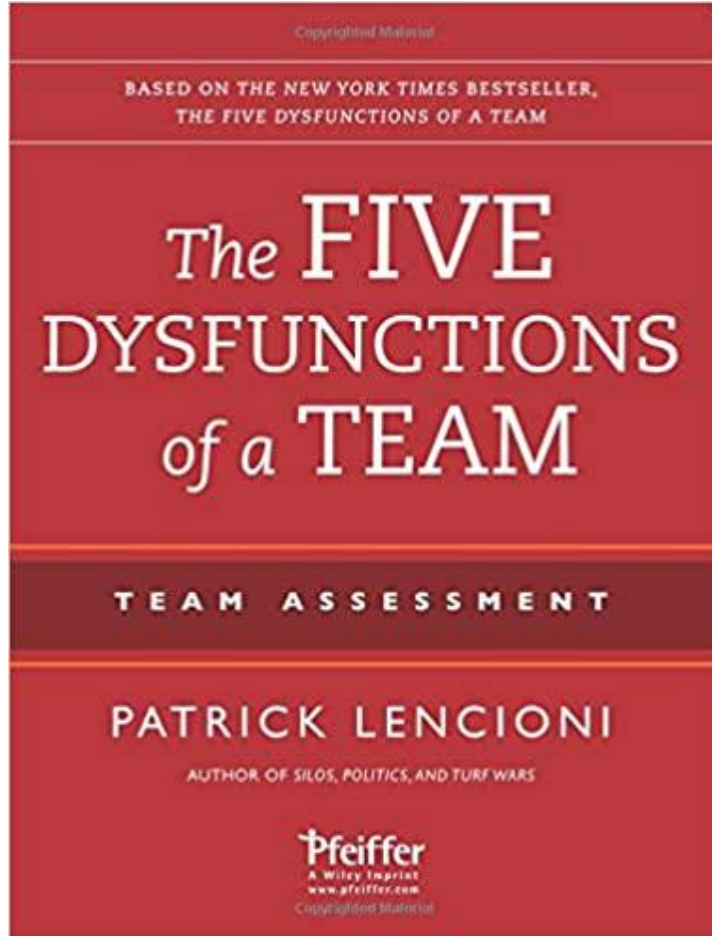# Leadership – Team Development

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Leadership – Team Development

