

# The Five Dysfunctions of a Team

## Teams that have it...

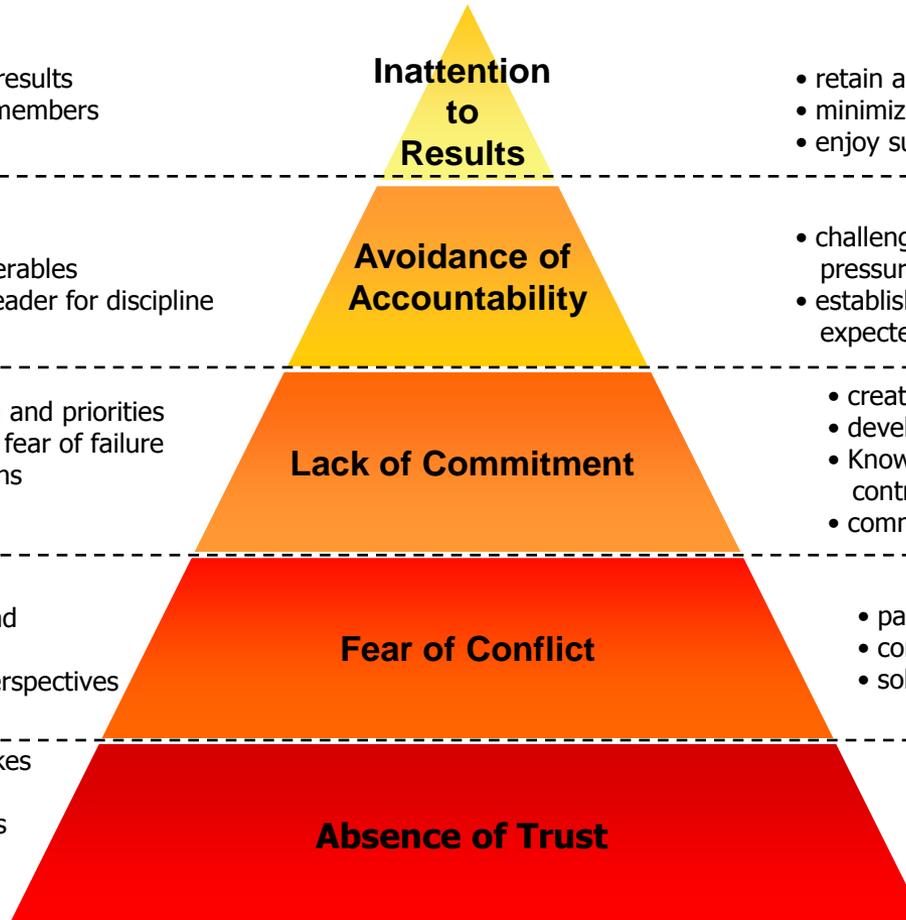
- stagnate, fail to grow or get results
- loose achievement oriented members
- are easily distracted

- encourage mediocrity
- miss deadlines and key deliverables
- place undue burden on the leader for discipline

- create ambiguity on direction and priorities
- breed lack of confidence and fear of failure
- revisit discussion and decisions
- encourage second guessing

- have boring meetings
- have back channel politics and personal attacks
- fail to tap into all opinions/perspectives

- conceal weakness and mistakes
- don't ask for help
- Jump to conclusions on others intentions
- dread meetings and avoid spending time together



## Teams that don't...

- retain achievement oriented members
- minimize individualistic behaviour
- enjoy success and failure acutely

- challenge each other and ensure poor performers feel pressure to improve
- establish respect among team members to hold expected standards and call out unproductive behaviours

- create clarity around direction and priorities
- develop the ability to learn from mistakes
- Know what each others is working on and how they contribute to the team
- commit to and uphold team decisions and actions

- passionate and unguarded discussion of issues
- compelling lively meetings
- solve real issues soliciting all opinions

- admit weakness and mistakes
- ask for help
- appreciate and tap into each others skills and experiences
- like spending time together

# Five Dysfunctions Team Effectiveness Assessment

3	=	<i>Usually</i>
2	=	<i>Sometimes</i>
1	=	<i>Rarely</i>

**Instructions:** Use the scale to indicate how each statement applies to your team. It is important to evaluate the statements honestly and without over-thinking your answers.

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

# Team Health Rating - 5 Dysfunctions of a Team

**Absence of Trust**

**Fear of Conflict**

**Lack of Commitment**

**Avoidance of Accountability**

**Inattention to Results**

Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team.

Team members are passionate and unguarded in their discussion of issues.

Team members know what their peers are working on and how they contribute to the collective good of the team.

Team members call out one another's deficiencies or unproductive behaviors.

Team members willingly make sacrifices (such as budget, turf, head count) in their departments or areas of expertise for the good of the team.

Team members openly admit their weaknesses and mistakes

Team meetings are compelling and not boring

Team members leave meetings confident that their peers are completely committed to the decisions that were agreed on, even if there was initial disagreement.

Team members are deeply concerned about the prospect of letting down their peers.

Morale is significantly affected by the failure to achieve team goals.

Team members know about one another's personal lives and are comfortable discussing them.

During team meetings the most important—and difficult—issues are put on the table to be resolved.

Team members end discussions with clear and specific resolutions and calls to action.

Team members challenge one another about their plans and approaches

Team members are slow to seek credit for their own contributions, but quick to point out those of others

**Score of 8-9 is a probable indication that the dysfunction is not a problem for your team**

**Score of 6-7 indicates that the dysfunction could be a problem for this team**

**Score of 3-5 is probably an indication that the dysfunction needs to be addressed**