

# THE EMERGENCE IN THE LEADERSHIP: THE MANIFESTATION OF DYSFUNCTIONALITIES IN ORGANIZATIONS

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**Abstract:** The purpose of the article is to present the manner of manifestation of dysfunctions in the organizations of contemporary society and to make decision-makers and employees aware of these dysfunctions. Awareness and understanding of dysfunctions can generate in organizations a behavior oriented towards adapting effective solutions to eliminate them. At the same time, the article treats and particularizes the dysfunctions from a positive and negative point of view, in order to offer real and valid solutions to organizations for adopting healthy behavior in the efficient fulfillment of professional objectives and creating a performance-centered climate

**Keywords:** organizations, dysfunction, members, groups, team, trust, communication, professional goals.

## 1 INTRODUCTION

In the organizations of contemporary society there are a variety of dysfunctions that can occur, and these can affect efficiency, productivity and organizational culture. The main malfunctions and how they can manifest:

- poor or inadequate communication through the transmission of conflicting or unclear messages promoted by management, information not distributed on time or to the right people, and the barrier between different departments or levels of the organization, which can lead to isolation and misunderstanding;
- interdepartmental conflict through power struggles between departments

or interest groups, refusal to share resources or information with other departments, and unhealthy competition that prevents effective collaboration;

- weak or inconsistent leadership through inconsistent decisions or lack of clear direction from management, lack of leadership skills or coherent vision for the organization, leadership styles that do not match the needs and values of the organization or employees;
- lack of clarity in roles and responsibilities through overlapping work tasks or confusion about who is responsible for what and neglect of certain responsibilities due to lack of clarity;

- resistance to change through the refusal of employees to adopt new technologies, processes or ideas, fear of uncertainty or to get out of the comfort zone, lack of communication and adequate preparation for the proposed changes;
- excessive bureaucracy through overly complicated processes and excessive hierarchies that slow down decision-making, too much documentation and approvals needed to accomplish simple tasks, and decisions that have to pass through a large number of hierarchical levels;
- lack of commitment and motivation of employees through increased absenteeism and a general attitude of disinterest in work and lack of opportunities for development and recognition of achievements;
- toxic culture through inappropriate behaviour, harassment or discrimination, lack of respect and support between colleagues and management and inappropriate or unsafe working conditions;
- excessive or insufficient supervision : excessive supervision can lead to a lack of autonomy and low trust on the part of employees, and insufficient supervision can lead to a decrease in the quality of work and unclear goals;
- lack of professional development through lack of training and career growth opportunities, lack of feedback and support in skills development.

It is important that organizations through top management recognize these dysfunctions and make efforts to correct them by promoting effective communication, setting clear goals, encouraging collaboration and taking

<sup>1</sup> Catherine Peterson , CEO DecisionTech Inc. When she took over the company, she didn't realize the struggles and challenges she faced. The model that bears her name

responsibility, developing leadership skills and creating a healthy organizational culture centered on identifying and solving malfunctions.

Patrick Lencioni considered that, at present, contemporary organizations know two trends, which are not yet clear :

- First: authentic team work in most organizations remains as elusive as it was at the beginning of the scientific approach along these lines;
- Second: organizations fail to create work teams, because they unknowingly fall prey to what Lencioni calls " the five work team dysfunctions " presented in figure 1.

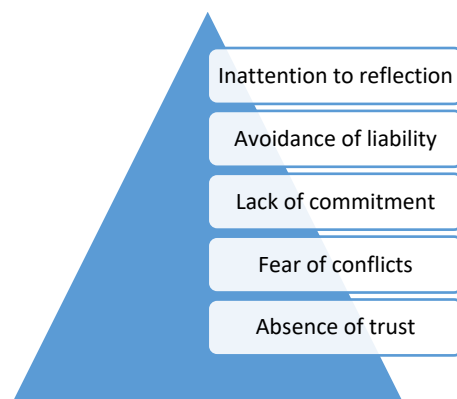


Figure 1. The Katr in Model 1 or the Model of the 5 team dysfunctions

## 2 TYPES OF DYSFUNCTIONS

### 2.1 *Dysfunctionality number 1 - Lack of trust*

Trust is the fundamental element for the formation of the work team because it ensures the cohesion of everyone, determining that the efforts of the team members converge between a single direction, that of achieving the organization's goals. The trust that is established

is a tribute paid by Patrick Lencioni to this business woman

in the team generates behavior that is based on the past experience of the team members. The results of the team materialize in high quality work because they are based on the best of the past.

