

**Worksheets – 5 Dysfunctions of a team**

How are we doing?

Put a checkmark in the appropriate column to indicate where your team is the strongest and where you think your team needs to improve.

Dysfunction	Our strongest area(s)	Our most challenging area(s)
Absence of trust		
Fear of conflict		
Lack of commitment		
Avoidance of accountability		
Attention to results		

**What one step could be taken to improve your team functioning?**

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## Team assessment:

Where are we, and where are we going?

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*The team assessment is a benchmark, not a report card – the purpose is to give a sense of the team’s unique strengths and areas for improvement. It’s a tool that tells where we are now so we can decide what kinds of changes we want to make.*

## Overall assessment

### **Team summary**

What are your overall impressions and thoughts?

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### **The five fundamentals**

What do the more detailed scores on this page tell us?

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## Team assessment:

### **The strongest areas**

Why did you score your team the way you did in this function?

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### **The weakest areas**

Why did you score your team the way you did in this function?

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## **Absence of trust**

Why did you score your team the way you did in this function?

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Have there been times you did not struggle with **Trust**? Why?

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What are some of our challenges for improving your rating with **Trust**?

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## **Fear of conflict**

Why did you score your team the way you did in this function?

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Have there been times you did not struggle with **Conflict**? Why?

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What are some of our challenges for improving your rating on **Conflict**?

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## Lack of commitment

Why did you score your team the way you did in this function?

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Have there been times you did not struggle with **Commitment**? Why?

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What are some of our challenges for improving your rating regarding **the Lack of Commitment**?

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## Avoidance of accountability

Why did you score your team the way you did in this function?

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Have there been times that you did not struggle with **Accountability**? Why?

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What are some of our challenges for improving your rating with **Accountability**?

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## Inattention to results

Why did you score your team the way you did in this function?

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Have there been times you did not struggle with **Results**? Why?

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What are some of our challenges in improving your rating on **Results**?

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**Bonus activity - Conflict resolution team exercise: A current issue for our team**

**Obstacles that have been present during discussions about the issue:**

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**In what ways do these obstacles impact our decision-making process?**

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**What can our team do to handle obstacles, to improve the way we engage in conflict, and make decisions, both for this issue & for potential future problems?**

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## Summary and Conclusion

**Review your assessment scores for each of the five dysfunctions. Then check the three behaviours from the assessment you think will have the most significant impact on your team over the next 4 to 6 months.**

- Team members admit their mistakes
- Team members are passionate and unguarded in their discussion of issues
- Team members are quick to point out the contributions and achievements of others
- Team meetings are exciting and compelling
- During team meetings, the most important, and challenging, issues are discussed
- Team members acknowledge their weaknesses to one another
- Team members voice their opinions, even at the risk of causing disagreements
- Team members point out unproductive behaviours
- The team has a reputation for high performance
- Team members ask for help without hesitation
- Team members leave meetings confident that everyone is committed to the decisions that were agreed upon
- During discussions, team members challenge one another about how they arrived at their conclusions
- Team members ask one another for input regarding their specific areas of responsibility
- When the team fails to achieve collective goals, each member takes personal responsibility to improve the team's performance
- Team members willingly make sacrifices in their areas for the good of the overall team
- Team members can confront peers about problems in their respective areas of responsibility
- Team members acknowledge and tap into each other's skills and expertise
- Team members solicit each other's input during meetings
- Team members question one another about their current approaches and methods
- Team members willingly apologized to one another
- Team members communicate unpopular opinions to the group
- The team is clear about direction and priorities
- Team members are slow to seek credit for their contributions
- When conflict occurs, the team confronts and deals with the issue before moving onto another subject
- The team is aligned around common goals and objectives
- The team consistently achieves its objectives
- The team is decisive even when perfect information is not available
- Team members value collective success more than individual achievement
- Team members are unguarded and genuine with one another
- The team sticks to decisions
- The team members consistently follow through on commitments
- Team members place little importance on titles and status
- Team member support group decisions even if they initially disagree

## Leadership Commitment

**What one thing will you commit to doing differently to make your team more productive?**

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