uphill climb
  - 2 for 3 – Higher likelihood to overcome their challenges
  - 3 for 3 – The Ideal Team Player

# The Ideal Team Player Model

(Humble, Hungry & Smart)

One of Three Virtues

Pawn – Pleasant, kind hearted, unassuming people who don't feel the need to get things done and don't have the ability to build effective relationships. They don't make waves.



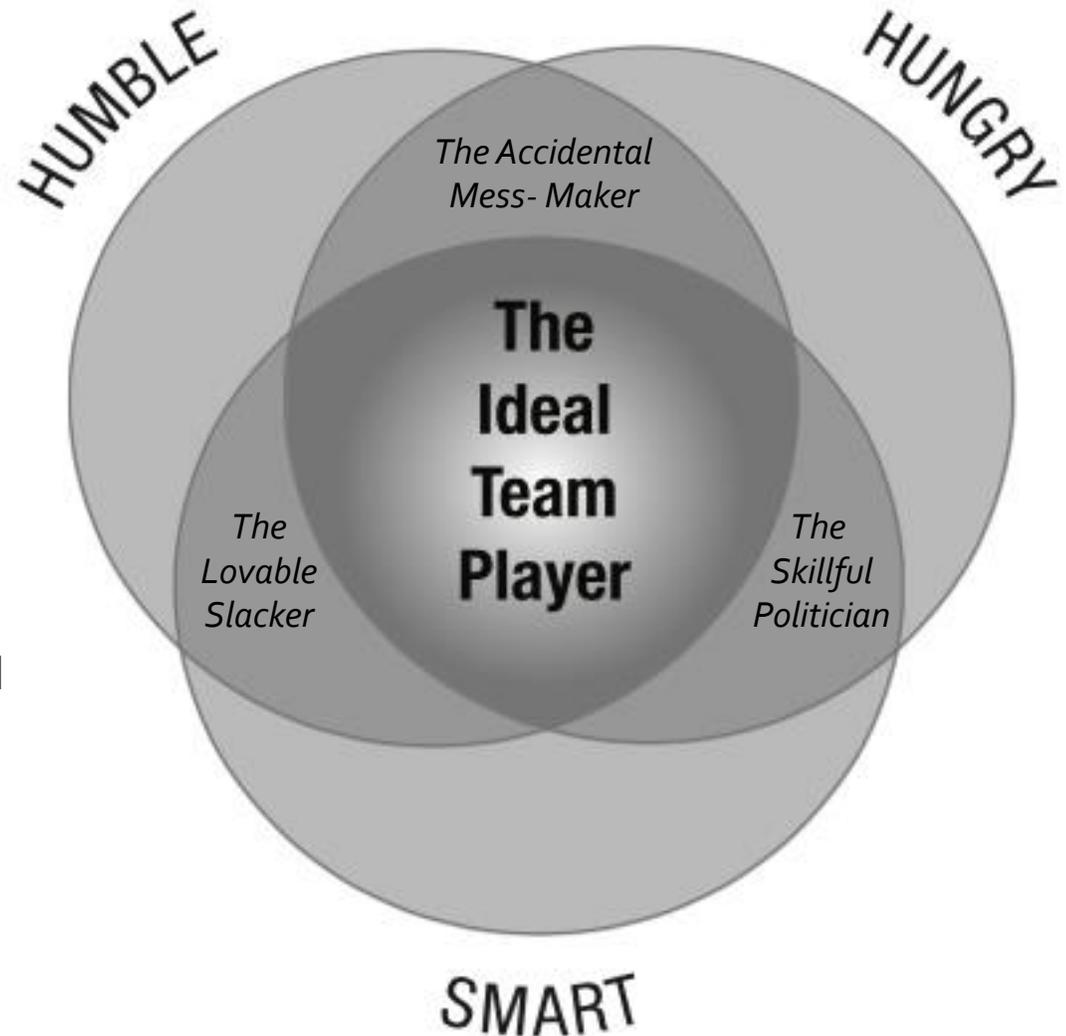
The bulldozer – Are determined to get things done, but are self-interested only. They don't understand how their actions affect others. They destroy teams.

The Charmer. Entertaining and likeable for a while. Have little interest in the long term well being of others. Negligible contributions to the team.

