



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

### INSTRUCTIONS

- Please assign a rating to each statement. It is essential to the accurate scoring of this instrument.
- 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 below to indicate how each statement applies to your team. Please remember to use the entire scale (1-5) to represent your most accurate response.
- The assessment should not take more than 15 minutes. When you have completed the Team Assessment, please transfer your ratings to the scoring page. Tear off that scoring page and return it to:

\_\_\_\_\_

\_\_\_\_\_

Thank you.

#### The Rating Scale:

1—Never    2—Rarely    3—Sometimes    4—Usually    5—Always

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 meetings 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 voice their opinions even at the risk of causing disagreement. \_\_\_\_\_

#### The Rating Scale:

1—Never    2—Rarely    3—Sometimes    4—Usually    5—Always

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 willingly make sacrifices in their areas for the good of the team. \_\_\_\_\_
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. \_\_\_\_\_
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. \_\_\_\_\_

Your Name (Optional) \_\_\_\_\_

### TEAM ASSESSMENT SCORING INSTRUCTIONS

1. Transfer your ratings from the statement on the Team Assessment to the corresponding blanks below. Make certain that the number you assigned 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's total scores and divide by the number of participants. You can use the grid on the back of this page to interpret the results.

### SCORING INTERPRETATION

	<b>High</b> Average score of 3.75 and above	<b>Medium</b> Average score of 3.25 – 3.74	<b>Low</b> Average score 3.24 and below
<b>Trust</b>	Your team has created an environment where vulnerability and openness are the norm.	Your team may need to get more comfortable being vulnerable and open with one another about individual strengths, weaknesses, mistakes and needs for help.	Your team lacks necessary levels of openness and vulnerability about individual strengths, weaknesses, mistakes and needs for help.
<b>Conflict</b>	Your team is comfortable engaging in unfiltered discussion around important topics.	Your team may need to learn to engage in more unfiltered discussion around important topics.	Your team is not comfortable engaging in unfiltered discussion around important topics.
<b>Commitment</b>	Your team is able to buy-in to clear decisions leaving little room for ambiguity and second-guessing.	Your team may struggle at times to buy-in to clear decisions. This could be creating ambiguity within the organization.	Your team is not able to buy-in to clear decisions, leaving room for ambiguity and second-guessing.
<b>Accountability</b>	Your team does not hesitate to confront one another about performance and behavioral concerns.	Your team may be hesitating to confront one another about performance and behavioral concerns.	Your team hesitates to confront one another about performance and behavioral concerns.
<b>Results</b>	Your team values collective outcomes more than individual recognition and attainment of status.	Members of your team may be placing too much importance on individual or departmental recognition and ego, rather than focusing on the collective goals of the team.	Your team needs to place greater value on the collective achievement of outcomes, rather than individual or departmental recognition and ego.

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**PATRICK LENCIONI**

AUTHOR OF *SILOS, POLITICS, AND TURF WARS*

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Published by Pfeiffer  
A Wiley Imprint  
989 Market Street, San Francisco, CA 94103-1741 [www.pfeiffer.com](http://www.pfeiffer.com)

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ISBN: 0-7879-8618-6

Printed in the United States of America

Printing 10 9 8 7 6 5 4 3 2 1