Putting the Strategy Back in Strategic Planning - Worksheets

August 14, 2026

Identity Statement Worksheet

An identity statement is an honest description of an organization at a moment in time. It incorporates the critical defining elements of an organization, including its mission, business model, and organizational strengths. Effective strategic choices are rooted in a firm understanding of "who we are" as an organization.

<table>
<tr><th colspan="2">Scope</th><th>Current</th><th>Future/Desired</th></tr>
<tr><td colspan="2">Vision

Inspirational, long-term impact that is desired by the organization (How will the world change for the better because of our contribution?)</td><td></td><td></td></tr>
<tr><td colspan="2">Mission

Purpose and reason for being (What is the contribution we will make toward our desired impact?)</td><td></td><td></td></tr>
<tr><td colspan="2">Values</td><td></td><td></td></tr>
<tr><td rowspan="4">Business / Operating Model</td><td>Where we work/Where do we NOT work?</td><td></td><td></td></tr>
<tr><td>Who we work with/Who are we NOT focused on?</td><td></td><td></td></tr>
<tr><td>What we do/What do we choose NOT to offer?</td><td></td><td></td></tr>
<tr><td>How we fund it/Funding sources we do NOT seek</td><td></td><td></td></tr>
<tr><td colspan="2">Competitive Advantage/Differentiating Strength/Unique Value Proposition</td><td></td><td></td></tr>
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PEER NONPROFITS

Internal:
- What distinctively sets your organization apart from other peer organizations?

External:
- What can you learn from the way your peers work? (Scope, communications, impact, partnerships, funding sources)
- What opportunities are there for coalition building and collective impact?

COMMUNITY NEEDS

Internal:
- What is working with respect to how we currently reach communities? How do we need to improve, especially in efforts to reach audiences that are typically excluded?

External:
- What are the communities we serve identifying as their needs and priorities?
- What new or different issues are we seeing arise in our communities?
- What future protection or needs do we need to anticipate?

CLIMATE CONSIDERATIONS

Internal:
- What aspects of our internal work will have to change to better respond and adapt to climate change?

External:
- How will climate change impact your mission and stakeholders in the next 5 years?
- What consequences of climate change will have an indirect impact in the way we work?

ECONOMIC & FUNDING FACTORS

Internal:
- What is the health of our funding stream?
- What risks should we anticipate?
- What opportunities should we leverage?

External:
- What changes in the economy are we seeing and how might that impact our work?

SOCIETAL TRENDS

Internal:
- What demographic shifts have we been experiencing with respect to our target audiences?

External:
- What societal shifts are we seeing in our environment that we need to be responsive to?

TECH TRENDS

Internal:
- How could technology be used to advance:
  - programmatic reach
  - lower transaction costs
  - improve communications
  - strengthen our advocacy efforts
  - leverage current data

Internal & External:
- What tech concerns and risks should we be aware of?
- How might AI be something that can be leveraged?
- What other tech advances should we leverage?

POLITICAL CONTEXT

External:
- How is the current political climate impacting your mission?
- What threats and opportunities should we anticipate given the local, state, and federal political context?
- How should we be leveraging the political moment to advance our mission?

INCLUSION FACTORS

Internal & External:
- How do we need to advance racial equity internally and externally?
- What steps should we be taking to make our work more accessible and inclusive to diverse audiences (BIPOC communities, people with disabilities, undocumented immigrants, and others who are typically excluded)?
- Who are those furthest from justice that we should pay attention to?
- Which populations are chronically overlooked?

OTHER

- What additional factors are important to consider for your organization and the environment in which it operates?

Environmental Context Analysis, Part II: Ecosystem of Players

When engaging in strategy development, it is important to identify what strength makes your organization unique and what types of collaborations can bring strengths your organization does not possess. To do that, you need to identify and understand other players in the field and their unique strengths. These players may include partners, competitors, or even adversaries.

There are four different types of players:

- **Peer Organizations** - Those organizations with the same market focus as your organization – they do what you do (*that is, they have a similar program/service*) within the same geographic area, for the same types of constituents.
- **Substitute Organizations** - Those organizations that meet the same need that you meet, but in a different way.
- **Resource Competitors** - Those organizations that have a different focus from yours, but compete with you for resources such as funding, board members, other volunteers, paid staff, or media attention.
- **Adversaries -** These are organizations actively opposed to your mission. They work to advance a vision of impact that is in conflict with your own. While you may spend much of your time working to counter their efforts, often there is something you can learn from what makes them effective.

