

# Team Assessment Questionnaire

(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

<input type="checkbox"/> 1. Team members are passionate and unguarded in their discussion of issues.	<input type="checkbox"/> 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.
<input type="checkbox"/> 2. Team members call out one another's deficiencies or unproductive behaviors.	<input type="checkbox"/> 9. Morale is significantly affected by the failure to achieve team goals.
<input type="checkbox"/> 3. Team members know what their peers are working on and how they contribute to the collective good of the team.	<input type="checkbox"/> 10. During team meetings, the most important—and difficult—issues are put on the table to be resolved.
<input type="checkbox"/> 4. Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team.	<input type="checkbox"/> 11. Team members are deeply concerned about the prospect of letting down their peers.
<input type="checkbox"/> 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.	<input type="checkbox"/> 12. Team members know about one another's personal lives and are comfortable discussing them.
<input type="checkbox"/> 6. Team members openly admit their weaknesses and mistakes.	<input type="checkbox"/> 13. Team members end discussions with clear and specific resolutions and action plans.
<input type="checkbox"/> 7. Team meetings are compelling, not boring.	<input type="checkbox"/> 14. Team members challenge one another about their plans and approaches.
	<input type="checkbox"/> 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 preceding 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 probably an indication that the dysfunction needs to be addressed.