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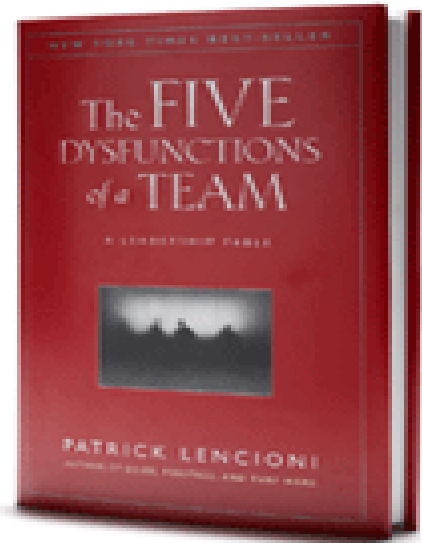
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### **Corporate Leading Edge: The 5 Dysfunctions of a Team – by Kim Shook**

Don't all team issues boil down to some type of dysfunction? Yes. However, the real question is how do you move a team from dysfunction into a highly functional team. This is a much more difficult question answer.

According to author Patrick Lencioni, *The Five Dysfunctions of a Team - A Leadership Fable*, human beings are inherently dysfunctional. Therefore, team building facilitators must recognize and drive groups to overcome certain behavioral tendencies, many of which are negative and can lead to ineffective results. In his book, Patrick Lencioni demonstrates what it means to be a dysfunctional team (or a functional team depending how you look at it) through an engaging and thought provoking fable style story of a software company in Silicon Valley. This story demonstrates how a dysfunctional team moves into the beginning of a high performing team.



According to author Patrick Lencioni, *The Five Dysfunctions of a Team - A Leadership Fable*, human beings are inherently dysfunctional. Therefore, team building facilitators must recognize and drive groups to overcome certain behavioral tendencies, many of which are negative and can lead to ineffective results. In his book, Patrick Lencioni demonstrates what it means to be a dysfunctional team (or a functional team depending how you look at it) through an engaging and thought provoking fable style story of a software company in Silicon Valley. This story demonstrates how a dysfunctional team moves into the beginning of a high performing team.

As a professional team building facilitator, this book aids in building an understanding of the many team dysfunctions that can exist and illustrates how to facilitate a team out of the various dysfunctions to become a highly functional team, based on this model:

<b>Dysfunctional Team</b>	<b>Functional Team</b>
Absence of trust	Become vulnerable to build trust - this is the foundation of the team
Fear of conflict	Move beyond artificial harmony into constructive feedback and productive conflict
Lack of commitment	Obtain clarity and buy-in for commitments to achieve accountability
Avoidance of accountability	Move into the discomfort to confront difficult issues in behavior and performance
Inattention to results	Drop personal agendas and status to focus on collective outcomes

The book also offers a very good team assessment to evaluate a team's perspective around the five dysfunctions, identifying the dysfunctional areas of the team. Here are some similar questions to consider with teams you facilitate:

- Do team members openly and readily disclose their opinions?
- Are team meetings compelling and productive?
- Are the most difficult and important issues addressed directly?
- Does the team come to decisions quickly and avoid getting bogged down by consensus?
- Do team members confront one another about their shortcomings?
- Do team members sacrifice their own interests for the good of the team?

To leverage the wisdom of this book in the realm of E3 team building, utilize experiential activities with horses to draw out team effectiveness in the following areas:

- Does the group easily go into the space of vulnerability to discuss issues?
- What are the team member roles in achieving goals?
- During the team's planning and decision making process is it centered on accomplishing goals or in other areas?
- Where is the team's primary focus when achieving a goal – individually, on the task, on the team, and/or on the goal?
- Is the team focused collectively on a common goal or multiple, separate goals?
- Do the team members comfortably confront behavioral issues?
- How much are individual team members willing to give to be successful?

Besides effectiveness, why is it important to have a high performing team that achieves success? Because high performing teams can overcome almost any obstacle and this will become a competitive advantage for their business. Plus, staff members will be happier and will want to stay at their jobs and companies.

As Patrick Lencioni states, "Successful teamwork is not about mastering subtle, sophisticated theories, but rather about embracing common sense with uncommon levels of discipline and persistence."