Players Analysis

Directions

Complete the table for the top three most relevant players to your mission, whether they are peers, substitutes, or resource competitors. In some cases, it may be helpful to think of groups of substitute or resource competitors instead of analyzing each one individually. No need to fill in every box – focus only where each player (including your organization) is stronger than any others.

Resource	Player A	Player B	Player C	How Do We Compare?
Customer/member numbers, satisfaction, retention, etc.				
Partners/ partnerships				
Media attention/ publicity				
Staff size and expertise				
Board				
Volunteer engagement				
Diversity and levels of funding				
Program or service quality, type, breadth				
Mission-related impact				

Competitive Advantage

Your organization's competitive advantage is one of the most important — if not the most important — components of your strategy. Your nonprofit will only be successful in contributing true social value if it identifies, understands, and applies the value it can provide that others cannot.

A competitive advantage is determined by identifying ***how your organization differs from other players in how the mission is advanced or impact is made, in a way that customers and funders value***. Competitive advantages typically fall into the following categories.

Unique Asset

- Better program design leading to better outcomes
- Unique attributes of programs or services such as linguistic or cultural capacity
- An accessible location or network of locations
- An attractive or specialized building or property that enhances program delivery
- A robust, diversified funding base that provides flexibility and stability
- Great name recognition and reputation among funders and constituents
- Powerful partnerships
- A well-connected board of directors

Outstanding Execution

- Lower costs to funders or customers
- Greater efficiency in delivering programs or services per dollar spent
- Faster delivery of programs or services (e.g., no waiting for service)
- Sound marketing and communications that raise visibility and awareness
- Better accountability and public reporting

What is your organization's competitive advantage?

Strategy Screen Worksheet

Before implementing a new strategy, your organization will need to evaluate that strategy using specific decision-making criteria: its “strategy screen.” The specific criteria depend on the organization’s mission, competitive advantage(s), and situation. The criteria will be different for each organization, and most likely need to change over time as your organization adapts to changes in the environment.

Basic criteria include:

- Will it advance the organization’s mission (assuming that your mission does not need to change)?
- Does it leverage the organization's competitive advantage(s)?
- Does it advance equity (to be defined by each group) within and outside the organization?
- Is it sustainable within existing or foreseeable resources?

You should include additional criteria, as you see fit. Examples include requiring that the strategy must meet:

- Specified financial criteria; such as, a new program must pay for itself
- Quality criteria; such as, new services must be of high quality
- Criteria related to your organization’s geographic and customer scope
- The requirement that it position your nonprofit as a leader

What would you include?

1.
2.
3.
4.
5.
6.
7.
8.
9.

Applying the Strategy Screen

Criteria	Option A: _______________ (Yes/How?; Not Yet/What's Needed?; No/Why not?)	Option B: _______________ (Yes/How?; Not Yet/What's Needed?; No/Why not?)	Option C: _______________ (Yes/How?; Not Yet/What's Needed?; No/Why not?)
Best Way to Achieve Mission			
Leverage Competitive Advantage			

The Big Question

While nonprofit leaders wrestle with many questions, the most effective strategies address the most critical questions first. A Big Question is *an opportunity or threat to which the organization must respond, and which is beyond the scope of the organization's current strategies*. ***The answer to the Big Question is your strategy.*** Answering the right *Big Questions* makes it easier to answer subsequent *Important Questions*.

Big Questions typically arise from one of three sources:

- **A New Opportunity:** A chance to expand your programs and services, reach new constituencies, or in some way measurably improve your ability to achieve your mission.
- **A Competitive Challenge:** Another organization — perhaps unintentionally — harms your ability to achieve your mission, such as by expanding services, launching a high-profile campaign, or garnering funding that was previously coming to your organization.
- **A Business Model Challenge:** Similar to a competitive challenge but impacts all organizations in your field, such as a policy shift, economic disruption, or new approaches to achieving your mission that emerge and are widely adopted.