As desirable as it may be, it is not enough to install a certain type of trust specific to large groups, it is necessary for team members, vulnerable to each other, to be sure that this vulnerability will work against them. These vulnerabilities are weaknesses, competence deficiencies, interpersonal deficiencies, mistakes, the need for help, etc. In a team where organizational harmony is established, team members feel really comfortable and will act without concern to protect themselves from each other.

Table 1 shows a comparison of the behavior of the team members for a team where there is a lack of trust between the team where there is a lack of trust and between a team where its members trust each other. Paper's length should not exceed 6000 words (including references), although in some cases, involving mainly the reporting of qualitative data, longer versions may be accepted. Please do not change the format of the page in order to obtain the required length.

An important condition connected to the length of the paper is that the number of pages needs to be even, even if the space on the last page is not entirely used.

Table 1. Dysfunctionality 1

No. crt.	The team that lacks confidence	The team in which trust is manifested
1.	Weaknesses and mistakes are hidden from each other	Weaknesses and mistakes are admitted
2.	Asking for help or giving constructive feedback is avoided	Help is answered
3.	They avoid providing help outside their area of responsibility	Questions and contributions are accepted within their area of competence and responsibility
4.	Inferences are drawn about the intentions and abilities of others without attempting to clarify certain aspects	Trust each other before jumping to a negative conclusion
5.	They do not recognize each other's skills and experiences	Risks are taken in providing feedback and support
6.	Time and energy is wasted managing the behavior of team members for the sake of doing so	Skills and experiences are recognized and information is shared
7.	A grudge is held	Focus time and energy on important issues
8.	They show fear of dating and find reasons not to spend time together	Apologies are accepted and offered without hesitation
9.		Other opportunities to work in a team are always welcome

## 2.2 Dysfunctionality number 2 - Fear of conflict

The relationships that are established between individuals generate, at a given moment, conflicts, whether it is a couple, a parent-child relationship, a relationship between

friends or in business. Unfortunately, conflict is considered taboo in many situations, especially at work. It is very necessary to make a special distinction between ideological conflicts and destructive interpersonal politics. Ideological conflicts are limited to ideas, avoiding personal attacks and display of malicious spirits.

Interpersonal conflicts are associated with passion, emotion, and frustration that an outside observer can sense and realize is a mistake or an unproductive discord.

Groups that avoid ideological conflict do so without hurting the feelings of group members and without encouraging dangerous tensions. When groups do not debate ideas openly it can lead to personal attacks, which are far more damaging than any heated discussion of ideas. Paradoxically, people avoid conflicts in the name of efficiency considering that they lead to saving

time, contrary to the idea that teams waste time and energy arguing and debating, actions by which to avoid conflict, they are forced to examine problems over and over without finding a solution. Managers often ask members to take issues offline, which seems like an understatement, to avoid dealing with an important topic, only to bring it up again at the next meeting. Table 2 compares the characteristics of the two categories of teams in which the fear of conflict is manifested, on the one hand, and the one in which they engage in conflict.

Table 2. Dysfunctionality 2

No. crt.	The team in which the fear of conflict is manifested	The team that engages in conflict
1.	Organizing boring meetings	Organization of meetings and interferences
2.	Creating an environment where personal attacks and gossip thrive	The ideas of all members are taken into account and valued
3.	Controversial topics that are critical to the team's success are ignored	Real problems that arise are quickly resolved
4.	The opinions and perspectives of team members are not shared	Politics are minimized
5.		Critical topics are openly discussed

### 2.3 *Dysfunctionality with number 3 - Lack of commitment*

Commitment to a team is a function of two things: clarity and acceptance of others' opinions. Great teams make decisions clearly and with time, taking into account the opinions of all team members, even those who voted against. The reasons for the lack of commitment are to be found in the desire for consensus and not in the need for certainty. The desire for consensus results from the fact that teams perceive and understand the danger of seeking consensus in accepting ideas, which is why they look for various solutions, even when everything seems impossible. It is assumed that understanding employees do not have to worry about supporting a decision, but only need to know that their opinions have been taken into account. Employees are assured that their opinions have really been taken into account.