# The Ideal Team Player Model (Humble, Hungry & Smart) Two of Three Virtues

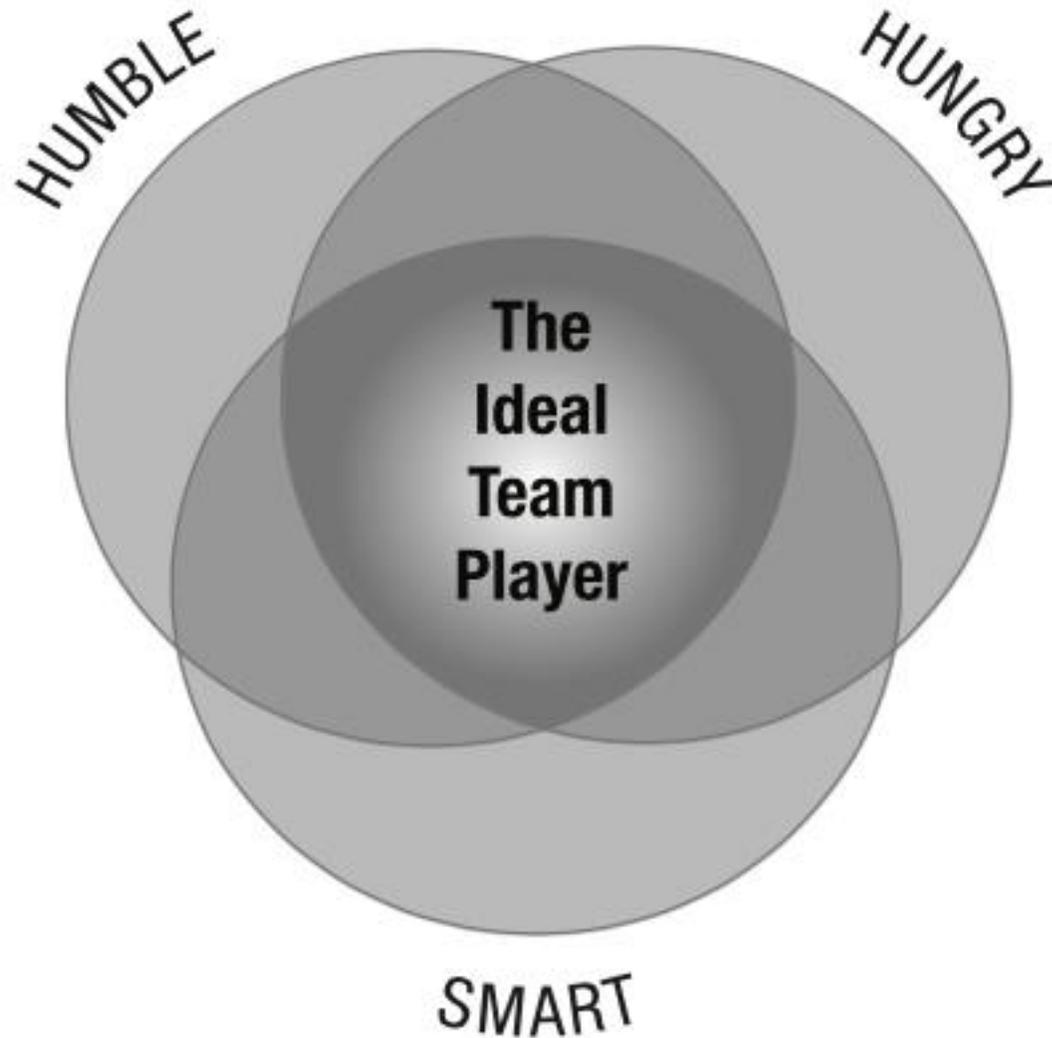
Accidental Mess-makers – Inadvertently create problems on the team through how team perceives their words and actions. Colleagues have to clean up after them. Of the 3 this is the least dangerous.

The lovable slacker. Tend to do only as much as they are asked to do. They require significant motivation and supervision. They are loveable.



The Skillful politician. Clever ambition to benefit themselves. They can portray themselves as humble making it difficult to identify them and their destructive behaviors. Is manipulative and discouraging. Often rise in companies that reward individual behavior.

# The Ideal Team Player Model (Humble, Hungry & Smart) Three of Three Virtues



Ideal team players possess adequate measures of humility, hunger and people smarts. They have little ego when it comes to needing attention or credit for their contributions. They share accolades or give them up to others. They work with a sense of energy, passion, and personal responsibility taking on whatever it takes for the good of the team.

