

Patrick Lencioni – The Five Dysfunctions of a Team

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) Teams are passionate and unguarded in their discussion of issues.		8) Team members leave meetings confident that their peers are completely committed to the decisions that were agreed on, even if they were in initial disagreement.
	2) Team members call out one another's deficiencies or unproductive behaviours.		9) Morale is significantly affected by the failure to achieve team goals.
	3) Team members know what their peers have been working on and how they say or do something inappropriate or possibly damaging to the team.		10) During team meetings, the most important – and difficult – issues are put on the table to be resolved.
	4) Team members quickly and genuinely apologise to one another when they say or do something inappropriate or possibly damaging to the team.		11) Team members are deeply concerned about the prospect of letting down their peers.
	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.		12) Team members know about one another's personal lives and are comfortable discussing them.
	6) Team members openly admit their weaknesses and mistakes.		13) Team members end discussion with clear and specific resolutions and action plans.
	7) Team meetings are compelling, not boring.		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.

Dysfunction 1: Absence of Trust		Dysfunction 2: Fear of Conflict		Dysfunction 3: Lack of Commitment		Dysfunction 4: Avoidance of Accountability		Dysfunction 5: Inattention to Results	
Statement 4		Statement 1		Statement 3		Statement 2		Statement 5	
Statement 6		Statement 7		Statement 8		Statement 11		Statement 9	
Statement 12		Statement 10		Statement 13		Statement 14		Statement 15	
Total		Total		Total		Total		Total	

A score of 8 or 9 is 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 toward dysfunction.