

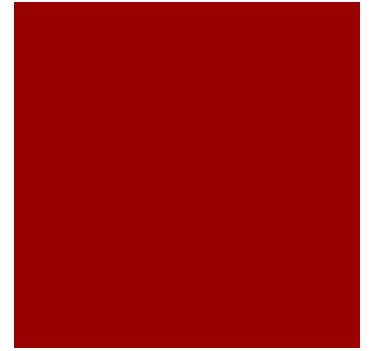


# Active and Intentional Advising

Presented by: Carly Rice

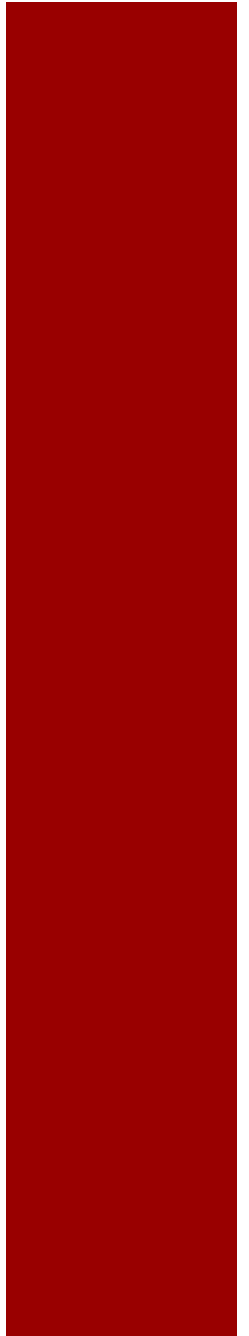
# Learning Outcomes

- Identify the 5 Dysfunctions of a Team (Lencioni, 2010)
- Identify the 4 types of situational leadership (Hersey, Blanchard, and Johnson, 2001)
- Apply the 4 types of situational leadership to each of the 5 dysfunctions when advising a student organization



# 5 Dysfunctions of a Team

(Lencioni, 2010)



# Absence of Trust

- What do teams/groups who lack trust look like?
- Conceal weaknesses and mistakes
- Don't provide constructive feedback
- Hold grudges



# Fear of Conflict

- What do teams/groups who fear conflict look like?
- Have boring meetings
- Ignore controversial topics that are crucial for success
- Don't tap into perspectives or opinions of all team members



# Lack of Commitment

- What do teams/groups that lack commitment look like?
- Ambiguous priorities
- Have lack of confidence and fear of failure
- Revisits discussions multiple times



# Avoidance of Accountability

- What does a team/group that avoids accountability look like?
- When standards of performance differ among the team, resentment can grow
- Encourages mediocrity
- Misses deadlines



# Inattention to Results

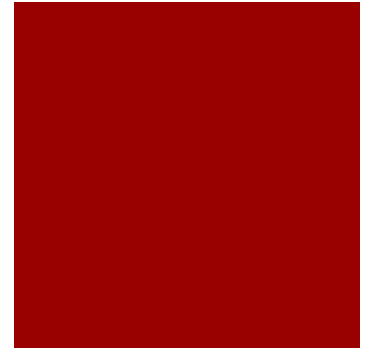
- What does a team/group that doesn't pay attention to results look like?
- Fails to grow
- Achievement oriented members are checked out
- Easily distracted
- Individual goals vs. team goals





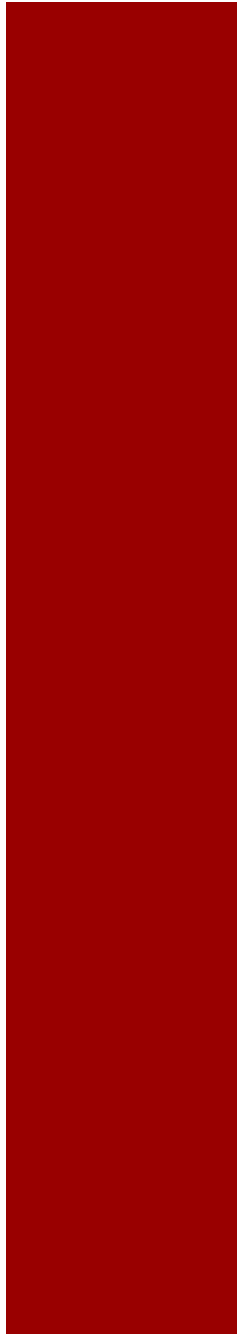
# Pair/Share

- How do you see these dysfunctions manifest in the groups you work with?



# Situational Leadership Model

(Hersey, Blanchard, and Johnson, 2001)



What is Active Advising?



# Situational Leadership Model

- Based on analyzing:
- Ability
- Willingness



# Case Studies



- You have a weekly program and students have divided the responsibilities among themselves. Two weeks in a row, a few students do not show up for their shifts. Each student claims that it was someone else's responsibility to show up for the weeks they missed.
- What dysfunctions might be present in this group?
- What advising strategies could be used with these students to address the issues?

