## Session Outline

<table>
<thead>
<tr>
<th>Time</th>
<th>Session Title</th>
<th>Presenter(s)</th>
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<tbody>
<tr>
<td>9:00 a.m.</td>
<td><strong>The Leadership Journey</strong>&lt;br&gt;Opening Discussion</td>
<td>Cissy Mynatt</td>
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<td><strong>Leadership Competencies: Four Domains</strong>&lt;br&gt;Small Group Activity</td>
<td>Frank Parsons</td>
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<tr>
<td>10:30</td>
<td>Break</td>
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<tr>
<td>10:45</td>
<td><strong>Leveraging Strengths within Your Team:</strong>&lt;br&gt;The Five Dysfunctions Model&lt;br&gt;Evaluating Your Team</td>
<td>Cissy</td>
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<tr>
<td>11:45</td>
<td><strong>Taking Your Team to the Next Level</strong>&lt;br&gt;Building Blocks/Ideas for Leadership Development</td>
<td>Frank, Cissy</td>
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<td>12:00</td>
<td>Adjourn</td>
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Four “Domains” for Building High Performing Leadership Teams

- Adapting
- Managing
- Leading
- Coaching

Adapting
- Manages well under stress
- Relates well to a wide variety of diverse individuals
- Relates well across the organization
- Manages conflict well
- Transparent
- Effective listener
Managing

- Recruits the right mix of talent
- Clarifies roles and responsibilities
- Does effective mission-based planning
- Strong delegation skills
- Holds people accountable
- Creates a climate of teamwork

Leading

- Is a strategic thinker
- Generates a persuasive vision and values
- Makes sound decisions under conditions of uncertainty
- Balances needs of one’s own group with those of the broader organization
- Demonstrates ability to influence multiple constituencies
Coaching

- Aware of direct reports career goals
- Assesses the development needs of direct reports
- Develops others through direct coaching
- Provides constructive and timely feedback.

Coaching

- It’s a framework for functioning in the role of manager. In the “manager as a coach” approach, the manager operates as the leader, developer, and guide of the team and its individuals
Coaching

- Requires a specific set of management skills and tools aimed at boosting productivity and employee performance. These skills and tools require commitment, hard work and sometimes a change in old habits… but the payoff is worth the effort!

Mentoring the Development of Others

- Select two or three people in your group with the greatest potential
- Assess at what stage they are in their professional development
- Identify any performance or development gaps
- Engage each person in a coaching conversation at least four times a year
The Five Dysfunctions of a Team

“Like it or not, all teams are potentially dysfunctional. This is inevitable because they are made up of fallible, imperfect human beings. From the basketball court to the executive suite, politics and confusion are more the rule than the exception. But the power of teamwork is great. The founder of a billion dollar company best expressed that power when he once said, "If you could 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."

Whenever a group of leaders hears this adage, they immediately nod their heads, but in a desperate sort of way. They seem to grasp the truth of it while simultaneously surrendering to the impossibility of actually making it happen.

Fortunately, the causes of dysfunction are both identifiable and curable. However, they don’t die easily. Making a team functional and cohesive requires extraordinary levels of courage and discipline.”

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The Five Dysfunctions of a Team

Patrick M. Lencioni  (2002)

Dysfunction #1: Absence of Trust
This occurs when team members are reluctant to be vulnerable with one another, and are thus unwilling to admit their mistakes, acknowledge their weaknesses or ask for help. Without a certain comfort level among team members, a foundation of trust is impossible.
**The Five Dysfunctions of a Team**

Patrick M. Lencioni (2002)

**Dysfunction #2: Fear of Conflict**

Trust is critical because without it, teams are unlikely to engage in unfiltered, passionate debate about key issues. This creates two problems. First, stifling conflict actually increases the likelihood of destructive, back channel sniping. Second, it leads to sub-optimal decision-making because the team is not benefiting from the true ideas and perspectives of its members.

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**Dysfunction #3: Lack of Commitment**

Without conflict, it is extremely difficult for team members to truly commit to decisions because they don’t feel that they are part of the decision. This often creates an environment of ambiguity and confusion in an organization, leading to frustration among employees, especially top performers.
The Five Dysfunctions of a Team
Patrick M. Lencioni (2002)

**Dysfunction #4: Avoidance of Accountability**
When teams don’t commit to a clear plan of action, peer-to-peer accountability suffers greatly. Even the most focused and driven individuals will hesitate to call their peers on counterproductive actions and behaviors if they believe those actions and behaviors were never agreed upon in the first place.

The Five Dysfunctions of a Team
Patrick M. Lencioni (2002)

**Dysfunction #5: Inattention to Results**
When team members are not holding one another accountable, they increase the likelihood that individual ego and recognition will become more important than collective team results. When this occurs, the business suffers and the team starts to unravel.
Taking your team to the next level:
Six best practices in successful leadership development

1. **Strong executive engagement**: The most important practice of all is to obtain the engagement of top leaders and managers. Their commitment means that the program will be highly regarded, aligned with corporate strategy and focused on the right business issues.

2. **Tailored leadership competencies**: Successful leadership development programs are based on identified leadership competencies. By isolating and agreeing upon leadership competencies most important to your business, you will have the foundation for leadership development, as well as succession planning, career development and other talent-related processes.

3. **Alignment with business strategy**: Leadership development is far more than management training. As leaders move up in the organization, their skills must shift from people and project management to strategic business and operations management.


Taking your team to the next level:
Six best practices in successful leadership development

4. **Target all levels of leadership**: While the term “leadership” may not seem to apply to first-line managers, we find that high-impact programs have elements that apply to every level of management.

5. **Apply a comprehensive and ongoing approach**: No sound leadership development program consists solely of an instructor-led training event. Programs must include developmental assignments, 360-degree assessments, meetings with global counterparts, case studies, external education and a wide variety of e-learning and other media to give leaders a complete experience. People learn to lead by doing, so the best leadership development programs focus heavily on experiential learning.

6. **Integrate with talent management**: To build a sustainable leadership pipeline, organizations must implement programs to assess leadership potential (part of the performance management process), identify successors to existing leaders and place these individuals into the right development programs as part of the company’s regular business practices. In fact, one of the biggest indicators of a first-class leadership development program is a set of established practices and a corporate culture that encourages development throughout the enterprise.

Taking your team to the next level:
Leadership development for the “little guys”

A Menu of Options:
- Job changes
- “Stretch” assignments
- Mentors, coaches, social networking
- Learning from challenges
- Leadership development programs - open, distance learning, degree
- Books, peer learning
- Engage consultants
- Other ideas – what has worked for you?