

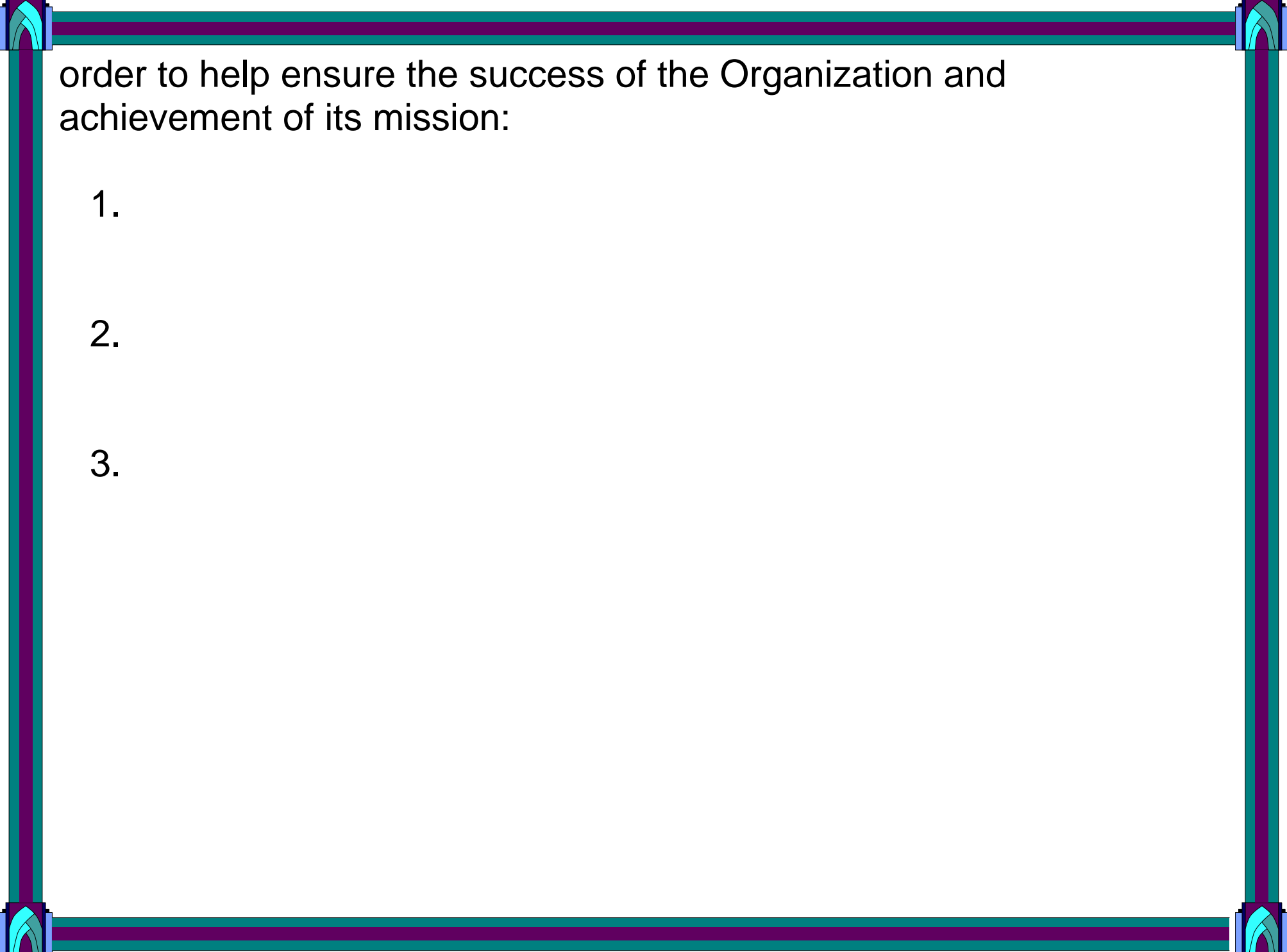
❖ \_\_\_\_\_ ❖  
(name of your organization)

## **Community Spirit Pledge**

As members of the (name of your organization), we treat all members of our community equitably and as individuals. We understand that although our roles within the Organization may differ, we are united by a common purpose. This includes a commitment to the values of patient care, higher education, development of student and faculty scholars who (through education, scholarship, research, service, mentorship and leadership) will impact the health care needs of diverse populations, and advancement of the pharmacy profession. We celebrate the differences that individuals bring to our shared efforts through their diverse talents, job assignments, genders, races, national origins, ages, physical challenges, and sexual orientations. We give credit where credit is due, freely acknowledge the role others play in making our own achievements possible, are willing to assume our fair share of our organization's responsibilities, and recognize that only through the efforts of all members to contribute to the Organization's general welfare will success be possible.

Adapted: Academic Leader July 2007.

As an essential member of the (name of your organization)  
Community, the following are 3 things that I am committed to doing in



order to help ensure the success of the Organization and achievement of its mission:

1.

2.

3.

Successful Team Building and Problem Solving: Managing Conflict, Controlling  
Individualism and Avoiding Dysfunction for the “Good of the Order”  
ICHP 2010 Annual Meeting  
Doing My Best to Help My Organization and the People Within It  
Achieve the Best Results Possible

Key points:

1. Self-betrayal leads to self-deception and “the box”.
2. When you are in the box, you can’t focus on results.
3. Your influence and success will depend on being out of the box.
4. You get out of the box as you cease resisting other people.