Employees are assured that their opinions have been taken into account, really, and this generates will and initiative among employees, sharing the decisions made and motivating them. When this is not possible due to a deadlock, the group leader is allowed to appeal.

The need for certainty comes from the fact that large groups pride themselves on being able, behind the decisions made, to act clearly, even when there is no real guarantee as to how the decision is correct. This is reminiscent of the old military axiom: decision "A" is better than decision "NO". They realize that it is better to make a bold decision and be boldly wrong than not to act at all. Contrary to what was said above, dysfunctional teams try to protect themselves by procrastinating until they no longer feel confident about it. As prudent as this behavior may be, it is dangerous because of the lack of trust it generates within the team and conflict is automatically generated. It is very important to

show that that conflict underlies the willingness to make a commitment without full information. In many cases, the team has all the information it needs, and the team members realize within themselves, that there is a need for a real and

unfiltered debate of their opinions that highlights the wisdom of the group and thus inefficient decisions can be made. Table 3 compares the behavior of group members who fail to commit to a goal and the behavior of those who do.

Table 3. Dysfunctionality 3

No. crt.	The team that fails to commit	The team that manages to make the commitment
1.	Ambiguity is created within the team about priorities and directions to follow	There is clarity of direction and priorities
2.	Opportunities are not taken advantage of due to excessive analysis and repeated delays	Aligning team members around common goals
3.	It breeds lack of confidence and fear of failure	The ability to learn from mistakes is developed
4.	Discussions and decisions are always reviewed	Seize the opportunity before the market/competition does
5.	Second guessing among group members is encouraged	Act forward without hesitation
6.		It changes direction without hesitation and without finding the culprits

#### 2.4 Dysfunctionality with number 4 - Avoidance of responsibility

The concept of responsibility has lost much of its meaning as a result of its overuse, as with the terms empowerment and quality. From the perspective of the work team, the concept of accountability refers to the willingness of team members to act towards performance or exhibiting behavior that could hurt the feelings of team members. The essence of the dysfunction lies in the willingness of group members to tolerate the interpersonal discomfort that accompanies calling on peers to behave appropriately and, moreover, the general tendency to avoid difficult discussions.

Group members overcome this natural inclination by choosing to conflict with one another. This aspect happens easily even in the case of work teams where cohesion and interpersonal relations are strong, it being easier to demand responsibility or to support your responsibility than to show it. In fact, in these teams, sometimes team members hesitate to hold each other accountable for fear of

jeopardizing their relationships. This leads to the deterioration of relationships among team members, who express their anger that you do not live up to expectations, allowing the standards of the group to erode.

Group members improve their relationships among themselves in a responsible manner, demonstrating that they respect each other and have high expectations for achieving high performance. From the point of view of the policies promoted by the organization, the most obvious and effective means of maintaining high performance standards is the application of equal treatment to all employees. This would have the benefit of reducing the need for excessive bureaucracy, not in terms of performance management and corrective actions to be taken. Patrick Lencioni states "more than any political policy or system, there is nothing like the fear of disappointing colleagues, respect that motivates team members to improve their performance". Table 4 shows the behaviors of the work team members in two studies: responsibility centering and responsible mutual respect.

Table 4. Dysfunctionality 4

No. crt.	Avoidance of responsibility	Responsible mutual respect
1.	It is created resets among team members who have performance standards to offer	Help team members improve their performance
2.	Responsibility is encouraged	Quickly identify solutions to various problems by consulting all team members without hesitation
3.	Deadlines are postponed	Respect is established between team members and the same high standards are used for all
4.	It makes it difficult for the leader to be considered the sole source of discipline	Excessive bureaucracy is avoided

### 2.5 Dysfunctionality number 5 - Inattention to results

The fifth team dysfunctionality is the tendency of members to be unconcerned with the team's collective goals. A high-performing team must constantly focus on consistent goals and results. By result is meant not only what is measurable: profit, income or yield. The result, from the perspective of dysfunction five, is defined in a much broader context, namely it refers to performance based on satisfaction in the organization.

Organizations specify their plans that state the financial values they are aiming for and time frames and objectives. All of these metrics are controllable in the short term, and profit is the ultimate measure of an organization's bottom line. Goals and objectives are the most representative examples of the outcome a team is aiming for.

