



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

	High Average score of 3.75 and above	Medium Average score of 3.25 – 3.74	Low Average score 3.24 and below
Trust	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.
Conflict	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.
Commitment	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.
Accountability	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.
Results	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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