Internet resources for The Five Dysfunctions of a Team:

- Book and model summary: [http://www.conequity.com/conequity/cms\\_bwm/uploads/4.pdf](http://www.conequity.com/conequity/cms_bwm/uploads/4.pdf)
- Book online: [http://books.google.com/books?hl=en&id=iC-NUBtuGeQC&dq=%22Five+Dysfunctions+of+a+Team%22&printsec=frontcover&source=web&ots=mKqkNbNaQS&sig=I583k471pQ9DNV-xVe\\_RdQfrBno&sa=X&oi=book\\_result&resnum=3&ct=result#PPP1,M1](http://books.google.com/books?hl=en&id=iC-NUBtuGeQC&dq=%22Five+Dysfunctions+of+a+Team%22&printsec=frontcover&source=web&ots=mKqkNbNaQS&sig=I583k471pQ9DNV-xVe_RdQfrBno&sa=X&oi=book_result&resnum=3&ct=result#PPP1,M1)

To learn more about this book (the team assessment and model to build high functioning teams) and how you can use this in your E3 programs, please join our **The Five Dysfunctions of a Team Teleclass**:

- **Tuesday, December 9, 2008 at 2:30pm PT, 3:30pm MT, 4:30pm CT, 5:30pm ET**
  - **Saturday, December 13, 2008 at 10:00am PT, 11:00am MT, 12:00am CT, 1:00pm ET**
- For members there is no fee and you may enroll by emailing [pj@e3assoc.org](mailto:pj@e3assoc.org) with your name, name of class and date you plan to attend.

If you are a non-member, there is a \$15 fee for this class. To enroll go to [www.E3Assoc.org](http://www.E3Assoc.org), click on the "Members Only Website" link, and select "Make a credit card payment" link and signup for the class, noting in the "Purchase Description" box "5 Dysfunctions Class" and the date and time you plan to attend. If you have any questions, please contact PJ Stegen at 1.775.376.2530.

### Tails from the Arena – "The Horse on My Back"

Did you ever have a situation that was so unexpected that all you could do is sit in wonder when it does? That's exactly what happened to me one crisp autumn day during one of my EAL Train the Trainer certification programs that I was conducting in Nevada. It was at the end of the day and my student facilitators had just finished an activity and facilitation which had not gone well. Now it was my turn to evaluate how they had conducted the activity and how they had facilitated the work.



We all sat down in the arena chairs for a little more comfort as I began with a critique of the activity and how the students had conducted it. I let them know all of the good things they had done as well as providing some constructive feedback on some things that could have gone better. Dudley, a 15 hand sorrel co-facilitator, came over to participate in our discussion in a rather unusual way.

The feedback included almost every one of the "The Five Dysfunctions of a Team - *A Leadership Fable*." Some members of the team showed a large absence

of trust from being blindfolded, as if those who were giving them directions didn't know what they were doing. The facilitation process was not very "functional" because as they talked about what had gone on, there was a great deal of conflict overall with everyone blaming everyone else. As we were nearing the end of our discussion, and beginning to focus on our own action plan points to fix the group's problems, the oddest thing happened.



Now, I have been working with horses in one capacity or another for over 35 years and in and in all that time, I have never seen a horse do what good old Dudley did next. There was still a great deal of tension in the air as Dudley calmly walked over to where I was sitting and stood staring at me for a minute until he got my attention. Then he walked around to the back of my chair and in the midst of all this tension and chaos, my equine partner and co-facilitator decided to sit on my shoulders! Ears slightly back in a listening mode, eye pointed back towards me and body relaxed. Let me tell you...he was REALLY relaxed. The longer he sat there, the lower his haunches sank and the more weight my shoulders bore.

Of course everyone started laughing and the tension immediately vanished. No heated arguments, no blaming each other. The discussion now shifted to why he was sitting on me. What was he trying to tell us? What was he trying to tell me? Look at Dudley's body language in the picture. What do you think? In fact what he did was to simply get our attention, change our mood, and refocus us on what was really important.

My students were now working together as a team again trying to figure out just what Dudley was doing and why. Their discussions were calm rather than blaming and everyone

had an equal voice. Dudley and I continued to sit there and simply listen. Such a simple act on his part brought about such a tremendous change in the students. And as soon as the last comments on the situation were being made, Dudley calmly got up, and without so much as a glance in my direction, walked away.