# Case Studies



- A group of orientation leaders ranging from incoming sophomores to incoming seniors is beginning orientation season with a training.
- At the training, the students are starting to break up into cliques and start gossiping about one another resulting in conflict within the group.
- What dysfunctions might be present in this group?
- What advising strategies could be used with these students to address the issues?

# Case Studies



- Your students are tasked with planning a week of events for the university. Each student is assigned a different day of the week to program. The students do not communicate with each other through the planning process resulting in inconsistent marketing, low-attendance at events, and the programming lacked cohesion.
- What dysfunctions might be present in this group?
- What advising strategies could be used with these students to address the issues?

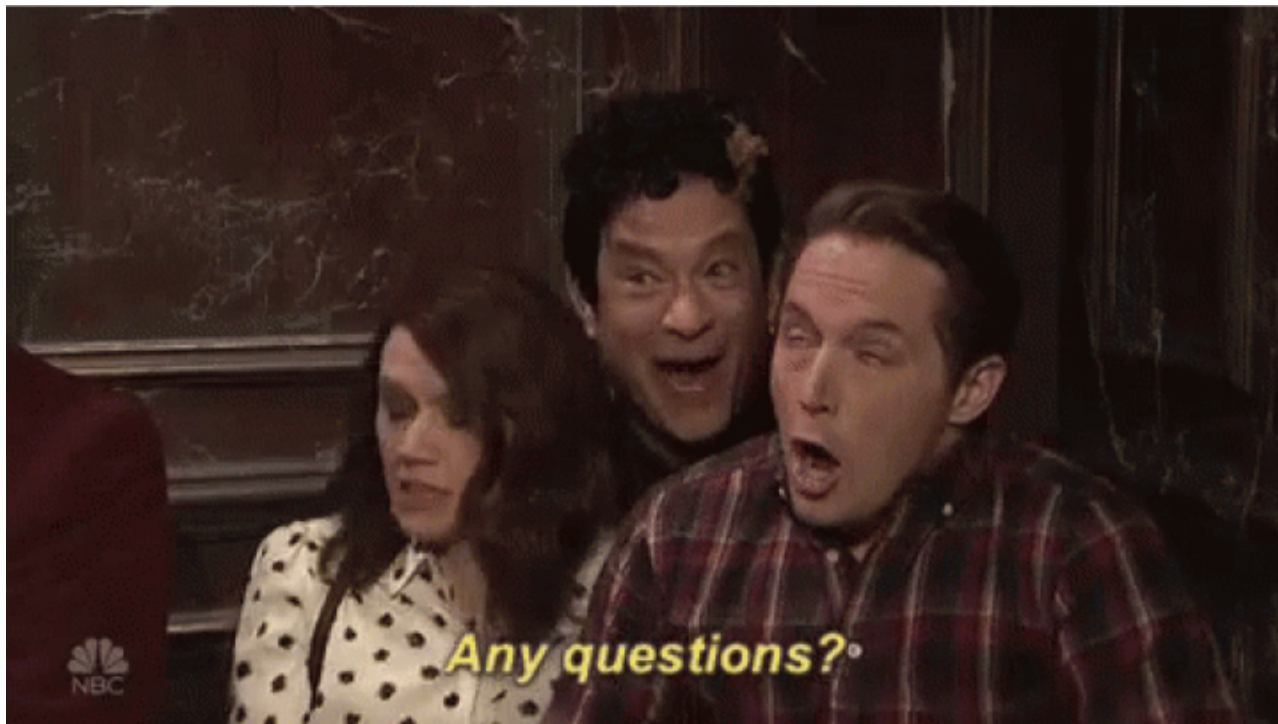


# Application!



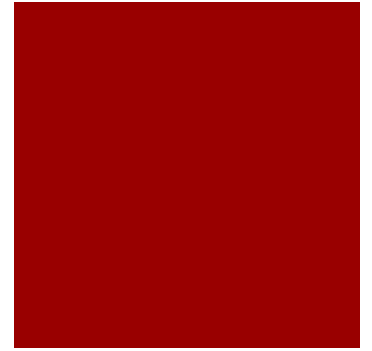
- Split up into 5 groups
- Each group will be assigned a dysfunction of a team
- As a group, answer the following questions on your giant post it:
- What are ways your dysfunction manifests itself in a group of students?
- What are strategies to combat the dysfunction?
- What challenges do you face as an advisor with the dysfunction?

# Questions?



# Contact Information

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# References

- Hersey, P., Blanchard, K. H., & Johnson, D. E. (2001). *Management of organizational behavior: Leading human resources*. 8<sup>th</sup> ed. Upper Saddle River, NJ: Prentice Hall.
- Lencioni, P.M. (2010). *The five dysfunctions of a team*. New York: Wiley-Blackwell.

