Team Assessment

5 Dysfunctions of a Team

Using the scale below, indicate how each statement applies to the/your team. Please briefly evaluate the statements 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 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.

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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 a probable indication that dysfunction is not a problem for our 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 team 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.

5 Dysfunctions

Overview

Dysfunction #1: **Absence of Trust**

This occurs when team members are reluctant to be vulnerable with one another and are unwilling to admit their mistakes, weaknesses or needs for help. Without a certain comfort level among team members, a foundation of trust is impossible.

Dysfunction #2: **Fear of Conflict**

Teams that are lacking on trust are incapable of engaging in unfiltered, passionate debate about key issues, causing situations where team conflict can easily turn into veiled discussions and back channel comments. In a work setting where team members do not openly air their opinions, inferior decisions are the results.

Dysfunction #3: **Lack of Commitment**

Without conflict, it is difficult for team members to commit to decisions, creating an environment where ambiguity prevails. Lack of direction and commitment can make employees, particularly star employees, disgruntled.

Dysfunction #4: **Avoidance of Accountability**

When teams don't commit to a clear plan of action, even the most focused and driven individuals hesitate to call their peers on actions and behaviors that may seem counterproductive to the overall good of the team.

Dysfunction #5: **Inattention to Results**

Team members naturally tend to put their own needs (ego, career development, recognition, etc.) ahead of the collective goals of the team when individuals aren't held accountable. If a team has lost sight of the need for achievement, the business ultimately suffers.

- From The 2006 Linkage Excellence in Management & Leadership Series: Building and Leading a High Performance Team, Patrick Lencioni