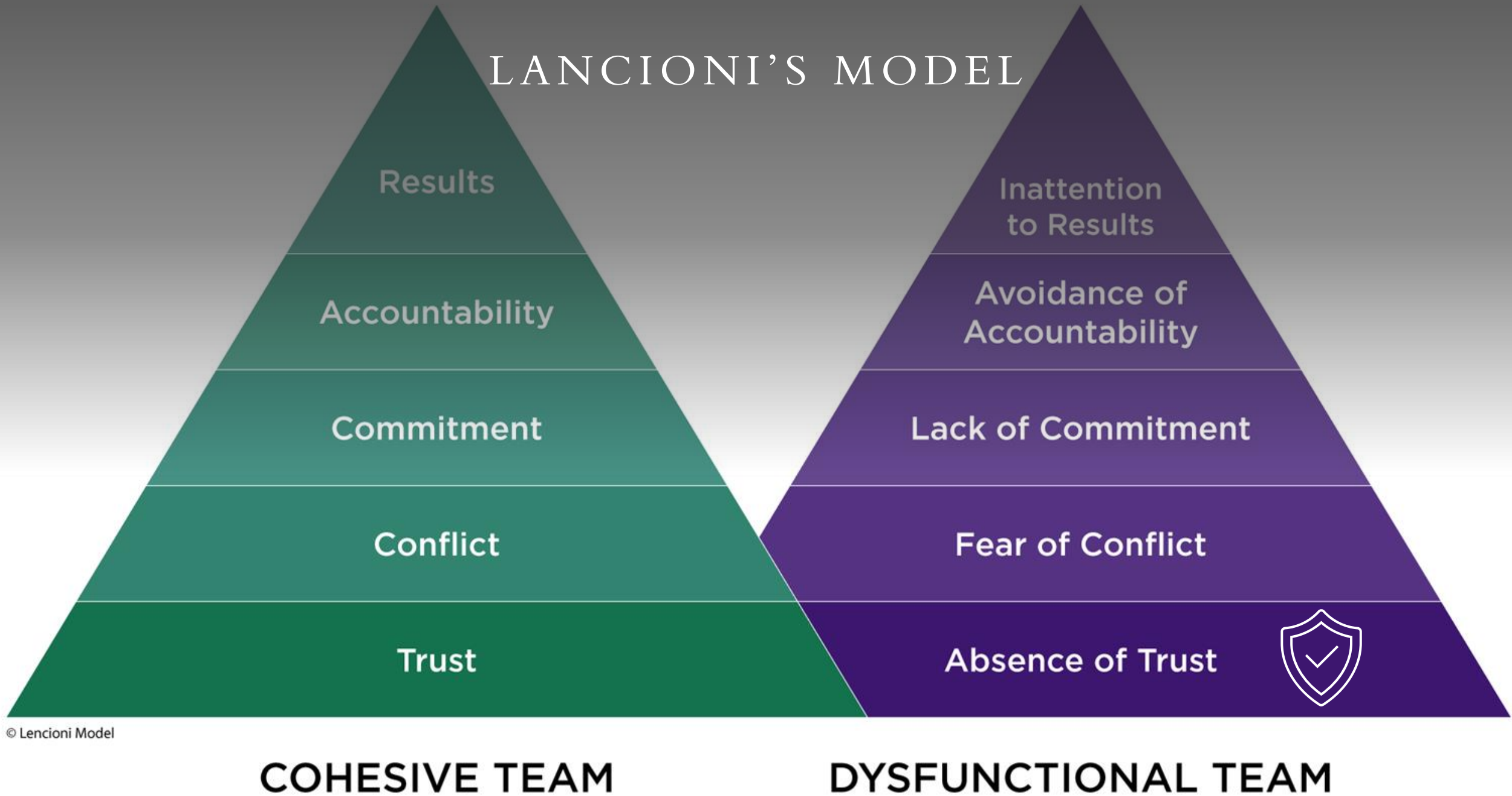


THE 5 DYSFUNCTIONS OF A TEAM

Barney Jordaan

Vlerick Business School

LANCIONI'S MODEL



Trust

What is trust?



