



In the video summary, we talked about how each of these 5 dysfunctions are like a link in a chain. If one of the dysfunctions is allowed to happen, it will cause everything else to begin to breakdown and your team will start to decay. The important thing is to be able to identify which dysfunctions are present and deal with them quickly. So in this workshop, we are going to help you break down each dysfunction and see if any of them are present in your team.

Below, we have outlined characteristics that are present in the team when a dysfunction is present. After reviewing these characteristics, take the quiz below and add up your totals in order to see which dysfunctions are present, and which ones you need to deal with now.

Dysfunction #1 Absence of Trust

1. Conceal their weaknesses and mistakes from one another
2. Hesitate to ask for help or provide constructive feedback
3. Hesitate to offer help outside their own areas of responsibility
4. Jump to conclusions about the intentions and aptitudes of another without attempting to clarify them.
5. Fail to recognize and tap into one another's skills and experiences.
6. Waste time and energy managing their behaviors for effect
7. Hold grudges
8. Dread meetings and find reasons to avoid spending time together.

Dysfunction #2 Fear of Conflict

1. Have boring meetings
2. Create environments where back-channel politics and personal attacks thrive
3. Ignore controversial topics that are critical to team success
4. Fail to tap into all the opinions and perspectives of team members
5. Waste time and energy with posturing and interpersonal risk management.

ACTION STEPS

*Notes don't change anything.
Don't take notes, take action!*

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Dysfunction #3 Lack of Commitment

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

Dysfunction #4 Avoidance of Accountability

- 1. Creates resentment among team members who have different standards of performance.
- 2. Encourages mediocrity
- 3. Misses deadlines and key deliverables
- 4. Places an undue burden on the team leader as the sole source of discipline.

Dysfunction #5 Inattention to Results

- 1. Stagnates/fails to grow
- 2. Rarely defeats competitors
- 3. Loses achievement-oriented employees
- 4. Encourages team members to focus on their own careers and individual goals
- 5. Is easily distracted.

Dysfunction Quiz

Directions:
Use the number scale to indicate how each statement applies to your team. Then at the end we will have you calculate your score and determine how your team is with each dysfunction.

Scale:
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.

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_____ 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, headcount) 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, not boring.

_____ 8. Team members leave meetings committed to the decisions 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 prospects 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.

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Score:

Dysfunction #1

Statement #4 _____
Statement #6 _____
Statement #12 _____

Total _____

Dysfunction #2

Statement #1 _____
Statement #7 _____
Statement #10 _____

Total _____

Dysfunction #3

Statement #3 _____
Statement #8 _____
Statement #13 _____

Total _____

Dysfunction #4

Statement #2 _____
Statement #11 _____
Statement #14 _____

Total _____

Dysfunction #5

Statement #5 _____
Statement #9 _____
Statement #15 _____

Total _____

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Scoring 8 or 9 means that this dysfunction is probably not an issue for your team

Scoring 6 or 7 means that this dysfunction could be a problem for your team

Scoring 3 to 5 means that this dysfunction is an issue and needs to be addressed immediately.

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