

THE NGO ACADEMY'S

*Advocacy  
Algorithm*



with Karen Judd Smith

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# Advocacy Algorithm



## Module VI: Lesson 28 6 Teams Dysfunctions

# THE LENCIONI MODEL



# THE 5 DYSFUNCTIONS

- Absence of Trust
- Fear of Conflict
- Lack of Commitment
- Avoidance of Accountability
- Inattention to Results

# DEFINITION OF TRUST

## IN THE CONTEXT OF TEAM BUILDING

Trust is the confidence among team members that their peers' intentions are good, and that there is no reason to be protective or careful around the group.

In essence, teammates must get comfortable being vulnerable with one another.

# THE 5 DYSFUNCTIONS

- **Members of teams with an absence of trust...**
  - Conceal their weaknesses
  - Hesitate to ask for help
  - Hesitate to offer help
  - Jump to conclusions about the intentions and aptitudes of others

# THE 5 DYSFUNCTIONS

- **Members of teams with an absence of trust**
  - Fail to recognize and tap into one another's skills and experiences
  - Waste time and energy managing behaviors for effect
  - Hold grudges
  - Dread meetings and find reasons to avoid spending time together

# THE 5 DYSFUNCTIONS

- **Members of trusting teams...**

- Admit weaknesses and mistakes
- Ask for help
- Accept questions and input about their areas of responsibility
- Give one another the benefit of the doubt before arriving at a negative conclusion



# THE 5 DYSFUNCTIONS

- **Members of trusting teams...**

- Take risks in offering feedback and assistance
- Appreciate and tap into one another's skills and experiences
- Focus time and energy on important issues, not politics
- Offer and accept apologies without hesitation
- Look forward to meetings and other opportunities to work as a group

# THE 5 DYSFUNCTIONS

- **Tools for building trust in teams**

- Personal histories exercise
- Team effectiveness exercise
- Personality and behavioral preferences
- 360 degrees feedback
- Experiential team exercise
- Role of the Leader

# CONNECTION TO 2ND DYS

Trust is needed to be able to engage in passionate and sometimes emotional debate, knowing that they will not be punished for saying something that might otherwise be interpreted as destructive or critical.