Living the concepts:

5. Don’t try to be perfect but do try to be better.
6. Don’t use the vocabulary –“in the box”—with other people who don’t already know it.  
Do use the principles in your own life.
7. Don’t look for other people’s boxes. Do look for your own.
8. Don’t accuse other people of being in the box. Do try to stay out of the box  
yourself.
9. Don’t give up on yourself when you discover you’ve been in the box. Do keep trying.
10. Don’t deny you’ve been in the box when you have been. Do apologize, then just  
keep marching forward, trying to be more helpful to others in the future.
11. Don’t focus on what others are doing wrong. Do focus on what you can do right to  
help.
12. Don’t worry whether others are helping you. Do worry whether you are helping  
others.

SOURCE: The Arbinger Institute. Leadership and Self-Deception: Getting out of the Box.  
San Francisco, CA: Berrett-Koehler Publishers, Inc; 2002.

Successful Team Building and Problem Solving: Managing Conflict, Controlling  
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## UNDERSTANDING AND OVERCOMING THE FIVE DYSFUNCTIONS OF TEAMS

### 1. Dysfunction 1: Absence of trust

#### Teams with an absence of trust:

- Conceal their weaknesses and mistakes from one another
- Hesitate to ask for help or provide constructive feedback
- Hesitate to offer help outside their own areas of responsibility
- Jump to conclusions about the intentions and aptitudes of others without attempting to clarify them
- Fail to recognize and tap into one another's skills and experiences
- Waste time and energy managing their behaviors for effect
- Hold grudges
- Dread meetings and find reasons to avoid spending time together

#### Trusting teams:

- Admit weaknesses and mistakes
- Ask for help
- Accept questions and input about their areas of responsibility
- Give one another the benefit of the doubt before arriving at a negative conclusion
- Take risks in offering feedback and assistance
- Appreciate and tap into one another's skills and experiences
- Focus time and energy on important issues, not politics
- Offer and accept apologies without hesitation
- Look forward to meetings and other opportunities to work as a group

### 2. Dysfunction 2: Fear of Conflict

#### Teams that fear conflict:

- Have boring meetings
- Create environments where back-channel politics and personal attacks thrive
- Ignore controversial topics that are critical to team success
- Fail to tap into all the opinions and perspectives of team members
- Waste time and energy with posturing and interpersonal risk management

#### Teams that engage in conflict:

- Have lively, interesting meetings
- Extract and exploit the ideas of all team members
- Solve real problems quickly
- Minimize politics
- Put critical topics on the table for discussion

### 3. Dysfunction 3: Lack of Commitment

#### Teams that fail to commit:

- Create ambiguity among the team about direction and priorities
- Watch windows of opportunity close due to excessive analysis and unnecessary delay
- Breed lack of confidence and fear of failure
- Revisit discussions and decisions again and again
- Encourage second-guessing among team members

#### Teams that commit:

- Create clarity around direction and priorities
- Align the entire team around common objectives
- Develop an ability to learn from mistakes
- Take advantage of opportunities before competitors do
- Move forward without hesitation
- Change direction without hesitation or guilt

### 4. Dysfunction 4: Avoidance of Accountability

#### Teams that avoid accountability:

- Create resentment among team members who have different standards of performance
- Encourage mediocrity
- Miss deadlines and key deliverables
- Place an undue burden on the team leader as the sole source of discipline

#### Teams that hold one another accountable:

- Ensure that poor performers feel pressure to improve
- Identify potential problems quickly by questioning one another's approaches without hesitation
- Establish respect among team members who are held to the same high standards
- Avoid excessive bureaucracy around performance management and corrective action

#### 5. Dysfunction 5: Inattention to Results

Teams that are not focused on results:

- Stagnate/fail to grow
- Rarely defeat competitors
- Lose achievement-oriented employees
- Encourage team members to focus on their own careers and individual goals
- Is easily distracted

Teams that focus on collective results:

- Retain achievement-oriented employees
- Minimize individualistic behavior
- Enjoy success and suffer failure acutely
- Benefit from individuals who subjugate their own goals/interests for the good of the team
- Avoid distractions

SOURCE: Lencioni, P. The Five Dysfunctions of a Team. San Francisco, CA: Jossey-Bass; 2002.

## COMPLEMENTARY PARTNERSHIPS

Talk with another individual at the workshop and write down five things this person does best. Next to that, write down three things you struggle to do well. Next, answer the questions below.

What this person does best	Your non-patterns
1.	1.
2.	2.
3.	3.
4.	
5.	

If you worked with this individual, how would what this person does best "fill in" for your non-patterns? (or, if you taught this individual)

If you worked with this individual, what could you do to more fully maximize this person's greatest talents? (or, if you taught this individual)

If you worked with this individual, what ideas would you have for being a better partner to this person? (or, if you taught this individual, how could you be a better teacher?)

*"In a complementary partnership, the partnership is based on strengths...one person's greatest talents "fill in" the gaps or non-patterns of the other." The Gallup Organization*

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Workshop Personal Worksheet

Please answer the following questions truthfully:

1. I find myself "in the box" when the following situations occur in my work and/or personal life:
  - a. \_\_\_\_\_
  - b. \_\_\_\_\_
  - c. \_\_\_\_\_
  - d. \_\_\_\_\_
  
2. I need to recognize that I am "in the box" when I respond to situations in my work and/or personal life in the following manner:
  - a. \_\_\_\_\_
  - b. \_\_\_\_\_
  - c. \_\_\_\_\_
  - d. \_\_\_\_\_
  
3. I need to incorporate the following strategies to get myself "out of the box" to improve my relationships with my students, co-workers, family and friends:
  - a. \_\_\_\_\_
  - b. \_\_\_\_\_
  - c. \_\_\_\_\_
  - d. \_\_\_\_\_
  
4. Identify an individual (student, co-worker, family member, friend) who you have recently treated in such a manner to reflect your being "in the box" during your encounter and succeed in resolving and/or rectifying the situation.

"Before you are able to lead others, you must be able to lead yourself." The Arbinger Institute, 2002.