Example: A funder announces a grant program that is relevant to those you serve but would require the development of new programs and perhaps new competencies within your organization.

Questions might be:

- How much funding should we request?
- Will we be able to hire additional staff to do this work?
- What are the implications for our mission and current work if we add new services?

The first two questions are practical — but operational. The third question frames the strategic question — would moving in this direction further our mission? What about our current strategies — should we move in a new direction?

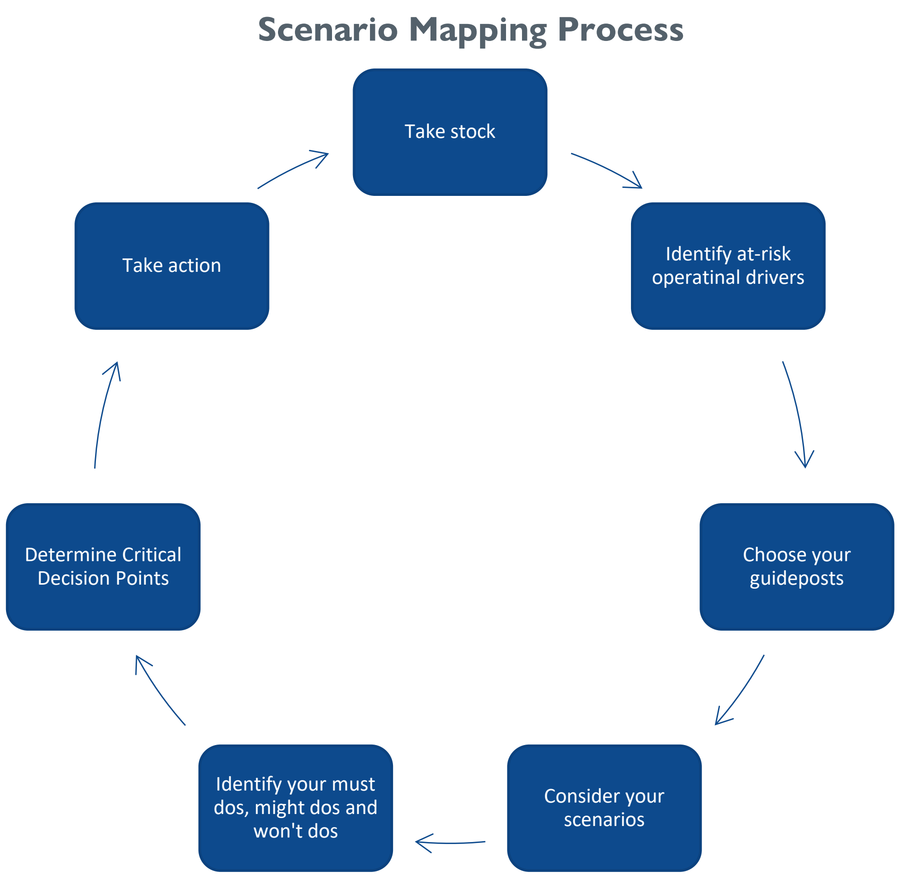
Other examples of strategic *Big Questions* include:

- How do we balance our litigation, policy, and community organizing roles?
- How can we most effectively incorporate equity in our mission, programs, and operations?
- Should our work be specific to on-site hospital activities or broaden to support citywide public and community health needs?
- Are we primarily focused on serving our members or on carrying out work our members cannot do?

What is your organization's Big Question?

Scenario Mapping Worksheet

As we have all learned in recent years and months, a well-designed plan can become obsolete in an instant. It is impossible to predict the future, however, leaders can examine possible risks and develop contingencies to address them. Doing this work in advance positions organizations to respond quickly and effectively in times of rapid change and high uncertainty.



Take Stock

This first step is intended to identify and, to the extent possible, quantify key organizational strengths, both hard assets such as cash on hand and soft assets such as relationships and reputation. Think of this exercise as akin to planning for a natural disaster – what food and other supplies do we have on hand, who can we call for help, and which neighbors can we count on in a crisis? Revisit the organizational assessment questions and identify the assets you can draw on in a crisis - from financial assets and programmatic strengths, to the people and partnerships you can count on.

