

WORKSHOP - MODULE 5

Team Management

From group to team - building trust, navigating phases, and leading with steadiness.

What we'll cover

1

Team vs group

What turns a working group into a team.

2

The four questions

What every member needs answered.

3

Five dysfunctions

Diagnosing where a team breaks down.

4

Forming phases

How teams evolve - and reset.

5

What good looks like

Criteria, and the bias that threatens it.

6

The leader's toolkit

Principles, roles, and sturdy leadership.

01

What makes a team

Hint: It's more than people who share an org chart.

Team vs group

A team is a highly efficient work group whose members:

Interact freely

Open exchange, not siloed hand-offs.

Common goal, interdependent roles

Each role relies on the others.

Shared responsibility for results

The outcome belongs to everyone.

Sympathy and belonging

People feel part of something.

The four questions

Four questions every member needs answered about your team:

01 What is our goal?

02 What is important?

03 Why is it important?

04 Why am I counting on you?

02

Diagnosing your team

Two lenses: where the team breaks down, and where it is in its lifecycle.

The five dysfunctions of a team

Inattention to results

Avoidance of accountability

Lack of commitment

Fear of conflict

Absence of trust

How to use it

- Chained: failing to fix one likely cascades into the next.
- Use it to gauge how deep a problem runs and where to start.
- Symptoms surface at the top - but start fixing at the root.

Recognizing the dysfunctions

Absence of trust Guardedness. Nobody says "I don't know," "I was wrong," or "can you help me." The tell is missing vulnerability, not open hostility.

Fear of conflict Artificial harmony. Flat, polite meetings; the real conversation happens in the hallway. Issues keep resurfacing; silence read as agreement.

Lack of commitment Ambiguity. No clear outcomes after meetings; decisions revisited again and again; action stalls waiting for a consensus that never arrives.

Avoidance of accountability The leader as the lone sheriff. Peers won't call out missed commitments or slipping standards; everything routes back through the boss.

Inattention to results Individual scoreboards. People protect their own area; no shared team metrics visible or discussed; results-driven people quietly leave.

Team forming phases

Every team evolves through these - and resets with a new member, project or company change.

01

Forming

State goals, expectations, rules, roles and the tasks ahead - clearly.

02

Storming

Members seek roles; conflict is likely. Balance confrontation with support and inclusion.

03

Norming

Rules settle; the team aims at delivery; people own results individually and together.

04

Performing

Results, high trust and teamwork, high productivity; handles many and varied tasks.

05

Adjourning

Disbanding, reorganizing or repurposing the team - which resets the phases.

03

What good looks like

...and the bias that quietly threatens it.

Criteria for a well-functioning team

Delivering results

Within the required constraints: time, budget, quality.

Sense of belonging

Members identify with the team and want to be in it.

Sustained engagement

Steady, purposeful effort - not bursts of busywork.

High retention and presence

People stay, and they show up.

The ultimate attribution error

The asymmetry

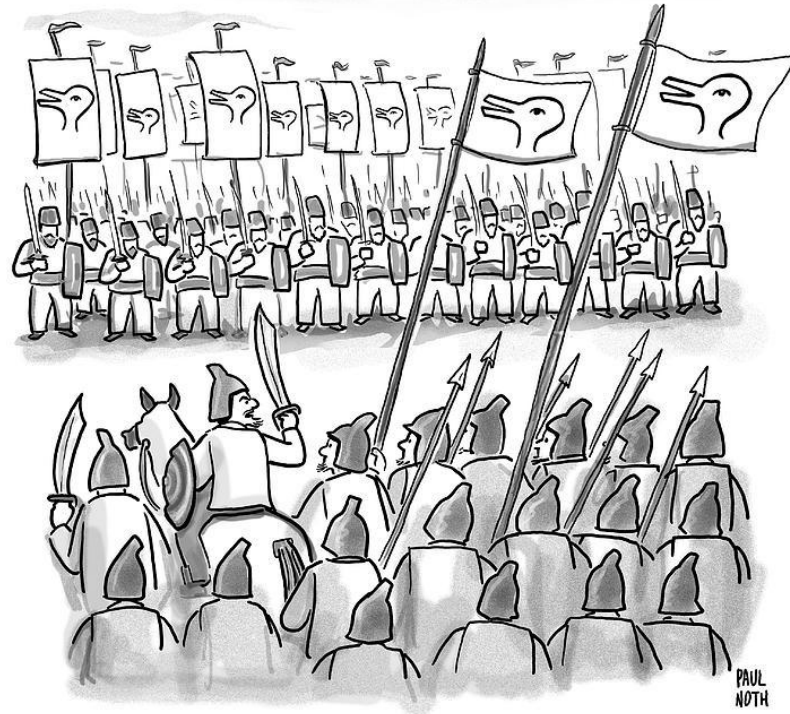
Once lines are drawn between groups:

"We deserve our wins; they got lucky with theirs."

"Our failures were unlucky; theirs were deserved."

"Local patriotism" cuts both ways

- Great for building group identity and bonding.
- Risky for the wider organization when other groups get cast as threats.
- Makes a group less responsive to constructive criticism - and so less likely to grow.
- Creeps up at social group, team, department, office, and country level.



*"There can be no peace until they renounce their
Rabbit God and accept our Duck God."*

How to counter the bias

The only way to counter it is to mix the groups. Expose members of the in-group and the out-group to how the other works.

Changes perspectives

You see how the other group operates.

Raises understanding and tolerance

Familiarity replaces assumption.

Erases imaginary lines

The us/them border stops feeling real.

Dissolves prejudice

Contact wears the stereotype down.

04

The leader's toolkit

Principles, roles, and what steady leadership asks of you.

Three useful principles

Empty Chair

Talk about absent people as if they were present. No lines drawn within the team - especially when representing it to senior management or other teams.

Antidote to absence of trust

Equal Levels of Familiarity

No one left as a social outlier. Building familiarity across the team builds empathy. Work on building familiarity through various contexts (work, leisure, family, etc.)

Antidote to absence of trust

Pull the Cord

Anyone can stop the whole process by raising a signal. There is no "not my job" in a team - it is a collective responsibility.

Antidote to avoidance of accountability & inattention to results

More ways to adapt leadership approach

Leader

Satisfaction over performance

- Develops people and culture
- The go-to for human issues
- Can be an unofficial role
- Best when mobilization is needed in an organized setting

Manager

Performance over satisfaction

- Develops processes and structure
- The go-to for business issues
- An official role
- Best when organization or structure needs work

Dictator

Results; turning chaos into order

- The go-to when a crisis hits
- Usually an official role
- Agreed, with a clear exit back to leader/manager

Sturdy leadership

- Being emotionally resilient

- Separating traits from behaviors

- Mindful of the "infinite game"

- A source of stability in turbulent times

- Developing people's potential and confidence

- Authentic around the clock, and adaptable

Thank you!

A team is built, not assigned. Trust first. Diagnose honestly. Lead with steadiness.