# Application of the Ideal Team Model

1. Hiring
2. Assessing current employees
3. Developing employees that are lacking in one or more of the virtues
4. Embedding the model into an organizations culture

# Hiring in the Ideal Team Model

- Interviewing to recruit, select and hire people who are Humble, Hungry and Smart
  - Intentionally look for certain qualities
- Review a list of Interview questions - Humble
- Review a list of Interview questions – Hungry
- Review a list of Interview questions - Smart

# Assessing Current Employees

- Outcomes of the assessment
  1. Confirmation of the ideal team player
  2. Help the employee to become an ideal team player
  3. Decision to move the employee out (takes courage to do the right thing)
- The virtues of Humble, Hungry and Smart can be adopted by those willing to embrace them

# Employee Self-Assessment

- Most employees are willing to own up to their own limitations as long as the objective is improvement and not punishment
- Self-assessment breeds ownership toward development and minimizes defensiveness and denial
- Phrase it as “what would others say about you” and answer the questions
- This takes a positive behavior aimed at self-improvement
- Peer discussion together is critical

# Recommend Group Discussion Time Led by Manager

- Employees and Manager retrieve your completed self-evaluation
- Discuss comparison of manager's assessment and self-assessment for each team member as a group – 10 minutes/employee
- Employees and Manager retrieve your completed evaluation of supervisor
- Discussion of employee's feedback to manager and comparison to Manager self-assessment
- Be open and receiving of feedback in order to improve trust and grow
- Establish area of Humble, Hungry and/or Smart to work on for each team member
- How to help team members in development of Humble, Hungry and Smart?

Rating Scale: 3 = Usually 2 = Sometimes 1 = Rarely

# Rating Scale for Your Self-Assessment

Name/Company _____		Score
<b>HUMBLE</b> MY TEAMMATES WOULD SAY:	1. I compliment or praise them without hesitation.	
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	<b>TOTAL HUMILITY SCORE</b>	
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	11. I am willing to take on tedious or challenging tasks whenever necessary.	
	12. I look for opportunities to contribute outside of my area of responsibility.	
	<b>TOTAL HUNGER SCORE</b>	
<b>SMART</b> MY TEAMMATES WOULD SAY:	13. I generally understand what others are feeling during meetings and conversations.	
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	18. I adjust my behavior and style to fit the nature of a conversation or relationship.	
	<b>TOTAL SMART SCORE</b>	

Score: 18 or 17 =  
Strength

Score 16 to 14 =  
Some work to do

Score < 13 Need  
improvement

Rating Scale: 3 = Usually 2 = Sometimes 1 = Rarely

# Rating Scale for Your Boss's Actions

Name/Company _____		<b>Score</b>
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<b>HUMBLE</b>  MY SUPERVISOR	1. Compliments or praises teammates without hesitation.	
	2. Easily admits to mistakes.	
	3. Is willing to take on lower-level work for the good of the team.	
	4. Gladly shares credit for team accomplishments.	
	5. Readily acknowledges his/her weaknesses.	
	6. Offers and accepts apologies graciously.	
	<b>TOTAL HUMILITY SCORE</b>	

Score: 18 or 17 =  
Strength

Score 16 to 14 =  
Some work to do

Score < 13 Need  
improvement

<b>HUNGRY</b>  MY SUPERVISOR	7. Does more than what is required in his/her own job.	
	8. Has passion for the "mission" of the team.	
	9. Feels a sense of personal responsibility for the overall success of the team.	
	10. Is willing to contribute to and think about work outside of office hours.	
	11. Is willing to take on tedious or challenging tasks whenever necessary.	
	12. Looks for opportunities to contribute outside of his/her area of responsibility.	
	<b>TOTAL HUNGER SCORE</b>	

<b>SMART</b>  MY SUPERVISOR	13. Generally understands what others are feeling during meetings and conversations.	
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	18. Adjusts his/her behavior and style to fit the nature of a conversation or relationship.	
	<b>TOTAL SMART SCORE</b>	

# Developing Employees who are Lacking in One or More of the Virtues

- Developing Humility
- Developing Hungry
- Developing Smarts



# Embedding the Model into an Organization's Culture

- Teamwork is a choice, a strategic decision that is intentional
- Be explicit with teamwork expectations of Humble, Hungry, and Smart
  - Let everyone know the intentions – employees, vendors, customers, partners etc.
- Be on the lookout for examples of Humble, Hungry and Smart and point it out with public praise to reinforce
- Encouragement is powerful and underestimated
- Call out egregious behavior that is out of line with virtues with tact and good judgement
- Create the culture that all teammates contribute to providing feedback
- Follow through on the Ideal Player Development Plan (See sample)

# Connecting the Ideal Team Player with the Five Dysfunctions of a Team

- Humility allows vulnerability
- Smart enables productive conflict, reading and understanding other teammates and adjusting words and behaviors appropriately
- Ideal Player is about the individual and the 5 Dysfunctions is team dynamics
- Ideal Player allows the team to make break-throughs

