CONTENTS

Why a Field Guide? ix

Section One: Getting Clear on the Concept 1
  ▲ The Case for Teamwork 3
  ▲ A Quick Overview of the Model 7
  ▲ Two Important Questions 9

Section Two: Overcoming the Five Dysfunctions of a Team 11
  ▲ Overcoming Dysfunction #1: Building Trust 13
  ▲ Overcoming Dysfunction #2: Mastering Conflict 37
  ▲ Overcoming Dysfunction #3: Achieving Commitment 51
  ▲ Overcoming Dysfunction #4: Embracing Accountability 61
  ▲ Overcoming Dysfunction #5: Focusing on Results 69

Section Three: Answering Questions and Anticipating Problems 81
  ▲ Common Questions 83
  ▲ Objections from Participants 89
  ▲ Obstacles to Avoid 93

Section Four: Building the Team 101
  ▲ Team-Building Road Map 103
  ▲ The Initial Off-Site 107
  ▲ Tools and Exercises in Detail 113

Glossary of Terms 143
Resources 149
Acknowledgments 153
About the Author 155