



## TEAMWORK AND COMMUNICATION ACTION SERIES: *Improving Patient Outcomes through Effective Teamwork and Communication*

### 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. Teams 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.



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### 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.



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### **Members of a team with an absence of trust...**

- Conceal their weaknesses and mistakes from one another
- Hesitate to ask for help or provide constructive feedback
- Hesitate to offer help outside their own areas of responsibility
- Jump to conclusions about the intentions and aptitudes of others without attempting to clarify them
- Fail to recognize and tap into one another's skills and experiences
- Waster time and energy managing their behaviours for effect
- Hold grudges
- Dread meetings and find reasons to avoid spending time together

### **Team that fear conflict...**

- Have boring meetings
- Create environments where back-channel politics and personal attacks thrive
- Ignore controversial topics that are critical to team success
- Fail to tap into all the opinions and perspectives of team members

### **A team that fails to commit...**

- Creates ambiguity among the team about direction and priorities
- Watches windows of opportunity close due to excessive analysis and unnecessary delay
- Breeds lack of confidence and fear of failure
- Revisits discussions and decisions again and again
- Encourages second-guessing among team members

### **A team that avoids accountability...**

- Creates resentment among team members who have different standards of performance
- Encourages mediocrity
- Misses deadlines and key deliverables

### **A team that is not focused on results...**

- Stagnates/fails to grow
- Rarely defeats competitors
- Loses achievement-oriented employees
- Encourages team members to focus on their own careers and individual goals