



From the Problem (5 Dysfunctions) To the ANSWER (TESI® - Team Emotional and Social Intelligence Survey™)

- Marcia Hughes & James Terrell

The Collaborative Growth Team Model, pictured in this diagram, supports teams in building their capacity. They will be taking the next step after recognizing their challenges identified in Lencioni's 5 Dysfunctions model.

Patrick Lencioni's work, *The 5 Dysfunctions of a Team*, provides a useful breakdown of what can go wrong with a team and embarks on the discussion of how to make it right. The TESI offers the facilitator and the team the opportunity to take this initial work to a deeper level and to build in long lasting results. With the strong tools of the TESI assessment and the easily readable chapters in *The Emotionally Intelligent Team*, teams can take the TESI, quickly understand current functioning and develop a concrete action plan. See the table demonstrating the answers the TESI provides.

When teams become excited with the ideas made available through the 5 Dysfunctions work, they need a way to continue their development; the TESI together with the Collaborative Growth Team Model provides this through several critical steps:

1. The TESI is an assessment that allows the team members to conduct a 360 on themselves to diagnose strengths and challenges and then develop a strategic action plan. This detail helps build effective behavior so the team does not get stuck in one of the five dysfunctions.
2. The Collaborative Growth Team Model demonstrates the specific behavioral path to getting beyond the dysfunctions. The model shows that growing and balancing the seven core skills leads to four highly desirable benefits – trust, loyalty, empathy and better decisions. That answers the first dysfunction, lack of trust, in the 5 dysfunctions model.
3. Organizational and individual motivation for investment in the team is supported by recognizing that the long term benefits of this work are sustainable productivity, something every organization wants, and emotional and social well-being for the team, or team resilience, which every team member wants.

The Problem* / The Answer**

1. **The Problem:** 5 Dysfunctions
The Answer: TESI – 7 Skills
2. **The Problem:** Absence of trust
The Answer: Trust is a benefit that is developed by building the seven behaviors of success identified as the core of the Collaborative Growth Team Model.



3. **The Problem:** Fear of conflict
The Answer: The TESI identifies when a team is struggling with conflict and identifies the six other skills that support development of skills in conflict resolution, such as communications and emotional awareness. Team emotional and social intelligence provides the strength and energy to build resilience which counteracts their resistance to conflict.
4. **The Problem:** Lack of commitment
The Answer: Commitment is enhanced through team identity, which requires clarity of roles and responsibilities, a sense of purpose, acceptance of one another and pride in the team.
5. **The Problem:** Avoidance of accountability
The Answer: Accountability is a result that occurs as the 7 skills are cultivated. For example, identifying with the team includes pride in the team, which is a natural path to accountability in order to sustain team progress. Good communications and well developed conflict resolution skills among leaders and staff directly implies and creates accountability
6. **The Problem:** Inattention to results
The Answer: Emotionally aware teams are paying attention to results that occur between one another and at larger scales. Motivation is built by effective results and celebrating those results.

*The five dysfunctions Lencioni works with are: absence of trust, fear of conflict, lack of commitment, avoidance of accountability, and inattention to results.

**The seven skills for the emotionally and socially intelligent team, and measured by the TESI® are: team identity, motivation, emotional awareness, communication, stress tolerance, conflict resolution and positive mood.