Willingness to be vulnerable, to take a risk

Translated to leadership styles

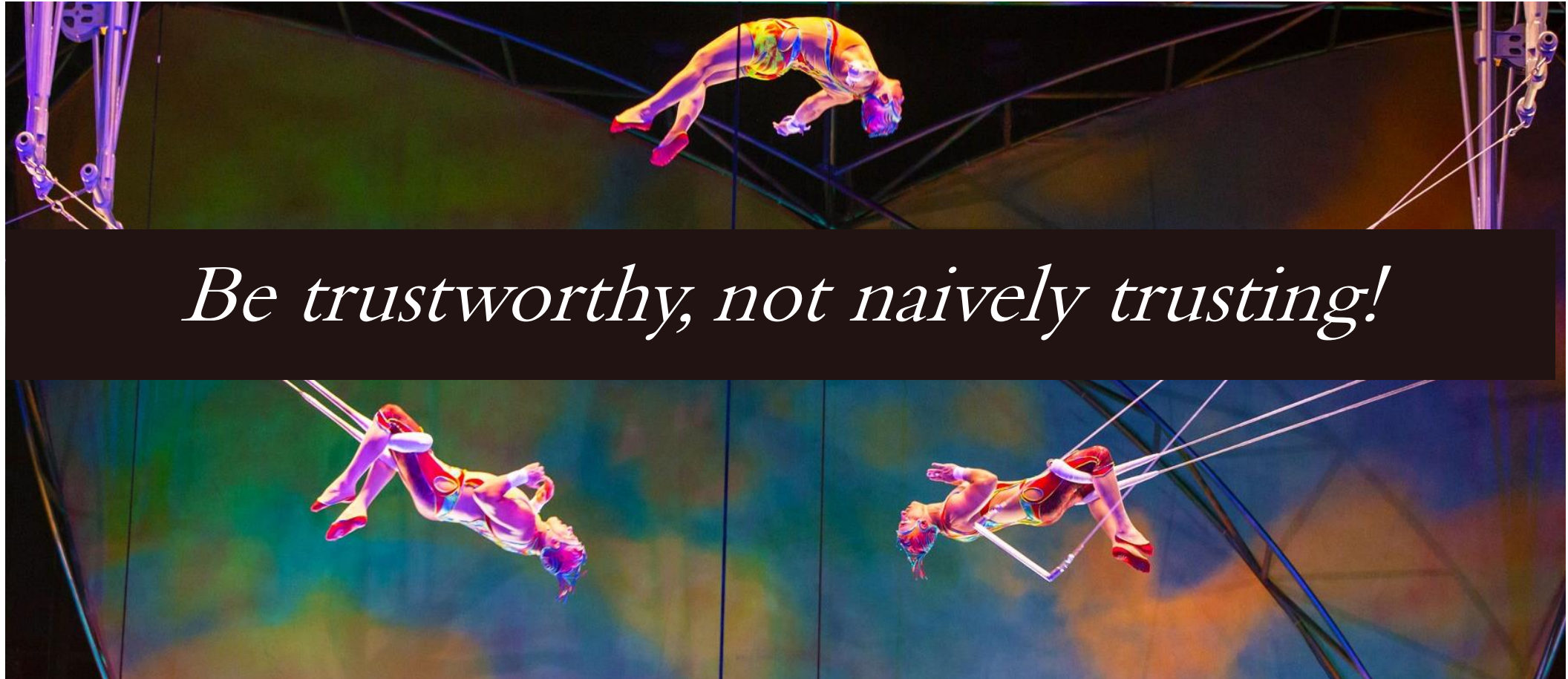
❑ Control-based leadership

- ~ People feel micro-managed
- ~ People avoid risks
- ~ They do as they are told
- ~ They hide their mistakes
- ~ Limited information is given
- ~ Overall lack of collaboration
- ~ Relational conflict

Trust-based leadership

- ~ Empowered staff
- ~ Increased collaboration
- ~ People take initiative
- ~ They feel psychologically safe
- ~ Morale increases
- ~ Team spirit
- ~ Reputation improves

Trusting leadership is about letting go but not completely



But, we tend to search for the wrong thing



Trust is a consequence, not a destination!