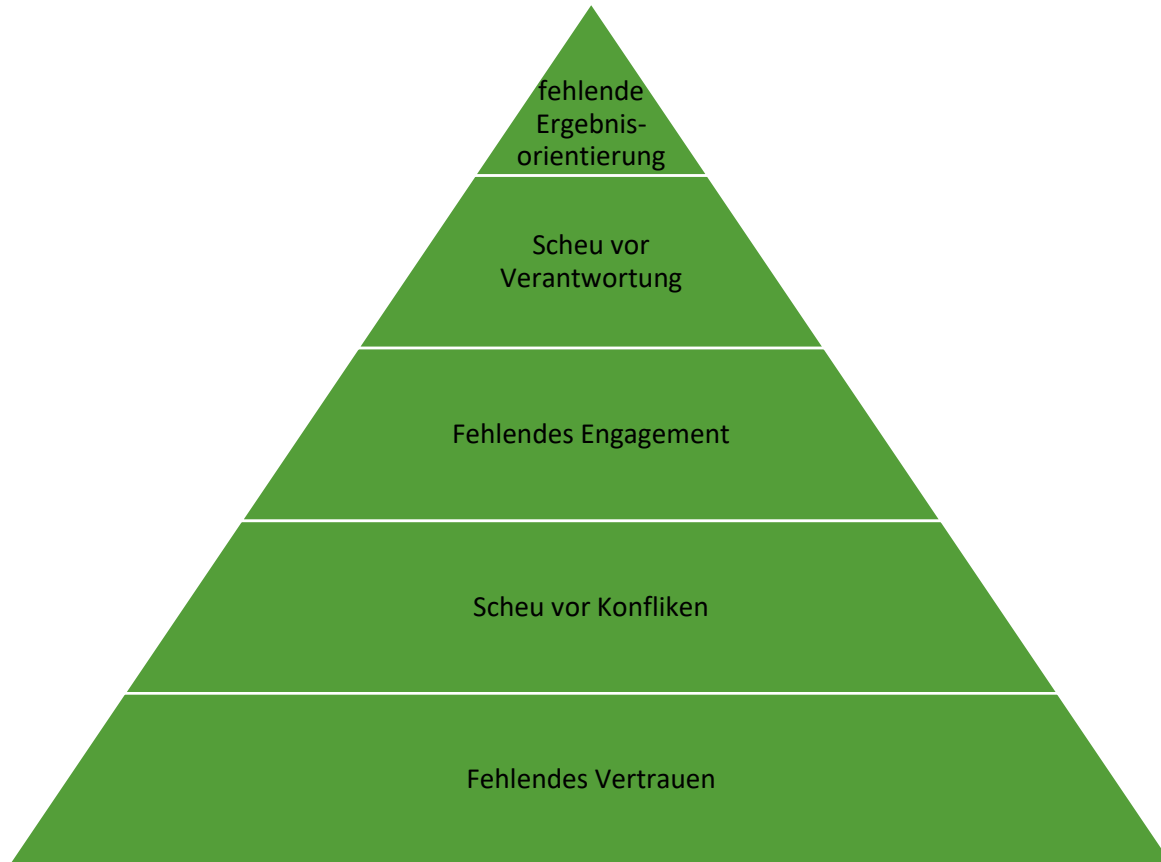Based on Patrick Leoncini and ABB Truly Collaborative Culture Program

Leadership – Team Development
Super Summary deutsch

Leoncini Pyramide

fehlende Ergebnis-orientierung

Scheu vor Verantwortung

Fehlendes Engagement

Scheu vor Konfliken

Fehlendes Vertrauen

TCC Pyramide

results

accountability

commitment

conflict

trust

Leadership – Team Development

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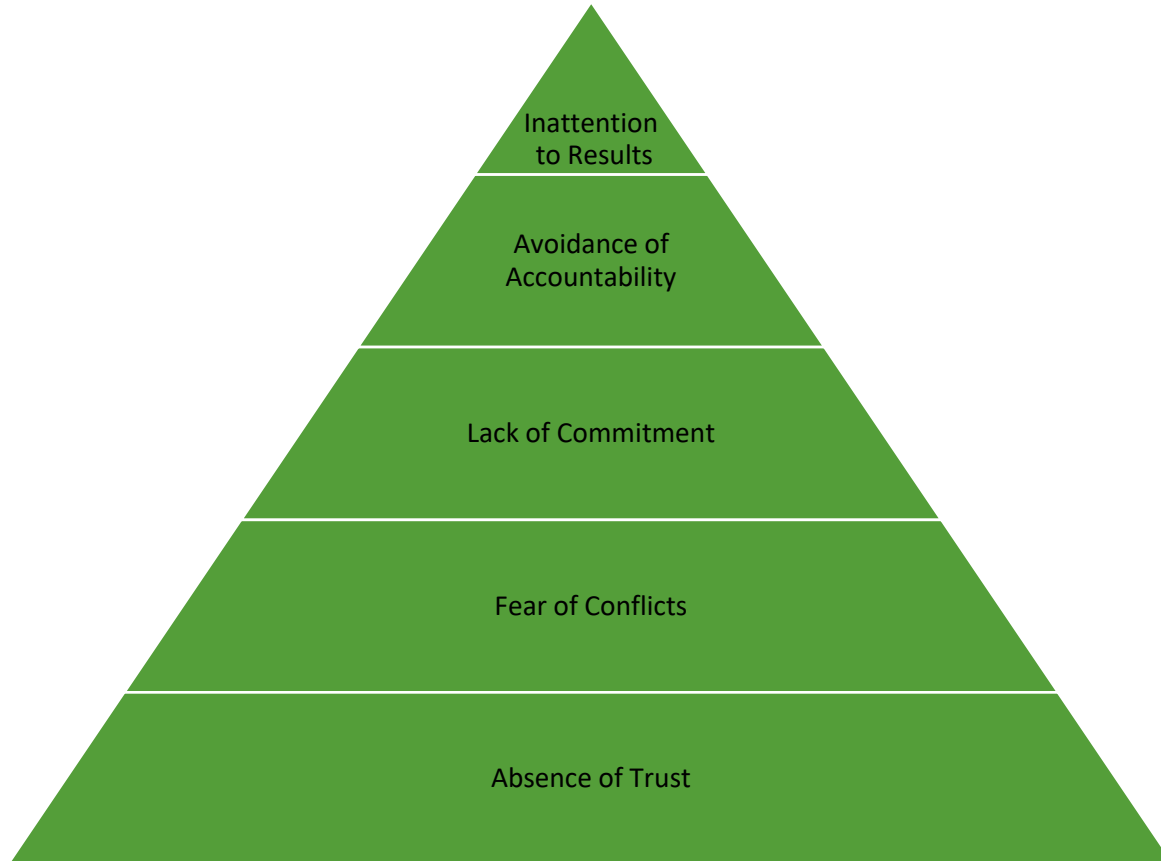
Leadership – Team Development