The question that could emerge would be: what else could an organization focus on besides results? In this context, Lencioni proposes two target indicators, team status and individual status.

Table 5 shows the behaviors of the employees of a team in the two dysfunctional situations related to inattention to results: non-orientation on results and orientation on collective results.

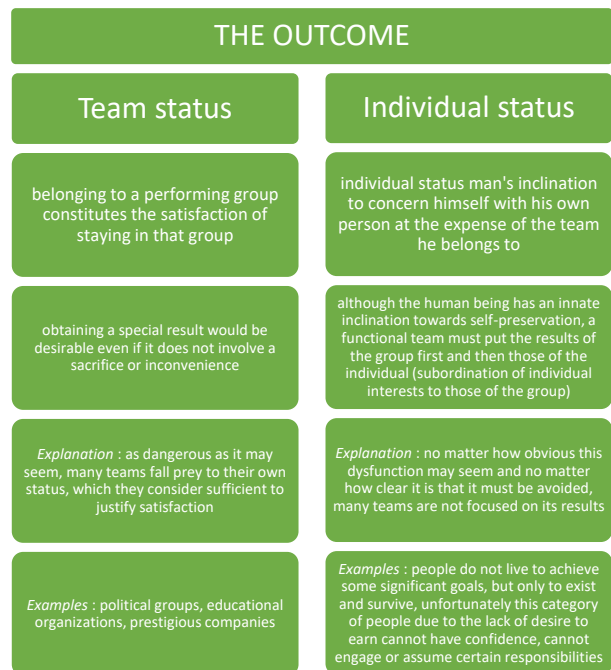


Figure 2. The result

### 3 THE CONNECTIONS OF THE FIVE DYSFUNCTIONS

The five dysfunctions of work teams do not act in isolation, but they interact by establishing different connections shown in figure 3 perpetuum dysfunctionality.

Table 5. Dysfunctionality 5

No. crt.	Failure to focus on results	Orientation on collective results
1.	Growth stagnates	Plans in the organization of results-oriented employees are reduced
2.	Weak actions against competition	Individualistic behavior is minimized
3.	results-oriented employees are lost	He rejoices in success and suffers in failure
4.	It encourages team members to focus on personal career development at the expense of the team	The collective interest is above the individual one
5.	Group members are easily distracted from what is happening in the organization	Employees are concerned with what they have to do

First connection dysfunction number 1 with dysfunction number 2: by building trust in a team, conflict can occur because team members do not hesitate to engage passionately and sometimes emotionally in heated debates, knowing that they will not be punished for their opinions that might be considered by some to be critical or destructive.

The second dysfunction number 2 connection with dysfunction number 3: by engaging in constructive conflict and accepting the perspectives and opinions of team members, they will respect and accept the decisions made, knowing that they will benefit from it.

The third connection dysfunction number 3 with dysfunction number 4: in order to know the behaviors and actions taken within the team, the team members must have a clear sense of what is expected of them and the most ardent advocates of responsibility, sometimes have doubts, in holding someone responsible for something that did not happen.

The fourth dysfunction number 4 connection with dysfunction number 5: If teammates are not held accountable for their contributions to organizational outcomes, they will be more likely to focus their efforts on their own needs or the needs of their department. In the absence of accountability, team members will turn their attention to concerns other than objective results.

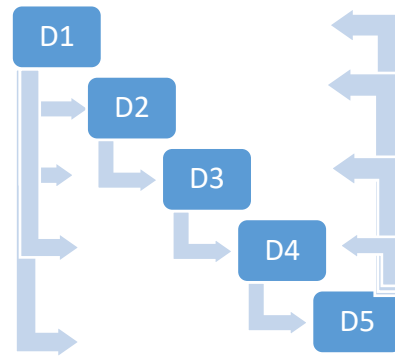


Figure 3. Connections of the five dysfunctions

The fifth feedback connection: summarizing the content of the five dysfunctions, it can be stated that, in reality, teamwork is reduced to practicing a small set of principles for a long period of time. Patrick Lencioni states that success is not a subtle matter of mastering some sophisticated theory, but rather having a deep sense of discipline and perseverance. Teams succeed because they are extremely human. Recognizing the imperfections of their humanity, cross-functional team members have the natural tendencies that make trust, conflict, commitment, accountability, and focus on results so elusive.

