Exercise

# Project Team Dysfunctions

Consider each of the scenarios below and identify the primary type of team dysfunctional behavior that is being illustrated.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Scenario | Absence of Trust | Fear of Conflict | Lack of Commitment | Avoidance of Accountability | Inattention to Results |
| During the past 24 hours, both Laurent and Andre had approached you about decision the team needed to make regarding the new supplier. Both passionately made their case for choosing a different supplier. As the meeting started, you asked if anyone had any objection about the decision. Both remained silent. |  |  |  |  |  |
| During the status meeting, Timothy identified an issue with his current task which was on the critical path. When asked when he thought he could finish it, he said he didn’t know for sure, but that it was his number one priority. Several team members volunteered to help him. He thanked them and said he would get back to them once he knew what it would take to finish the task. |  |  |  |  |  |
| Sam confronted the team about their Phase 3 toll-gate review. They had submitted everything on time and met the milestone for holding the meeting. But during the meeting it came out that many of the deliverables were still incomplete, so there were numerous action items requiring follow-up. |  |  |  |  |  |
| During the pulse meeting, Ellen reported that she had completed the financial analysis of the options and decided they should go with second one. Maria asked her to explain her reasoning, and Ellen responded that she was the expert on finances, and the team should trust her to do her job. |  |  |  |  |  |
| The project was struggling, so the team had expanded as the it moved from Phase 3 to Phase 4. Today was the first meeting with the new team members. As everyone gathered, Tito asked one of the new members to move down the table because he was sitting in Tito’s spot. |  |  |  |  |  |