



# EAGL Delta Track 2025:

## EAGL Delta Track 2025: 5 Dysfunctions of a Team- November 19

[VIEW RECORDING - 61 mins \(No highlights\)](#)

### Meeting Purpose

[To explore tools for building a healthy, high-performing workplace culture.](#)

### Key Takeaways

- [\*\*Culture is defined by tolerated behavior.\*\* A leader's primary obligation is to protect the 98% of high performers from the drag of the 2% who underperform or are toxic.](#)
- [\*\*Vulnerability is a leadership superpower.\*\* Admitting mistakes and asking "What conversation isn't happening?" builds the psychological safety required for trust and healthy conflict.](#)
- [\*\*Use data to diagnose team health.\*\* Tools like Gallup Q12 \(individual engagement\) and Lencioni's 5 Dysfunctions \(team dynamics\) provide objective data to move beyond "vibes" and target specific issues.](#)
- [\*\*Healthy conflict is essential for better decisions.\*\* Leaders must move teams from "artificial harmony" to constructive debate, understanding that recovery from occasional missteps builds resilience \("scar tissue"\).](#)

### Topics

#### The Problem: Unhealthy Workplaces

- [External pressures \(polarization, fear\) are creating a "fried, frayed, frazzled" workforce.](#)
- [A healthy workplace is the result of healthy team behaviors, not just metrics.](#)
- [The goal is a culture of care, support, and respect, built on intentional leadership.](#)

#### Solution 1: Diagnose Individual Engagement (Gallup Q12)

- [A quantitative tool to measure individual employee engagement.](#)
- [Framework builds on Maslow's hierarchy of needs:](#)

- **Foundation:** Clarity and resources ("know what's expected," "materials").
- **Growth:** Recognition, care, and development opportunities.
- **Self-Actualization:** Meaningful work, valued opinions, and a sense of belonging.
- **Key Insight:** Measurement is the catalyst for improvement.

## Solution 2: Diagnose Team Dysfunctions (Lencioni's 5 Dysfunctions)

- A framework diagnosing team health, building from the foundation up.
- **1. Absence of Trust:**
  - **Cause:** Lack of psychological safety.
  - **Symptom:** Hiding weaknesses, dreading meetings.
  - **Solution:** Leader vulnerability (admitting mistakes) and asking "What conversation isn't happening?"
- **2. Fear of Conflict:**
  - **Cause:** Artificial harmony, avoiding constructive debate.
  - **Symptom:** Silence in meetings.
  - **Solution:** Leaders must model and encourage healthy conflict to reach better decisions.
- **3. Lack of Commitment:**
  - **Cause:** Ambiguity and passive resistance from team members who weren't heard.
  - **Symptom:** Re-litigating decisions, slow-rolling actions.
  - **Solution:** Ensure everyone has a voice before a decision is made, then demand full commitment.
- **4. Avoidance of Accountability:**
  - **Cause:** Tolerating mediocrity, often driven by scarcity fears.
  - **Symptom:** Uneven effort, frustrated high performers.
  - **Solution:** Protect the 98% by addressing underperformance. The team breathes a sigh of relief, and high performers gain room to run.
- **5. Inattention to Results:**
  - **Cause:** Prioritizing individual status or department goals over collective results.
  - **Symptom:** Lack of transparency on KPIs, missed team goals.
  - **Solution:** Transparently communicate leading indicators and focus on a few, selective KPIs to avoid overwhelming the team.

## Participant Commitments

- **AI:** Explore AI for workflow documentation, custom GPTs, and SKU rationalization.
- **Culture & Leadership:**
  - Stop tolerating underperformance and artificial harmony.
  - Start having difficult conversations, admitting mistakes, and asking for feedback.
  - Implement "stay interviews" to proactively gauge employee satisfaction.
- **Systems & Strategy:**

- [Implement a 13-week cash flow projection.](#)
- [Involve the leadership team in the one-page plan process.](#)
- [Develop a formal operating system \(e.g., EOS\) for long-term consistency.](#)

## Next Steps

- [\*\*Kellee:\*\* Share sample Lencioni 5 Dysfunctions assessment reports on the Hub.](#)
- [\*\*Ann:\*\* Provide the GMA 13-week cash flow template and offer support.](#)
- [\*\*Participants:\*\*](#)
  - [Review personal commitment forms and take a photo for accountability.](#)
  - [Implement one new practice \(e.g., "stay interviews," 13-week cash flow\).](#)
  - [Have one difficult conversation, leading with vulnerability.](#)

## Action Items

- **Upload Lencioni sample report to Hub for attendees** - [WATCH \(5 secs\)](#)
- **Collect commitment forms from attendees** - [WATCH \(5 secs\)](#)
- **Email attendee contact list to all attendees** - [WATCH \(5 secs\)](#)