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.
Scoring

Combine your scores for the preceding statements as indicated below:

<table>
<thead>
<tr>
<th>Dysfunction 1: Absence of Trust</th>
<th>Dysfunction 2: Fear of Conflict</th>
<th>Dysfunction 3: Lack of Commitment</th>
<th>Dysfunction 4: Avoidance of Accountability</th>
<th>Dysfunction 5: Inattention to Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total:</strong> ___</td>
<td><strong>Total:</strong> ___</td>
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A score of 8 or 9 is a probable indication that the dysfunction is not a problem for your team. A score of 6 or 7 indicates that the dysfunction could be a problem. A score of 3 to 5 is probably an indication that the dysfunction needs to be addressed.

Regardless of your scores, it is important to keep in mind that every team needs constant work, because without it, even the best ones deviate towards dysfunction.

- **Inattention to Results** leads to / is characterized by **Status and Ego**
- **Avoidance of Accountability** leads to / is characterized by **Toleration of Low Standards**
- **Lack of Commitment** leads to / is characterized by **a Sense of Ambiguity**
- **Fear of Conflict** leads to / is characterized by **False Harmony**
- **Absence of Trust** leads to / is characterized by **Invulnerability**

### NAME OF STAFF:

<table>
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<tr>
<th>Absence of Trust</th>
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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.
#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.