



The Five Dysfunctions of a Team by Patrick Lencioni

Team Assessment

Instructions: Use the scale below to indicate how each statement applies to your team. It is important to evaluate the statements honestly and without over-thinking your answers.

3 = Usually 2 = Sometimes 1 = Rarely

- ___ 1. Team members are passionate and unguarded in their discussion of issues.
- ___ 2. Team members call out one another's deficiencies or unproductive behaviors.
- ___ 3. Team members know what their peers are working on and how they contribute to the collective good of the team.
- ___ 4. Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team.
- ___ 5. Team members willingly make sacrifices (such as budget, turf, head count) in their departments or areas of expertise for the good of the team.
- ___ 6. Team members openly admit their weaknesses and mistakes.
- ___ 7. Team meetings are compelling, and not boring.
- ___ 8. Team members leave meetings confident that their peers are completely committed to the decisions that were agreed on, even if there was initial disagreement.
- ___ 9. Morale is significantly affected by the failure to achieve team goals.
- ___ 10. During team meetings, the most important—and difficult—issues are put on the table to be resolved.
- ___ 11. Team members are deeply concerned about the prospect of letting down their peers.
- ___ 12. Team members know about one another's personal lives and are comfortable discussing them.
- ___ 13. Team members end discussions with clear and specific resolutions and calls to action.
- ___ 14. Team members challenge one another about their plans and approaches.
- ___ 15. Team members are slow to seek credit for their own contributions, but quick to point out those of others.

Strategies for Overcoming...

Absence of Trust

- Identify and discuss individual strengths and weaknesses
- Spend considerable time in face-to-face meetings and working sessions

Fear of Conflict

- Acknowledge that conflict is required for productive meetings
- Understand individual team members' natural conflict styles, and establish common ground rules for engaging in conflict.

Lack of Commitment

- Review commitments at the end of each meeting to ensure all team members are aligned
- Adopt a “disagree and commit” mentality—make sure all team members are committed regardless of initial disagreements.

Avoidance of Accountability

- Explicitly communicate goals and standards of behavior.
- Regularly discuss performance versus goals and standards.

Inattention to Results

- Keep the team focused on tangible group goals.
- Reward individuals based on team goals and collective success.



THE FIVE DYSFUNCTIONS OF A TEAM



#1: Absence of Trust

The fear of being vulnerable with team members prevents the building of trust within the team.

#2: Fear of Conflict

The desire to preserve artificial harmony stifles the occurrence of productive, ideological conflict.

#3: Lack of Commitment

The lack of clarity or buy-in prevents team members from making decisions they will stick to.

#4: Avoidance of Accountability

The need to avoid interpersonal discomfort prevents team members from holding one another accountable for their behaviors and performance.

#5: Inattention to Results

The pursuit of individual goals and personal status erodes the focus on collective success.