Identify At-Risk Drivers (Things That Keep Me Up At Night)

Drivers typically impact programs, operations, and funding. Prioritize drivers by level of importance and risk, then focus your attention first on those items with both high importance and high risk. If your organization runs multiple programs, begin with an analysis of those that are most central to your mission and stability.

- What is the nature of the risk associated with the driver?
- What is the likelihood that the risk plays itself out?
- If the risk played out, how much of an impact would it have?

What Might Happen	Impact on My Organization	Likelihood of Happening
1.		
2.		
3.		
4.		
5.		

Choose Your Guideposts

Tailor to your needs and recognize trade-offs

Examples include:

- We will prioritize the highest impact activities
- We will prioritize the needs of the team
- We will prioritize the long-term financial sustainability of the organization
- We will prioritize our values

How will you decide?

Consider your scenarios: What happens in the external environment?	Impact on: Progams	Staff	Financial ($)	Other	Likelihood: (high, medium, low)
Good					
Neutral					
Bad					
Catastrophic					

Consider yours:	Good	Neutral	Bad	Catastrophic
Must Do				
Might Do				
Won't Do				

Strategy Development as an Ongoing Activity

Formation of an effective strategy is not just a once-every-several-years activity. To be successful, nonprofit leaders (both board and staff) should incorporate strategic thinking and action into the daily life of the organization.

Consider Your Meeting Agendas

Organizational leaders spend a great deal of time in meetings, but often that time is not used in the most effective way possible. Consider your meeting agendas: are you designating enough time for truly strategic discussions? Engaging the right people in the right discussions is critical. Consider regularly scheduled strategic discussion. You can "plan ahead" by calendaring a rotating selection of topics, though you should always be open to changing plans to address emerging issues or opportunities.

Following are some topics to consider:

A. Are there **changes in our field or environment**? How might these impact our work?

B. Has there been **significant/notable competitor activity**? How might this impact our work? What should our response be (if any)? Do we need to take any action to reduce the negative impact or increase the positive impact?

C. What is the **next big, relevant innovation** likely to be? How might this impact our work, or how we do our work? How *should* it?

D. "**Impact Brainstorm.**" Review the organization's desired impact statement and conduct a brainstorming discussion. How could we be more effective in this area? Be creative. Consider changes to programs and services as well as to infrastructure/internal processes (or, as an alternative, if the organization has articulated a Logic Model or Theory of Change to guide its work, focus the brainstorm on one of the outcomes described in that model).

E. "**Silo Check."** Is there an area where we could be working more collaboratively, either internally or with external players? How? What steps can we take in the next 30 days to improve?

F. Review **specific programmatic strategies and outcome indicators** — are our goals still realistic? Are we on track? Why or why not? Where do we need to adjust?

G. How relevant is our **competitive advantage** in advancing our mission? Have we developed any new competitive advantages?

H. Are there **new opportunities or threats** since our last strategic discussion?

I. Have decisions already been made, and if so, was the **strategy screen** used? How did that process go? Would we make the same decision again? If not, what decisions *need* to be made? How can we do this strategically? Do we need to update the strategy screen?

J. **How else** can we incorporate ongoing strategic thinking and discussions into our work? What is working well, and what could be improved?

Organizational Culture and Change Management

Organizational change is *a systemic response in reaction to, or anticipation of, a new set of internal and/or external factors*. To stay relevant and always ready to deliver on the mission, organizations need to be willing to handle the difficulty and uncertainty that come along with change. This will help ensure exciting opportunities and innovations do not pass by.

Researchers from the Harvard Business Review found that approximately **70% of change efforts fail**, even when the solution being implemented seems like the correct one. Common human responses correlate to the failure of even great solutions to produce great results:

- Lack of **awareness** there is a problem
- Lack of **concern** there is an issue that warrants action
- Lack of **buy-in** on proposed solutions
- **Resistance** to change
- **Confusion** and **fear**

The Role of Culture in Change Management

Any change effort begins with the recognition that the current state is undesirable and necessitates identifying a path forward. The ability of a team to understand, embrace, implement, and embed change has an outsized impact on the probability of success.

