

# The Five Dysfunctions of a Team

(Lencioni, P. (2002). *The five dysfunctions of a team*. San Francisco: Jossey-Bass.)

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

<p>___ 1. Team members are passionate and unguarded in their discussion of issues.</p> <p>___ 2. Team members call out one another's deficiencies or unproductive behaviors.</p> <p>___ 3. Team members know what their peers are working on and how they contribute to the collective good of the team.</p> <p>___ 4. Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team.</p> <p>___ 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.</p> <p>___ 6. Team members openly admit their weaknesses and mistakes.</p> <p>___ 7. Team meetings are compelling, not boring.</p>	<p>___ 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.</p> <p>___ 9. Morale is significantly affected by the failure to achieve team goals.</p> <p>___ 10. During team meetings, the most important—and difficult—issues are put on the table to be resolved.</p> <p>___ 11. Team members are deeply concerned about the prospect of letting down their peers.</p> <p>___ 12. Team members know about one another's personal lives and are comfortable discussing them.</p> <p>___ 13. Team members end discussions with clear and specific resolutions and action plans.</p> <p>___ 14. Team members challenge one another about their plans and approaches.</p> <p>___ 15. Team members are slow to seek credit for their own contributions, but quick to point out those of others.</p>
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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 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.