## 4 KATHRIN METHOD IN MANAGERIAL PRACTICE

Kathrin 's team method, a strong team spends a lot of time together, saving time by eliminating conflicts, minimizing redundant efforts and improving communication. The Kathrin method involves allocating 8 days per quarter for the organization of scheduled meetings, which means less than three days per month. However, most teams are against it because they feel that spending so much time together hurts productivity, preferring to do real work. While there are many ways to lead a team, Kathrin's method is worth considering. Below is the implementation scheme of the Kathrin method:

- leadership development meeting for three days outside the organization and with possible topics for discussion:
  - budget discussions;
  - a review of the major issues of strategic planning;
  - leadership training;
  - issues regarding access to information.
- quarterly organization of meetings with management for two days outside the organization and with possible topics to discuss:
  - assessment of major objectives;
  - financial evaluation;
  - discussions on organizational strategies;
  - employee performance discussions;
  - solving key problems;
  - team development;
  - messenger in cascades.
- weekly organization of meetings with management for two hours in the company with possible topics of discussion:

- evaluation of key activities;
- evaluation of the process of achieving the objectives;
- evaluation of values;
- consumer evaluation;
- solving tactical problems;
- cascading messaging.

Cascading messaging (cascading messaging) is a communication technique where everyone is aligned to the communication system, and the answers to the five questions are as important as any other item on the agenda:

- who is affected by the decision?
- what is the agreed content that will be shared with all?
- who will communicate this decision?
- when will the decision be communicated?
- how will the decision be communicated?

Cascading messaging requires managers to be the medium of communication and builds on the idea that employees share three reasons why cascading isn't as effective as we'd like to think.

The first reason is the consistency of the message. Ideally, all employees would hear the same message, regardless of who is speaking. However, managers being human beings like all people, have a natural tendency to filter the message from their own perspective by repeating more or less differences from the intended message.

The second reason is actuality. Some employees who are slow to communicate resent the fact that other company members receive information before them. This is a sensitive point when announcing a change. When employees no longer have the information that others have, they feel a lack of control and a higher level of change.

The third reason is that there is no way to know if the message has been delivered. While



some managers succeed in communicating with teams, others fail to do so.

The natural question arises: what should the company do? Research has shown that managers respond to two things: communication tools and communication training. If they are charged with the task of delivering the message, then they need a little help to do so.

The organization, ad hoc, of centralized meetings with possible topics for discussion related to strategic aspects that cannot be effectively discussed in weekly meetings.

Considering the term "messaging cascade" is fundamental to using the Kathrin method, we feel it necessary to address this topic.

The possible managerial tool to be used in the elimination of malfunctions

Since volume 9 of the "General Management Treaty" will address management techniques and methods for each management function, in the present sub-chapter an inventory of the managerial tools possible to be used to eliminate dysfunctions arising within work teams is made.

These are for dysfunction number 1:

- the exercise of personal histories
- efficiency exercise in teams
- the study of personality and the profile of behavioral preferences by using the MBTI indicator
- the 360 degree method experiential team exercise

These are for dysfunction number 2:

- conflict identification
- real-time permission
- the Thomas- Kilmann method known under the acronym TKL

These are for dysfunction number 3:

- messaging in the waterfall
- deadlines
- contingencies and worst case scenario analysis
- therapy and low-risk exposures

These are for dysfunction number 4:

- publication of objectives and standards
- simple and periodic progress reviews
- rewarding the team

These are for dysfunction number 5:

- public declaration of results
- reward based on results

The role of the leader in avoiding dysfunctions

Dysfunctionality 1: In order to dispel vulnerabilities that can turn into dysfunctions, the leader must ensure a climate of trust within the group, this being considered the most important thing. This requires the leader to take some risk of losing to the team in order for the subordinates to take the same risk themselves. In this sense, leaders must create an environment where selling air skills are not punished. Even well-intentioned teams can subtly discourage trust, with team members punishing each other for admitting weaknesses and failures. The team leader's displays of vulnerability must be genuine, one of the best ways to lose a team's trust is to practice vulnerability to visualize their emotions.