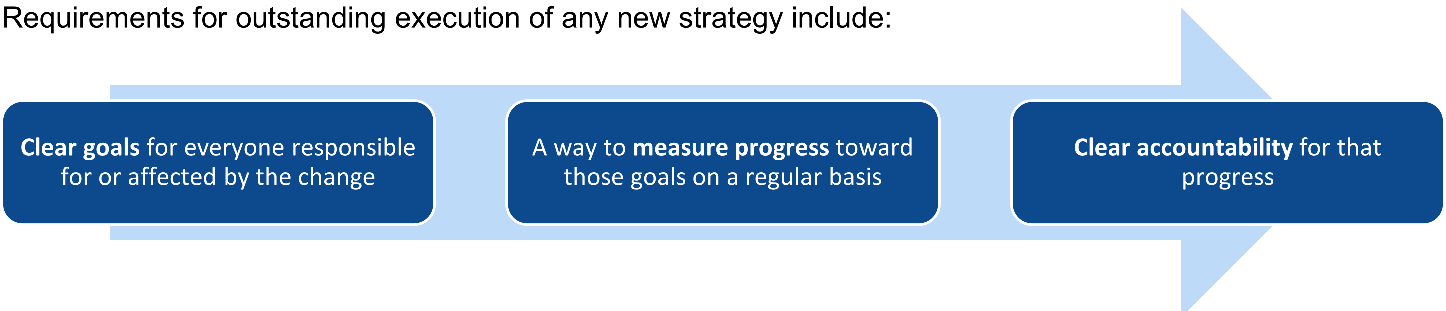
This formula illustrates the relationship:

The Right Solution

Getting to the best solution involves building a solid strategy

Good Execution

Requirements for outstanding execution of any new strategy include:



Closely linking decisions with organizational priorities and connecting execution goals to individual performance expectations is critical.

Adaptive Culture

Centering an adaptive organizational culture where change is both a habit and a motivator leads to success in constantly shifting circumstances and can mitigate “change fatigue”. Types of Responses:

- **Technical Responses**: The solution can be provided by an authority figure, by an outside expert, or by implementing a new tool or process
- **Adaptive Responses**: Actions in which people must change the way they think about their roles and their approach to work

Many organizations underestimate how often **a situation that seems to be technical in nature may require an adaptive response**. For example, while many technical solutions can be addressed by providing training and documentation on the new tool, structure, or process, an *unwillingness* to learn or execute on the part of an employee might indicate an adaptive challenge.

Adaptive culture leads to success in constantly changing circumstances and can mitigate "change fatigue". An adaptive culture is a way of operating where change is both a habit and a motivator:

- People expect and welcome change
- Change efforts include all perspectives, with equity at the forefront
- Change leaders understand, surface, and redirect natural human tendencies that hinder change
- Change leaders mobilize staff to surface, examine, and perhaps abandon deeply held beliefs and practices

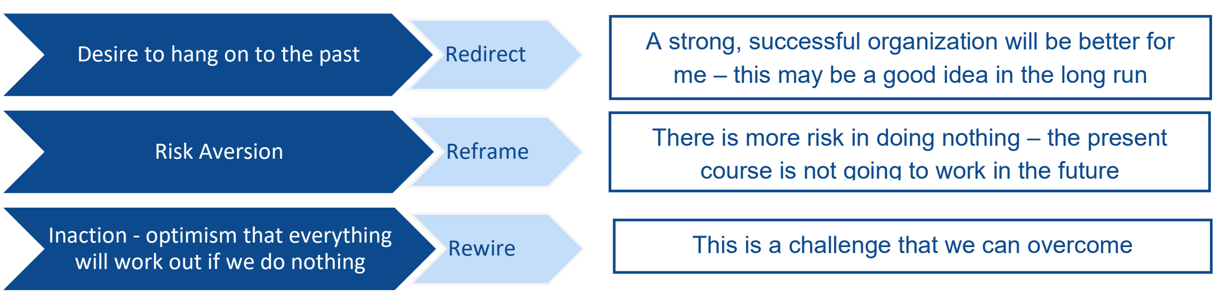
Centering **organizational culture** in an adaptive response will enhance the likelihood of success. In fact, as the earlier equation suggests, effective change management requires building and/or leveraging an adaptive culture throughout the process of finding and implementing the right solution.