# The FIVE Dysfunctions of a Team *by Patrick Lencioni*

Members of dysfunctional teams ...	Dysfunctions and ways to Overcome each one	Members of trusting teams ...
<ul style="list-style-type: none"> <li>• Stagnates/fails to grow</li> <li>• Rarely defeats competitors</li> <li>• Loses achievement-oriented employees</li> <li>• Encourages team members to focus on their own careers and individual goals</li> <li>• Is easily distracted</li> </ul>	<p><u>Inattention to <b>Results</b></u></p> <ul style="list-style-type: none"> <li>✓ Public declaration of results</li> <li>✓ Results-Based rewards</li> <li>✓ Setting the tone for a focus on results from the leader</li> </ul>	<ul style="list-style-type: none"> <li>• Retains achievement-oriented employees</li> <li>• Minimizes individualistic behavior</li> <li>• Enjoys success and suffers failure acutely</li> <li>• Benefits from individuals who subjugate their own goals/interests for the good of the team</li> <li>• Avoids distractions</li> </ul>
<ul style="list-style-type: none"> <li>• Creates resentment among team members who have different standards of performance</li> <li>• Encourages mediocrity</li> <li>• Misses deadlines and key deliverables</li> <li>• Places an undue burden on the team leader as the sole source of discipline</li> </ul>	<p><u>Avoidance of <b>Accountability</b></u></p> <ul style="list-style-type: none"> <li>✓ Publication of goals and standards</li> <li>✓ Simple and regular progress reviews</li> <li>✓ Team rewards</li> <li>✓ Ability of leader to allow the team to serve as the first and primary accountability mechanism</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures that poor performers feel pressure to improve</li> <li>• Identifies potential problems quickly by questioning one another's approaches without hesitation</li> <li>• Establishes respect among team members who are held to the same high standards</li> <li>• Avoids excessive bureaucracy around performance management and corrective action</li> </ul>
<ul style="list-style-type: none"> <li>• Creates ambiguity among the team about direction and priorities</li> <li>• Watches windows of opportunity close due to excessive analysis and unnecessary delay</li> <li>• Breeds lack of confidence and fear of failure</li> <li>• Revisits discussions and decisions again and again</li> <li>• Encourages second-guessing among team members</li> </ul>	<p><u>Lack of <b>Commitment</b></u></p> <ul style="list-style-type: none"> <li>✓ Cascading Messaging</li> <li>✓ Deadlines</li> <li>✓ Contingency and Worst-case scenario analysis</li> <li>✓ Low-risk exposure therapy</li> <li>✓ Ability of leader to not place too high of a premium on consensus or certainty</li> </ul>	<ul style="list-style-type: none"> <li>• Creates clarity around direction and priorities</li> <li>• Aligns the entire team around common objectives</li> <li>• Develops an ability to learn from mistakes</li> <li>• Takes advantage of opportunities before competitors do</li> <li>• Moves forward without hesitation</li> <li>• Changes direction without hesitation or guilt</li> </ul>
<ul style="list-style-type: none"> <li>• Have boring meetings</li> <li>• Create environments where back-channel politics and personal attacks thrive</li> <li>• Ignore controversial topics that are critical to team success</li> <li>• Fail to tap into all the opinions and perspectives of team members</li> <li>• Waste time and energy with posturing and interpersonal risk management</li> </ul>	<p><u>Fear of <b>Conflict</b></u></p> <ul style="list-style-type: none"> <li>✓ Mining for conflict</li> <li>✓ Real-Time Permission</li> <li>✓ Personality style and Behavioral Preference tools</li> <li>✓ Demonstration of restraint by leader when people engage in conflict</li> </ul>	<ul style="list-style-type: none"> <li>• Have lively, interesting meetings</li> <li>• Extract and exploit the ideas of all team members</li> <li>• Solve real problems quickly</li> <li>• Minimize politics</li> <li>• Put critical topics on the table for discussion</li> </ul>
<ul style="list-style-type: none"> <li>• Conceal their weaknesses and mistakes from one another</li> <li>• Hesitate to ask for help or provide constructive feedback</li> <li>• Hesitate to offer help outside their own areas of responsibility</li> <li>• Jump to conclusions about the intentions and aptitudes of others without attempting to clarify them.</li> <li>• Fail to recognize and tap into one another's skills and experiences.</li> <li>• Waste time and energy managing their behaviors for effect</li> <li>• Hold grudges</li> <li>• Dread meetings and find reasons to avoid spending time together</li> </ul>	<p><u>Absence of <b>Trust</b></u></p> <ul style="list-style-type: none"> <li>✓ Personal Histories Exercise</li> <li>✓ Team Effectiveness Exercise</li> <li>✓ Personality and Behavioral Preference Profiles</li> <li>✓ 360-Degree Feedback</li> <li>✓ Experiential Team Exercises</li> <li>✓ Demonstration of vulnerability first by leader</li> </ul>	<ul style="list-style-type: none"> <li>• Admit weaknesses and mistakes</li> <li>• Ask for help</li> <li>• Accept questions and input about their areas of responsibility</li> <li>• Give one another the benefit of the doubt before arriving at a negative conclusion.</li> <li>• Take risks in offering feedback and assistance</li> <li>• Appreciate and tap into one another's skills and experiences</li> <li>• Focus time and energy on important issues, not politics</li> <li>• Offer and accept apologies without hesitation</li> <li>• Look forward to meetings and other opportunities to work as a group</li> </ul>