**Team Assessment Questionnaire – 5 Dysfunctions**

(Lencioni, P. (2002). *The five dysfunctions of a team*. San Francisco: Jossey-Bass.)

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

3= Usually

2= Sometimes

1= Rarely

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| 5 Dysfunctions test | | | | | |
| 1 |  | Team members are passionate and unguarded in their discussion of issues. | **8** |  | Team members leave meetings confident that their peers are completely committed to the decisions that were agreed on, even if they were in initial disagreement. |
| 2 |  | Team members call out one another’s deficiencies or unproductive behaviours. | **9** |  | Morale is significantly affected by the failure to achieve team goals. |
| 3 |  | Team members know what their peers are working on and how they contribute to the collective good of the team. | **10** |  | During team meetings, the most important—and difficult—issues are put on the table to be resolved. |
| 4 |  | Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team. | **11** |  | Team members are deeply concerned about the prospect of letting down their peers. |
| 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. | **12** |  | Team members know about one another’s personal lives and are comfortable discussing them. |
| 6 |  | Team members openly admit their weaknesses and mistakes. | **13** |  | Team members end discussions with clear and specific resolutions and action plans. |
| 7 |  | Team meetings are compelling, not boring. | **14** |  | Team members challenge one another about their plans and approaches. |
|  |  |  | **15** |  | Team members are slow to seek credit for their own contributions, but quick to point out those of others. |

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| 5 Dysfunctions test - Scoring | | | | | | | | | |
| Absence of Trust | | **Fear of Conflict** | | **Lack of Commitment** | | **Avoid accountability** | | **Inattention to results** | |
| Statement | **Score** | **Statement** | **Score** | **Statement** | **Score** | **Statement** | **Score** | **Statement** | **Score** |
| 4 |  | **1** |  | **3** |  | **2** |  | **5** |  |
| 6 |  | **7** |  | **8** |  | **11** |  | **9** |  |
| 12 |  | **10** |  | **13** |  | **14** |  | **15** |  |
| Total |  | **Total** |  | **Total** |  | **Total** |  | **Total** |  |

A score of 8 or 9 is a probable indication that the dysfunction is not a problem for your 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 the dysfunction needs to be addressed.

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| 5 Dysfunctions test |
| What did it show you about your team? |
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