Dysfunctionality 2: The outbreak of conflict within a team is a big problem for a leader, whose desire is to protect subordinates. This leads to the premature termination of disagreements and prevents the development of the adaptive ability to manage one's own conflicts. It is the case of parents who overprotect their children when they have altercations with each other. In other cases, outbreaks of team conflict strain relationships by depriving participants of the opportunity to develop their conflict resolution skills. In such studies, no solution can be seen. As a result, leaders must show restrained behavior when their subordinates enter into conflict and expect a solution from whom to resolve the conflict. however complicated it may be. This can be a challenge for leaders because many of them lose control of their team during conflict and then leaders avoid conflict when it is necessary and productive.

Dysfunctionality 3: The leader must eventually realize that his proposals turn out to be wrong, inconsistent with the intentions of the group members. Thus, the leader must support the team members in solving the problems and ensure that they adhere to the schedules that the team has. One cannot speak of certainty and consensus in these conditions.

Dysfunctionality 4: The most difficult challenge for the leader who wants to instill accountability in the group is to encourage and ensure, in the first place, the mechanism of accountability. Strong leaders intentionally create a vacuum of accountability by viewing themselves as the sole source of discipline. This creates an environment where team members feel held accountable, even when they see something that isn't right. It creates a culture of accountability where team members are seen as the ultimate arbiter when the team itself fails. This should be a rare occurrence. Team members need to know that accountability is an important issue for a team, and the leader will not hesitate to step in when appropriate.

Dysfunction 5: Perhaps more than the other dysfunctions, it is the leader who must set the tone for all team members to focus on results. If team members feel that the leader values something other than the result, they will feel that they can do the same for them. The leader must be altruistic and objective and show restraint and recognition for those who make real and effective contributions to the achievement of the group's goals.

Patrick Lencioni identified in "The Five Dysfunctions of a Team" (Five Dysfunctions of a Team) five fundamental aspects that can negatively affect a team's performance. These dysfunctions are presented in a pyramid, with each level building on the previous one. Interpreting and managing these dysfunctions in organizations can vary according to organizational culture, management style and other factors specific to each organization.

## 5 CONCLUSION

In conclusion, to manage these dysfunctions, organizations can adopt various measures, such as:

- Creating a climate of trust and transparency: By promoting open communication and encouraging the expression of opinion without fear, team members can begin to build mutual trust.
- Promoting constructive confrontation: Encouraging healthy debate and managing conflict constructively can help avoid confrontational fear and make better decisions.
- Clear goal definition and commitment: Setting clear goals and making a commitment to them can help increase team member engagement.
- Individual and collective accountability: clearly defining individual roles and responsibilities, as well as promoting a sense of responsibility for the team's success, can help avoid shirking.
- Focus on team results: By setting clear and measurable goals for the team and recognizing and rewarding collective success, a focus on results can be encouraged.

It is important to note that the approach to these dysfunctions may vary depending on the specifics of each organization and the context in which it operates. Management researchers have explored and analyzed the dysfunctions identified by Patrick Lencioni to understand how they affect teams and organizations and to develop effective coping strategies. In general, the researchers' approach is based on empirical research, theories and management tools to help organizations overcome these problems. Here are some ways management researchers approach the five dysfunctions:

- Studying effects and causes: analyzing how the absence of trust influences

communication, collaboration and team performance. It can also explore why trust may be low within the team or organization and identify ways to build mutual trust.

- Developing conflict management skills: Focusing on developing communication and conflict management skills within teams. This may include methods of facilitating open discussion and constructive confrontation so that team members feel comfortable expressing their opinions and seeking solutions together.
- Encouraging engagement and alignment: By studying engagement within teams, researchers explore how leaders can foster engagement and align team members around shared goals. They can develop tools and strategies to measure and increase the involvement and accountability of team members in the decision-making process.
- Developing individual and collective responsibility: investigating how organizations can develop a culture of responsibility by clarifying expectations, setting specific goals and promoting individual and collective responsibility for achieving these goals.
- Focus on performance and results: developing methods and techniques to measure and evaluate team performance against established objectives. Ways to promote a sense of team and reward collective results can be explored to encourage a greater focus on performance and results.

In general, management researchers address Patrick Lencioni dysfunctions through

management theories, empirical research, and the development of practices and tools to help organizations overcome these challenges and create more effective and high-performing teams.

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