



MESA Monthly Member Meeting (4M)

Tuesday 25th October

How to be more effective

Thank you for attending the October MESA Monthly Member Meeting (4M) recently and thank you to [Samuel Peña](#) for reading the **MESA Pledge!**

Our session included 5 valuable snippets in 5 minutes from Jelmer van Ast - MESA Member - Conference Compass: "Better performance and more fun by understanding the five dysfunctions of a team". Patrick Lencioni presented in his book ([The FIVE Dysfunctions of a TEAM – A leadership Fable, Patrick Lencioni](#)) a pyramid of five stacked layers of what he calls "dysfunctions". These five dysfunctions are often present in teams and prevent them from achieving results. He also describes ways to overcome them and the role that team leaders need to play here.

Dysfunction 1: Absence of Trust - Without a strong layer of trust in a team, almost anything else is doomed to fail. An absence of trust arises when team members don't want to be vulnerable in front of each other. A level of vulnerability is required from everyone to admit when they are wrong, when they don't know the answer to a problem, to ask a question without the fear of being thought of as stupid and dare to ask for help and support. As a leader, you should go first and demonstrate vulnerability to make it easier for your team members to follow your example.

Dysfunction 2: Fear of Conflict - Whenever choices must be made, for instance to decide on priorities, to determine strategy or at any other level, it's extremely rare for the choice to be obvious. Much more likely, there are pros and cons to be made for the various options that are in front of you, if it's even clear what these options are. Only when team members feel safe to share their perspectives, raise their concerns, and voice their opinions in a respectful manner, decisions can be made that have the support from everyone in the team. Anyone who is holding back, will likely not be fully on board with the decision. That's why intellectual conflict is so important, and as a leader, your role is to mine for conflict to make sure that everyone gets to contribute.

Dysfunction 3: Lack of Commitment - Only after every member of a team has been able to weigh in on the debate, will everyone be able to commit to the decision that is taken. That decision typically is a goal, or a to-do. And these need to be SMART to avoid any ambiguity: specific, measurable, attainable, realistic and time bound. As a leader, it is your role to force clarity on the decision, to make sure that it is formulated as a SMART goal or to-do and that it is clear who from the team will be accountable for its completion.

Dysfunction 4: Avoidance of Accountability - Team members usually find it hard to hold each other accountable for the goals and to-do's that are agreed upon. There's some interpersonal discomfort around accountability, but it's important to overcome this and to not accept low standards in the team. As a leader, it's your role to confront difficult issues and make accountability a natural element of teamwork.

Dysfunction 5: Intention to Results - This last dysfunction is about not prioritising the results you agreed upon as a team, but to focus on personal results instead. To use them even as excuses for why you haven't been able to achieve the team result. Status and ego may be important factors here, and it's the role of the leader to always keep the focus on the collective outcomes of the team.

Main topic: With Speaker - John Martinez (MESA Member, Shocklogic).

Personal effectiveness is about successfully managing time, priorities, communication, and self-care. It can seem like a lot to juggle at once but keeping a few simple ideas in mind can make a big difference.

Self-care - It all starts with you. Remember on the plane, they tell you to put your own oxygen mask on first! The same applies here. **Play for your own team.** If we as individuals are ok, there is better chance that we are all ok. Sleep well, drink and eat well, keep active, practise mindfulness. **Survival Mode** – What do I need for my brain to be in the best possible state? The way you deal with challenges coming in front of you is very important.

Bible of effectiveness: **Seven Habits of Highly Effective People, popularised by Steven Covey**

1. **Be Proactive** – INTENTION. Create energy
2. **Begin with the end in mind** – DIRECTION
3. **Put first things first** – PRIORITISATION (Pareto's Law: 20% of effort produces 80% result)
4. **Think Win-Win** – INTEGRITY
5. **Seek first to understand then to be understood** – EMPATHY
6. **Synergise** – CONNECT
7. **Sharpen the saw** – CONTINUITY
(A man in the woods is constantly chopping a tree and you think "why wouldn't he sharpen the saw?" and you ask him one day and he replies that he is too busy to sharpen the saw.)

Pareto's Law: The 80/20 principle - This is about effectiveness and prioritising. Pareto discovered that the same percentages applied to everything studied e.g., 20% of land provides 80% of crops. 20% of work contributes to 80% of results. If we have this in mind and think about that 20%, it will have a direct impact on effectiveness.

