

## The Five Dysfunctions of a Team Team Assessment

### Introduction:

The primary purpose of this assessment is to provide you with a sense of your team's unique strengths and areas for improvement.

For a more accurate and holistic analysis, we encourage your entire team to complete the assessment anonymously (without attaching their names).

While the assessment itself provides an interesting perspective, its most important aspect is the discussion it may provoke around specific issues.

### Instructions:

- Please evaluate the statements honestly and be as objective as possible. Be thoughtful about your responses, but don't agonize over each response. Your initial "gut feel" is usually best.
- Use the scale at the top of each page to indicate how each statement applies to your team. Please remember to use the entire scale (1 to 5) to represent your most accurate response.
- The assessment should not take more than 15 minutes.
- When you have completed the Team Assessment, transfer your ratings to the scoring page.

<b>Does Not Apply</b>	<b>Seldom Applies</b>	<b>Sometimes Applies</b>	<b>Normally Applies</b>	<b>Consistently Applies</b>	<b>Always Applies</b>
<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

- \_\_\_1. Team members admit their mistakes.
- \_\_\_2. Team members are passionate and unguarded in their discussion of issues.
- \_\_\_3. Team members are quick to point out the contributions and achievements of others.
- \_\_\_4. Team members are interesting and compelling (not boring).
- \_\_\_5. During team meetings, the most important— and difficult— issues are discussed.
- \_\_\_6. Team members acknowledge their weaknesses to one another.
- \_\_\_7. Team members point out one another's unproductive behaviors.
- \_\_\_8. Team members point out one another's unproductive behaviors.
- \_\_\_9. The team has a reputation for high performance.
- \_\_\_10. Team members ask for help without hesitation.
- \_\_\_11. Team members leave meetings confident that everyone is committed to the decisions that were agreed upon.
- \_\_\_12. During discussions, team members challenge one another about how they arrived at their conclusions and opinions.
- \_\_\_13. Team members ask one another for input regarding their areas of responsibility.
- \_\_\_14. When the team fails to achieve collective goals, each member takes personal responsibility to improve the team's performance.
- \_\_\_15. Team members are quick to confront peers about problems in their respective areas of responsibility.
- \_\_\_16. Team members are quick to confront peers about problems in their respective areas of responsibility.
- \_\_\_17. Team members acknowledge and tap into one another's skills and expertise.

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<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

- \_\_\_18. Team members solicit one another's opinions during meetings.
- \_\_\_19. Team members end discussions with clear and specific resolutions and calls to action.
- \_\_\_20. Team members question one another about their current approaches and methods.
- \_\_\_21. The team ensures that poor performers feel pressure and the expectation to improve.
- \_\_\_22. Team members willingly apologize to one another.
- \_\_\_23. Team members communicate unpopular opinions to the group.
- \_\_\_24. The team is clear about its direction and priorities.
- \_\_\_25. Team members are slow to seek credit for their own contributions.
- \_\_\_26. All members of the team are held to the same high standards.
- \_\_\_27. When conflict occurs, the team confronts and deals with the issue before moving to another subject.
- \_\_\_28. The team is aligned around common objectives.
- \_\_\_29. The team consistently achieves its objectives.
- \_\_\_30. The team is decisive, even when perfect information is not available.
- \_\_\_31. Team members value collective success more than individual achievement.
- \_\_\_32. Team members are unguarded and genuine with one another.
- \_\_\_33. Team members can comfortably discuss their personal lives with one another.
- \_\_\_34. The team sticks to decisions.
- \_\_\_35. Team members consistently follow through on promises and commitments.
- \_\_\_36. Team members offer unprovoked, constructive feedback to one another.
- \_\_\_37. Team members place little importance on titles and status. (A high score on this statement indicates that titles and status are NOT important to team members.)
- \_\_\_38. Team members support group decisions, even if they initially disagreed.

### Team Assessment Scoring Instruction

1. Transfer your ratings from each statement on the Team Assessment to the corresponding blank below. Make certain that the number you assign to each statement is transferred to the appropriate blank.
2. Add the columns and fill in the totals.
3. To determine the average score for each fundamental, divide the total score by the number indicated below the total for each column.

TRUST	CONFLICT	COMMITMENT	ACCOUNTABILITY	RESULTS
1.	2.	11.	8.	3.
6.	4.	19.	16.	9.
10.	5.	24.	20.	14.
13.	7.	28.	21.	15.
17.	12.	30.	26.	25.
22.	18.	34.	35.	29.
32.	23.	38.	36.	31.
33.	27.			37.
_____	_____	_____	_____	_____
TOTAL (+8)	TOTAL (+8)	TOTAL (+7)	TOTAL (+7)	TOTAL (+8)
_____	_____	_____	_____	_____
AVERAGE	AVERAGE	AVERAGE	AVERAGE	AVERAGE

### Note on Group Scoring

To determine the average team score for each fundamental, add the individual average scores and divide by the number of participants. You can use the Scoring Interpretation grid to interpret the results.

“The Five Dysfunctions of a Team” Patrick Lencioni