Super Summary English

Leoncini Pyramide

TCC Pyramid

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Leadership – Team Development

Super Summary English

In his book "The five Dysfunctions of a Team – A Leadership Fable", Patrick Lencioni identified five key pitfalls preventing genuine teamwork:

1) absence of trust,
2) fear of conflict,
3) lack of commitment,
4) avoidance of accountabilitiy
5) inattention to results

The image on the right side takes a positive approach and outlines, how members of a truly cohesive team behave:

The five Behaviours of truly cohesive Teams explained briefly

- absence of accountability is an invitation to shift the attention to other matters than the collective results
- an unrelenting focus on specific objectives and clearly defined outcc   is a requirement for any team that judged itself on performance
- accountability entails the willingness of team members to call their ┌   on performance or behaviours: based on the commitment, one can defi   e expected performance and behaviours
- overcoming the instinct of not having difficult conversations and the   :omfort of calling peers on their performance and/or behaviour
- committing to decisions and plans: by engaging in productive confli   d tapping into team members' perspectives and opinions, a team can confidentially commit to and buy-in into a decision

- all successful business requires productive conflict in order to grow: ting that one will not be punished for one's ideas and thoughts, one does   ave to hesitate to engage in passionate and sometimes emotional debates   gaging in productive conflict to produce the best possible solution in the sh   st period of time

- vulnerability based trust: openness about mistakes, weaknesses, sk deficiencies, interpersonal shortcomings, requests for help
- trust is the foundation for building a team

→ See also next slide

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Leadership – Team Development

ABB Approach

The five Behaviours of truly cohesive Teams explained briefly

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- accountability entails the willingness of team members to call their peers on performance or behaviours: based on the commitment, one can define the expected performance and behaviours
- overcoming the instinct of not having difficult conversations and the discomfort of calling peers on their performance and/or behaviour

- committing to decisions and plans: by engaging in productive conflict and tapping into team members' perspectives and opinions, a team can confidentially commit to and buy-in into a decision

- all successful business requires productive conflict in order to grow: trusting that one will not be punished for one's ideas and thoughts, one doesn't have to hesitate to engage in passionate and sometimes emotional debates – engaging in productive conflict to produce the best possible solution in the shortest period of time

- vulnerability based trust: openness about mistakes, weaknesses, skill deficiencies, interpersonal shortcomings, requests for help
- trust is the foundation for building a team

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Let's discuss!

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