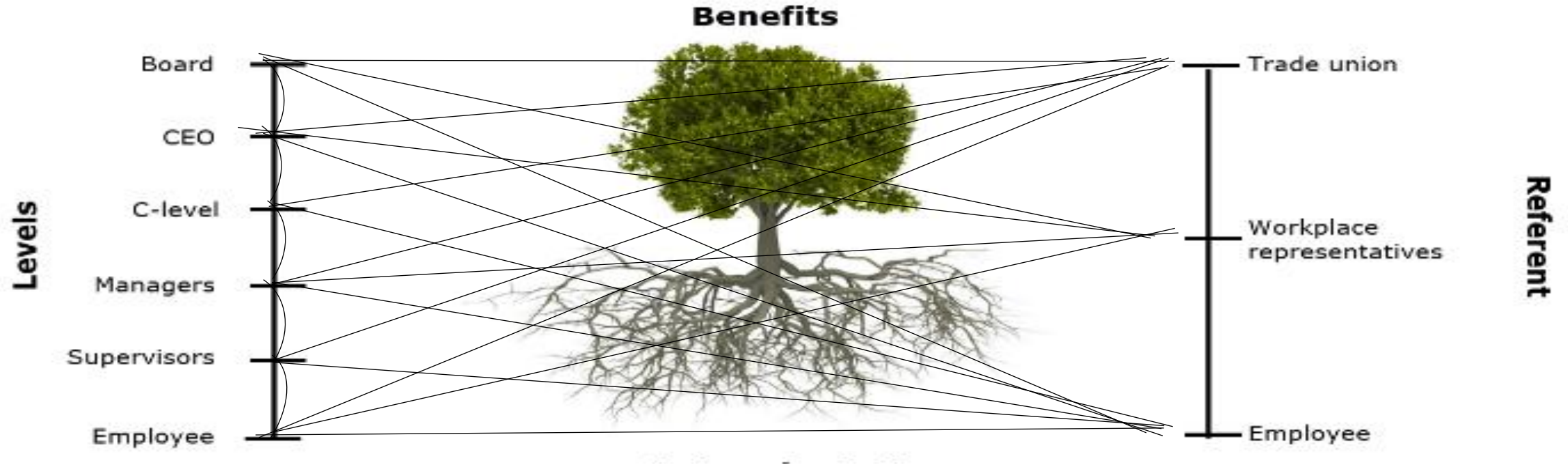
The Trust Equation

$$T = \frac{(\text{Your}) \text{ Competence} + \text{Integrity} + \text{Benevolence}}{(\text{Their}) \text{ Propensity to trust}}$$

(Their) Propensity to trust

- Culture
- Experience
- Risk aversion
- Personality
- Level of authority
- Organisational climate

But trust in the workplace is very complex



The 'tree' of intra-organisational trust

There is a problem, however....



- Trust in institutions is in sharp decline globally
- Distrust of CEOs rising sharply
- Employees trust peers most

Promoting inter-team trust

Encourage
frequent
interaction

Take care with
team selection

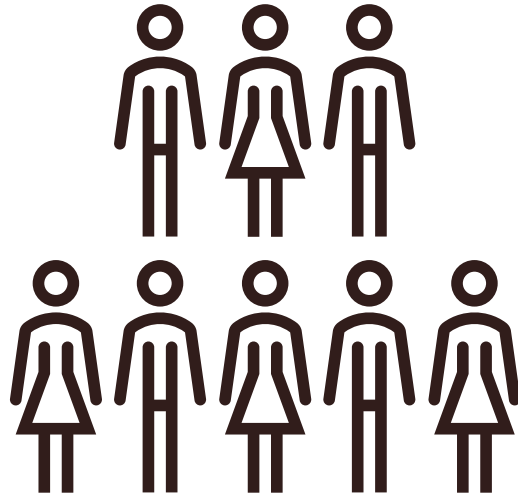
Communicate
transparently

Address and try
to resolve
conflicts early

Encourage
organisational
citizenship
behaviours

Share and rotate
leadership roles,
especially in
virtual settings

Balance
autonomy with
some level of
monitoring



But do **you** trust your employees?

