

Scoring: Add your scores for the 15 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
Question 4: _____	Question 1: _____	Question 3: _____	Question 2: _____	Question 5: _____
Question 6: _____	Question 7: _____	Question 8: _____	Question 11: _____	Question 9: _____
Question 12: _____	Question 10: _____	Question 13: _____	Question 14: _____	Question 15: _____
Total: _____	Total: _____	Total: _____	Total: _____	Total: _____

A score of 8-9 is a probable indication that the dysfunction is not a problem for your team.

A score of 6-7 indicates that the dysfunction could be a problem.

A score of 3-5 is an indication that the dysfunction needs to be addressed.

Overcoming The Five Dysfunctions

Dysfunction # 1: ABSENCE OF TRUST

Strategy for Overcoming:

- Identify and discuss individual strengths and weaknesses
- Spend considerable time in face-to-face meetings and working sessions

Dysfunction # 2: FEAR OF CONFLICT

Strategy for Overcoming:

- Acknowledge that conflict is required for productive meetings
- Establish common ground rules for engaging in conflict
- Understand individual team member's natural conflict styles

Dysfunction # 3: LACK OF COMMITMENT

Strategy for Overcoming:

- Review commitments at the end of each meeting to ensure all team members are aligned
- Adopt a "disagree and commit" mentality—make sure all team members are committed regardless of initial disagreements

Dysfunction # 4: AVOIDANCE OF ACCOUNTABILITY

Strategy for Overcoming:

- Explicitly communicate goals and standards of behavior
- Regularly discuss performance versus goals and standards

Dysfunction # 5: INATTENTION TO RESULTS

Strategy for Overcoming:

- Keep the team focused on tangible group goals
- Reward individuals based on team goals and collective success