

THE NGO ACADEMY'S

*Advocacy  
Algorithm*



with Karen Judd Smith

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# Advocacy Algorithm



## Module VI: Lesson 29 6 Team Dysfunctions—Part 2



# WHAT WE LOOKED AT:

- Why take the time to make teams work?
- Dysfunction # 1: Backward Positioning
- The 1st of Patrick Lencioni's *5 Dysfunctions of a Team*:  
***Lack of Trust***

# “BACKWARD POSITIONING”

- Looking “back and down”
- Problem justification vs Solutions exploration
- Underscores Shifts we can make in Attitude and Choice
- Remembering that: *Baby steps make quantum leaps possible*

# THE LENCIONI MODEL





THE 2ND DYSFUNCTION:

**FEAR OF TENSION & DIFFERENCE**

TEAMS THAT FEAR CONFLICT

Have **boring** meetings



Create environments where back-channel politics and  
**personal attacks** thrive

**Ignore controversial** topics that are *critical to team success*

**Fail to tap** into all the opinions and perspectives of team members



**Waste time and energy** with posturing and interpersonal risk management

TEAMS THAT **EMBRACE “CONFLICT”**

Have **lively** interesting meetings

Extract and exploit the ideas of **all team members**

Solve **real** problems quickly

*Minimize politics*

Put **critical topics** on the table for discussion



TOOLS FOR TEAMS TO  
**OVERCOME CONFLICT**

## **Mining for difference**

Real-time **permission to engage** rather than retreat

Learning more about *how different personality types function*  
etc.

Role of the Leader: **love wrestling...**

THE CONNECTION WITH  
THE NEXT DYSFUNCTION



**Without engaging in authentic dialogue:**

Settle for a version of consensus that is **superficial**

*Settle for a disunited version of certainty*

*and this leads to ...*

A TEAM THAT FAILS TO COMMIT

Creates ambiguity among the team about **direction** and  
**priorities**



Watches windows of opportunity close due to *excessive analysis and unnecessary delay*

Breeds *lack of confidence* and **fear of failure**

Revisits discussions and decisions **again and again**



Encourages ***second-guessing*** among team members

# A TEAM THAT COMMITS

Creates **clarity** around direction and priorities

Aligns the entire team around **common objectives**

Develops an *ability to learn from mistakes*

Takes advantage of **opportunities**

Moves *forward without hesitation*

Changes direction **without hesitation or guilt**

# TOOLS USED BY A TEAM THAT COMMITS

*Cascading Messaging*

**Deadlines**

Contingency and worst-case scenario planning



A TEAM THAT  
AVOIDS **ACCOUNTABILITY**

Creates **resentment** among team members who have  
*different standards of performance*

Encourages **mediocrity**



*Misses deadlines and key deliverables*

Places an *undue burden on the team leader* as the sole source  
of **discipline**

# A TEAM THAT HOLDS ONE ANOTHER ACCOUNTABLE...

Ensures that poor performers *feel pressure to improve*

**Identifies** potential problems quickly by questioning one another's approaches without hesitation

**Establishes respect** among team members who are held to the same high standards



# TOOLS TO BUILD ACCOUNTABILITY

**Publication** of Goals and Standards

Simple and **Regular Progress Reviews**

**Team rewards** (away from individual rewards)

Team Leader needs to encourage and allow **the team** to  
*serve as the first and primary accountability mechanism*

A TEAM THAT IS  
NOT FOCUSED ON **RESULTS**

**Stagnates/fails** to grow



**Looses** achievement-oriented members

Encourages team members to focus on their *own careers and individual goals*

Is **easily distracted**



# A TEAM THAT IS FOCUSED ON RESULTS

**Retains** achievement-oriented members

Minimizes **individualistic** behavior

Enjoys success and suffers failure **acutely**

Benefits from individuals who **subjugate** their own goals/  
interests for the good of the team

*Avoids distractions*

# TOOLS TO HELP FOCUS ON **RESULTS**

**Public** declaration of Results

**Results based** rewards

**Leader** must *set the tone* for a focus on results

# STRONG TEAMS

Spend time **together**

***Eliminate confusion***

**Minimize** redundant effort and communications

Reach the desired goals—*faster, better, cheaper, more enjoyably  
and much more fulfilled*



# RECOMMENDED READING & STUDY

- ***The One Minute Manager*, by Kenneth H. Blanchard and Spencer Johnson**
- ***The Five Dysfunctions of a Team* by Patrick M Lenconi**
- *The Leader's Guide to Storytelling: Mastering the Art and Discipline of Business Narrative* by Stephen Denning
- Jim Collins: *From Good to Great* [www.jimcollins.com](http://www.jimcollins.com)
- *The 7 Habits of Highly Effective People* by Stephen Covey



# Today's Homework ...

Review the 6 dysfunctions

How can awareness of the “solutions focus frame” help keep you on track with the 5 team dysfunctions?

Pick ONE tool of ONE dysfunction that you can investigate to see how it could help your teams develop new strengths