Trusting your team

Trust until you
have reason not to

Give praise when
it's due (also
publicly)

Don't micro-
manage

Get to know your
team

Provide stretch
assignments

Delegate authority
& accountability

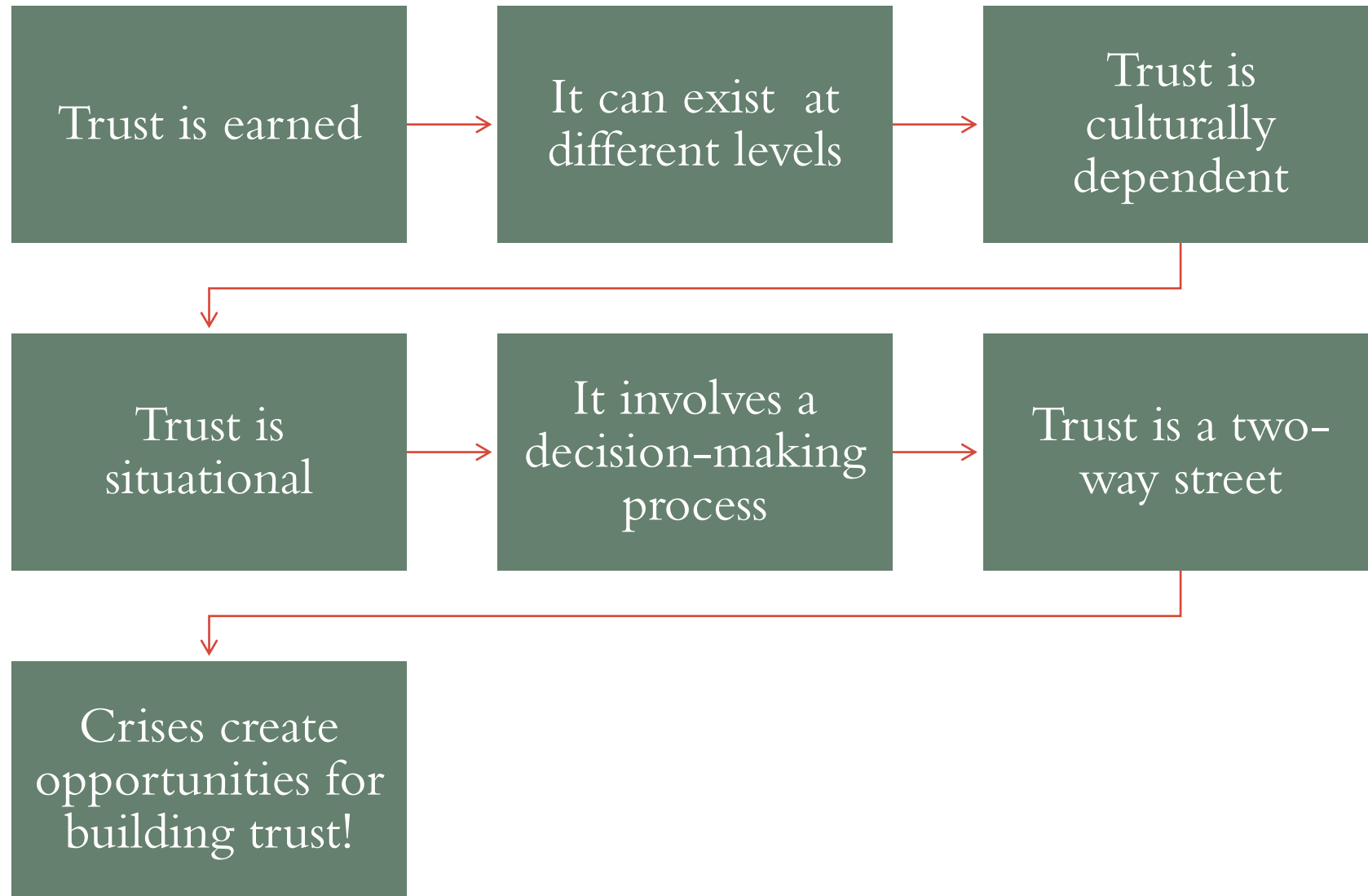
Give team
members 'voice'

Create
opportunities to
brief beyond the
team

Trust violation & trust repair

Trust arrives on foot, but leaves on horseback





Key points

Thank you for listening!

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