Understanding Resistance

Redirect / Reframe / Rewire

An adaptive culture surfaces, addresses, and redirects the common human tendencies of self-interest, risk aversion, and a bias toward optimism that often hinders change. According to research by McKinsey & Company, people naturally approach strategic opportunities and challenges with a combination of self-interest, risk aversion, and a bias toward optimism. A highly adapted culture will redirect, refrain, and rewire these tendencies toward progress.

The following are common resistance reactions, tips on how to counter them, and statements that illustrate an adaptive response.



The 20-60-20 Rule

For any major opportunity or challenge, people tend to fall roughly into three categories:

- Twenty percent are **early adopters**. They already knew this change was needed.
- Sixty percent are **cautious accepters**. They will move forward if it feels safe and are convinced leadership is serious about it.
- Twenty percent may be **active resisters**. They are against the proposed change and will try to impede implementation efforts.

Allow active resisters to help reveal any fatal flaws in the emerging solution

Engage early adapters in visible roles in the change process and recognize them within the organization

Cautious acceptors will either be motivated to come along and, eventually, the active resistors will either get on board or leave the organization (voluntarily or otherwise).

Engagement Is Critical in Change Efforts

Front-end input is not the same as engagement and power-sharing. **The core of deep engagement is inclusion, which motivates people to co-create the solution.** When people feel excluded, they may ignore the situation or criticize proposed solutions offered by others.

- Share information to help your team recognize there is a problem that needs attention
- Engage with the team authentically
- Give careful thought to *how* diverse perspectives are included in the process
- Err on the side of overcommunicating
- Manage change at all levels of the organization (board, management, front-line staff, association members, volunteers, current or past program participants, and other stakeholders)

Change and Transition Models

Lewin and Kotter: Change Management

Several researchers have developed models for change management. Kurt Lewin described the phases of change management as first Unfreezing the current way, then making a Change, and finally Refreezing the new way of doing things. John Kotter developed a complementary model that includes eight stages observed in successful organizational transformations.

Bridges: Transition Management

It can be helpful to distinguish between *organizational change* and *individual transitions* — and to plan for both. William Bridges defined change as an external event or situation that is generally in response to external events. **Transition is the inner psychological process of coming to terms with a new situation.** Bridges' stages of transition include Endings, a Neutral Zone, and New Beginnings.

Endings

People identify what they are losing and what they will keep, including relationships, processes, status, team members, locations, etc. They may experience a range of negative emotions, including fear, denial, anger, uncertainty, sadness, and loss.

Neutral Zone

The old is gone but the new is not yet fully in place; people are caught between the old and new reality/identity. In this stage, realignment and pattern changes take place as people learn their new roles. There is often confusion, skepticism, resentment, discomfort, and low morale and productivity; there may be a tendency to want to revert, and frustration that there is nothing to revert to. This can also be a period of creativity and innovation for those ready to look forward.

Consider the analogy of someone jumping across a chasm. The Neutral Zone is like being midair with uncertainty about sticking the landing but no ability to turn back. The more that change leaders can support those affected by change through the Neutral Zone, the more successful the change effort will be. This support includes ongoing communication and understanding of people's fears and concerns, reinforcement of why the change is needed, and support for struggling individuals to understand how they can positively contribute and the importance of their roles.

New Beginnings

There are now new understandings, values, attitudes, roles, and identities. People begin to feel reoriented and have renewed energy. People are open to learning and committed to their new role.