There are different prioritisation methods to help work more effectively:

- [The Eisenhower Matrix \(Urgent / Important Matrix\)](#)
- [The MoSCoW Prioritisation for managing requirements](#)
- [The Agile Methodology for Project Management](#)
- [The 4D's of Time Management](#) Do / Defer (delay) / Delegate / Delete (drop)

There are several project management apps to help:

[The toggl app](#) helps you record your time spent during the day on different tasks

[The Sortd](#) app for Gmail teams

[Trello](#) – project management

[TechSmith](#) for screen capture and recording

Emails - You can reserve moments in the day to do emails. Try Skype or [Slack](#) to remove majority of internal emails

Difference between Efficiency and Effectiveness: Efficiency: doing things right in the least time.

Effectiveness: choosing what you are going to do efficiently.

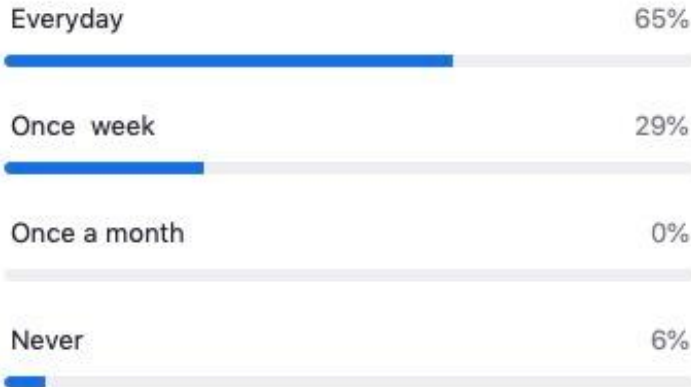
There were 7 Effectiveness Strategies that came out of the session:

- 1. Be proactive (Intention)
- 2. Begin with the end in mind (Direction)
- 3. Put first things first (Prioritisation)
- 4. Think win-win (Integrity)
- 5. Seek first to understand, then to be understood (Empathy)
- 6. Synergise (Connect)
- 7. Sharpen the saw (Continuity)

**Put yourself in the best possible place to be effective.
The better you take care of yourself, the better you will do!**

MESA Poll 25th October

1. How much time do you dedicate to self care (Single Choice) *

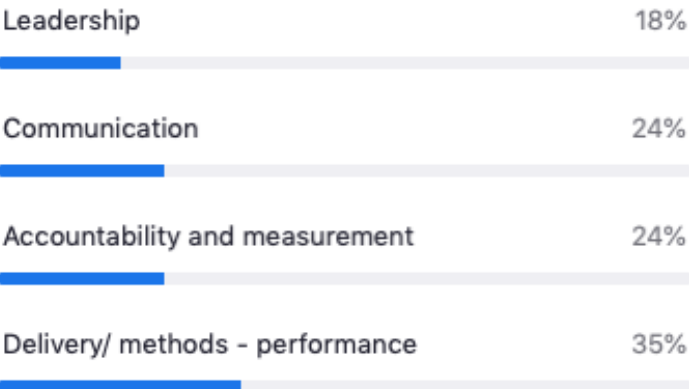


MESA Poll 25th October

2. Which one of these would you apply first, to be the most effective (Single Choice) *



3. if you could be more effective in one of these areas, which one would you choose (Single Choice) *



Thank you to our speakers and moderator – you can also connect with them here:

Host/Moderator: [Gordon Glenister](#) Speaker, Author, Podcaster & MESA Director of Communications, UK

Speaker - John Martinez (MESA Member, Shocklogic)

Snippets - Jelmer van Ast - MESA Member - Conference Compass

Additional Links

- [Rathnone Results – Overcoming 5 Dysfunctions of a Team](#)

NEXT MEETINGS: On Tuesdays

MESA MONTHLY MEMBER MEETINGS (4M's) 1400 GMT / 1500 CET:

- 22nd November (ibtm following week) - **Finding a mentor and being a mentor**
- 13th December – **Xmas Quiz with Prizes!**

We look forward to seeing you there!

[MESA Events page](#)

[MESA MONTHLY MEMBER MEETINGS \(4M's\)](#)

Remember: You are in the MESA Community Platform (Intranet wall)

- For general access and content
- To be connected and hear about events
- To get to know MESA and the community
- **Please post content and connect with each other**

Please connect to our LinkedIn page <https://www.linkedin.com/company/meetings-events-support-association/>

Thank you, MESA MEMBERS!

