



Tool 3-1. Is Your Team Dysfunctional?

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Based on Chapter 3, “Leading to Build the Team,” in *The ASTD Leadership Handbook*, edited by Elaine Biech, © 2010 ASTD

Purpose: This questionnaire is a straightforward diagnostic tool to help you evaluate your team’s susceptibility to the five dysfunctions.

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.

At the end of the questionnaire, there is a simple explanation of how to tabulate the results and interpret the possible conclusions. If possible, have all members of your team complete the diagnostic and review the results, discussing discrepancies in the responses and identifying any clear implications for the team.

Scale:

3 = Usually

2 = Sometimes

1 = Rarely

- _____ 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 know about one another’s personal lives and are comfortable discussing them.

- _____ 13. Team members end discussions with clear and specific resolutions and calls to action.
- _____ 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.

Scoring

Combine your scores for the following statements as indicated below.

Dysfunction 1: Absence of Trust	Dysfunction 2: Fear of Conflict	Dysfunction 3: Lack of Commitment	Dysfunction 4: Avoidance of Accountability	Dysfunction 5: Inattention to Results
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: _____
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 an indication that the dysfunction needs to be addressed.

Regardless of your scores, keep in mind that every team needs constant work, because without it, even the best ones deviate toward dysfunction.