Combined Framework for Change and Transition

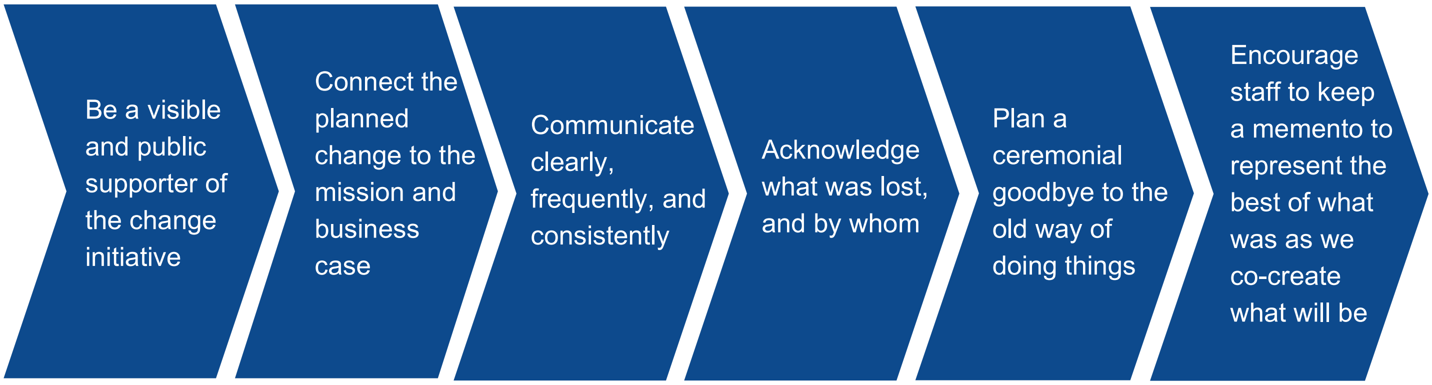
Without proper planning and support, significant change can put people in a crisis state of mind. Thus, change leaders must support people through transition rather than pushing forward stubbornly. The Lewin, Kotter, and Bridges frameworks can be combined to guide planning and support for organizational change and the resulting individual transitions.

Combined Change and Transition Management Framework

Unfreeze / Endings	Change / Neutral Zone	Refreeze / New Beginnings
Change Management		
1. Create a sense of urgency *Clarify why the current state is no longer desirable*	5. Remove obstacles *Empower others to act; change systems or structures; provide training; encourage and support risk-taking and creativity*	8. Anchor the change *Make clear the connections between the new behaviors and organizational success*
2. Form a powerful coalition *Assemble a group with the perspectives and ability to lead the change effort*	6. Create short-term wins *Create visible performance improvements; recognize and reward those embracing the change*	
3. Create a vision for change *Create a compelling path forward*	7. Build on the change *Continue to change systems and structures; hire, promote, and develop staff who can implement the vision*	
4. Communicate the vision *Use every vehicle possible to share the vision; engage the coalition in demonstrating new behaviors*		
Transition Management		
Listen empathetically Communicate openly about the change Make clear how each person can apply their experience and skills in the new environment and how they'll be supported Paint a positive picture of the change and allow time for them to accept it and say goodbye to the past	Acknowledge that it is normal to feel unsettled Remind the team of the goals, benefits, and available supports Set clear, short-term goals and give regular feedback Adjust workload as needed to allow for sufficient focus on executing the change Celebrate wins	Sustain positive energy Maintain clear and regular communications Link individual performance to organizational objectives Highlight stories of success that came about because of the change Celebrate wins and reward the team for their effort

Strategies for Leading Change

John Kotter suggests six strategies to lead teams through change and minimize the discomfort of the transition Neutral Zone.



The Manager's Role in Leading Through Change

Often, managers are caught in the middle of change efforts. They may not have been the decision-makers, but are seen as the face of the change by their staff. However, they are critical to effective change management. Change leaders should engage managers early and often and establish a two-way communication that allows managers to feed questions and realities to the project team and provide important project updates and context to their own teams.

Successful change efforts support managers in:

- Championing the change
- Acting as the conduit between senior leadership and staff
- Managing or influencing up so senior leaders can adjust appropriately to staff realities
- Managing uncertainty for others
- Creating an adaptive culture

Guiding and Supporting Teams Through Change

Building Awareness of the Need for Change

Answer the following prompts with groups of impacted staff. This should be a process of discovery where participants wrestle with the questions individually and/or in groups.

- What is the problem?
- Why does this problem exist?
- How does this problem impact our work?
- What would happen if we just ignored it?
- Who inside our organization is impacted by the problem?
- Which clients, members, or communities are impacted by the problem?

Change Readiness Quick Assessment

These questions can help determine where a team is in terms of readiness and alignment around change.

- Are we all in agreement that the current situation must be changed? (Why or why not? What happens if we don't change?)
- Are we all in agreement about the specific change we hope to implement and the outcome we need to obtain? (Articulate them)
- Do the people who will be most closely affected by this change support it?
- Are we able to commit the time, money, and attention this effort requires?
- Is there an executive sponsor committed to this change?

Answering "yes" to all five of these questions indicates a high degree of readiness. Anything less than five affirmative answers raises questions about clarity or commitment, suggesting more work should be done before initiating the change effort.

