

# FIVE DYSFUNCTIONS



## GROWING LEADERS

1. Team members are passionate and unguarded in their discussion of issues.
2. Team members feel free to offer and receive constructive criticism from each other.
3. Team members know what one another are doing and why their fellow members contribution is important for the whole task.
4. Team members are quick to apologise for inappropriate words and actions.
5. Team members are willing to sacrifice their own preferences and desires so that the whole group can move forward.
6. Team members openly admit their mistakes and weaknesses.
7. Team meetings are compelling, and not boring.
8. Team members generally leave meetings confident that their peers are completely committed to the decisions that were agreed on, even if there was initial disagreement.
9. The team feels 'down' when a new idea, event or initiative does not work.
10. During team meetings the most difficult and contentious issues are openly stated so that they can be resolved.
11. Team members are deeply concerned not to let down other members.
12. Team members are open about their personal lives and comfortable to discuss them.
13. Team members end discussions with clear resolution and plans for action.
14. Team members challenge one another about their ideas.
15. Team members are slow to seek credit for their own contributions, but quick to point out those of others.

### A Team That Works

Patrick Lencioni, in his excellent book *Five Dysfunctions of a Team*, suggests that there are five factors that often lead to teams not working well together.

This questionnaire is designed to give you an indication of how well your team is doing against the five factors. It is not a scientific analysis, but might give you some indications as to where some work needs to be done.

Complete the 15 questions using scores of 1, 2 or 3 as follows:

- 3 = Usually
- 2 = Sometimes
- 1 = Rarely

Then turn over this sheet and work out your score for each category.

# SCORING

## How to Score

- Write the score for each statement in the appropriate box.
- Add up the total for each column and fill in the bottom box.

<b>Dysfunction 1 LACK OF TRUST</b>	<b>Dysfunction 2 FEAR OF CONFLICT</b>	<b>Dysfunction 3 LACK OF COMMITMENT</b>	<b>Dysfunction 4 AVOIDANCE OF ACCOUNTABILITY</b>	<b>Dysfunction 5 INATTENTION TO RESULTS</b>
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
<b>TOTAL</b>				

## What it Might Mean

- A score of 8 to 9 indicates that the dysfunction is not a significant issue for your team.
- A score of 6 to 7 suggests that the dysfunction could be an issue.
- A score of 3 to 5 indicates that this dysfunction needs to be addressed.

REMEMBER: Teams are not static. They all need attention to keep them growing well. These problems can arise at many different stages in the life of a team.