



This questionnaire is designed to help you uncover the weak spots and strengths in your 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 voice their opinions even at the risk of causing disagreement.
- \_\_\_\_ 2. Team members offer unprovoked, constructive feedback to one another.
- \_\_\_\_ 3. The team is clear about its overall direction and priorities.
- \_\_\_\_ 4. Team members willingly apologize to one another.
- \_\_\_\_ 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 to one another.
- \_\_\_\_ 7. When conflict occurs, the team confronts and deals with the issue before moving to another subject.
- \_\_\_\_ 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. When the team fails to achieve collective goals, each member takes personal responsibility to improve the team's performance.
- \_\_\_\_ 10. During team meetings, the most important—and difficult—issues are discussed.
- \_\_\_\_ 11. The team ensures that members feel pressure from their peers and the expectation to perform.
- \_\_\_\_ 12. Team members ask one another for input regarding their areas of responsibility.
- \_\_\_\_ 13. Team members end discussions with clear and specific resolutions and calls to action.
- \_\_\_\_ 14. Team members question one another about their current methods and approaches.
- \_\_\_\_ 15. Team members are quick to point out the contributions and achievements of others.



## Scoring

Look at the response you have for each question, and place the corresponding result into the table below. Be sure to double check which score you've placed against each question.

Score each question in the following columns:

Dysfunction	Absence of trust	Score	Fear of conflict	Score	Lack of commitment	Score	Avoidance of accountability	Score	Inattention to results	Score
Question nb.	4		1		3		2		5	
	6		7		8		11		9	
	12		10		13		14		15	
	<b>Total</b>		<b>Total</b>		<b>Total</b>		<b>Total</b>		<b>Total</b>	

A score of 8 or 9 is a probable indication that this 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.

## The 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.