Sometimes it is useful to repeat this exercise with different work groups that might be affected by the proposed change. For example, the executive team might answer "yes" to questions about a change impacting the human resource function, but HR team might have several "no" responses.

Storytelling to Establish a Shared Vision

Think about your organization's history as a story. What has happened? What is going to happen? Where does the story take a twist? Engage people in an exercise to craft a narrative about the organization together. Have participants take ten minutes on their own to list Chapter Titles for notable periods and achievements that have occurred in the organization. Come together as a group to share what people have come up with, then ask and collectively discuss, "What do we want our next chapter to be?" Build upon major past chapters to craft a joint narrative for the future.

Impact Analysis

The following prompts help identify staff who will be impacted by a proposed change. With this information, leaders can understand ways in which staff will be impacted and begin to determine what kind of assistance and support they may need to navigate the change and the transition.

For each proposed change:

- Who will be impacted?
- How?
- What would help support them through this change?

Communications Plan

The prompts below can be formatted into a table as an easy to manage communications plan, helping to proactively keep people informed, anticipate challenges, and create opportunities for dialogue.

- Time period (e.g., “week of…”)
- Content: Progress & Next steps (clear, concise, bullet form)
- Purpose (Informational or a request for action?)
- Messenger
- Deadline
- Method(s) of communication (1:1, email, staff meeting, newsletter, department meeting, etc.)

Bridging Past and Present

Traditions bring people together. Draw from individuals’ past experiences to offer ideas and inspiration to form new traditions by discussing what you want your culture to look like moving forward.

- What recurring events or activities from the past do you appreciate the most?
- How can you carry this tradition forward to work for your new context?
- What traditions can we start together?

Idea Funeral

With an organizational culture that encourages risk and innovation, not all ideas that are tried will or should survive. Institute the practice of holding an “ideas funeral” on a regular basis to honor and officially sunset/shut down ideas that aren’t working or don’t make strategic sense. Honor the spirit of the idea, ask staff involved to pull out what worked well and what didn’t, and determine aspects of the effort that should “live on” in other initiatives.

Focused Complaining

Implementing change is hard work and you don't need to put a positive spin on everything. Set aside ten minutes at the beginning of a meeting and encourage everyone to complain. Start it yourself if you need to – encourage it, welcome it, celebrate it. Make it clear at the outset that once this period is over you are going to move on to the business at hand.

Managing Difficult Conversations

The following steps are adapted from the Crucial Confrontations framework (Kerry Patterson, Joseph, Grenny, and Ron McMillan).

1. Prepare: Determine why a dialogue is needed, anticipate their reactions, create space to talk
2. Describe the problem as you see it
3. Describe how the problem impacts the experiences or perceptions of you or others
4. Invite the other's perspective; listen quietly without arguing, justifying, or defending yourself
5. Seek mutual agreement on the problem
6. Collaboratively brainstorm solutions
7. Mutually agree on a solution
8. Clarify who will do what by when as well as how and when you'll check in on progress

Five Dysfunctions of a Team

Teams have *shared* goals for success, in contrast to collections of individuals. A measure of a team is whether it accomplishes the results it set out to achieve. Most teams struggle to achieve their potential. Patrick Lencioni found that teams begin to deteriorate if even a single dysfunction was allowed to flourish.

Dysfunction	Impact	Leader's Role	Cohesive Teams
Absence of Trust	The fear of being vulnerable with team members prevents the building of trust within the team	Model vulnerability first so others see it is safe to be human	Trust one another enough to be vulnerable
Fear of Conflict	The desire to preserve artificial harmony stifles productive ideological conflict	Demand debate on issues and mine for conflict	Engage in unfiltered conflict around ideas
Lack of Commitment	The lack of clarity or buy-in prevents team members from making decisions and sticking to them	Ensure clarity and closure for all decisions	Commit to decisions and plans of action
Avoidance of Accountability	The need to avoid interpersonal discomfort prevents team members from holding one another accountable	Confront difficult issues	Hold one another accountable for delivering against their plans
Inattention to Results	The pursuit of individual goals or personal status erodes the focus on collective success	Focus on collective outcomes	Focus on the achievement of collective results