

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

- ___ 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 de-

cisions 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 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.

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