What's important about this exercise was that six people, who were at each other's throats just a short time ago, were now once again a functional team. Doing equine experiential educational (E3) activities, the horse is always thought of as a member of the team and sometimes, he can be the most influential member. He is a team mate for our participants and a co-facilitator for E3 trainers. As Dudley showed my train the trainer students, sometimes, it takes only a simple gesture to change the way we function in our own groups at work, at school or even in our own family settings. It only takes one person stepping forward in an argument to change the tone and stop the dysfunction. I think that's what Dudley did. He got us to stop, slow down and think. And...smile. Thanks, Dudley. You can facilitate with me any time!

### **Corporate Team Highlights**

The Corporate Team of E3A is comprised of members who have an interest in the application of an equine experiential educational approach to working with corporate clients. The Corporate Team is working to refine the E3A corporate certification program and to develop a corporate curriculum to introduce corporate trainers to the equine experiential education paradigm for corporate training and to develop and offer hands-on training about adding horses to the corporate training relationship. A central goal for all classes is the provision of continuing education credits for E3 corporate trainers. The Corporate Team (for Members only) currently meets via teleconference once a month and their next meeting will be held on Tuesday, November 11, 2008 at 2:30pm PT, 3:30pm MT, 4:30pm CT, 5:30pm ET. Contact PJ Stegen at 775-376-2530 or [pj@e3assoc.org](mailto:pj@e3assoc.org) for the bridge line number or for further information about becoming a member.

### **Education Team Highlights**

The Education Team of E3A is comprised of members who have an interest in the application of an equine experiential educational approach for educators in schools and universities and students who are making equine experiential education their profession. The Education Team is working to enhance their certification program and to create curriculum to introduce teachers, students and others to the equine experiential education paradigm for education and to develop and offer hands-on training about adding horses to the teaching relationship. A central goal for all classes is the provision of continuing education credits for educators. The Education Team (for Members only) currently meets via teleconference each month and their next meeting will be held on Tuesday, November 4, 2008 at 2:30pm PT, 3:30pm MT, 4:30pm CT, and 5:30pm ET. Contact PJ Stegen at 775-376-2530 or [pj@e3assoc.org](mailto:pj@e3assoc.org) for the bridge line number or for further information about becoming a member.

### **Coaching Team Highlights**

The Coaching Team of E3A is comprised of members who have an interest in the application of an equine experiential educational approach to coaching personal or business clients. The Coaching Subcommittee is working to develop a curriculum to introduce coaches and others to the equine experiential education paradigm for coaching; to develop and offer hands-on training about adding horses to the coaching relationship; and to integrate the ICF core coaching competencies into the work done with horses and clients. A central goal for all classes is the provision of continuing education credits for coaches. The Coaching Team (for Members only) currently meets via teleconference the first and third Friday of each month at 9:30am PT, 10:30am MT, 11:30am CT, 12:30pm ET. Contact PJ Stegen at 775-376-2530 or [pj@e3assoc.org](mailto:pj@e3assoc.org) for the bridge line number or for further information about becoming a member.

## Calendar of Events

### NOVEMBER

- 4 Education Team Meeting, 2:30pm PT, 3:30pm MT, 4:30pm CT, and 5:30pm ET
- 7 Coach Team Meeting, 9:30am PT, 10:30am MT, 11:30am CT, 12:30pm ET
- 11 Corporate Team Meeting, 2:30pm PT, 3:30pm MT, 4:30pm CT, 5:30pm ET
- 21 Coach Team Meeting, 9:30am PT, 10:30am MT, 11:30am CT, 12:30pm ET

### DECEMBER

- 5 Coach Team Meeting, 9:30am PT, 10:30am MT, 11:30am CT, 12:30pm ET
- 8 Education Team Meeting, 2:30pm PT, 3:30pm MT, 4:30pm CT, and 5:30pm ET
- 9 Teleclass-5 Dysfunctions of a Team, 2:30pm PT, 3:30pm MT, 4:30pm CT, 5:30pm ET
- 11 Teleclass-5 Dysfunctions of a Team, 10am PT, 11am MT, 12am CT, 1pm ET
- 15 Corporate Team Meeting, 2:30pm PT, 3:30pm MT, 4:30pm CT, 5:30pm ET