# The Role of the Leader

Focus  
on Team  
Results

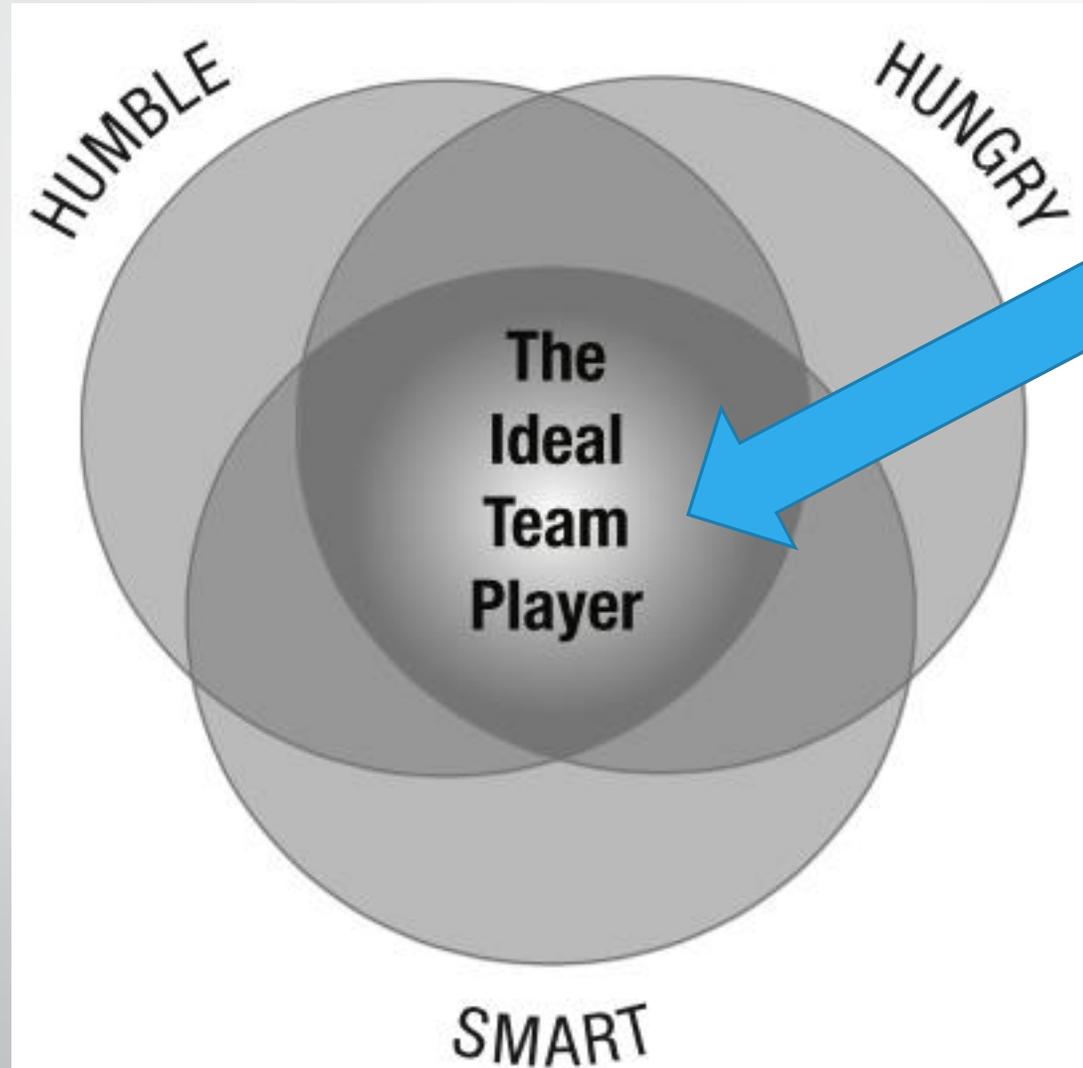
Establish  
Expectations

Develop Committed  
Decisions

Encourage Healthy Conflict

Build Trust

# THE IDEAL TEAM PLAYER



The Ideal Team Player is the combination of all three virtues



DiSC video placeholder

# Testimonies of the benefits of this seminar

- One Team said: “Great team building seminar that conveys a powerful message of growing the principles of humble, hungry and smart thru healthy discussion and communication exercises that apply to every day professional and personal life. After the seminar, our team immediately noticed a significant improvement in our practice performance thanks to a more cohesive team.”
- Another Team said: “This Team Building seminar was an eye opener on so many levels... I learned new things about my staff and fellow employees that were very helpful to the company. Since our team attended this seminar, everyone has stepped up their game. Production and communication has increased dramatically! Many thanks to Ernie for presenting.”
- “Ernie does an outstanding job facilitating teamwork discussions and challenging the groups and individuals. Using the Lencioni approach and methods is very relatable for the team and provides them great perspective. We all left the session with new insights, items for reflection, and tools to use within our own teams that we all lead.”

# Conclusions

- It's been my pleasure
- Any other questions?

Thanks for your  
attention !



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