

SECRET
SAUCE
FOR
TEAM
SUCCESS



Dawn Trail
CONSULTANT

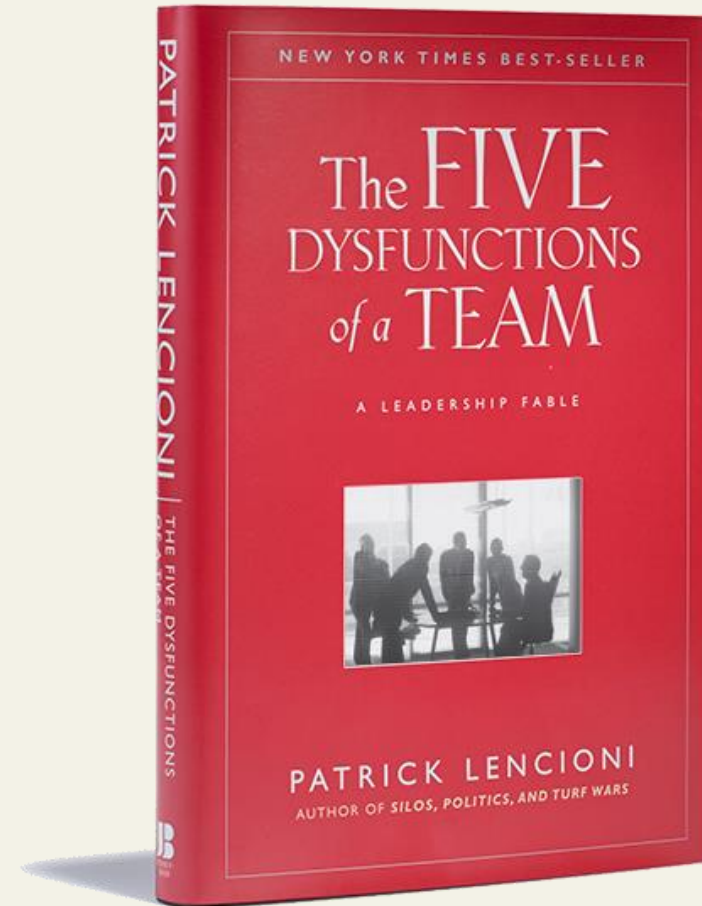




PATRICK LENCIONI

"If you 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."

Patrick Lencioni, *The Five Dysfunctions of a Team*



5 DYSFUNCTIONS OF A TEAM

- Five root causes that lead to a team's failure



ABSENCE OF TRUST

- Lack vulnerability
- Won't ask for help
- Can't admit mistakes
- Lack genuine transparency and honesty



FEAR OF CONFLICT

- Lack robust dialogue
- Guarded with ideas and opinions
- Artificial harmony



LACK OF COMMITMENT

- Lack clarity
- Limited understanding
- Unwillingness to stick to decisions



AVOIDANCE OF ACCOUNTABILITY

- Hesitate to hold each other accountable for counterproductive behaviours



INATTENTION TO RESULTS

- Put own needs ahead of team goals
- Focus on collective success erodes



5 BEHAVIOURS TO BUILD TEAMS



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TEAM ACTIVITY

- Trust-building is key



Personal Histories Exercise

This exercise is typically the first small step teams take to start developing trust.

To improve trust by giving team members an opportunity to demonstrate vulnerability in a low-risk way and to help team members understand one another at a fundamental level so that they can avoid making false attributions about behaviors and intentions.

15 — 25 Minutes

Go around the table and have everyone answer three questions about themselves.

1. Where did you grow up?
2. How many siblings do you have and where do you fall in that order?
3. Please describe a unique or interesting challenge or experience from your childhood.

Ask team members to share what they learned about one another that they didn't already know. This reinforces the purpose of the exercise and allows for a natural ending to the conversation.

As described in [this article](#), this is the first of many exercises that can be used to start the trust building process. More often than not, leaders will reveal interesting personal information that was otherwise not known. The leadership team must continue to work on building trust by using a behavior profiling tool (we like the Myers-Briggs). More specific instructions on building trust can be found in [this book](#) and [this article](#).

This exercise originated from Lencioni's book,

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