

SECRET SAUCE FOR TEAM SUCCESS



Dawn Trail
CONSULTANT

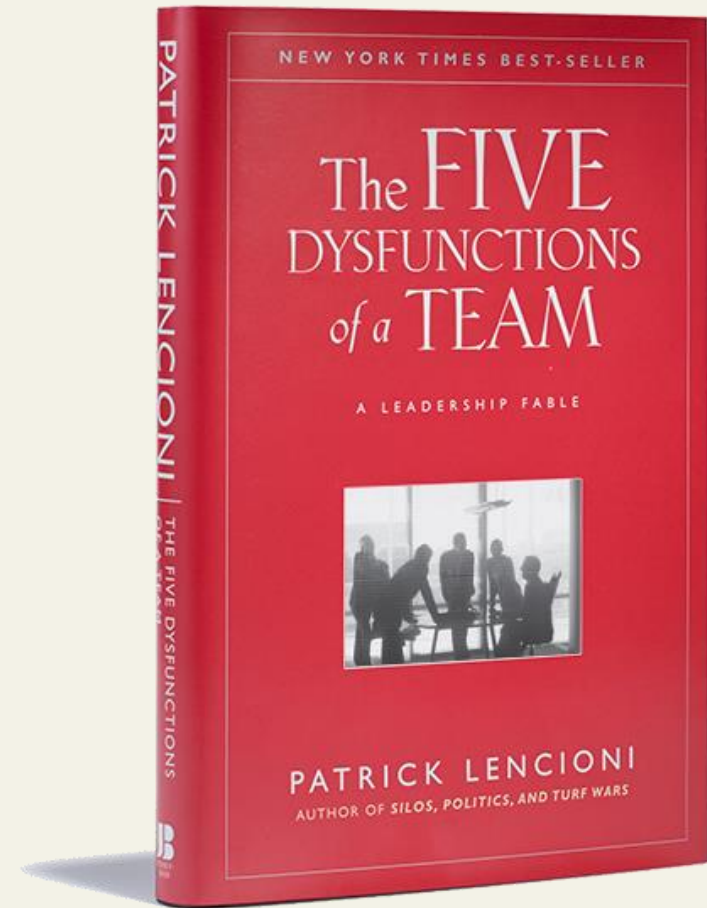


*International
Director
2022-2024*





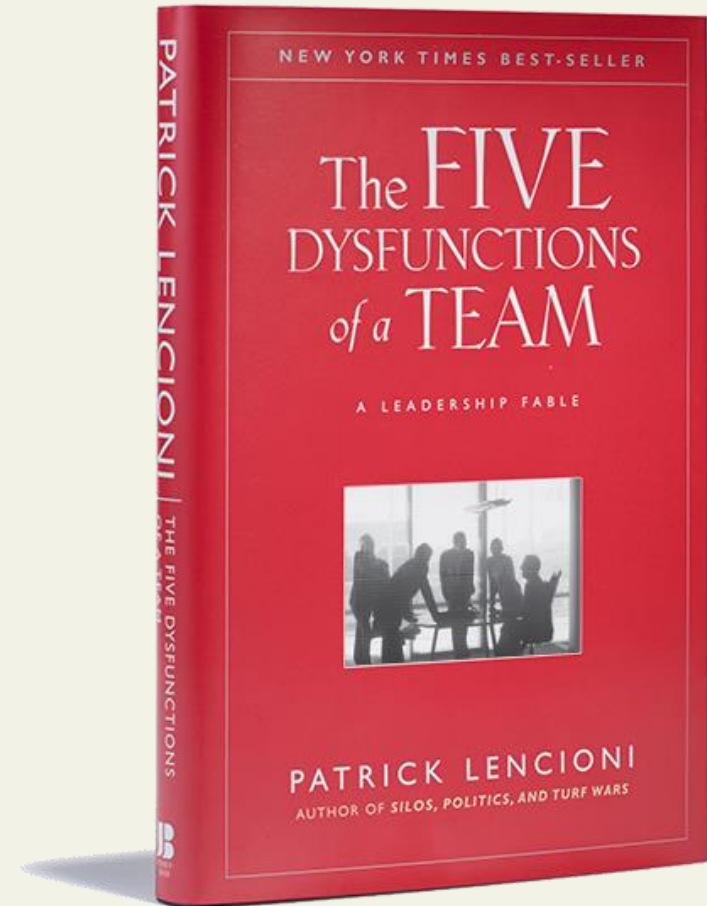
PATRICK LENCIONI



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"If you get all the people in an organization rowing in the same direction, you could dominate any industry, in any market, against any competition, at any time."

Patrick Lencioni, *The Five Dysfunctions of a Team*



"... rowing in the same direction..."



5 DYSFUNCTIONS OF A TEAM

- Five root causes that lead to a team's failure



ABSENCE OF TRUST

- Lack vulnerability
- Won't ask for help
- Can't admit mistakes
- Lack genuine transparency and honesty



FEAR OF CONFLICT

- Lack robust dialogue
- Guarded with ideas and opinions
- Artificial harmony



LACK OF COMMITMENT

- Lack clarity
- Limited understanding
- Unwillingness to stick to decisions



AVOIDANCE OF ACCOUNTABILITY

- Hesitate to hold each other accountable for counterproductive behaviours



INATTENTION TO RESULTS

- Put own needs ahead of team goals
- Focus on collective success erodes



5 BEHAVIOURS TO BUILD TEAMS



SECRET SAUCE TO TEAM SUCCESS



TEAM ACTIVITY

- Trust-building is key



Personal Histories Exercise

This exercise is typically the first small step teams take to start developing trust.

To improve trust by giving team members an opportunity to demonstrate vulnerability in a low-risk way and to help team members understand one another at a fundamental level so that they can avoid making false attributions about behaviors and intentions.

15 — 25 Minutes

Go around the table and have everyone answer three questions about themselves.

1. Where did you grow up?
2. How many siblings do you have and where do you fall in that order?
3. Please describe a unique or interesting challenge or experience from your childhood.

Ask team members to share what they learned about one another that they didn't already know. This reinforces the purpose of the exercise and allows for a natural ending to the conversation.

As described in [this article](#), this is the first of many exercises that can be used to start the trust building process. More often than not, leaders will reveal interesting personal information that was otherwise not known. The leadership team must continue to work on building trust by using a behavior profiling tool (we like the Myers-Briggs). More specific instructions on building trust can be found in [this book](#), [this article](#), and [this video](#).

This exercise originated from Lencioni's book,

INSTRUCTIONS

Go around the table and have everyone answer three questions about themselves.

1. Where did you grow up?
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3. Please describe a unique or interesting challenge or experience from your childhood.



TOASTMASTERS??

Bonus:

Toastmasters is a perfect context to explore the Five Dysfunctions of a Team. Whether it's an Executive Committee, a contest team, or a club meeting, these dynamics show up regularly. Below are examples for each of the five dysfunctions, tailored specifically to Toastmasters.

1. Absence of Trust

Team members are unwilling to be vulnerable with one another.

Without Trust:

- A club President never admits when they're unsure about meeting protocol.
- A VP Education struggles to organize Pathways support but won't ask for help, fearing it will make them look incompetent.
- Officers pretend everything is fine during ExCom meetings but complain privately about issues.
- A member avoids taking on new roles out of fear they'll fail — and no one knows because they won't admit it.



How Will You “SHINE?”



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